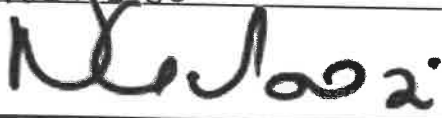




EASTERN CAPE MUSEUMS POLICY

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ABBREVIATIONS AND DEFINITIONS

Access	Availability to the public of a museum, its staff, displays and its collections and associated information.
Accession register	Refers to a written or digital record or database in which all items forming part of a collection of a museum are recorded.
Collection	A collection of specimens or objects acquired by or in the possession of an institution or museum for purposes of conservation, exhibition, display or research.
Department	Eastern Cape Department of Sport Recreation, Arts and Culture (DSRAC) which is responsible for cultural affairs and more specifically for museum services.
Governing body	Refers to the legal person established to own and manage a museum and includes, among others, a board of trustees, a control board, management committees, a board of directors, corporations and private individuals.
Intangible cultural heritage	Means the practices, representations, expressions, knowledge and skills that communities, groups and, in some cases, individuals, recognise as part of their cultural heritage (Convention for the Safeguarding of the Intangible Cultural Heritage, UNESCO, 2003).
Living heritage	Refers to the intangible aspects of inherited culture, and may include: <ul style="list-style-type: none"> (a) cultural tradition (b) oral history (c) performance (d) ritual (e) popular memory (f) skills and techniques (g) indigenous knowledge systems (h) holistic approach to nature, society and social relationships
Municipality	Carries the meaning as defined in section 155(6) of the Constitution of the Republic of South Africa, 1996.
Museum	Means a non-profit-making, permanent institution in the service of society and of its development, which is open to the public and acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment.
Museum services	This includes the coordination of museum activities; setting of museological standards; standardisation of professional practices; provision of training opportunities; undertaking on behalf of museums, heritage centres and interpretation points certain functions or activities, advising or assisting them, as agreed, in respect of these functions, and providing them with centralised specialist skills and facilities.
National museums	These are museological institutions that are established in terms of legislation for national museums passed by the national Parliament “preservation” means the act or process of applying measures

	necessary to sustain the existing form, integrity and material of the artefact, object or place.
Preservation	Means the act or process of applying measures necessary to sustain the existing form, integrity and material of the artefact, object or place.
Significance	Refers to the aesthetic, architectural, historical, scientific, social, spiritual, linguistic or technological value or significance of an artefact, object, collection or place.
Subscriber organisation or friends of the museum organisation	This refers to an organisation that aims to provide financial and other assistance and support to a specific museum, and whose members subscribe annually to the funds of the museum a minimum amount fixed by the governing body of the museum concerned.

FOREWORD

This policy is an instrument to enable Eastern Cape museums to become appropriate centres for conservation, study and reflection on heritage and culture. It therefore aims to define the role of museums in the current context; provides an overview of the museum legislation within the current constitutional environment as well as set out the proposed legislative, financial and administrative framework for the Department of Sport, Recreation, Arts and Culture to:

- Establish and spell out the role of the provincial government regarding museums other than national museums" (its constitutional mandate).
- Establish and support affiliated museums.
- Encourage individuals, authorities or organisations to establish and manage museums in their own communities.
- Encourage the promotion of our heritage.
- Investigate international trends and good practices related to provincial or regional museums and museum services.
- Set out existing policies pertaining to the management of museums and identify the gaps that exist.

The challenges faced by museums in the Eastern Cape include the following:

- Shortage or limited capacity of museums in the Eastern Cape, has become significantly restrained.
- Despite its contribution to tourism, the museum sector is not making a significant contribution to provincial priorities, such as the reduction of poverty, creation of decent work and the promotion of a knowledge economy.
- The current museum legislation requires revision and amendment to enable clearer direction, better coordination between provincial heritage entities and more efficient management of provincial and local museums.
- Resources in the sector are inequitably distributed in ways that disadvantage people who are black, poor, rural, disabled or female.
- Resources in the sector are inequitably distributed in terms of geographical location.
- The sector is underfunded and individual institutions are unable to be sustainable without the support of state funding.
- The current funding environment is structurally flawed and unsustainable over the long term.
- Funding for museums has been limited and over the past two decades, taking inflation into account, the funding has not changed. This has not assisted affiliated museums to answer the call for transforming the heritage landscape that exists in a democratic Eastern Cape
- The performance, norms and standards achieved by national museums require improvement.
- The sector experiences unacceptable systemic risk to its heritage resources, assets, intellectual property and human capital.
- The process and basis for the declaration of museums as 'provincial' requires urgent review.
- There is a lack of coordination at provincial level that can guide the development of museums while advocating for resource mobilisation to the sector.
- Museums have not been able to meet the challenge of augmenting their collections with artefacts, specimens and collections that reflect the history of the communities in which they are situated, because of a lack of a broader collection policy or of funding or donor apathy.

- Volunteers and local cultural organisations have declined by as much as 50%, especially at the smaller museums where their support is most needed. At a number of province-aided museums, this limits severely the accessibility of museums over weekends and on public holidays. At local and community museums, volunteers are the backbone of the museum operations and often responsible for opening the museum to visitors. There is little if any incentive for volunteers to offer their services to the museums.

In seeking to fill these gaps, the policy makes the recommendations which should be taken through processes of consultations and these will culminate into the finalisation of a legislative framework for the museums in the province as well provide the basis for the review of the Eastern Cape Museum Act of 2004.

1. INTRODUCTION

The aim of this policy framework is to provide opportunities for individuals and communities to establish and maintain museums in the Eastern Cape within a framework that is consistent with provisions of the Constitution. It also provides the foundation on which the current museum legislation can be revised to ensure effective governance and promotion of museums and heritage in the province.

The following will be addressed in the new legislation:

- (a) Establishment of a coherent framework for operations, funding, maintenance, administration and performance monitoring of museums in the province, which is consistent with the provisions of the Constitution.
- (b) Establishment of instruments that will encourage museums to generate revenue; harness alternative sources of funding for the transformation and conservation to ensure their sustainability.
- (c) Creation of a marketing framework for museums that will promote the Eastern Cape's cultural and heritage tourism.
- (d) Transforming collections, exhibitions and public programmes that include a system for the acquisition of significant artefacts, objects, specimens or collections as well as a framework for the safeguarding of artefacts, objects, specimens or collections that are under threat.
- (e) Creating a funding framework for the museum sector in the province of the Eastern Cape.
- (f) Institutionalisation of measures to ensure effective, efficient and economic services, including requirements for auditing and reporting.
- (g) Encouragement of cooperation and coordination between the museum service, museums, other spheres of government and heritage, education and research institutions.
- (h) A fair access to accredited training and development opportunities for members of governing bodies, employees and volunteers.

Eastern Cape museums are an expression of society's development, the self-esteem of a nation, and the standard for freedom of expression and democracy in the community. These institutions form democratic girders in society, constituting part of the crucial infrastructure that is required for the exercise of democracy and freedom of expression.

The museum policy lays the foundations for part of our common education as a nation. While museums play an important role in the efforts of a young nation such as South Africa to build its national identity, they also play an equally important role in the contemporary understanding of ourselves in terms of who we were, who we are and who we will become.

A fundamental principle of South African cultural policy is that cultural institutions should be independent in relation to political governing forces and museums are professionally autonomous institutions.

This policy will therefore enable the sector to develop positively without implementing guidelines that interfere with the professional independence and curatorial priorities of such institutions.

2. PURPOSE AND OBJECTIVES OF THE POLICY

This policy seeks to provide a coherent framework for the administration, operations, and maintenance of museums in the province.

The objectives of which include the following:

- (a) Formalisation of the relationships between the provincial museums and heritage directorate and museums that are not administered by the provincial structures, including national museums, municipal museums, community museums, corporate museums and private museums.
- (b) Establishment of a new governance and oversight structure for province-aided museums and the museums and heritage services.
- (c) Advancement of the transformation within the museums sector.
- (d) Promotion of social cohesion and nation building – Facilitating the inclusion of persons and groups from varied cultural and social backgrounds and contributing to the development of a unified national consciousness.
- (e) Strengthen and facilitate community participation in the management of living heritage.
- (f) Creation of formal linkages with educational, tourism and environmental management sectors in the province.
- (g) Address the repatriation of South African collections held elsewhere in the world.

3. DEFINING MUSEUMS AND THEIR ROLE IN SOCIETY

The primary purpose of museums is to safeguard and preserve our heritage as a whole. They do this through:

- (a) Carry out scientific studies to establish and understand their meaning and worth to society. This will support a global ethic based on good practice for the conservation, protection and dissemination of cultural and natural heritage. The educational mission of museums, whatever their nature, is every bit as important as their scientific work.
- (b) Serving as social institutions that are intended to safeguard the infrastructure that underpins democracy and freedom of expression. This implies that museums must be up-to-date and relevant in terms of the knowledge they disseminate, what they collect, how they communicate and how they interact with the world around them.
- (c) Being accountable institutions established and maintained for the public good. They shape and manifest the consciousness, identities and understanding of communities and individuals in relation to their natural, historical and cultural environments, through collection documentation, conservation, research and education programmes that are responsive to the needs of society.

- (d) Promotion of good governance and responsible management of their resources. The definition of a "museum" therefore reflects three important elements:
- (i) Museums are not to be equated with the buildings which locate them in space, but with the content housed in these buildings, namely collections of objects and artefacts relating to natural, historical and cultural phenomena. However, in some cases museums are intrinsically linked to the building in various ways.
 - (ii) Secondly, museums are institutions of public memory whose activities are to collect, conserve, research, educate and make accessible the natural, historical and cultural patrimony of a community or locality to the public. It is pivotal to note that although museums are located within a particular milieu, their roles transcend local boundaries as they contribute towards national, provincial and local consciousness, nation building and national identities.
 - (iii) Thirdly, through these activities, museums give shape and manifest the connection of communities to their natural environment, history and culture.

4. LEGISLATIVE AND MANDATE FRAMEWORK

This policy is developed within parameters of the following legislative and regulatory frameworks:

4.1 International Conventions

The Republic of South Africa has assented to a number of international convention. These are now part of South African law in terms of section 231 of the national Constitution. They are the following:

(a) Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954)

The Convention for the Protection of Cultural Property in the Event of Armed Conflict, adopted at The Hague (Netherlands) in 1954 in the wake of massive destruction of cultural heritage during the Second World War, is the first international treaty with a world-wide vocation focusing exclusively on the protection of cultural heritage in the event of armed conflict.

It covers immovable and movable cultural heritage, including monuments of architecture, art or history, archaeological sites, works of art, manuscripts, books and other objects of artistic, historical or archaeological interest, as well as scientific collections of all kinds regardless of their origin or ownership. The states that are party to the Convention benefit from the mutual commitment of more than 115 states with a view to sparing cultural heritage from consequences of possible armed conflicts through the implementation of the following measures:

- (i) Adoption of peacetime safeguarding measures such as the preparation of inventories, the planning of emergency measures for protection against fire or structural collapse, the preparation for the removal of movable cultural property or the provision for adequate in situ protection of such property, and the

designation of competent authorities responsible for the safeguarding of cultural property.

- (ii) Respect for cultural property situated within their own territory as well as within the territory of other States Parties by refraining from any use of the property and its immediate surroundings or of the appliances in use for its protection for purposes likely to expose it to destruction or damage in the event of armed conflict; and by refraining from any act of hostility directed against such property.
- (iii) Consideration of the possibility of registering a limited number of refuges, monumental centres and other immovable cultural property of very great importance in the International Register of Cultural Property under Special Protection in order to obtain special protection for such property.
- (iv) Consideration of the possibility of marking of certain important buildings and monuments with a distinctive emblem of the Convention.
- (v) Establishment of special units within the military forces to be responsible for the protection of cultural property.
- (vi) Sanctions for breaches of the Convention.
- (vii) Wide promotion of the Convention among the general public and target groups such as cultural heritage professionals, the military or law enforcement agencies.

(b) UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970)

This Convention requires its State Parties to take action in the following three ways:

- (i) Institute preventative measures: inventories, export certificates, monitoring trade, imposition of penal or administrative sanctions, educational campaigns, etc.
- (ii) Provide for restitution provisions: Per Article 7 (b) (ii) of the Convention, State Parties undertake, at the request of the State Party "of origin", to take appropriate steps to recover and return any such cultural property imported after the entry into force of this convention in both states concerned, provided, however, that the requesting state shall pay just compensation to an innocent purchaser or to a person who has valid title to that property. More indirectly and subject to domestic legislation, Article 13 of the Convention also provides provisions on restitution and cooperation.
- (iii) Ensure international cooperation: The idea of strengthening cooperation among and between state parties is present throughout the Convention. In cases where cultural patrimony is in jeopardy from pillage, Article 9 provides a possibility for more specific undertakings such as a call for import and export controls.

(c) UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects (1995)

- (i) The UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects is a complement to the UNESCO 1970 Convention. Perhaps the most important

clause in the Convention is the principle that anyone with a stolen item in his/her possession must in all cases restore it. This rule forces buyers to check that the goods have come onto the market legally, otherwise they will have to be returned.

- (ii) The UNESCO Convention of 1970 and the UNIDROIT Convention enable the preservation of cultural heritage and consequently the memory of humankind. They are a potent weapon in the fight against illicit traffic. Consequently ICOM urges its national committees to encourage their governments to ratify these Conventions.

(d) UNESCO Convention for the Safeguarding of Intangible Cultural Heritage (2003)

This Convention, adopted in 2003, the first binding multilateral instrument for the safeguarding of intangible cultural heritage, has four primary goals:

- (i) Safeguard intangible cultural heritage
- (ii) Ensure respect for the intangible cultural heritage of the communities, groups and individuals concerned
- (iii) Raise awareness at the local, national and international levels of the importance of the intangible cultural heritage, and of ensuring mutual appreciation thereof
- (iv) Provide for international cooperation and assistance.

(e) UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005)

The latest UNESCO Convention seeks to strengthen the five inseparable links of the same chain: creation, production, distribution/dissemination, access and enjoyment of cultural expressions, as conveyed by cultural activities, goods and services.

4.2 National policies and legislation

(a) Constitution of the Republic of South Africa

The South African Constitution which came into effect in 1996 (Part A of Schedule 5) assigns all museums other than national museums to the provincial sphere of government, as an exclusive legislative competence. In addition, the Bill of Rights as contained in the Constitution also demands the attention of the legislative authority to recognise in all related activities and provisions:

- (i) The right of all persons to freedom of conscience, religion, thought, belief and opinion
- (ii) The right to freedom of expression, which includes:
 - a. Freedom to receive or impart information or ideas
 - b. Freedom of artistic creativity
 - c. Academic freedom and freedom of scientific research

- (iii) The right of all persons to:
 - a. Have the environment protected, for the benefit of the present and future generations, through reasonable legislative and other measures that.
 - 1) prevent pollution and ecological degradation,
 - 2) promote conservation and
 - 3) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.
- (iv) The right of all persons to use their language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights.

(b) Cultural Institutions Act No. 119 of 1998

This act provides that the Department must liaise and cooperate with nationally declared cultural institutions regarding arts, culture and heritage matters.

4.3 Provincial policies and legislation

(a) The Eastern Cape Museums Act, No. 7 of 2004

This legislation advocated for the establishment of a public entity with a Board of Trustees responsible for coordinating all province-aided museums under its wing. The Board would in turn establish management committees to run the museums and disburse operational funding thereto on an annual basis.

4.4 Local government legislation and policies

(a) Local Government Municipal Systems Act, 2000 (Act 32 of 2000)

The Act 32 of 2000 provides mechanism for provincial monitoring and standard-setting for local government. In this regard, the MEC responsible for local government in a province is:

- (i) Obligated to establish mechanisms, processes and procedures in terms of section 155(6) of the national Constitution to monitor municipalities in the province in managing their own affairs, exercising their powers and performing their function; as well as monitor the development of local government capacity in the province o to assess the support needed by municipalities to strengthen their capacity to manage their own affairs, exercise their powers and perform their functions.
- (ii) Is empowered, by notice in the provincial gazette, to require municipalities of any category or type specified in the notice or any other kind described in the notice, to submit to a specified provincial organ of state such information as may be required in the notice either at regular intervals or within a period as may be specified.

5. DEFINITION OF A MUSEUM WITHIN THE EASTERN CAPE CONTEXT

The International Council of Museums (ICOM) definition of a museum, which has been revised several times since it was first introduced in the 1940s, reads: "A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment".

The ICOM definition emphasises generic functions and governance systems. It does not address the role and purpose of museums within a cultural and social context, nor does it address the diversity of formats that museums can take. But, as the ICOM definition is the operational definition generally used in Europe and Africa (and endorsed by ICOM's more than 30 000 members in 136 countries), it is a useful starting point to interrogate against South African perspectives before developing a South African definition.

In general, museums in South Africa are "non-profit" organisations in the sense that they exist for the benefit of society rather than for private gain. While perhaps no museum can be considered a "permanent institution" they have tended towards longevity. South African museums are generally legally formalised entities, whose activities are controlled by a formally constituted governing body. This has been the case in the Eastern Cape as the province takes cue from national government in relation to regulation and governance of museums.

Thus, all province-aided museums are "open to the public". In general, every museum in the Eastern Cape "acquires, conserves, researches, communicates and exhibits for the purposes of education, study and enjoyment.

6. PROBLEM STATEMENT- MUSEUMS OF THE EASTERN CAPE

There are currently fifty-eight (58) museums spread across all over the Eastern Cape and together they constitute a network that is preserving, administering, and communicating the wealth of the province's cultural heritage. Of the fifty eight, nineteen (19) are consolidated museum units in the provincial museum network.

The museums under the auspices of the Eastern Cape Department of Sport, Recreation, Arts and Culture have well more than 300 000 annual visitors (excluding years 2020 and 2021) and are consequently key meeting places for knowledge experiences. The basis for the communication work are large collections of objects and approximately 200 cultural historical buildings.

The most important thing that has occurred within the museum field during the last few years is the reform of the museums. In the past, museums were domains of white professionals and communities alike, with few black people involved in governance and management thereof except as minor labourers. With the advent of democracy in 1994, museums became theatres of change and they had to conform to the country's desire for social transformation. This led to reconfiguration of museum policy framework that had to accommodate social transformation in terms of governance, collections, displays, education programmes, human resources, access, and communication. The object of the reform was to strengthen the museum social and technical environment across the province.

The importance of intangible culture has lately been recognised and has opened up new avenues in collecting, research and public programmes. Museum research and collecting now include safeguarding memories and documenting intangible cultural practices. Museums are no longer confined to exhibitions within buildings. The new thinking allows museums new roles, as places of memory for our ancestors, spaces in which to claim history, places of discussion and places where communities and curators can animate objects through research and display.

The Fourth Industrial Revolution (4IR) and the advent of Covid-19 have changed the museum landscape rapidly and remarkably. Cyber museums, or virtual museums have come into being, and they challenge the traditional concept of museums as object and institution-based. The cyber museum has been defined as “a logically related collection of digital objects composed in a variety of media which, through its connectivity and its multi-accessible nature, lends itself to transcending traditional methods of communicating and interacting with visitors...; it has no real place or space; its objects and the related information can be disseminated all over the world” (Schweibenz, quoted in ICOM's *Key Concepts of Museology*).

Despite the reforms, the museums in the Eastern Cape still face a lot of challenges as a result of limitations from the regulatory and operational framework. The sections below discuss some of these in detail:

6.1 Gaps in the current legislation

DSRAC is mandated to draft exclusive provincial legislation regarding museums other than national museums and to manage its implementation. The department is thus responsible for rendering the provincial museum service, for working closely with affiliated museums and for supporting these museums. Furthermore, the Cultural Institutions Act No. 119 of 1998 provided that the department must liaise and cooperate with nationally declared cultural institutions regarding arts, culture and heritage matters.

The advent of democracy in South Africa was accompanied by a vigorous process of re-examining culture and heritage in the making of a new national identity. The cultural landscape has been much transformed in the past two decades. Yet South Africa is still a society in transition and must complete unfinished business in terms of the transformation of heritage institutions.

Pre-1994, museums in the Eastern Cape were guided by the Museums Ordinance No. 8 of 1975 (Cape Province). The implication was that museum entities that had been inherited from the Cape Administration were legally constituted as a province-aided museums in terms of the Cape Museums Ordinance No 8 of 1975. The Department of Sport, Recreation, Arts and Culture (DSRAC) was thus responsible for compliance with the provisions of this Ordinance in as far as it affected provincial museums in the Eastern Cape.

Post-1994, the Museums Ordinance was found to have deficiencies in that it did not serve as a suitable guide towards transformation of museum institutions. The White Paper on Arts, Culture and Heritage of 1996 provided a framework for national and provincial policy on arts, culture, heritage, and library and archive services. Museums, particularly, need to develop

sustainable management models. After two decades of democracy the time is opportune to review the progress made in the transformation of the museum sector.

In 2004 new legislation on museum services was drafted in consultation with relevant stakeholders. The Eastern Cape Museums Act, No. 7 of 2004 came into being and advocated for the establishment of a public entity with a Board of Trustees responsible for coordinating all province-aided museums under its wing. The Board would in turn establish management committees to run the museums and disburse operational funding thereto on an annual basis.

The Provincial Treasury did not support the idea of creating a public entity to manage affairs of the province-aided museums and suggested that the Department of Sport, Recreation, Arts and Culture should come up with a policy framework that would support all the museums through maintaining the Boards of Trustees but strengthening their governance capacity, financial management and accountability.

The 2004 legislation has fast become a weak link in efforts to adequately protect heritage resources in the province. This legislation, as mentioned above, is no longer relevant and it does not respond to the needs of the department and the museum sector at large and is thus redundant.

6.2 The impact of policies in the different spheres of government

In general, national policy does not create legal obligations that bind provinces or local government. Policy determinations are not legislative instruments, and in order to bind provinces or the public, national policies must normally be reflected in laws or regulations. As a general rule, policy determinations cannot override, amend or be in conflict with legislative instruments. A province may of course adopt national policy as its own, in which case the policy will bind the provincial authorities.

The same rule applies to policy determined by provincial government. A province may amend national policy or determine its own provincial policy, in which case the policy, as far as it pertains to museums other than national museums" will bind the provincial government and may guide local government in exercising its powers in terms of the specific provincial legislation.

The sixty (60) museums in the province are all promoted as "museums" and are at best not meeting the internationally accepted minimum criteria and standards and at worst mislead visitors concerning their functions and purpose. It is thus necessary to provide for the affiliation of museums to the Eastern Cape museum service. This will ensure that museums meet the minimum standards so that they can enjoy a reputable status in communities and among visitors and ensure a positive visitor experience.

6.3 The impact of museums and other heritage institutions on tourism and economic

A number of studies have been undertaken in the past decade to quantify the economic impact of the heritage sector, of which museums form an integral part, on the economy of towns, cities, districts, regions or even entire countries. In other cases, the social impact of heritage

has been the subject of a number of studies and investigations. It seems that a middle way must be found between the museums' traditional "offer policy" (with educational and scientific purposes) and the "demand policy" generated by the market.

Cultural and heritage activities constitute an essential engine for economic development at local level as well as contribute to "sustainable" development. A vision of society in which success does not only depends on continued quantitative material advancement but a society in which "wealth" should be further measured in relation to human values, the state of the environment and social cohesion.

Cultural and/or heritage is a big contributor to tourism and hence cultural/heritage tourism is often defined as travelling to experience the places, artefacts, collections and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural attractions. The challenge for the Eastern Cape is how best to profile and consolidate our cultural and heritage products with the view of developing these into tourism products. And for museums, the challenge is how to "strike a balance", to reform their structure and operating methods, without "selling their souls".

6.4 Finding a sustainable funding framework

On yearly basis, through the Eastern Cape Department of Sport, Recreation, Arts and Culture's annual equitable share, approximately R18 million is awarded to museum and other cultural heritage purposes.

The main purpose of these allocations is that the museums shall serve as a basis for knowledge about, understanding and experience of culture and society and in a way that shows continuance and change, coherence, and difference. The main part of the allocation goes to the administration of the museums in the provincial museum network. In addition, support is awarded to other cultural heritage efforts.

The taxpayers that benefit from the competence, communication and other services from the museums are partly responsible for the financing of the museums. Other funding comes from initiatives various museums devise to generate revenue and supplement their inadequate budgets they receive from the provincial government. Few museums that are administered by municipalities receive their finances from the local authorities, while those that are privately owned receive support from benefactors and donors.

6.5 Limited instruments that encourage museums to generate revenue; or harness alternative sources of funding for the transformation and conservation to ensure their sustainability.

- (a) The fact that national and provincial government cannot apply for funds from the National Lottery Distribution Fund, yet they have the constitutional mandate for museums (both national museums and museums other than national museums) is a gross oversight and should be addressed as a matter of urgency.

- (b) The planning, research and construction of new exhibitions to update existing displays and to address a fresh, updated and transformed exhibition and public programmes at affiliated museums are seriously hampered by the lack of financial and human resources. Guidelines regarding how museums could benefit from National Lottery Distribution Trust Fund and other funding organisations. The province must provide support to the museums in the form of developing a well-structured template that will articulate how funding applications should be obtained before applications are submitted to the Fund or other potential donors.
- (c) The inability of the affiliated museums to develop credible audited financial systems timeously, as well as some of the problems that are currently being experienced by affiliated museums to meet the criteria of the Auditor-General, not only for the auditing of financial statements, but also related to performance audit, asset management and related aspects, are largely due to the fact that most of the museum managers of affiliated museums are appointed at Level 7 of the public service salary scales, create governance challenges for the museum to make a case for accountable to the funders and sponsors.

In this regard, the proposed new categories of museums which would hopefully provide for fewer affiliated museums will require to be audited by the Auditor-General. Discussions with the Office of the Auditor-General must be initiated to ensure that a practical way forward be found to address the requirements of heritage institutions to meet the internationally acceptable audit standards.

- (d) Furthermore, suitably qualified staff (such as state accountants) should be appointed at the proposed regional museums to meet the requirements of these audit standards to ensure that museums can be accountable to their communities and society at large. Given the responsibilities of these museum managers, there is an urgent need to re-assess the responsibilities carried by museum managers. It is recommended that an organisational development investigation, with related job evaluations, be undertaken to address this urgent need.

6.6 Gaps in the policy to deal with transformation of collections, exhibitions, as well as weaknesses in safeguarding significant artefacts, objects, specimens or collections that are under threat.

Although the collections held by the affiliated museums are extensive and varied, these collections have not actively been augmented over the years to be representative of the history and heritage of the communities in which they are situated or address the approved theme. This can be ascribed to a number of factors:

- (a) Museum collections mainly reflect the lifestyle and tangible heritage of the middle class white inhabitants of the Eastern Cape because the majority of the collections were assembled in the 20th century.
- (b) Governing bodies over the past 30 years were reluctant to award funds to expand their museum collections in the absence of collection policies, policy guidance, lack of funds or uncertainty over the future direction of their institutions and as result potential donors

of objects, artefacts or collections are reluctant to donate these items to affiliated museums.

- (c) The perception exists amongst potential donors that affiliated museums only preserve the heritage and history of certain citizens and therefore their collections would not be representative of the community.
- (d) The perception exists that museum governance has deteriorated to such an extent that donors are no longer prepared to donate objects, artefacts or collections to these institutions.

It is therefore of the utmost importance that the legislative framework actively ensures that affiliated museums pursue a collection policy and strategy to ensure that its collections, exhibitions and public programmes are representative of the history and heritage of the communities in which they are housed or targets a specific theme.

Furthermore, these institutions should be marketed and promoted to develop new audiences and visitors, especially amongst the previously disadvantaged in our society that would be encouraged to visit these museums to experience their heritage and history. An active programme on capturing oral history should thus be developed.

6.7 Lack of cooperation and coordination between the museum service, museums, other spheres of government and heritage, education and research institutions

In South Africa, museums have not been recognised as education institutions despite the fact that many museums have education programmes and even educators seconded to them by the various education departments. Given the requirements of the former outcomes-based education curriculum adopted in South Africa, museums have been overwhelmed by learners requiring assistance and guidance to use museums as valuable resources.

In the Eastern Cape, the cooperation between the Department of Education, the museum service of the Department of Sport, Recreation, Arts and Culture and affiliated museums should be further expanded to ensure that learners visiting affiliated museums do have equal access to the services of seconded educators of the department (currently the teachers are seconded to three province-aided museums,

The department does not have the services of human scientists in the museum service responsible for the development of educational programmes that would align with the curriculum and presented at affiliated museums.

There is therefore an urgent need for a much closer relationship between the various spheres of government and museums and other heritage institutions to provide a coordinated experience to the museum visitor and to ensure that as a country, South Africa ensures that its heritage is cared for and recorded and is left by current in the best possible condition to future generations. This is in line with the Constitution of the Republic of South Africa and should related to cooperation between spheres of government, national declared cultural institutions, national and provincial public entities, the museum service and affiliated museums

in the Eastern Cape to ensure a coordinated approach to providing effective, efficient and economic services to and within the heritage community.

One of the proposals that should be considered is that the national Department of Sport Arts and Culture (DSAC) and the provincial department should engage in further discussions towards the construction of purpose-built facilities that meets the requirements of best practice for the storage and restoration of museum collections as well as archaeological material that is uncovered in terms of permits issued under the National Heritage Resources Act, 1999 and requiring to be housed in accredited museums or at universities.

At the same time, museums, heritage institutions and educational institutions should be encouraged to coordinate efforts to promote research into related topics and provide training for the dwindling number of trained heritage practitioners available in the country.

7. THE PROPOSED FRAMEWORK: REFORMS TO THE MUSEUMS LANDSCAPE OF THE EASTERN CAPE

7.1 Guiding principles

As the policy seeks to achieve implementation of new strategies, values, new thinking, reflections and developments towards the betterment of the museums, it is underpinned by the following principles:

- (a) Transformative Museums should broaden and transform their scope and operations. The principle of transformation encompasses inclusion, assimilation, participation, collaboration, and sometime eradication. Transformation as a principle for museums touches four interrelated spheres: personnel, exhibition, acquisition, and the transformation of audiences. Communities are to have equitable opportunity to preserve, promote and conserve their heritage.
- (b) Representivity: Museums must pay attention to previously neglected areas such as indigenous knowledge systems, traditional arts and crafts and traditional practises. As such, museums should become public spaces which reflect diversity of the South African society. Museums must become representative of all members of society, mirroring the ideals of democracy. Museums cannot be viewed outside the political and cultural spheres, since museums do not exist within a vacuum. Museums must therefore embrace the principle of representivity and play an important part in reflecting a nation's identity and have been performing this role since their existence.
- (c) Accessibility: With reference to this policy, in relation to accessibility, Museums are required to service all people in their diversity, not only as an ethical principle, but as a human rights requirement of South African law. The legal obligation of museums to ensure that barriers to access are addressed to facilitate the promotion of diversity and inclusivity is derived from the Constitution of South Africa. There are four areas of accessibility that need to be considered. They are as follows: physical, cognitive, auditory, and visual needs. Accessibility thus is a way to use specific, technical solutions to address the needs of various audiences: Braille texts for low-vision visitors; sign language interpretation for hearing-impaired visitors; easy to read texts in terms

of content, language, font, and size, to mention a few. Accessibility also breaks barriers. It's not just about navigating a space using a wheelchair, or working in a scent-free environment; these are both part of a bigger, more important consideration – that disabled people should have access to the community.

(d) Responsiveness

If museums are serious about inviting visitors to participate, they need to design structures for participation that embrace the full spectrum of participatory behaviour and provide responsive value to those who engage. It's already hard enough to ask a visitor to make a video or craft a sculpture or write a label in the course of her visit. These endeavours are considerably more successful when visitors understand how their participation will impact not just their experience but the experience of subsequent visitors and of staff members. A participatory museum isn't just open to visitors' contributions. It acts on those contributions and adapts to better support them. It transforms the contributions into a beautiful, engaging, educational, and meaningful output. By being responsive, it makes participation matter.

(e) Conservation and preservation

Conservation is generally associated with the protection of natural resources, while preservation is associated with the protection of buildings, objects, and landscapes. Put simply conservation seeks the proper use of nature, while preservation seeks protection of nature from use. In addition, conservation involves the treatment and, where feasible and acceptable, the restoration of objects as nearly as possible to their former condition. Most large museums have their own laboratories where preservation and restoration work is carried out, and some take on projects for other museums as well.

(f) Empowerment

Museums are faced with many questions pertaining to their relevance, their effectiveness, their accessibility and their impact on the societies in which they exist. They are currently undergoing rapid changes which affect how society understands the museum's social responsibility, how they refine their approaches to professional roles and how they engage with perceptions about the place of the museum in contemporary societies. Serving the core functions of research, collecting, preservation, presenting exhibitions and education, traditional museums have been subjected to scrutiny. Museums should thus conduct training workshop sought to highlight museums' need to be reflexive, and to reconceptualise the various components of a museum. Museums should think about the feasibility of those ideas in making museums more accessible, more socially responsive. It's not just about social engagement – it's about responding to social change.

Moreover, as public spaces, museums can create opportunities that allow community members to express themselves and, through programmes, create intergenerational contact and understanding and a sense of belonging. They can play a formative role

in developing democratic skills and confidence. Museums can contribute to economic development by becoming tourist attractions or participating in urban regeneration projects. However, while heritage tourism has important economic benefits, too much emphasis on economic development could have a negative impact on the environment, heritage sites as well as the social and cultural environment of the host communities.

7.2 Mandatory of affiliation by museums across the province

The policy makes proposals that institutions situated in the Eastern Cape that endeavour to preserve and promote cultural and natural heritage through managing, collecting, researching, conserving and interpreting artefacts, objects, specimens and/or collections for the public, must be affiliated to the Department of Sport, Recreation, Arts and Culture's (DSRAC) museum and heritage services.

Where such institutions wish not to be affiliated to the museum service, they will not be allowed to be promoted as "museums" in the future. This measure is intended to provide assurance of good practice to visitors and donors alike as well as ensure constitutional and legal compliance. These will facilitate for a successful interrelationship between spheres of government, heritage sector, private sector and educational institutions. Timelines and the procedures for affiliation will be detained in the legislation.

7.3 Categorisation of museums

The policy proposes a classification of museums. This will assist with clearly defining the roles and responsibilities associated with assets, collections and operations of the different museums for better governance and support to be provided by the museum and heritage services. The following are the categories or classifications being proposed:

7.3.1 A provincial museum

While many new challenges haunt and taunt museum management, the core challenges that have always faced museums, have remained constant. Collections must be cared for in environmental conditions that support their long-term preservation; museum buildings themselves must be maintained; and collections must be documented and understood if they are to serve as the basis for public programming and further research. Amongst the assets of the Eastern Cape provincial legislature and provincial government departments and organs of state there are immovable property, artefacts, objects, specimens and collections that, collectively, reflect the history of the development of the former colonial, post-union and now provincial government of the Eastern Cape.

It is proposed that these assets should form part of the Eastern Cape provincial government museum collection to reflect the history, heritage and legacy of the Eastern Cape provincial government.

7.3.2 Regional museums

Regional museums may be established in specific regions in the Eastern Cape, i.e. the metropolitan areas and the district municipalities. Based on geographical and other considerations, it would be possible in exceptional cases to establish more than one regional museum in a district municipality or the metropolitan areas. Where these are established, they must reflect the heritage and history of that particular region and its inhabitants.

The proposal is for the regional museum to be established where a cluster of museums in a particular region are consolidated or where collections reflecting the heritage and history of a particular region are consolidated to establish a regional museum for the area.

It is not envisaged that existing museums that would be incorporated into a regional museum be closed, but if agreed by all parties and where appropriate, they should serve as satellite sites of the regional museum.

The provincial museum legislation will provide for the de-proclamation of existing local, province-aided or provincial museums and for the migration of these museums to form part of a regional museum. The executive authority will determine the locality of regional museums. Where appropriate, and with the approval of the national Minister responsible for Sport, Arts and Culture and, where applicable, the Minister of Public Works, and the board of trustees of national museums, artefacts, collections or satellite museums currently forming part of the national museum collections or immovable property owned by the national government could be transferred to established regional museums.

Appropriate capacity will be provided by the department at regional museums to ensure effective, efficient and economic services for museum governance, financial management, collection management, exhibitions, public programmes (including educational programmes) and marketing and promotional services.

7.3.3 Community, private, corporate and university museums

There are approximately twenty-three (23) community and private museums operating in the province. These museums do not rely on government funding for operations.

Community museums have been established in response to a special need or aspiration of the community. Using this term 'community' in the broadest sense of the word, to mean a group of like-minded individuals or a cohesive group having common interests in a cultural or some other special arena.

Private museums are generally established by individuals who have acquired a collection or group of collections or by business or academic institutions that have recorded the heritage of their business or study disciplines. In a number of cases these museums are at the forefront as local or regional visitor attractions and play an important role in conserving the heritage of the province.

As already indicated, that the legislation will make it mandatory for all museums to affiliate to the department's museum and heritage services. To encourage access, affiliation and institutionalisation of these museums, the department will develop standards and guidelines for the activities of these museums which will include the preservation and presentation of collections and may provide funding for approved projects that benefit both the community and society at large.

It must be noted that the main thrust of the department's assistance all museums will be to improve the quality of those institutions and ensure that newly affiliated community museums strive for excellence in the planning and development of their institutions.

7.3.4 Municipal museums

Museums other than national museums" is a Schedule 5A functional area in terms of the national Constitution that falls within the exclusive legislative competence of a province. Provinces have exercised their constitutional powers by administering or supporting museums. Although "museums" are not listed as a functional area of local government in Schedule 4B or 5B of the national Constitution, municipalities are conducting similar activities (a practice that, like libraries, predates the Constitution), ostensibly as part of their local tourism function (a Schedule 4B functional area).

There has been no legislative or executive assignment by provinces of the museum function to municipalities thus far. As museums were a local government matter until the national Constitution came into operation in 1996, many museums are currently still being administered and/or funded by municipalities.

According to the current legislation, museums are not a basic service, and thus there is no obligation is imposed on municipalities to either establish or support them.

Should the Eastern Cape assign the legislative function to municipalities, it would merely be extending a discretionary competence. Thus, municipalities cannot be compelled to establish, run or support a museum.

To regularise and make it easier for those municipalities who decide to venture into this functional area, the proposed legislation will set minimum standards for the management of museum collections, visitor services and facilities. Since the functional area of museums is a discretionary power, any costs incurred would be for the account of the municipality concerns

In view of the above, the proposal is made, for the inclusion of a provision in the new Eastern Cape provincial museum legislation that would empower and enable those municipalities that own collections, objects, artefacts and/or specimens, or manage and support museums, to fulfil their obligation towards donors who have bequeathed these items to those municipalities or their predecessors in title, or where collections were purchased by municipalities and/or their predecessors, to manage those museums within the framework of the Municipal Financial Management Act, 2003.

7.3.5 Heritage centres

In order to provide opportunities for previously marginalised communities and communities who cannot afford to establish or do not have the means or ability to establish and maintain museums, but who would like to showcase their heritage and history, the department envisages the recognition and affiliation of heritage centres to the museum service. Heritage centres are institutions that perform limited museological functions. They would not necessarily be the owners of objects, artefacts or collections and thus would not be required to care for these as is the case where a collection forms the nucleus of a museum. However, heritage centres would have access to the Eastern Cape museum service to enable them to play a pivotal role in heritage awareness, education and tourism.

Close cooperation with other stakeholders, institutions, museums and organs of state would be required to provide the necessary assistance to and coordination of these centres.

Heritage centres established and managed by municipalities will be subject to the same provisions as municipal museums.

7.3.6 National museums situated in the Eastern Cape

If a national museum situated within the borders of the Eastern Cape wishes to affiliate with the museum service, the request will be considered within the provisions of provincial museum legislation. In the absence of policy and legislation, it is foreseen that the relationship between national museums and museums other than national museums in the Eastern Cape be formalised in accordance with the provisions of the White Paper on Arts, Culture and Heritage, 1996. This will be done after consultation with the national Minister responsible for Arts and Culture and the Council of the relevant national museum or declared cultural institution.

7.3.7 An institutional mechanism for museum subscriber associations or friends of the museum organisations and volunteers

There are associations or individuals within communities who want to support the objects and the work done by the museum. Communities and volunteers are encouraged to establish subscriber organisations that could support an affiliated museum in its aims and objectives. Such organisations will have representation on the governing body of the relevant affiliated museum in accordance with the support they provide.

This policy will further detail the role of a museum subscriber association or a friends of the museum organisation and these will be expatiated in the legislative framework

7.4 Funding model for the museums of the Eastern Cape

From funds voted by the Eastern Cape Provincial Legislature, the department will, in its annual estimates of income and expenditure, continue to provide for expenditure associated with the museum and heritage service. The department will also make project funding available to affiliated museums and heritage centres for specific programmes or projects within the resources available for this purpose

Affiliated museums should be encouraged to develop income streams that will ensure sustainability and fair access. This would include a fee structure as part of the progressive access policy that museums must approve which will cater for reasonable entrance fees and entrance concessions for specific categories of museum visitors.

Establishment of an acquisition fund for historically significant objects, artefacts or collections, including an establishment of a provincial museum trust to safeguard collections. Rather than seeing museums as primarily neutral institutions focused on collecting and preserving artefacts, the 'new museology' argues that museum curators play an important, active role in contextualising artefacts and thus in shaping national identity. Heritage museums help South Africans to make sense of their difficult past and commemorate the hard work it took to gain their human rights. Heritage museums receive annual subsidies from government and also make their money from ticket sales, which was impossible during the lockdown. The sector is underfunded and individual institutions are unable to be sustainable without the support of state funding. The current funding environment is structurally flawed and unsustainable over the long term.

Sustainable business and funding models are critical to the long-term vitality of museums. Whether nonprofit, for-profit, or government-funded organizations, they must be strategic and forward-looking about identifying sources of income and balancing expenses. A funding model that requires the state to provide most of a museum's core funding through an annual grant is untenable over the long term. New funding and operating models are needed that must not only support existing museums but must enable the flow of investment to new museums and heritage initiatives, especially those that address geographical and historical inequities.

A system of categorisation of all government-aided museums as provincial or local museums should be developed, and museums should be graded according to collections-based criteria. This would include a system of accreditation for all government-aided museums, with a ranking system based on performance standards and the establishment of implementing mechanisms. These would inform how each museum would receive funding from the Department of Sport, Recreation, Arts and Culture. An indication of financial planning and sustainability must be supplied for accreditation. All museums should preferably be non-profit organisations and must be geared towards benefit to the public. If a for-profit organisation or company owns the museum, the revenues raised through the museum must be used for the museum only.

Further, Museum Boards must explore avenues, including partnering or absorbing nearby lucrative and popular heritage sites including Qhemegha Fossil Site in Sterkspruit, to give private individuals and companies a tangible incentive to make donations by making the donation tax deductible. Consideration must be given to alternative resourcing models, and consider sourcing project specific external fund-raising professionals (specifically those who incur low fixed costs and receive commissions) to identify prospective donors locally and abroad. Boards of Trustees should assist management by playing a more hands-on role in this regard, due to available skills in this area.

- 7.5 Transformation of collections, exhibitions and public programmes of affiliated museums landscape and policy.
- 7.6 Cooperation and coordination between spheres of government and museums and other heritage and education institutions should be actively encouraged.
- 7.7 Establishment of capacity for employees within the museum sector must be encouraged and interventions that support this must be put in place
- 7.8 More effective, efficient and economic services be provided to ensure access to and sustainability of these services.

8. Human remains

- 8.1 Several South African museums hold human remains in their collections, and within the context of the Eastern Cape, Albany Museum in Makhanda is one of those facilities. The processes and mechanisms for dealing with collections of human remains will be informed by the newly developed national policy on human remains. The new national policy addresses human remains in museum collections, research on human remains, access to human remains collections and repatriation of human remains (including repatriation claims to and from foreign collections).
- 8.2 Whatever the original motivation for collecting them, collecting human remains is now rejected across the world as an undesirable museum practice, from an ethical perspective. Therefore, museums must not actively collect human remains. However, the following general principles may serve as ethical guidelines for the formulation of policies for museums with human remains in their collections:
 - ✓ Where human remains are already in a museum's collections they should be managed according to ethical and moral standards that recognise the dignity and humanity of the deceased.
 - ✓ Museums may not exhibit human remains.
 - ✓ Unethically collected human remains must be repatriated to genealogical or cultural descendants or be reburied in a separate holding space if no claimants come forward.
 - ✓ Artefacts made from or including human remains should be afforded the same dignity and respect as human remains.

9. Restitution of heritage objects

- 9.1 Restitution is defined as the return of heritage objects that were removed under inappropriate circumstances from their country of origin. In terms of the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, museums are required to assist the South African government in the investigation and restitution of objects stolen from another 'State Party'. Section 41 of the South African Heritage Resources Act, 1999 (Act 25 of 1999) mandates SAHRA to mediate between parties in restitution claims. If a national museum agrees to restitute an object or collection of objects, the museum has to obtain permission from the Minister of Arts and Culture in terms of the Cultural Institutions Act, 1998. In the case of archaeological objects, the institution has to apply to SAHRA or the relevant provincial authority to be relieved of responsibilities in terms of the excavation permit.

9.2 Inappropriate acquisition of heritage objects may have occurred where the objects were acquired:

- ✓ without the free and informed consent of the custodian of the time
- ✓ in contravention of tradition and custom
- ✓ through a person legally or culturally unauthorised to dispose of them
- ✓ through an act of war or aggression
- ✓ through a method that was illegal under South African law at the time and that is still illegal.

9.3 It is proposed that South African museums consider restitution of all heritage objects, whether claimed by local or foreign parties, that were acquired under inappropriate circumstances that:

- ✓ are deemed to have significant historical, traditional or cultural significance and are regarded as of central importance to the country of origin and Eastern Cape in particular,
- ✓ have significant historical, traditional or cultural importance that is central to the cultural life and continuance of cultural practices of a cultural group.

9.4 Restitution of heritage objects should include all rights associated with the object. The continued use of research and reproductions after restitution, including photographs and visual recordings, should be negotiated with the claimant.

10. CORPORATE GOVERNANCE OF MUSEUMS

10.1 There are sixty (60) museums in the Eastern Cape, and all have different boards of trustees. Due to shrinkages in funding, a more sustainable and equitable form of representation is required.

10.2 The representation on governing bodies of museums will be determined by the status of affiliation of each museum, as well as the requirements of stakeholder representation on the bodies. The Eastern Cape provincial museum legislation should provide for the power to appoint members of governing bodies. Where a subscriber organisation exists or where one is established with the purpose of providing financial and other support to an affiliated museum, such an organisation should have representation on the governing body of the museum.

10.3 The section below deals with the institutional arrangements that are proposed, detailing the roles and responsibilities of each stakeholder

11. ROLES AND RESPONSIBILITIES

11.1 Member of the Executive Council

The Member of the Executive for Sport, Recreation, Arts and Culture in the Eastern Cape will exercise his or her powers as set out in the constitutional frameworks and the provincial legislation pertaining to museums. Provision will be made for the delegation of powers of the executive authority to a senior official employed in the Department of Sport, Recreation, Arts and Culture.

11.2 Constitution of the Boards of Museums

- 11.2.1 Boards shall be appointed by the MEC of DSRAC for a period not exceeding 5 years. A minimum of 11 and maximum of 15 members would serve as the full board. The members would only be eligible to serve only two terms. The Board shall in its first sitting choose among themselves the Chairperson and Deputy Chairperson, and those recommendations would be submitted to the Office of the MEC for her determination and final approval. The Director of Museums/ DSRAC District Director shall chair the session supported by the Head of the Museum who would provide secretariat services.

- 11.2.2 When the Chairperson and Deputy have been appointed, induction would be conducted.

11.3 Provincial museum advisory committee

The legislative framework allows for the Member of the Executive for Sport, Recreation, Arts and Culture to establish a provincial museum advisory committee whose purpose is to advise the executive authority on matters pertaining to museums in the province. This committee structure should be established and be functional and should consist of representatives of stakeholders. The committee should have only advisory powers to the executive authority and be required to meet at least once per annum.

11.4 The department's Directorate of Museums and Heritage Services

- 11.4.1 The Department of Sport, Recreation, Arts and Culture will continue to provide support to the provincial museum service. Such support will be resourced by the Department from funds received from the voted funds from the Provincial Legislature (staffing, infrastructure, equipment and other resources).
- 11.4.2 The purpose of the directorate amongst others, to provide and coordinate museum service activities of affiliated museums; set museological standards and standardisation of professional practices; provide training opportunities; undertake on behalf of affiliated museums, heritage centres and interpretation points certain functions or activities, and/or advise or assist them, as agreed, with these functions and activities, including centralised specialist skills and facilities. These agreements are signed by the Head of Department.
- 11.4.3 The museum service may enter into partnerships or agency agreements with national museums or a future national museum service that would be mutually beneficial to provide shared services to national museums and affiliated museums situated in the Eastern Cape. Such partnership agreements must be in writing and must set out the terms and conditions of the partnership or agreement and the responsibilities of each of the parties.
- 11.4.4 The museum service may also enter into partnerships with the private sector; basic, secondary and tertiary educational institutions; government departments; organs of state; research institutions in South Africa, and an affiliated museum or affiliated museums situated in the Eastern Cape. Such partnership agreements must be in writing, must have the endorsement of

the parties' principals and must set out the terms and conditions of the partnership and the responsibilities of each of the parties.

11.4.5 In addition, the museum service may enter into cooperative agreements with museum services or museums in foreign countries, after consultation with the relevant provincial and national authorities responsible for international cooperation in the field of culture. Such partnership agreements must be within the intergovernmental relations framework and agreements between the regional or national governments concerned, or their agents. The relevant memoranda of agreement must be in writing, must be endorsed by the parties' principals and must set out the terms and conditions of the partnership and the responsibilities of each of the parties.

11.5 The museum subscriber associations or friends of the museum organisations and volunteers.

12. RESOURCING OF MUSEUMS (HUMAN, INFRASTRUCTURE SYSTEMS AND PROCESSES)

The Eastern Cape province-aided museum should continue to receive financial and material support from the Provincial Government through DSRAC to recruit human resources, refurbishment of infrastructure, and operations including provision of computer equipment and other requisite work tools.

13. CONCLUSION

This policy is an enabling instrument to regulate the museum sector in the Eastern Cape effectively and efficiently.

14. REVIEW DATE

This policy will be subjected to review after a period of (5) five years from the date on which it is approved.