

PRELIMINARY GUIDELINES AND RECOMMENDATIONS
FOR A
GRENADA NATIONAL MUSEUM SYSTEM
AND
CULTURAL DEVELOPMENT PROGRAMME

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For The
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*Culture is no longer a leisure time activity but
a weapon and a struggle.*

Monique Hecker, UNESCO

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1. INTRODUCTION

1.1. Background to this Report

In April, 1979, the revolutionary government of Grenada invited two consultants from the Island Resources Foundation to assess the potential for national museum development within Grenada. Specifically, the consultants were asked to evaluate the current "Grenada National Museum" located in St. George's, and to recommend whether it ought to be moved to the former residence of Eric Gairy at Mount Royal. In carrying out this assignment the consultants visited Grenada to inspect the two sites involved and to discuss museum development with people in both the public and private sectors. Before leaving Grenada the consultants made an informal report to Ms. Palme Buxo of the Ministry of Tourism and to Mr. Alister Hughes. What follows is the final report of the consultants, together with their recommendations for future action.

It will be seen that the report and recommendations go considerably beyond the scope of the original assignment. The questions of what to do with the current Grenada National Museum, and how Mount Royal might be developed as a cultural resource, necessarily posed larger questions such as, what is a national museum? What is its purpose? And how does it fit into a national cultural development programme? These questions were raised during the course of the consultants' stay in Grenada, and in the course of this report they have sought to provide some tentative answers.

At the outset, it must be stressed that the consultants cannot provide definitive answers to these questions. Rather their role has been to suggest what a national museum system could be, what it could include, how it could be organized. The final answers to questions about the role and nature of a national museum, as well as other related questions must ultimately derive from the people of Grenada who must be concretely involved in defining, planning and implementing any national museum system.

1.2. National Museums

Museums are an indispensable element of development....

H. DeVarine Bohan, 1968

Museums, like many other institutions, have undergone enormous changes in the past few decades. Traditionally, they were cultural

mausoleums for the storage and static display of historical objects, husbanding collections of local and national memorabilia and scientific specimens of interest primarily to academic specialists and cultural dilettantes. In recent times, many museums, especially national museums, have been transformed into living cultural monuments and active cultural, educational and recreational vehicles reaching out to entire populations, including the illiterate and poor, pioneering new communication methodologies, interpreting human development, documenting social, political and technological change, sponsoring research, transmitting knowledge, promoting artistic expression, and otherwise serving the national development process in a variety of ways. Third world nations in particular are beginning to recognize that museums have a critical role to play in the promotion of national identity and pride, in the cultivation of national unity, and in the preservation and systematic development of the national heritage. Accordingly, museum development is being seen by an increasing number of people as an integral and integrative element of overall national development. This concept has been endorsed by international agencies like UNESCO, as well as by regional organizations like CARICOM. It is an idea that is spreading throughout the Caribbean, as evidenced by the fact that in the last few years the governments of Jamaica, Guyana, Cuba, the Dominican Republic, and, most recently, Trinidad-Tobago have embarked upon national cultural development programmes that give particular emphasis to museums.

1.3. National Museums: A Working Definition

Many new nations, then, and not a few older ones, are coming to see their national museum systems as dynamic elements that can be actively engaged in the task of national reconstruction, national self-expression, national unification and national definition. Their concept of a national museum extends beyond an imposing building that houses artifacts to encompass the idea of the museum as a creative educational and cultural force providing a variety of relevant services and programs designed to inform and involve the people, while simultaneously promoting and preserving their cultural heritage.

Within this broad conceptual framework a national museum would be run by nationals in pursuit of national goals. It would certainly provide a place (or places) to house, preserve and display collections of artifacts in the areas of history, culture, science and technology, and the social and natural environment. Beyond that traditional function, however, the museum would support a number of related activities including: temporary exhibitions, research and documentation, archaeological investigations, lectures and conferences, training workshops, arts and crafts, live artistic performances, folklore and folk life festivals, the retrieval of art traditions,

1.3. (cont.)

public educational programs, multi-media presentations, the preparation of school kits and traveling exhibits, youth programs. In short, the museum is viewed as a total community cultural complex, serving a multitude of national needs.

Such a broadly focused national museum would help mobilize, concentrate and meaningfully employ scarce human resources on behalf of national development. A variety of professional and technical specialists, including curators, conservators, historians, archaeologists, scientists, anthropologists, folklorists, educators and artists of all types, would be assembled on behalf of an institutionalized interdisciplinary effort to preserve, study, interpret and develop the cultural, historical and natural heritage of the nation.

An appropriate physical setting for such an extensive collection would be a large, centrally-located, fire-proof building or complex of buildings capable of housing displays, temporary exhibits, laboratories, storerooms, offices, reference collections, a library, research facilities, training workshops, lecture and conference rooms. Ideally, the facility should have sufficient grounds to support a variety of outdoor activities like picnics, live performances, walking trails, zoos, sports festivals, and other forms of recreation.

In addition to the central museum facility, a truly national museum system would encompass a series of specialized topical or community museums at appropriate locations throughout the nation. On the one hand, these specialized museums would complement the central museum. On the other hand, they would be designed to serve the specific cultural, educational and recreational needs of each community within which they are located.

The community museums could become key institutions in monitoring local community development, because in addition to preserving and displaying artifacts each could serve as an arts and crafts center, a skills training center, a multi-media center, an educational and study center, a cultural arts center, a community meeting place. Local people would be encouraged not only to use the facilities, and services but to become actively involved in their creation. In this way each community museum/cultural center would be closely integrated into, and would closely reflect, the fabric and ethos of the community and environment of which it is a part.

- 1.4. The concept of a national museum system outlined above takes as its starting point the dictum put forward by one cultural expert that: *museums only fully develop their potential for action when they are actually involved in the major problems of contemporary society.*

It conceives of museums not as expensive frills, but as creative and necessary instruments of social and psychological change within a national development framework and, therefore, as deserving of national and international support as other components of development strategies. Indeed, it is clear from the above summary that a properly conceived, properly designed national museum system can effectively complement other areas of national development. It can promote community development efforts; it can augment the national education system; it can encourage external and internal tourism; it can provide new jobs; it can marshal badly needed human resources; it can generate new revenue; it can promote a sense of national identity, cultural awareness and environmental understanding; and lastly, it can provide a factual and human resources base for improved developmental planning.

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2. REPORT ON THE EXISTING "GRENADA NATIONAL MUSEUM" IN ST. GEORGES

2.1. Background

The Grenada National Museum in St. Georges, the nation's only functioning museum, was established in April 1967 by a group of private citizens, many of whom were non-nationals. Shortly thereafter the Grenada Historical Society was formed to promote public participation in museum development. The Society, with approximately 150 members, has been responsible for directing and operating the museum. The museum was officially endorsed by the previous Government, which provided support in the form of free premises, electricity and telephone, and designated the Ministry of Tourism to work with the Historical Society in museum development. This arrangement has been continued by the present government.

During the three years of its operation the museum has become a popular tourist attraction and draws an increasing number of students from the local schools. Revenues from admissions (charged at \$1.00EC for adults, 10¢ for juniors and 05¢ per person for school groups), dues, donations and net sales have exceeded operating expenses in every year of operation, a notable achievement.

2.2. Location

The museum is well situated, being easily accessible by foot to both local people and tourists. It is also in close proximity to several schools. Parking facilities are non-existent, but buses, the mode of transportation of most rural people, stop nearby. Additionally, because of its proximity to the harbor, the museum is accessible to Grenadians living on off-shore islands. Its strategic location is perhaps the most important aspect of this museum.

2.3. Building

Another asset of the museum is the fact that it is housed in an attractive building of historical significance. The structure is believed to date back to the French period of the seventeenth or early eighteenth century, when it was reportedly used as a military installation. At a later date, it functioned as a well known hotel. The exposed stone and brickwork walls and wood beamed ceiling

create an appropriate atmosphere for a museum focusing on historical subjects. Unfortunately, the amount of available space is severely limited. There is hardly sufficient room for display purposes and almost none at all for storage, offices and laboratory. The museum has already lost the space it once had on the second floor to government offices, and some pressure is presently being exerted to have the museum moved elsewhere to make room for additional government offices.

2.4. Collection

The museum's collection of artifacts is not particularly rich or varied. It consists of some pre-Columbian archaeological specimens, many of which derive from Central and South America rather than the Caribbean and Grenada; a few historical documents of limited significance; a gun collection; some agricultural artifacts; a few items from Africa; miscellaneous household utensils; a few marine items; a bird collection; two or three carnival costumes; and a few books, documents and prints. The collection is strongest in the area of pre-Columbian artifacts and displays. It is weak in the areas of natural history, science, agriculture, local industry, tools, crafts, political history and the arts.

Many of the artifacts displayed, possibly the majority, do not belong to the museum, but to private owners who have generously loaned them to the museum on a temporary basis. There is no apparent, vigorous or focused acquisition effort, no professionally designed accessioning system (although some accessioning is being carried out by volunteers), and no adequate exhibit preparation facilities or work areas.

2.5. Display Area

The display area occupies nearly all available floor space. The floor plan is not immediately clear to the visitor, who must be directed by a guide rather than by layout. The style of presentation is very old-fashioned, with objects identified by name, rather than being presented in "clusters" to tell a story within a Grenadian historical or cultural context. Many objects are not identified at all. Display cases are antiquated and hold far too many objects; labels are small, and limited in number and information; the lighting is deficient in some areas. Generally speaking, the visitor receives the impression of a lack of focus and considerable clutter, rather

than clearly defined organization and interpretive design. While it is easy to criticize, it is apparent that a more professional display and interpretive strategy could be employed to enhance the existing collection of artifacts.

2.6. Programmes

As far as could be determined the museum's only outreach activity has been sponsorship of a few lectures and the encouragement of visits by school groups. The Vice President of the Historical Society also had a scheme to establish an evening school of art on the premises. Otherwise, cultural and/or educational activities directed toward local people, such as films, special exhibits, temporary exhibits, children's presentations, live performances by artists or craftsmen, preparation of school kits, etc., are apparently non-existent.

2.7. Administration

The museum staff consists of two paid full-time guides, two part-time employees and several volunteers. The size of the staff would appear to be adequate to museum needs as presently structured. However, the individuals who serve as guides lack training and understanding with respect to the collections they are interpreting and the different audiences they are addressing. There is no full-time trained curator/supervisor, and no one in training for this responsibility.

Administrative direction is provided on a voluntary basis by three or four members of the Grenada Historical Society, none of whom possesses any professional training or background in museology.

2.8. Income and Expenditures

The museum is fortunate in that during its first three years of operation it has, probably because of careful management, taken in more money than it has expended. According to figures provided by the Treasurer, the breakdown is as follows:

	<u>1976 (8 mos.)</u>	<u>1977</u>	<u>1978</u>
Receipts:			
Admission fees	\$1400. EC	3500.	6300.
Historical Society dues	800.	700.	1000.
Gifts and Contributions	600.	1100.	5400.
Souvenir Sales	200.	1100.	2000.
Other (adjustments)	800.	-100.	100.
Total Receipts:	\$3800.	6300.	14800.
Expenditures:			
Staff salaries:	2100.	3800.	5300.
Other (includes acquisitions)	1100.	1600.	2400.
Total Expenditures:	3200.	5400.	7700.
Margin:	+ 600.	+ 900.	+7100.

It should be noted that these figures differ somewhat from those cited by the Vice President of the Historical Society in a paper presented at a November 1978 museum's conference in Jamaica. Her figures were:

	<u>1976</u>	<u>1977</u>	<u>1978 (10 mos.)</u>
Total Receipts:	\$2880.07	\$8787.65	\$12470.08

Despite the discrepancies, it is clear from these figures that the museum, with its present limited program, is self-supporting except for a modicum of government assistance in the form of free rent and some services. Moreover, there has been a steady increase in net income over the three years (although the figure for 1978 might be skewed somewhat by an unusually large gift). Admission fees in particular have risen markedly. (According to the Treasurer, admissions had been averaging between 350 and 400 a week, with over half of this number coming from regular tours pre-arranged with the Cunard Princess through a local tour agent. This arrangement has broken down, but efforts are being made to re-institute the tours.)

2.9. Evaluation

Clearly, with reference to the definition of a national museum advanced in section 1.2. and 1.3. above, the present "Grenada National Museum" is a national museum in name only. In point of size, richness of its collections, focus and emphasis, administration, direction, programs and future potential, the museum suffers from serious limitations. Spacial constraints alone preclude it from ever being seriously considered as the site of a true national museum offering a variety of facilities and services. Even if government offices could be moved entirely from the building, certain difficult problems, like lack of parking and grounds, would remain.

Moreover, museum development, to date, has been carried out essentially by expatriates and not Grenadian nationals, a fact clearly reflected by the character and ownership of the collections and the conspicuous absence of displays on Grenada's history. The non-nationals who are responsible for establishing and operating the museum, should not, however, be criticized. They are well-meaning, dedicated and creative individuals, who are to be commended, since their effort, combined with that of the Historical Society, has provided Grenada with a worthy, conveniently located, increasingly popular, self-supporting first museum. Nevertheless, until the people of Grenada and their government assume a primary role in determining the goals, purposes and direction of the museum, it cannot lay claim to being a genuine national museum.

2.10. Recommendations

Although the museum in St. George's cannot now be considered as a national museum, and although its potential as the site of an ultimate national museum is limited, the consultants recommend that Government continue to support it in its present location, at least until such a time as a comprehensive national museum program can be planned and implemented.

2.10.1. Reasons

- Despite its limitations, the museum is of sufficient interest to serve the educational needs of school children in the St. George's area, and to serve the growing tourist industry as an amenity attraction.
- The museum is well located for both of the above purposes.
- The museum is cost effective and essentially self-supporting.
- The museum has a potential role within a future museum system as a training facility and/or as a specialized museum.

Additional recommendations for upgrading this museum, and re-fashioning it in better accordance with national needs, can be found in sections 5.6 to 5.10 below.

3. MOUNT ROYAL

3.1. Recommendation

In addition to considering the utility of maintaining the museum in St. George's, the consultants were asked to assess the feasibility of converting Mount Royal into the national museum. Upon considered reflection and discussion with various Grenadians on the matter, the consultants recommend that the new national museum not be permanently located at Mount Royal.

3.1.1. Reasons

- Mount Royal is an insecure, unsafe place to house valuable national treasures, since portions of the building are of wood construction and therefore highly vulnerable to fires and hurricanes and less secure against theft and vandalism.
- Although more commodious than the museum in St. George's, Mount Royal does not easily lend itself to museum use. Considerable alterations would have to be made before the building could be made suitable for use as a major museum.
- Although Mount Royal's association with Eric Gairy and his "witchcraft" may attract people in the short run, in the long run, these factors may prove detrimental to popular acceptance of the site as a major national institution.
- Level parking space is inadequate to serve a major museum facility.

3.2. Recommendation

Because of its significance as an historic site associated with the political history of Grenada, the consultants do recommend that Mount Royal be converted into a "Museum of the Revolution and the People's Struggle", which would be a branch museum of the main national museum.

3.2.1. "Museum of the Revolution and the People's Struggle"

The purpose of this museum would be to portray and interpret in a dialectical manner the struggle of the people of Grenada, for freedom, equality, human rights, and national independence. The entire historical period, from the Caribs to the 1979 Revolution would be covered chronologically, possibly employing the following thematic elements:

- a. The Caribs and their struggle against the French.
- b. The French and their struggle against the British.
- c. The slaves (maroons) and their struggle against the planters.
- d. Fedon's Rebellion and the struggle for emancipation.
- e. The peasantry and its struggle for land and subsistence.
- f. Nationalism and the struggle against colonialism.
- g. Unionism and the labor struggle.
- h. Gairyism, Squandermania and the March Revolution.

Each of these themes should be developed within a socio-economic context, using artifacts, documents, tapes, photographs, graphics of the period, or copies thereof. A national campaign could be instituted, encouraging people to seek out and turn in, appropriate artifacts and graphics. Additionally, national artists craftsmen, and school children could be encouraged to produce appropriate graphic material. Documents could be selected from records in the Archives and elsewhere. With respect to Gairyism and the Revolution, the museum should make a vigorous effort to acquire and inventory appropriate artifacts, graphics, documents, memoirs, etc. Special attention should be paid to collecting oral accounts on tape of the Gairy years and the events of the Revolution, from key individuals of the period.

The development of the Museum of the Revolution and People's Struggle could help people better understand national historical development and the place of the Revolution within the context of the on-going, popular struggle. It could thus serve to legitimize the Revolution, and the Revolutionary government, while simultaneously interpreting the rise and fall of Gairy within a comprehensible historical continuum and context.

3.3. Recommendation

The consultants also recommend that until a more suitable location can be secured for the site of the Grenada National Museum, Mount Royal should serve as its temporary headquarters.

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4. A GRENADA NATIONAL MUSEUM

4.1. Description and Recommendations

With respect to the concept of a national museum advanced in Section 1.3 above, it is clear that neither the existing museum in St. George's or a prospective museum at Mount Royal would be adequate to Grenada's needs on a long-term basis. In the course of their stay in Grenada the consultants did inspect one additional site that they believe would be ideally suited as the permanent site of the Grenada National Museum. That site is the current Governor General's residence.

The advantages of this site as a national museum and cultural center are readily apparent to anyone who has the opportunity to visit it, walk its scenic grounds and reflect about the future of Grenada and its people.

Its buildings contain ample space for a wide variety of museum related facilities and services. Being of heavy stone construction, the buildings would provide the highest degree of safety and security. The grounds too are commodious, with gardens, picnic facilities, walking trails, toilets, and recreational facilities (tennis courts, swimming pool) already in place. Additional space is available for a small zoo, an outdoor theater, and refreshment centers. Parking space is available, and there is room for more. The site is dramatically situated and conveniently located. It is an historic site with positive connotations. Mount Royal is, in fact, part of the overall complex.

The establishment of a National Museum at the Governor General's residence and grounds would be a genuinely democratic act, symbolizing the fact that culture does not belong to a privileged few, but is a fundamental right and necessity of all the people.

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5. SUMMARY OF RECOMMENDATIONS FOR THE DEVELOPMENT OF
A GRENADA NATIONAL MUSEUM SYSTEM

- 5.1. Government should adopt a concept of museum development that is dynamic, progressive, broadly focused and closely oriented to promoting the cultural needs and cultural heritage of the people of Grenada.
- 5.2. A National Museum Commission should be established to systematically plan and develop a national museum system, and to oversee the operations of existing museums.
- 5.3. Every effort should be made to educate the people about the role of museums in national development, and to devise mechanisms to provide the people the opportunity to participate in the definition and implementation of a practical, relevant national museum system.
- 5.4. Government should give serious consideration to securing the Governor General's residence and grounds as the site of the Grenada National Museum.
- 5.5. Mount Royal should be converted into a "Museum of the Revolution and the People's Struggle" and, until a more appropriate site can be obtained, should serve as the temporary headquarters of the Grenada National Museum. Appropriate staff should be recruited, and development funding should be made available.
- 5.6. The current museum in St. George's should be maintained and its collection kept intact, at least until a permanent National Museum is ready for occupancy. Government support should be continued.
- 5.7. The current museum should be immediately renamed, possibly the "St. George's Museum".
- 5.8. Current staff should be retained, but they should be placed under the direction of the National Museum Commission once it is established. In the interim, government representatives should attend all meetings of the Grenada Historical Society and should otherwise assume an active role in museum management.

- 5.9. As the effort toward the development of a national museum progresses, serious consideration should be given to converting the St. George's museum into a topical museum devoted to the history of St. George's and its environs.

Displays might include the historical evolution of the city; its commercial and business life (with particular emphasis on maritime affairs); historical landmarks such as Fort George, the churches, Merryshow House, etc.; architectural elements and examples of vernacular architecture; disasters (fire and hurricanes); and the changing cultural life of St. George's over time. Such a museum in St. George's would thus help Grenadians better understand the role of the "city" in their history and cultural heritage and would help visitors, especially cruise ship tourists, to appreciate the historical fabric of St. George's and encourage them to visit other specific areas, buildings, etc. It might also serve as a kind of specialized, visitors center to help orient tourists, particularly one day cruise ship passengers, to their immediate surroundings and to Grenada.

- 5.10. The present museum should be upgraded slowly, with emphasis on refining existing displays, rather than adding new ones. This effort could provide a temporary "training" opportunity for selected museum interns and aides. It also could provide an experimental model for developing improved, more interpretive exhibits. The proposed Grenada museum planning effort should develop objectives, plans and a schedule for such an upgrading, and funds should be budgeted internally and/or sought externally for this effort.
- 5.11. The excellent small museum on Carriacou should be brought within the framework of the national museum system, but in a manner calculated to perpetuate its innovative autonomy.
- 5.12. Similarly, several community based, special purpose, semi-autonomous local museums should be developed throughout Grenada. Because these museums would also be genuine community centers designed to promote and celebrate the cultural life and history of each community, their development should be closely linked to local community development efforts.

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6. CULTURAL DEVELOPMENT

Reviving a national culture gives a country back its soul and its moral equilibrium and prepares it to absorb what progress can contribute without being absorbed by it.

Delegate of Guinea to the
UNESCO Venice Conference (1970)

6.1. Cultural Development Programme

Although the consultants were asked to provide advice only on national museum matters, they would like to conclude their report by noting that museum development is only one aspect, albeit a critical one, of overall cultural development. Museum development can be best designed to serve the national interest if it is a part of an overall cultural development plan/programme. A national museum system can provide an excellent integrative nexus for cultural development, but it cannot completely subsume it.

6.2. Recommendation

Accordingly, the consultants recommend that as part of its new departure, the Revolutionary Government of Grenada move to initiate a comprehensive cultural development programme that would encompass not only museum development, but historic preservation, parks, archives, archaeology, historical research and documentation, ecosystem study, folklore, art, creative arts, music, dance and festivals, craft traditions, and oral traditions.

6.3. Purpose of Cultural Development Programme

The establishment of a cultural development programme would:

- a. Promote and enrich education.
- b. Encourage community development.
- c. Stimulate national pride and identity.
- d. Promote tourism appropriate to Grenada.
- e. Develop rational, systematic preservation and management of national cultural resources.
- f. Create new job opportunities.
- g. Generate new sources of revenue.
- h. Insure the fullest possible participation of the people in national cultural life.
- i. Encourage cultural awareness and understanding.
- j. Mobilize support for the Revolution and the Revolutionary Government.
- k. Provide a wide range of recreational opportunities.

6.4. Financial Assistance

Financial assistance for a cultural development program is available through UNESCO, OAS, and other international and regional agencies.

7. RECOMMENDED STEPS OF ACTION TOWARD A PROGRAMME OF CULTURAL DEVELOPMENT IN GRENADA

7.1. Community Participation

The establishment of a national cultural development program requires serious discussion and planning. There should be input not only from outside experts, but also by community residents and leaders. Since the program that will emerge must be defined by the people of Grenada, effective mechanisms must be devised to permit the broadest possible participation by government officials, teachers and students, artists and crafts people, musicians, writers, and community workers.

7.1.1. Historical and Cultural Commission: Organization and Tasks

To initiate the process in a systematic manner, it is recommended that the Government take the following steps as soon as possible.

a. Establish a provisional "Historical and Cultural Commission" to oversee and coordinate cultural development activities in the nation. The "Commission" should be comprised of representatives from government agencies and private sector groups/organizations directly interested in and knowledgeable about historic, scientific and cultural matters. Suggested Commission members are: Mr. Alister Hughes, Ms. Beverly Steele (Extra-Mural Department), Ms. Palme Buxo (Tourism), Ms. Angela Bishop, and a representative of:

- the Grenada National Trust
- the Grenada Historical Society
- the Grenada Assembly of Youth
- the Carriacou Historical Society
- the Ministry of Education
- the Ministry of Forestry and Agriculture
- the Planning Office
- Community Development
- A secondary school teacher.

b. Mr. Alister Hughes to be made Commission Chairperson and Ms. Angela Bishop Vice-Chairperson.

c. A Commission Secretariat, comprised of the Chairperson and three or four members be established to handle Commission affairs on a regular basis, to publicize the work of the Commission, to work directly with any external consultants or expert advisors, and to prepare the necessary proposals or requests for external funding and technical assistance needed to carry forward the programme.

- d. The Commission should invite a team of experts to work with it in conducting a cultural resource assessment and preparing a draft action plan for national cultural development, with particular emphasis on museums. The action plan should include the following elements:
- a preliminary inventory of cultural/historical resources (historic sites and monuments, archaeological sites, scenic areas, specimen collections, archival sources and documents, craft traditions and materials, painting, graphics, prints, memorabilia, other);
 - human resources survey;
 - institutional resources survey (National Trust, Historical Society, cultural centers and youth programmes, educational, scientific, other);
 - facilities (buildings) options;
 - needs assessment and establishment of priorities;
 - definition of goals and objectives;
 - development of a draft Cultural Development Plan (linked to other sector plans, such as education, tourism, etc.);
 - development of a draft Museum Development Plan (linked to Cultural Development Plan and other sector plans);
 - Organizational structure plan;
 - Staffing and training requirements;
 - Implementation phasing plan (tentative);
 - Funding needs and options.
- e. Upon receipt of a draft action plan, the Commission should hold several public forums/workshops throughout the country which would simultaneously educate the people about the need for preserving their cultural heritage and allow them to comment upon the contents of the report, to suggest modifications, and to help establish local and national priorities.
- f. The draft plan should also be circulated to appropriate Ministries for review and recommendations.
- g. Upon receipt of input from both the public and private sectors, the Commission should prepare a final Cultural Development Plan for official approval and implementation. Consultants might be asked to assist in this process.
- h. Upon completion of the official plan, funds for implementation should be sought from appropriate regional and international agencies.