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# OVERVIEW

The Institute of Jamaica established in 1879 for “*the encouragement of Literature, Science and Art*” is a Statutory Body operating as an agency of the Ministry of Youth, Sports and Culture. The following expounds its mandate:

## **Mission**

To enhance the awareness of our Jamaican cultural heritage; develop policies and manage programmes for the collection, research, preservation, protection, documentation, analysis, display and dissemination of our literature, science, history and material culture.

## **Vision**

An organization sensitive to the educational needs of the Jamaican people consistent with the role as the primary institution dedicated to the preservation of Jamaica’s cultural heritage.

The Institute in its 131<sup>st</sup> year of operation has conducted an internal assessment to determine the success factors, opportunities for improvement, and factors that will ensure its relevance and sustainability. Divisions/Departments conducted independent assessments, followed by a consensus meeting to determine short-term priorities. The critical issues identified for the 2011- 2012 FY are as follows:

# SUMMARY OF CRITICAL ISSUES

Division/Department		Issue
African Caribbean Institute of Jamaica/Jamaica Memory Bank		Inadequate space
Central Administration Division	Assets Management Department	Upgrade fleet vehicles for research and outreach programmes.
	Finance Department	Current Audited Financial Statement from the Auditor General's Department.
	Human Resource Department	Inadequate Staff and outstanding reclassification exercise to attract and retain skilled staff.
	Information Technology	Inadequate staff, computer equipment and licenced software for graphic artists and inventory management.
	Office Management Unit	Upgrade first aid and public sanitary facilities to meet TPDCo requirements
	Public Relations and Development	All IOJ Attractions compliant with TPDCo standards, and Advertising budget to boost visitorship and promote income generation.
	Registry/Records Management Unit	Electronic Records Management database to be finalized.
Jamaica Music Museum		No staff or budget as per Government of Jamaica subvention over the last three (3) years.
Junior Centres (Programmes Division)		Lack of subvention to support utilities and the purchase of goods and services over the last two (2) years. Amount approved in 2009 was \$3.4M.
Liberty Hall		Restoration of Odd Fellows Hall for the expansion of programmes.

<b>Division/Department</b>	<b>Issue</b>
Museums of History and Ethnography of Jamaica	Museums to be compliant with TPDCo Standards.
National Gallery of Jamaica	Autonomy
Natural History Museum of Jamaica	Renovation of the Exhibition Gallery incomplete, approximately 90% of the collection in storage.

\* These challenges will have to be resolved in order to ensure the continuity of the Corporate Plan.

## **DIVISIONAL SWOT Analysis**

The following analysis of the strengths, weaknesses, opportunities and threats was conducted as a self-assessment exercise by the Departments and Divisions of the Institute of Jamaica. The results are as follows:

### **1.0 African Caribbean Institute of Jamaica/ Jamaica Memory Bank**

The African Caribbean Institute of Jamaica was established in 1972 as a division of the Institute, to deepen public awareness of the contribution of African cultural retention to the Jamaican social ethos. The ACIJ has developed systematic research and documentation programmes that have contributed a body of material on Jamaica's cultural heritage. In 1990, the Jamaica Memory Bank was incorporated into the ACIJ, to form the ACIJ/JMB. The Jamaica Memory Bank programme documents Jamaica's social history by way of audio-visual recordings of the memories of senior citizens throughout the country. These interviews are catalogued and transcribed, creating an archive of oral history on several aspects of Jamaica's culture.

#### **1.1 Strengths:**

- Qualified Staff – all research staff have tertiary level education, two with post graduate degrees(Masters)Library staffed with two fully qualified librarians - one with an undergraduate degree and the other with a post graduate degree (Masters), a qualified library assistant and a qualified audio-visual technician

- The unique multimedia archival collections, representing the depth and breadth of Jamaican intangible cultural heritage
- Availability of premises (DaCosta Institute) for future expansion and development

## **1.2 Weaknesses:**

- Inadequate budgetary provisions
- Aging and obsolete equipment
- Low public profile
- Insufficient numbers of an adult target audience

## **1.3 Opportunities:**

- Continued infusion of funding through grant writing, consultancy services
- Creation of heritage packages and value-added products (CD's and DVD's) for sale to the public and institutions
- Wider dissemination of research and archival material through a multimedia publications and distribution programme
- Location- the revitalization of Downtown Kingston presents itself as an opportunity to welcome and service a wider and more diverse clientele
- Increase visibility through new ACIJ/JMB website and Facebook pages
- Income generation through the sale of individual articles held in Research Reviews, rather than complete journal, as well as sale of posters made for Poster boards

## **1.4 Threats:**

- Overlapping work of other local cultural agencies
- Inadequately conceived plans for mergers

## **2.0 Central Administration Division**

This Division has responsibility for the Institute of Jamaica's support functions including Strategic Planning and Corporate Performance Monitoring, Human Resource Management and Development, Finance and Accounts, Public Relations and Business Development, Information Technology, Assets Management, Office Management, Internal Audit and other internal controls.

### **2.1 Assets Department**

#### **2.1.1 Strengths:**

- Experience and ability to executed any minor or major construction work
- Deliver time
- Maintenance
- Commitment and willingness to IOJ
- Security - Outstation are being properly manned and also electronic surveillance are in place were required
- Training with government entities

#### **2.1.2 Weaknesses:**

- Communication from all Divisions/departments (Guidelines are not adhered to) (tour bus etc.)
- Finance - Lack of funds
- Resources – Staffing (lack of staff), Transportation(fleet vehicles)
- Business Processes – The time it take for the purchase Requisition to be process.
- Training – Staff Needs training
- Security – Technology (surveillance camera)

#### **2.1.3 Opportunities:**

- Parking – Improvement in parking, now available to visitors and staff

- Security – Improvement in physical and electronic surveillance

#### **2.1.4 Threats:**

- Willingness of Contractors to work with IOJ (Credit History and location)
- Funding – internal and external funding not available or is not disperse in a timely manner

## **2.2 Information Technology (IT) Department**

#### **2.2.1 Strengths:**

- IT Staff usually responsive to IT service calls.
- Communicates scheduled and impromptu interruptions of IT services to staff.
- Ability to incorporate current technologies within the organization's business processes.
- Incorporate open source technologies as a means of cost savings.
- Setup network failover system for East Street location.
- IT staff proficient in major business IT requirements, e.g. network, database and web development.
- Customer service oriented IT personnel.

#### **2.2.2 Weakness:**

- Need at least two (2) more IT post/personnel to adequately meet divisional IT demands.
- Lack of financial resources has crippled the routine maintenance and procurement of critical equipment and or applications.
- Frequent breakdown of computers and printers due to age.
- Staff too dependent on IT to do basic or mundane tasks.
- Need IT secretary/assistant to be responsible for the administrative tasks of the department.
- Inadequate group training sessions on technologies within the organization.
- Need a fire and water proof safe for off-site backup location.
- Create a centralized Wide Area Network (WAN) which incorporates all the non- east street locations.
- Lack of sanctions for violation of IT policies.
- Weak IT security coverage for all divisions.

### 2.2.3 Opportunities:

- With the inclusion of IT in divisional proposals to external funding agencies, this would assist in the acquisition of much needed equipment/ technologies.
- Create IT driven projects to assist with the delivery of IOJ related activities/events.
- Create alliances and network with other IT personnel within the various governmental agencies.
- Partner with divisions for external funding of IT related cultural projects.
- Partnership with user/staff to assist in the management of IT resources.
- Recipient of training seminars through the Government of Jamaica, e.g. CITO.

### 2.2.4 Threats:

- Lack of funding from the Government.
- Changes in Governmental policies that affects the IT operations.
- Slow response to requests/action sent to suppliers and /Government entities which causes undue delays of IT related projects/activities.

## 2.3 Human Resource Development and Management

### 2.3.1 Strengths:

- Tools to ensure good human resource policies are available for example Staff Manual and Policies and Procedures Manual.
- Experienced Human Resource Staff
- Good performance management and appraisal system
- Staff Welfare
  - Providing Counsellor for staff and retirees.
  - Prompt response to request for various letters.
  - Facilitating Staff Welfare Meetings.
  - Access to training has always been promoted e.g. Mind, Government.

### 2.3.2 Weaknesses:

- Staff shortage



- Two of the computers in the department are inadequate to meet the demands of the department.
- Lack of personnel affecting completion of HRMIS.

### **2.3.3 Opportunities:**

- Revision of the Public Service Regulations should result in improved industrial relations policies.
- The Services Commission is currently monitoring the human resource policies throughout the public service. This should result in greater understanding of the reasons the HR Department strives to follow established procedures.
- Human Resource Management Information System (HRMIS) are available to improve the human resource functions.
- Centralisation of the human resource function could reduce the work load of the human resource staff and could also result in greater specialisation.

### **2.3.4 Threats:**

- Financial constraints by the Government
- Public Sector Modernization
- Low salaries could result in high staff turnover
- Centralisation of the human resource functions by the Government could result in the Human Resource Staff in the Ministry having limited understanding of issues that are specific to the Institute.

#### From Staff Welfare committee

- Information from Ministry does not come in a timely manner.
- Lack of prompt response re pensioners from Ministry.

## **2.4 Finance Department**

### **2.4.1 Strengths**

- Working as a team
- Technical competences
- Financial Statements are being prepared adhering to the International Financial Reporting Standards (IFRS)
- Embracing use of the available technology
- Customer Service competence

### **2.4.2 Weaknesses**

- Lack of communication
- Not utilising all aspects of automated system
- Lack of staff

### **2.4.3 Opportunities**

- Training Courses and workshops
- Maximising usage of automated systems
- Co-ordinating of Financial Activities by divisions

### **2.4.4 Threats**

- Non-adherence to timeline (as it pertains to submitting documents) from departments/divisions of IOJ
- Non-compliance to procedures from departments (that is, incomplete form, vouchers, purchase requisitions, etc.)
- Lack of storage space for documents

## **2.5 Office Management**

### **2.5.1 Strengths**

- Adequate Staff and attendants trained as relief telephone operators
- Tools available
- Cost Containment measures enforced for purchases of goods and services
- Working as a team

### **2.5.2 Weaknesses**

- Telephone Automated system required for automated call routing
- Software required for inventory management
- Some attendants report directly to Divisions which reduces the flexibility for rotation as the need arises.

### **2.5.3 Opportunities**

- New canteen concession arrangement to facilitate staff and lunch tours
- Telephone operator and attendants to be trained in customer service to perform reception function.

### **2.5.4 Threat**

- Suppliers increasingly unwilling to provide credit

## 2.6 Public Relations and Business Development Unit

### 2.6.1 Strengths:

IOJ Legacy: Institution viewed as trailblazer and foundation of Jamaican culture/ heritage

- 1879 - The institute of Jamaica was established with the passing of the Institute of Jamaica Law.
- August Institution with rich history and heritage – since 1879.
- Known for its pioneering role
- Edna Manley College for the Visual and Performing Arts.
- 1880 - A branch of the Institute was established in Spanish Town
- 1880's - Nucleus of the first Zoo
- 1882 - The first Cambridge University External Examinations are held at the Institute
- 1889 - Art classes are offered for the first time.
- 1891 - The great Jamaica Exhibition is held under the direction of the Institute.
- 1893 - The first Musgrave Medal is awarded (silver) to Daniel Morris.
- 1895 - The first official guidebook for visitors entitled *Jamaica in 1895* established.
- 1896 - Publication – the *Journal of the Institute of Jamaica*.
- 1910 - A Teacher's Library begun
- 1939 – The Institute publishes "*Jamaica Today*".
- 1941 - First of the Institute's All Island Art Exhibitions.
- 1942 - Lunch Hour Concert Series
- 1949 – University College of the West Indies established.
- 1951 - The Jamaica School of Art and Craft.

- West India Reference Library
- First Lending Library
- Junior Centre East Street 1940

### **2.6.2 Weaknesses:**

- Non-standard policies and practices.
- Inequities/disparities across the board.
- Fragmentation
- Lack of a business culture/poor work ethic
- Suboptimal staffing of Development & PR Dept.
- IOJ branded by lack of parking facilities.
- Issues of safety and security
- Psychological issues – Downtown suggest down market.
- Post -colonial institution
- Ineffective stakeholders Relations
- Lack of Departmental budget
- IOJ does not meet criteria for heritage attraction status.
- Lack of unified leadership approach
- Absence of Story Boards denoting Sites of Memory-Initiative should be IOJ led
- Locations of IOJ as Sites of Memory
- Improve record keeping/Visitor statistics.

### 2.6.3 Opportunities:

- Achieve heritage attraction status in all locations:
  - Membership in JHTA
  - Lead/actively participate in Downtown Kingston Development (centre of recreational activities)
  - Build stakeholder partnerships within community.
  - KSAC,KRC, KCCIC, UDC, NGOS, Kingston Chamber of Commerce.
  - Build strategic alliances with other heritage organizations or agencies developing heritage districts – e.g. Spanish Town, Falmouth, Port Antonio.
  - UDC, TPDCo, JTB in conjunction with other attractions – Co-market tours. Since IOJ sites do not meet the TPDCo. Criteria for heritage attraction status. It may be best to subsume in a package.
  - Culture yard Trench Town approved by TPDCo.
  - Tuff Gong International Limited 220 Marcus Garvey Drive.
  - Bob Marley Museum
  - The Money Museum
  - Devon House Tour
  - Build/establish commissioned sales arrangement
  - Renew dialogue with Tour Operators
  - Respond to feedback from Tour Operators
  - Publications in retail outlets, Sangster’s Book Stores, Kingston Bookshop.
  - Geographic expansion through regional Education Outreach Programme - history/heritage told in relation to sites
    - Hanover Museum
    - Rio Nuevo Battle Site
    - Churches of Down Town Kgn

- Location of the Zong Monument
- Education Outreach from Church locations
- Partnership with Parish heritage organizations and Area Resort Boards.
- Quarterly *Think Tank* to communicate IOJ programmes activities – improve and enhance organization profile (JIS)
- IOJ News (Similar to *Urbanscope*)
- Fact Sheet on Kingston.
- Advertorial plus advertisement in Kingston One Stop
- Made in Jamaica
- Kingston Guide

#### 2.6.4 Threats:

- Indecision – inordinate delays in implementation
- Decisions taken not linked to an academic reference point.
- Entity not unified in its operations or approach.
- Encroachments in non-core areas – creates variation in standards.
- Threats from other attractions:
  - Bob Marley Museum
  - Devon House
  - Port Royal
  - Blue Mountain Tours
  - Chukka Adventure Tours
  - WASSI Art – visitors have access not only to gift shop but to process of pottery making.

(Augmented product approach to marketing)

- Absence of a professionally staffed/suitably designed reception area showcasing memorabilia and publications.
- Communication top down should be bottom up.
- All information processed and recommendations go to Council.

## **2.7 Registry/ Records Management**

### **3.1 Strengths:**

- Prompt retrieval of files
- Records Management Committee functional.
- In-house franking machine reduces cost of postage and need for petty cash transactions for postage

### **3.2 Weaknesses:**

- Inadequate storage space for files
- Several files for disposition.
- Need for digitization of records
- No fire proof cabinets in the Registry save for HR and the Executive Director's office

### **3.3. Opportunities:**

- Access to Information
- Off-site storage of older records – Jamaica Archives and Records Centre

### **3.4 Threat:**

- Natural disaster.



## **3.0 Jamaica Music Museum**

The Jamaica Music Museum is the archive, research facility and exhibition space for Reggae and other Jamaican musical forms. It showcases an array of formats from rare musical recordings and oral histories of reggae, Jamaican music greats and the lesser known figures to musical scores, photographs, films, research files, business records, personal correspondence and musical instruments that belonged to eminent Jamaican musicians.

### **3.1 Strengths:**

- Preserves archives and disseminates information on all aspects of Jamaican musical and cultural heritage.
- Highlight the creative achievements of Jamaican singers, musicians, performers, innovators, creative achievers, producers, album cover designers, and other participants in the evolution of music through traditional folk, religious and popular music.
- Attract a wide cross section of visitors, among them children, tourists, scholars and researchers.
- Provide research and archival information on the musical influence of the Tainos, enslaved Africans and Afro-Jamaicans, maroons, emancipated and free Jamaicans.
- Provide research on musical genres such as Nyabinghi, Ska, Rock Steady, Reggae, Dub, and Dancehall and their impact, and the social realities and struggles out of which they emerged.
- Expansion of its permanent exhibition of instruments, equipment, rare artifacts, and memorabilia.
- Jamaica's influence on international musical and cultural trends is greatly acknowledged

### **3.2 Weaknesses:**

- No budget.
- Lack of a building.
- No Staff.

- Lack of technology to establish and maintain a database of music to be updated with developments in the field and related areas.

### 3.3. Opportunities:

- Expand and update the work and purpose of JaMM to eventually include journals, magazines, e-zines.
- Establish links with music projects such as the *Reggae Hall of Fame*, *Reggae Heritage Tour*, *Reggae Studies Unit UWI, Mona*, and *The Bob Marley Museum* among others.
- Be a hub for information on Jamaican music history, experience and cultural context.
- Create an array of educational materials on-line and on paper, some for family and casual visitors, others in-depth tied to SSE, GCE and CXC curriculum standards producing measurable outcomes.
- Develop partnerships with media networks including radio, cable television, and web streaming for exposure and publicity.
- Provide live performances covering the diversity of Jamaican music.
- Create *Roger Mais Shop* to sell books, CDs, DVDs, and other reggae and culturally related memorabilia as well as gifts and souvenirs, and provide an important stream of revenue to the institution.
- Offer a *Reggae Heritage Tour* around the district where the music was created.
- Create a *Reggae Hall of Fame*, located in the same building as JaMM.
- Establish local and international membership and friends support for the museum
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- Establish local and international membership and friends support for the museum

### 3.4 Threats:

- No financial support from Govt.
- Reluctance of visitors (both local and foreign) to venture downtown.

- Sporadic gang wars and crime.
- Most buildings in downtown Kingston need refurbishing.

## **4.0 Junior Centres (Programmes Division)**

The first Junior Centre was opened in 1940 at East Street, and is Jamaica's first lending library for children. The Junior Centre provides programmes for young people ages 6-18 years and their parents, to develop and foster their creative and life skills. The programmes include Art, Craft, Papermaking, Music, Speech, Drama, Dance, Needlework, Storytelling, Drumming, Sign Language, Reading, Computer Skills, Personal Development, Guidance and Counselling, and Heritage Studies. Two (2) centres are operated at East Street, and Greater Portmore.

### **4.1 Strengths:**

- Expert tutors and a variety of programmes
- Professional staff committed to child development
- Recognition and showcasing of talents and achievements of young persons
- Existing partnerships with Child Development and Funding Agencies
- Library support – materials to help enhance the learning experience

### **4.2 Weaknesses:**

- Low salary and benefits for staff
- Limitation of space(Junior Centres) and funding
- Limitation of exhibition space - (Library & Art Exhibitions)
- Lack of sufficiently committed support staff
- Limited or no support of parents in children's social and mental growth
- Locations (Junior Centres) presents many challenges
- Lack of basic technological and physical resources
- Limited access to training opportunities for staff (funding)

### **4.3 Opportunities:**

- Location (East Street & Greater Portmore) places us at the point of greatest need
- Opportunity to influence a wide cross-section of young persons
- Opportunity to showcase the talents of a large number of young persons
- Opportunity to expose individuals(mainly young persons) to a wide genre of music (Lunch Hour Concerts)

- Opportunity to provide exposure for young upcoming artistes – (Lunch Hour Concerts)
- Opportunity to expose children to the traditional forms of Jamaican culture
- Opportunity to train and garner resources for at risk children
- Prevailing social conditions provide opportunities for expansion and diversification of the programmes offered
- Capability to provide/access advance training opportunities
- Capability to generate income

#### **4.4 Threats:**

- Location (East Street) is violence prone resulting in frequent disruption of programmes offered and discourages clients external to the downtown community
- Lack of funding resulting in stagnation in classes (lack of material) or the cancellation of programmes

## **5.0 Liberty Hall**

The legacy of Marcus Garvey, Liberty Hall is the former Headquarters of the Kingston Division of Marcus Garvey's Universal Negro Improvement Association and African Communities League (UNIA-ACL). This division has responsibility for the Marcus Mosiah Garvey Multimedia Museum, Garvey Research/Reference Library and Multimedia Centre, and provides educational outreach programmes for children and adults.

### **5.1 Strengths:**

- The name Marcus Garvey has much traction in Jamaica, the United States, Africa and the African Diaspora. This statement was tested during the fund raising efforts undertaken by the Friends of Liberty Hall for restoration of 76 King Street, and from 2003 to date, for equipping the building, funding and execution of its programmes. Financing was secured from Government Ministries, Statutory Bodies, national and international funding agencies, Foreign Embassies, private sector companies, and private individuals who made donations in cash and kind for the establishment of Liberty Hall (LH). The name Marcus Garvey continues to be a strength that we tap into when publicizing our events and publications.
- From the outset, the Friends of Liberty Hall secured the interest and participation of the communities that surround Liberty Hall by facilitating formation of a youth club. This group of approximately twenty teenagers principally from Love Lane participated in determining that computer training was necessary and therefore should be made available to the youth in the Multimedia Computer Centre. Their participation from the outset laid the foundation for other programmes requested by community members – Garvey Outreach Programmes – and ensured

that Liberty Hall would be **protected by the community**. This is particularly important for sustainability of programmes and is evidenced by the fact that, to date, there has been one break-in (2005) wherein cash was taken but the computers and other equipment were undisturbed.

- Liberty Hall benefits from the work of its Foundation – The Friends of Liberty Hall. Under this umbrella LH is able to raise funds for its programmes independently of the IOJ.
  
- Senior staff of Liberty Hall is adept in writing successful project proposals. As a result several programmes and projects have benefited from national and international funding. Among them are the following:
  - OAS – Down Town Kingston Inner-city Computer Centre and Community Outreach – Literacy Training using computers
  - JSIF – Summer Art Programmes – 2007-2010
  - CHASE – Publication of Vol. 1 76 King Street
  - Cable & Wireless – Provision of free internet service
  - DIGICEL – Assistance with Summer Art 2006; Provision of an exhibition case as well as three new air conditioners for the MMGMM.
  
- Because Garvey set the building back from the road, and because LH is a National Monument, the space is well revered by Jamaicans. The IOJ’s facilitation of walking paths, the children’s creation of mosaics during our Summer Art Programmes, and the gardener’s expertise in establishment of a green space has made the site very attractive to onlookers. As a result, the garden offers a salubrious environment for people of all ages to read and have their lunch. LH organizes ‘open house’ events in the garden to commemorate Garvey’s birthday on August 17 as well as LH’s anniversary on October 20. These events are attended by hundreds of persons from the Rastafari communities, as well as persons from the surrounding inner-city communities. In collaboration with The Kingston Bookshop a Christmas treat is hosted at Liberty Hall with last year’s attendance numbers exceeding three hundred.
  
- The foresight of the IOJ, in their restoration of the building, to provide an open space on the top floor of LH is celebrated. In this space, named the Garvey Great Hall, we have book launches by national and international writers, as well as a public lecture series called “Groundings”—usually held on a Sunday or Friday, involving a lecture and/or discussion. Mr. Cecil Gutzmore, Pan-African writer and activist and the Library’s biggest benefactor is our most prolific public lecturer. The cultural events, usually geared at fundraising, are also held in the Garvey Great Hall and so far we have had five of these involving poetry readings and dramatic productions. LH also facilitates requests from individuals and groups to host their events, and the Garvey Great Hall is the venue for the monthly meetings of the UNIA.

- The purchase of the Odd Fellows Hall located next door at 78 King Street, for LH's future expansion plans is a huge asset. Restoration and/or new construction plans are towards establishment of the Amy Jacques Garvey Centre for Pan-African Research which will house the Cecil Gutzmore Research/Reference Library; expansion of the Children's Programmes; a temporary exhibition space; seminar rooms and offices.

### **Marcus Mosiah Garvey Multimedia Museum**

- The MMGMM, by its representation of the life and philosophy of Garvey, serves to raise self-esteem and self-identity in children and adults who visit the museum. The museum serves to promote pride in Blackness through information about the work and philosophy of Marcus Garvey, and the history of Africa and its Diaspora that is largely lacking in schools. The museum's need to assert its role in positively affecting self-identity, emanated from answers to questions from children and adults who visit the MMGMM and enrol in Adult Computer Literacy classes. The data revealed that there is ambivalence regarding Blackness among Jamaican youth; and, darker skinned adults experienced discrimination as children in schools and among their families. The Museum is developing a self-identity exhibition that includes film and slides, in the first phase that encourages dialogue about hair and skin colour among visitors.
- Because the MMGMM is the only museum in the world dedicated to the life and work of Marcus Garvey, it attracts the attention of schools throughout Jamaica; students from the United States and Europe; Africans from Africa and its Diaspora; and European and Asian tourists who are interested in learning about the man so often referred to in reggae music. The MMGMM also attracts visits from Heads of State; representatives of international organizations; Pan-African writers; African American actors; and Caribbean and other scholars from Universities in the Caribbean and abroad.
- Because the MMGMM is the only completely multimedia museum in Jamaica and the Caribbean, its technology centred representation attracts the youth who are accustomed to technology generated applications. Eight interactive touchscreens renders the museum exciting and a variety of film stimulates discussion.
- The dexterity of the museum guide in translating the museum experience into one that caters to small children, has made visits of children under 7 years old possible. The permanent exhibition is largely geared to visitors who can read and follow the links building on the experiences of Garvey and the concepts he put forward as his philosophy. Presenting short animated and other films on Africa, or on Black Hair for example, and, by means of call and response, the museum guide engages the children resulting in their learning about Garvey and having a wonderful experience.

- The Museum Catalogue allows teachers to further review the information encountered in the museum, back at school. A reprint of 500 copies was recently done and made available for sale in the Museum shop.
- Museum entrance/tour fees are consistent with IOJ fees and provide LH with some funds for designing and producing Garvey merchandising, and funds for its programmes.
- The MMGMM's gift shop offers the Museum's catalogue, Marcus Garvey merchandising (including LH t-shirts), books, journals, magazines, and a small variety of Garvey inspired articles for sale.

### **Garvey Research Reference Library**

- Garvey scholars – Rupert Lewis, Tony Martin, Robert Hill, and Beverly Hamilton donated their books and articles to form the foundation of the Garvey Research/Reference Library. Publishing houses of Pan-African books donate these works to the Library. The largest benefactor, Mr. Cecil Gutzmore initially donated over six hundred volumes of Pan-African books and recently added over ten thousand books and materials to the Library's collection.
- The largest collection of books on and about Marcus Garvey; Africa; Pan-Africanists, and the African Diaspora are offered by the Garvey Research/Reference Library. Already over 2,000 have been catalogued and offered to the public, while another ten thousand are in boxes waiting cataloguing. 78 King Street is being planned for LH's expansion which will include building a library.
- The Library's catalogue is now available on the cataloguing system of the National Library.
- The Library's offerings also include journals and contemporary magazines that offer a different perspective on events that unfold in Africa.
- The children's library is stocked with Afro-centred books whose illustrations are primarily of children of African origin, with stories that introduce histories of Africa, like Mansa Musa – the Lion on Mali, which they would not be exposed to at school. Children are also introduced to the workings of the Research/Reference Library through the Librarian who conducts Library studies classes with them.

- Scholars from Jamaica's colleges and universities utilize the Library, as well as those from overseas who embark on studies of Marcus Garvey. High School students who choose to do SBA's on Garvey also use the Library. Individuals who just want to learn more about Garvey are frequent users of the Library.

### **Research and Publications**

- There are two major annual events that are organized by LH's Researcher. These are: SANKOFA, the annual symposium for secondary and tertiary level students; and the annual Marcus Mosiah Garvey Lecture held in August. SANKOFA is the only educational symposium in Jamaica that is specifically dedicated to African history and attracts High School students and students from Teacher's Colleges across Jamaica.
- Liberty Hall's research has tapped into a number of areas of interest for which information is lacking (e.g. Garvey's genealogy) and provides a useful information source for scholars and ordinary members of the public. Persons who believe that they are related to Marcus Garvey also present their stories to LH for recording.
- *76 King Street* premiered in 2009 and is the only journal in the world that is dedicated to the study of Garveyism (along with Pan-Africanism and African history and culture). It is the only academic journal in Jamaica with a purely Pan-African perspective.
- To date the contributors to *76 King Street* are amongst the top burgeoning and acclaimed scholars in their fields.
- *76 King Street* has an editorial advisory committee that consists of an enviable list of scholars operating from different countries. Within the list are the world's top three Garvey scholars: Rupert Lewis (Chairman), Robert Hill and Tony Martin.
- Liberty Hall's publications, *76 King Street* and the catalogue for the MMGMM are extremely popular. In fact the first issue of the journal sold out within three months of its release. We foresee the same happening with the 2<sup>nd</sup> issue. This will allow the journal to sustain itself.

### **Garvey Multimedia Computer Centre**

- Fundamentals of computing are offered to individuals within the surrounding community and by extension anyone who wishes to participate. Persons between the ages of 18-80 have participated and over 700 have been successful in their completion of the 18-week adult computer literacy course.



- Everyone taking computer classes learn about Marcus Garvey in every application they do.
- Individuals have the opportunity to choose the day they want to attend class which they commit to once per week. Therefore with 12 working computers it is possible to have 60 students for the week.
- Class fees are extremely affordable compared to other institutions that offer introductory lessons.
- Specialist software allows persons who are borderline illiterate to increase their ability to read while learning computing.
- LH's professional atmosphere puts students at ease, ensuring that they are welcome, and comfortable, and that they succeed in learning about computers. Students often refer others from their communities to Liberty Hall.

### **Garvey After-School Programme**

- LH is open to students (7-17) when school is out of session. Its programmes provide a place of safety for children after-school. We offer assistance with homework, reading, and math, as well as exposure to computing, art, capoeira, and drama – activities that may not be offered in their regular school curricula.
- The teacher's one-on-one interaction with students helps them to get a better understanding of concepts that they may not have fully grasped during the regular school session. We find this particularly relevant in the area of phonetics.
- Activities at Liberty Hall expand on students' social, emotional and physical growth and development, through, for example, life skills, drama and capoeira.
- Through a 2008 OAS project, the part-time primary school teacher was trained to increase the children's literacy using empirically designed techniques.

## 5.2 Weaknesses:

- LH is in need of at least five additional posts to enhance its development as a Division of the IOJ. The government's freeze on the awarding of new posts is very disheartening.
- The absence of adequate parking facilities both on site and within the community hampers our ability to have large functions during the week.
- Lack of staff affects our ability to go after the capital required to create a building for the future at 78 King Street.
- There is no commercial activity that LH can engage in that can ensure its consistent long term sustainability. LH will always require Government funding to cover its basic requirements.

### **Marcus Mosiah Garvey Multimedia Museum**

- At present there is no post of Museum Guide therefore the post of Senior Secretary is being utilized to provide this function. The salary scale of the post does not reflect the range of responsibilities carried out by the Museum Guide.
- Multimedia equipment is susceptible to variations in electricity supply and voltage. As a result, one of the touchscreens is burnt out and requires replacement, but due to the cost, it is not possible to purchase a replacement at this time.
- The absence of a generator leaves the Museum disabled during power outages.
- Cost constraints hamper further production of aspects of the new exhibition on self-identity for the touchscreen.
- The MMGMM floods during heavy rains and the structural problem has not been corrected.
- Inner-city violence in downtown Kingston deters visitors to the museum

## **Garvey Research Reference Library**

- The Garvey Research/Reference Library requires a senior librarian in addition to the post of librarian currently assigned. The skills and experience required to develop the library and generate interest in the collection is not facilitated by the salary scale of the post.
- The space that the Library presently occupies is far too small to accommodate the ten thousand books just received, or to facilitate adequate functioning of a library.
- Digitisation of the Library is a must and presently there are no funds or skills available at LH to facilitate this activity.
- Persons who use the Library are always in need of photocopying facilities. While project funds made it possible to acquire an image runner photocopy machine, the cost of the ink is tremendous, leaving the machine down for months at a time.
- The Library only seats eight persons comfortably.
- There is no capacity to collect or view materials on microfilm.
- There is no dedicated computer with internet capability in the Library to facilitate users' online access to Garvey archives available in University and other specialist libraries overseas, for example the Philadelphia Garvey archive at Emory University in Atlanta.
- The Library requires a post of archivist, which would facilitate attraction of Garvey archives wherever they become available around the world.

## **Research and Publications**

- Lack of sufficient funding is a central weakness that impacts on our ability to effectively organize events and publications. It also affects the events themselves. While our events are always of a high quality, their scope is hampered by small budgets. For example, SANKOFA has still not realized its full potential because we lack funding to hold it in a large venue, and for more than just one day, which would facilitate break out groups and interrogation of the material presented.
- Understaffing is a serious problem at Liberty Hall. Within this department it affects our ability to be as prolific as we would like. The second issue of the journal has taken 2 years to produce

because of the lack of a publication staff. The Researcher is also the editor of the journal. Additionally, we are seriously constrained as regards the frequency with which we would like to have our events. LH has only one Researcher. Thus, a number of research areas have still not been adequately examined. The genealogical research on Garvey has been very slow, because of the Researchers' obligations to other activities

### **Garvey Multimedia Computer Centre**

- The 18-week computer course is not certified. Only a certificate of participation is given at the end of the course.
- Economic constraints may deter some persons from fully taking advantage of the opportunities offered. With increases in some food items already some students complain that they cannot find the money to send children to school and to take computer classes.
- Adult Computer Literacy Classes are not offered to individuals who would like to or are better able to attend during the evenings/weekends.
- Persons from the surrounding communities who are not aware of the classes we offer due to inadequate media exposure/advertisement miss out on the opportunity to learn computing.

### **Garvey After-School Programme**

- Irregular attendance of students interferes with programmes planned to address specific needs.
- Only one part-time primary school teacher is employed to LH where two are needed. At least three additional teachers are required for sustainability of the programme. A child psychologist, Mathematics teacher, and a general primary school teacher. Counsellors are also required on an as needed basis.
- Liberty Hall does not have trained personnel to assist students with Special education needs like speech and other disabilities.
- Liberty Hall's After School Programme is not accessible to physically handicapped students.

### 5.3 Opportunities:

- Liberty Hall is poised to forge international relationships with Pan-African research centres, museums, and specialist Libraries in Africa. Opportunities for collaborations exist in Ghana, Uganda, Senegal, Tanzania, and South Africa and such relationships could see student exchanges, joint publications, and exhibitions among other things.
- LH positively contributes to the overall development of downtown Kingston.

#### **Marcus Mosiah Garvey Multimedia Museum**

- The MMGMM has the potential to attract a greater number of persons than the over 21,000 we have toured to date. If heritage tourism companies routinely bring tours to the Museum we would earn more income for programmes through sales of Garvey inspired merchandise.
- While schools from across the Island are interested in visiting the MMGMM they are being hampered by economic constraints. A travelling Garvey exhibition would satisfy the needs of these schools for greater exposure to the life and work of Garvey. Collaboration with the Schomburg Centre in NY resulted in their giving LH a copy of the Garvey Centennial Travelling Exhibition, created by Prof. Robert Hill in 1987. In turn, LH will present to them the section of the exhibition of Garvey's life in Jamaica 1927-1935 that is currently missing from the Centennial exhibition.
- Working closely with the Ministry of Education to increase in-depth teaching of Garvey in schools at the level of CSEC and CAPE will increase the use of the MMGMM by students, and alleviate the widely held concern that Garvey is not being taught in schools.
- If the MMGMM were widely advertised on billboards, at the two international airports, and on television and radio, we would experience greater numbers of visitors and increased funds for programmes.

#### **Garvey Research Reference Library**

- Renovation and/or new construction of the Odd Fellows Hall will provide space for construction of a *purpose built* Library with modern research facilities.

- Reclassification of posts for LH to include a Senior Librarian and an Archivist will enable LH to attract, by ensuring our ability to preserve and conserve, archives held in the families of Garveyites for decades.
- Facilitating the availability of the Library's catalogue to Jamaica's Universities and Colleges will provide greater access to students and scholars researching Garvey and in turn greater promotion of the library's facilities.
- As a research facility, the Library could attract scholars from overseas to use its facilities for production of PhD dissertations and for publication of books on Garvey.
- A successful campaign to raise funds for construction of the Amy Jacques Garvey Centre for Pan-African Research will result in LH becoming a notable Caribbean community-based cultural educational institution following in the footsteps of the Schomburg Center for Research in Black Culture in Harlem NYC.

### **Research and Publications**

- Over the years LH has forged **relationships with key individuals and institutions** that will assist in research, publications and events. These include The Schomburg, NYC; The National Library of Jamaica; IRIE FM, numerous University scholars and cultural practitioners; and media companies such as IRIE FM and TVJ. These relationships have enabled us to sustain ourselves against the background of lack of funding and sufficient staffing. For e.g. TVJ has offered LH 50 free 30 sec. commercial spots; *Nex Generation* magazine has a permanent running complementary ad; The Schomburg has donated its Marcus Garvey centennial travelling exhibition to LH.

### **Garvey Multimedia Computer Centre**

- The Garvey Multimedia Computer Centre could become a HEART site offering certification to successful students, or, at least a feeder organization to HEART'S Computer certification course.
- Individuals are able to manipulate software e.g. Microsoft Word, Excel and Power Point, as well as conduct business transactions online, prepare various business documents, and thus increase their skill sets.
- Provision of information critical to the development of adult students. Students often request lectures on topics of interest that LH facilitates by inviting an appropriate speaker.

Topics like 'Identifying mental health issues in children', was delivered to a packed audience in 2009.

- Students are exposed to the philosophy and teaching of Marcus Garvey which they can impart to others.

### **Garvey After-School Programme**

- Widening access to computers assists in development in students of an appreciation for computer applications and may encourage them to pursue higher education opportunities in the field.
- Students practice to appreciate working together in teams which could redound to being better citizens and encouraging others to follow.
- LH staff has learned how to use minimal resource creatively and efficiently.
- LH staff and students, by teaching and learning about Garvey, develop a greater appreciation for Garvey's contribution to their history and culture, and increases positive self- identity and self-esteem.
- Information on a variety of topics is provided to students through lectures, demonstrations, and interactive sessions with experts.

### **5.4 Threats:**

- Violence in downtown Kingston is always a threat to our existence.
- The Government's current inability to support opportunities created by the development of LH will stymie our growth in the future.
- If funding is not found for the restoration/new construction of the Odd Fellows site, fears are that the building will deteriorate to an unusable state, will be vandalized, or worse.

### **Marcus Mosiah Garvey Multimedia Museum**

- Increased violence in downtown Kingston will bring to zero the number of visitors to the MMGMM.

### **Garvey Research Reference Library**

- Continued cuts in budget.
- Less and Less availability of international funding opportunities.
- Continued economic pressures on the Government of Jamaica that results in restrictions on granting of new posts and provision of adequate funding of programmes.

### **Research and Publications**

- The volatility of the area in which LH is located has serious implications, particularly as regards the events hosted at Liberty Hall. LH has had to close early on numerous occasions because of violence in the area. Also, a number of events have had to be cancelled. In May 2010 during the Tivoli Incursion and its preceding violence, LH had to postpone the handover of the Cecil Gutzmore collection twice and then eventually cancel it. A discussion with high school students was planned to commemorate National Worker's Week, and that also had to be cancelled. Additionally, a number of persons are unwilling to attend events in Downtown Kingston because of fear of violence.

### **Garvey Multimedia Computer Centre**

- Violence in the community in which students live, or, in communities surrounding LH will deter students from attending classes.
- Job insecurity – some students request time-off from work to attend classes at LH.

### **Garvey After-School Programme**

- Violence in the community causes some parents not to send children to LH, and causes children to be fearful and insecure.



## **6.0 Museums of History and Ethnography of Jamaica**

The Museums of History and Ethnography Division is the repository of more than 15,000 historic, ethnographic and archaeological artefacts germane to Jamaica's history from the prehistoric to the contemporary era. It administers six (6) historic and ethnographic museums; Taino Museum of the First Jamaicans, the Peoples' Museum of Craft and Technology, Museum of St. James, Hanover Museum, Fort Charles Museum, and the Military Museum.

### **6.1 Strengths:**

- Qualified technical staff members
- Expertise in exhibition design and planning
- Over 17,000 objects in National Collection unique representation of Jamaican life past and present
- Largest collection of 16<sup>th</sup>/17<sup>th</sup> century representation of British colonial life in the Western hemisphere
- 2 exhibitions mounted yearly on Jamaican History in temporary gallery at East Street.
- Operate Historic sites at Port Royal, Spanish Town, Hanover, St. James

### **6.2 Weaknesses:**

- No dedicated source of funding for exhibitions, object acquisition, educational outreach programmes except government subvention which is insufficient
- Lack of training opportunities for staff in Museum trends
- Low salary and benefits for attracting and keeping high performance staff
- De-motivated staff
- Lack of technical equipment and supplies to carry out tasks
- No facilities for the artisan to perform his duties for exhibition fabrication
- Inadequate storage facility for collection
- No permanent exhibition space to represent a "National Museum of History"

- Insufficient staff to maintain the efficiency and output level required to become a first world quality museum
- Lack of adequate Parking

### **6.3. Opportunities:**

- CHASE Fund
- Other funding agencies (UNESCO, AFJ, Spanish Jamaica Foundation)
- Opportunity to be major income earner through Heritage Tourism
- Opportunity to influence the teaching of history in our schools
- Social Media network for advertising and building relationships
- Opportunity to influence the behaviour /attitudes of residents in the surrounding Communities and island-wide.

### **6.4 Threats:**

- Natural disasters
- Volatile communities where Head Office and Outstations are located

## **7.0 National Gallery of Jamaica**

The National Gallery charts the growth and development of Jamaica’s greatest artistic endeavours, from Taino Indian artefacts, to Spanish and English colonial art, from the early pioneers to the latest contemporary works by Jamaican artists and some international artists. The Permanent displays of the National Gallery include works of Mallica ‘Kapo’ Reynolds, Barrington Watson, Albert Huie, Carl Abrahams, John Dunkley, and Edna Manley.

### **7.1 Strengths:**

- Well established, strong institutional identity or “brand.”
- High level and high quality of programme activity; high level of in house mandate-related expertise

- Significant, definitive and steadily growing collection of Jamaican and related art; permanent exhibitions that provide overview of art in Jamaica from pre-Columbian era to present day.
- Regular, varied and high quality exhibition programme
- Varied education programme that addresses educational needs relevant to Jamaican art at primary, secondary, tertiary and general level.
- Effective tour booking system (managed by Education Department)
- Principal research, documentation and publication resource on Jamaican art
- Focus of activities is mandate-driven; administrative focus is supportive of mandate activities
- Main tourism attraction in Downtown Kingston
- Only coffee shop in Downtown Kingston
- Attractive gift and book shop, with original art and craft, reproductions of Jamaican art, and wide selection of books on art and culture
- Saturday openings and other weekend activities such as exhibition openings on Sundays, address cultural and recreational needs of Kingston population and visitors
- Resourceful, solution- and action-oriented corporate culture
- Visitor and community-oriented corporate culture
- Child- and student-friendly environment
- Strong internal PR programme, despite lack of PR and Marketing personnel or department (handled by ED office)
- Enhanced online and media visibility
- Exemplary use of free online resources (Facebook, blog, twitter etc.)
- Increasing visitor figures and public approval
- Highly committed and qualified staff
- Established access to extra-budget funding and in kind support (grants, internal revenue streams, sponsorship, donations)

## **7.2 Weaknesses:**

- No conservation facilities
- NGJ does not own copyright of works of art in its collection

- Front desk and internal security inadequate to meet current and emerging threats
- Inability to engage in long term planning due to severe funding challenges and uncertainties and HR challenges
- Understaffing, especially in critical professional (curatorial) areas; resulting overload of key staff members
- Insufficient outreach capacity, due to staff and financial resource challenges
- Lack of viable career paths and mentorship/empowerment opportunities within organization; lack of genuine rewards for staff = staff frustration
- Lack of staff training and development opportunities
- Lack of adequate internal control over HR, finance and other crucial administrative matters (currently handled by IoJ, often without due consultation with the NGJ)
- Inadequate space and facilities:
  - No guaranteed secure parking, limited parking in area due to nearby construction
  - No disabled access
  - Insufficient public restroom facilities
  - Aging building and facilities
  - Inadequate office and education department space
  - No auditorium/lecture hall
  - Inadequate storage
  - Coffee shop too small
  - No outdoor facilities
- No security of tenure in current building
- Electricity supply shared with ACIJ, lack of clarity about apportionment for past and present payments
- Solely responsible for lease charges for NGJ and ACIJ alike
- Better marketing of gift and coffee shop needed to develop their income-earning capabilities.

### **7.3. Opportunities:**

- New opportunities for and intensified collaborations with organizations such as JCDC, JNHT; MultiCare and other community organizations; EMC, UWI, Utech and other tertiary institutions; TEF,CHASE and other funders; UDC, KSAC; private companies such as Digicel and NCB, and others)
- Increasingly active role in urban development projects (Kingston, Mo'Bay, Falmouth)and related opportunities for expansion: Downtown Kingston Arts District, Kingston Biennial
- Expansion of online presence and use of technology by means of free online resources (e.g. MS tags, vimeo etc)
- Opportunities to develop income generating activities (coffee and gift shop; product development)

#### **7.4 Threats:**

- High overheads (compounded by lack of energy-efficient AC and lighting equipment)
- Vulnerability to hazards such as civil disorder and natural disasters
- Lack of guaranteed public funding support; inadequate funding support for inescapable expenses
- Economic recession compromising ability to receive external funding
- Lack of institutional autonomy and workable legal status; complex and counterproductive dual reporting structure with NGJ Board and IoJ
- Excessive and unproductive administrative burdens (too many external meetings, many of them short-notice insufficiently focused and unproductive; too many reporting requirements)
- Differences in corporate culture IoJ vs NGJ:
  - Too much “administration for administration’s sake” while administration should be in support of mandate and statutory requirements only.
  - Lack of understanding, support and sympathy for NGJ programmes and projects (e.g. major NGJ exhibitions such as the National Biennial and Huie tribute despite several requests did not make it to the IoJ website news stream while concurrent IoJ exhibitions were featured).

- Lack of adequate communication and consultation with NGJ (e.g. recent Confucius Institute tour was booked two weeks prior but only communicated to the NGJ on the day of the tour, resulting in scheduling problems)
- Constant unilateral and usually short-notice decisions and directives from IoJ, with disregard for NGJ schedule and priorities (e.g. “emergency meetings,” impromptu tour requests, etc)
- Unnecessarily prohibitive administrative policies, especially in the field of HR.

## **8.0 Natural History Museum of Jamaica**

The Natural History Division is one of the first Divisions of the Institute. The mandate of the Museum is to conduct research on the natural history of Jamaica, to build-up and maintain the national collections for research and reference purposes, and to provide educational outreach to adults and children through museum displays, publications, lectures and other forms of communication. The collections house over 130, 000 plant specimens, 100,000 animal specimens, and over 10,000 reference books. The Museum serves as the National Focal Points for the Jamaica Clearing-House Mechanism (biodiversity information network affiliated with the U.N. Convention on Biological Diversity) and the Inter-American Biodiversity Information Network(IABIN).

### **8.1 Strengths:**

- The biological collections with over 130,000 plant specimens and 100, 000 animal specimens.
- The NHMJ is the repository for the national collections and is the only institution in Jamaica that houses biological collections with specimens representing Jamaica’s natural history.
- The collections are the only one in the region that have representation from all over the Caribbean.
- The NHMJ is custodian to special collections, e.g. Gowdey Collection of Insects of Jamaica.
- The collections are vital to taxonomic research.

- Museums natural history collections are key components of biodiversity conservation efforts worldwide.
- The Science Library with many volumes of rare publications.
- The Jamaica Clearing-House Mechanism CHM also host of the National Invasive Species database.
- The expertise of the staff i.e. taxonomic, ecological, information technology, educational.
- The Exhibition Gallery and Discovery Room. The only natural history museum in Jamaica.
- Ability to network and attract external funding highlights that NHMJ is the focal point for regional and international initiatives.
- Linkages with other institutions at a local, national and international level. Members of various committees, e.g. NBSAP, RAMSAR

## 8.2 Weaknesses:

- Limited access to funding to acquire well need resources and to implement programmes.
- Inadequate funding from government to support programmes and activities.
- Inadequate number of posts.
- Inadequate space for storage of collections and IT equipment, for exhibitions, for staff (e.g. meetings in same space as library visitors) and periodic interns.
- Low salaries and benefits.
- Inability to generate greater income.
- Lack of adequate field vehicle for research.
- Lack of adequate parking for visitors to the museum.
- Lack of internal support from various departments within the organization.
- Still unknown to a large portion of the population, more publicity needed.

### 8.3. Opportunities:

- National and international links.
- External funding opportunities.
- Facilities and programmes appeal to wide cross section of the society. Programmes are relevant to educational subjects at all levels.
- Network with agencies and universities locally and internationally on research and conservation efforts.
- Support conservation efforts by providing information on species
- Implementation of programmes to support current work i.e. GIS capabilities, database expansion for increased access to data and information by the general public.
- Publish data on research activities electronically and via traditional means.
- Development of virtual tours of collections and exhibitions.
- Creating open access to databases online with restrictions on access to protected and rare species with sensitive data.
- Implementation of user fees to local and international researchers to the collections.
- Renovated exhibition gallery to attract increased fees.
- Expertise has created opportunities for compensation from biodiversity surveys, and joint projects.
- JA CHM increases the identity of NHMJ as biodiversity resource centre, a source of new resource persons, access to overseas publications.
- Mason River Protected Area and Green Hills Field Station could generate more income.

### 8.4 Threats:

- Changing priorities and policies of our parent ministry.
- Periodic changes in Ministry at policy level i.e. Education, Tourism, Culture.
- Opening hours



- Economic climate.
- Not being able to keep up with changes in technology.
- Increased competition through the establishment of biological collections in other agencies and universities through projects etc.
- Development of live museums i.e. butterfly farms, Port Royal Marine Lab Mini Museum
- High staff turnover due to low salaries at the technical level.
- Insufficient funding leading lower visibility of the institution
- Increased use of online libraries and journals.
- Low prioritization of the organization to make work environment optimal for both staff and collections.