

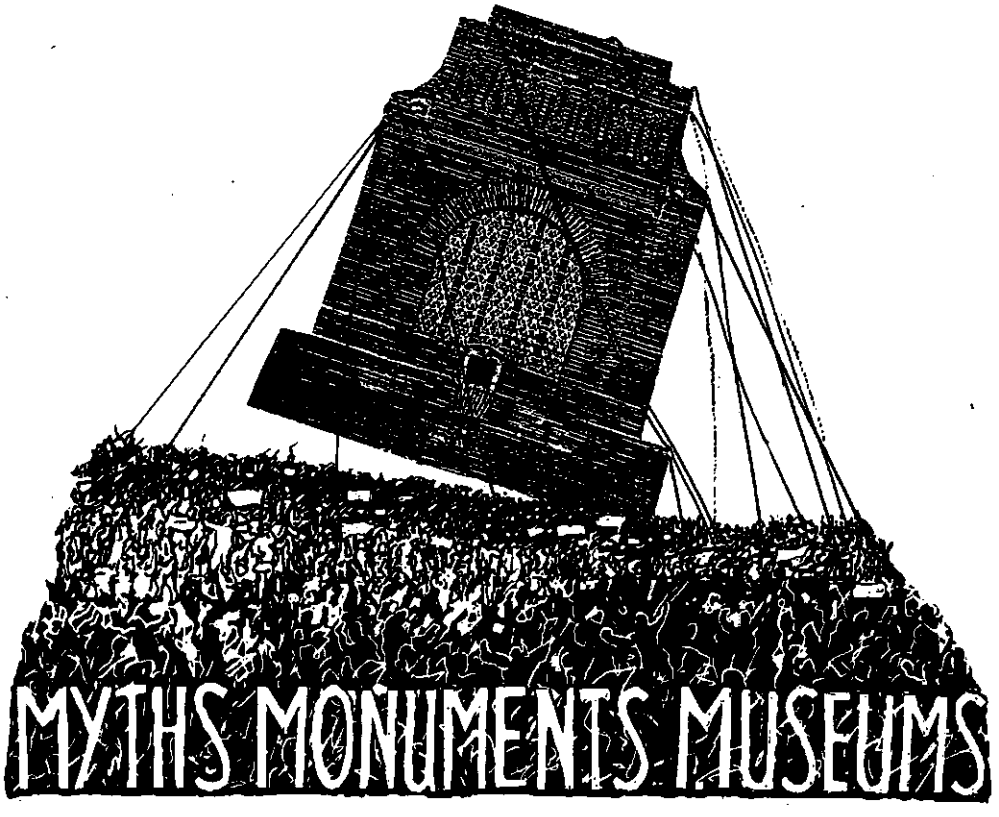
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Development of national policy and management models for cultural resource management

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HISTORY WORKSHOP

DEVELOPMENT OF NATIONAL POLICY
AND MANAGEMENT MODELS FOR
CULTURAL RESOURCE MANAGEMENT



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DEVELOPMENT OF NATIONAL POLICY AND MANAGEMENT MODELS FOR CULTURAL RESOURCE MANAGEMENT

INTRODUCTION

The management of our country's rich cultural and also natural heritage is at the moment fragmented and embodied in numerous acts, ordinances, regulations and other prescriptive measures, without any cohesion and some form of central structuring.

Like elsewhere in the world the South African state has an irreplaceable conservation task and responsibility. This responsibility implies that the State :

* acknowledges the necessity for conservation;

* organises and orders conservation through legislation;

* creates legal structures (policy bodies) and the framework for the orderly facilitating of conservation;

* acts in a way to facilitate conservation by means of funding.

To implement its responsibility with regard to the conservation of the cultural heritage, the State has created a number of institutions which are financed and administered by the State directly or indirectly, especially the National Monuments Council, the archives, the museums, certain libraries and certain central state end provincial departments with cultural conservation as their full or partial line function.

Within the legal and other parameters created by the State there is also another group of institutions which occupy themselves with cultural conservation. These are the Non-Governmental Organisations (NGO's), such as societies, trusts, foundations and other bodies in the private sector.

All these cultural conservation organisations have an important and irreplaceable function in the management of a country. They have it as their mission to collect physical and intangible expressions of a country's cultural heritage for the present and future generations, to preserve these, to research and to document these. These expressions are made accessible and are communicated for purposes of formal and non-formal education, as well as spiritual enrichment and recreation.

SCOPE OF PROBLEMS

The collective and individual pursuit of general conservation and communicative functions and the individual functioning of each institution which is aimed at culture and/or nature conservation, is in South Africa for many years being seriously handicapped through a multitude of factors.

The majority of the facets of the current conservation problems in South Africa can be ascribed to factors such as an obsolete approach by the various Government sectors with regard to conservation, outdated legal parameters and the present political and economical dispensation as a heritage of the recent and the less recent past. The present fragmentation of conservation also can be explained historically.

The lack of coordination and cooperation is one of the key problems. This can chiefly be attributed to the multitude of acts and ordinances which regulate the conservation of the cultural heritage, and which fragments areas of responsibility as well as scarce resources. The problem is complicated by overlapping mandates of various authorities. This leads to unnecessary duplication, the uneconomic utilisation of funds, and often to inertia in the end.

The current lack of an appropriate and cohesive policy and strategy for the management of cultural resources is counter-productive. Furthermore, it handicaps the effective implementation of legislation, hampers the effective and efficient functioning of institutions concerned with the cultural heritage, and is a hindrance for procedures and services in this regard as well as to greater support by the people.

The second key problem is the lack of relevancy. Because of the complicated nature of legislation and organisational systems, cultural institutions are at present separated from the community in an unnatural way. Appropriate guiding initiatives at grassroots level are also inhibited. Innovative adaptations to the present changing social scenario are hindered by a cumbersome and uncoordinated system. This in turn makes any debate between institutions and communities on the subject of values, common interests and future strategies practically impossible. Consequently aspects such as community involvement, education, professional training, the dissemination of information and public relations are severely handicapped. This situation gives rise to the existence of divergent values in the various institutions, and to a general inability in society and by society to address communal values and interests.

PROBLEM SOLVING EFFORTS IN THE PAST

During the past decades there have been various efforts by Government to identify and address the problems concerning the effective and efficient functioning of museums, monuments councils and related cultural conservation bodies in South Africa. This illustrates the point that Government was not totally unaware of the problems facing such institutions. Mention must be made of at least four commissions or committees of inquiry, namely :

(1) The Commission of Inquiry into certain state-supported institutions (Du Toit Commission) (1950)

(2) The Committee of Inquiry into the needs of state-supported institutions (Booysen Committee) (1962)

(3) The Committee of Inquiry into the needs of state-supported institutions (De Villiers Committee) (1968)

(4) The Commission of Inquiry into the coordination of museums on national level (Niemand Commission) (1975)

The above commissions and committees made wide-ranging recommendations on matters such as the amalgamation of institutions, public relations, museums boards, salaries, finances, staff, training, restoration centres, research, accommodation etc. However, the problems still remained, due to the fact that the key issue - the fragmented dispensation as a result of apartheid - was maintained.

PROBLEM SOLVING EFFORTS : CURRENT INITIATIVES

(1) History

The South African Conference on the Conservation of Culture, which was held from 6-10 June 1988 in Cape Town, was in many ways the catalisator of current initiatives to address the problems facing the conservation and utilisation of South Africa's cultural heritage. This conference brought out the following important statement :

1. Considering :

1.1 The importance of handing down to future generations a system of cultural references which will improve the quality of life and foster the cultural, economic and social development of all South Africans;

1.2 The importance of cultural interaction in human relations and in a stable South African community;

1.3 The need for acceptance by the authorities and the public alike of the responsibility for the conservation of culture;

1.4 The necessity for a co-ordinated management system for the conservation of culture, directed toward the optimal use of scarce resources such as manpower and funding;

1.5 The necessity, in the light of public accountability for conservation, of democratic principles and norms in conserving culture;

1.6 The necessity for a comprehensive programme of education, information and research to support and develop the conservation of culture;

1.7 The necessity for an information network for the conservation of culture which will underpin education,

awareness, research, publicity and tourism;

1.8 The necessity of composing a manifesto to collate current views on, and to define the aim of conservation of culture; and the need to publish this manifesto after further consultation with as broad a spectrum of South Africans as possible.

2. States :

2.1 That the conservation of culture in South Africa currently enjoys an alarmingly low priority among authorities and general public alike and that fundamental responsibilities are not accepted;

2.2 That the value in inter-cultural communication in South Africa of the conservation of culture is not fully understood;

2.3 That the value of the conservation of culture in the development of the country and its constituent communities is not adequately appreciated;

2.4 That the administration and practice of conserving culture in South Africa are at present fragmented and that obvious issues are not addressed, with negative consequences for that conservation;

2.5 That no democratically-accepted principles and norms for the conservation of culture in South Africa have been established, made known or applied;

2.6 That the conservation of culture forms too small a part of the general South African outlook and that it plays an undeservedly minor role in education, information, research and tourism;

2.7 That there is a lack of information about the conservation of culture caused by the absence of an information network on the subject and by failure to take seriously alternative and new forms of culture;

2.8 That the cultural heritage of South Africa is being destroyed at an alarming rate as consequence of human agency, of the natural processes of deterioration and decay, and of the factors listed above;

2.9 That inadequate conservation of the South African cultural heritage is causing deterioration of the quality of life of the country's inhabitants and is hindering cultural interaction;

2.10 That it is every government's moral obligation not to legislate in such a way that cultures or communities are destroyed;

2.11 That the statement embodied in this document accords with the spirit of a harmonious, non-racist and democratic South Africa.

3. **Adopts the following :**

3.1 **Definitions :**

3.1.1 **Cultural heritage** means the tangible and intangible property considered to be of cultural value by any group of South Africans.

3.1.2 **Conservation** means all the processes of caring for the cultural heritage so as to retain its cultural value and significance in the context of humankind as a whole.

3.2 **General principles :**

3.2.1 The cultural heritage as a unifying force in South Africa must be acknowledged and reinforced;

3.2.2 Each community must be given the opportunity to conserve and develop its culture without the dominance of one cultural group over another;

3.2.3 To enhance mutual understanding between cultural groups and to facilitate cultural interaction, the cultural heritage should be accessible to all;

3.2.4 The recapture of the cultural heritage of communities which have no modern constituencies and which are known only from archaeological and historical sources is of national and often international importance;

3.2.5 Responsibility for the conservation of culture is shared by the state and the public. Both should be inspired and mobilised to greater activity in this field but should be vigilant against culture's being used for political purposes;

3.2.6 Conservation of culture should begin in the home and be integrated into life in general;

3.2.7 Conservation of culture should be planned, managed and implemented in a co-ordinated manner which includes public participation;

3.2.8 The conservation of culture requires manpower, funding and commitment, and these factors should be taken into account in economic planning.

4. **And therefore resolves that :**

4.1 The authorities and all other institutions and bodies involved in the conservation of culture should unambiguously clarify their responsibilities and objectives in this regard;

4.2 A comprehensive national policy for the conservation of culture in South Africa, satisfying the principles outlined above, be developed, established and implemented;

4.3 A follow-up Committee be established with the following terms of reference :

4.3.1 To inform the authorities that it is the wish of this Conference that conservation of culture take place untrammelled by divisive constraints;

4.3.2 To consult in a democratic manner with cultural conservation bodies in order to compile a manifesto for the conservation of culture in South Africa which reflects the consensus of all parties with an interest therein;

4.3.3 To bring to the attention of the relevant authorities and communities the decisions and views expressed at this Conference.

One of the results of this Statement was that two members of the Follow-up Committee (Dr. U.S. Küsel of the National Cultural History Museum, and Dr. G-M van der Waal of the HSRC) held talks with the Director-General of the Department of National Education. One of the topics was the fragmented management of cultural resources and the lack of policy in this regard. The message of the Director-General was that those concerned with cultural conservation should first put their own house in order, and then approach Government with specific proposals.

The Southern African Museums Association (SAMA) decided during its 54th AGM and Conference at Port Elizabeth in May 1990 that steps had to be taken to develop a national policy for museums. In the light of this motion a delegation from SAMA saw the Minister of National Education and of Environment Affairs (Mr L. Pienaar) early in 1991 about the issue of national museums policy and the integration of cultural resource management with environmental management. The Minister undertook to discuss the matter with his colleagues for purposes of a Cabinet investigation in this question.

Other initiatives which were taken on the same subject during this time were the February 1990 Conference of SAMA's History Group, the Conservation Surveying Workshop of the National

Monuments Council in April 1990, a strategic planning meeting of the Simon van der Stel Foundation in June 1990, the Urban Conservation Symposium in July 1990, and the Five Freedoms Forum's conference on South Africa at a turning point. Negotiations and the future in August 1990.

(2) The Work of the Sub-Committee for Cultural Resources

In the light of the growing pressure for a total reorganisation of cultural conservation in South Africa, the Department of Environment Affairs Committee for Environmental Management were requested by Dr. V.J. Krohn of the Department of National Education to identify the problems and principles with regard to cultural conservation, and to come up with proposals. This Committee delegated the request to its Sub-Committee for Cultural Resources. Officials of the Department of Environment Affairs and members of the Sub-Committee decided that the best way to do this would be to organise consultative meetings in various regions of the country, between a task group of the Sub-Committee and the broadest possible spectrum of interest groups. Because the Sub-Committee did not have any jurisdiction over cultural institutions and was no official commission of inquiry, the consultation was limited to professionals and practitioners in the field of cultural conservation.

The task group of the above Sub-Committee consisted of Mrs Ingrid Coetzee (Department of Environment Affairs), Dr. G-M van der Waal (HSRC) and Drs. Udo Küsel and Robert de Jong (National Cultural History Museum).

The task group held two series of regional consultative meetings between July and November 1990 in Natal, the Eastern and the Western Cape, the Orange Free State and the Northern Cape, and the Transvaal. The meetings were attended in each centre by between 20 and 45 managers, practitioners and academics in the field of Archaeology, Anthropology, History, Cultural History, Architecture, History of Art, Urban Design, museums, archives and conservation libraries.

In the final report presented by the task group it is emphasised that the conclusions which are reflected therein and the statements with regard to the overall goal, objectives, principles and appropriate management model for cultural resource management (CRM) are representative of a certain professional standpoint, and do not reflect the official standpoint of museums, the National Monuments Council, archives and conservation libraries. Likewise, it does not represent the official view of professional, conservation or cultural organisations. The recommendations are those of the members of the task group which chaired the regional consultative meetings.

Besides the formal, structured regional conferences, informal talks were held on a personal level with various representatives of progressive and other extra-parliamentary groups, such as FOSACO, Inkatha, COSAW and the Afrikaner Volkswag, in order to ensure the broadest possible input on the subject of national

policy for cultural resource management.

The overall goal of the regional meetings was, through broad consultation, determine the professional opinion with regard to the problems, objectives and principles of, and an appropriate management model for CRM, so that well-funded opinions and proposals could be presented to the Government departments involved. It must be emphasised that it was not the intention to determine policy regulations or policy itself.

The regional meetings were structured around the problems with regard to CRM, how these problems should be addressed through policy, and the type of principles on which policy should be based. An appropriate management model for CRM in the future was also discussed. Various models were used as a basis for this.

(3) Results of the regional consultative meetings

(a) Definitions

The regional meetings led to the formulating of two important new definitions in the field of cultural conservation, namely **cultural resources** and **cultural resource management**.

Cultural resources are natural and manmade, physical and intangible features which embody a variety of values for an individual or a community or communities, and which are associated with human activity. Cultural resources include sites, structures, objects and intangible aspects which are meaningful for archaeological, historical, religious, symbolical, social, political and other reasons. The concept of culture and cultural expressions as resources are founded on the principle that, besides the inherent meaning of a particular site, structure, object or activity, there can be attached a certain use and utilisation for scientific, educational, ethical, recreational and other reasons.

Cultural resource management is the integrated application of management abilities (like planning, organisation, control and evaluation) in a pre-active mode, to achieve aims determined by the political process in view of ensuring the efficient and effective protection and responsible utilisation of cultural resources to the benefit of all South Africans. CRM includes conservation as an objective and an activity.

(b) Aims (mission) and objectives

The aim (mission) of cultural resource management (CRM) is :

> To ensure that cultural resources are effectively protected and responsibly utilised for this and future generations in order to enhance the quality of life of all South Africans.

The objectives of CRM are :

* To make the people of South Africa aware of their cultural

resources, their use and significance and their interaction with the total environment and society;

* To motivate the people of South Africa to accept responsibility for the protection and responsible utilisation of their cultural resources;

* To promote the development of expertise and values for the protection and responsible utilisation of cultural resources;

* To identify in co-operation of communities involved significant and conservation-worthy cultural resources;

* To promote the development and implementing of appropriate policy and strategies for the effective protection and responsible utilisation of cultural resources; and

* To ensure that the right to protect cultural resources be incorporated into a bill of human rights

(c) Principles

Cultural resource management must :

* Acknowledge that, although a South African culture will have a unifying effect, the dynamic character of the cultural resources of the people of South Africa and the diverse values and traditions revealed therein still will have to be recognised;

* Cultural literacy and community involvement with the identification, protection and responsible utilisation of cultural resources;

* Include both manmade and natural, movable and immovable cultural resources which are of individual and communal cultural significance;

* Reconcile the principles of conservation with those of development;

* Be inclusive and pre-active in its approach, and form an integral part of Integrated Environmental Management (IEM) and physical planning processes; and

* Ensure that the significance of cultural resources be determined through research and consultation with (a) community/communities involved.

(d) Management model

One of the objectives discussed at the regional consultative meetings was the creation of an overhead management model.

CRM should be managed according to a decentralised management

model under the aegis of a single and effective agency on central Government level, in which the central Government is responsible for funding and overall policy, regions maintain a great measure of autonomy in all management fields, and institutions keep their individual character.

Decision-making and communication about policy aspects, values, needs, principles, objectives and priorities must follow a "bottom-up" and a lateral approach.

A number of ideas on the subject of a possible future management model for CRM were raised during the first series of regional meetings. Three types of models were synthesised and discussed during the second series. Irrespective of the uncertainty of future government structure and constitution, an appropriate management model for CRM was discussed, because it is not directly linked to a specific political ideology. In addition the Zimbabwean experience learned that a healthy and established structure for museums and monuments would survive political and constitutional changes, as the Zimbabwe National Museums and Monuments Council remained virtually unaltered after the Mugabe government came to power.

The essence of the three models is dealt with below.

(i) Model A : Centralised Management

In a centralised management model all qualifications and responsibilities with regard to CRM are consolidated in a single Government department. Such a department serves as the chief policy-making, administrative and executive body which controls all museums, the Monuments Council and other statutory cultural institutions.

The most important implications of such a management model are that there will be a central budget, administration and policy, all of which cannot be implemented unless present legislation is revoked. The current national, provincial and local institutions will have to be reorganised into divisions and regional offices of such a department. The staff of these institutions will be government employees.

The most important advantages include better career promotion opportunities, better control and unfragmented legislation.

The possible disadvantages are amongst others that it will be a bureaucratic system which would handicap the performance of individual museums and the National Monuments Council. It will be especially detrimental to the effective fundraising and tourism activities if individual institutions fall directly under Government control. The centralisation of powers and responsibilities also is in contradiction to current Government policy and Codesa thinking.

(ii) Model B : Decentralised union-type management

In a decentralised union-type management model outside direct Government control most powers and responsibilities with regard to CRM are delegated to an autonomous statutory body. This body then delegates some of its powers to regional councils, with the result that it functions chiefly in a co-ordinating capacity, whilst the regions have greater independence and can develop according to their own needs and characteristics The national statutory body's role is limited to the formulating and monitoring of national policy, the co-ordinating of the implementation thereof and the making available of funds. Inputs for policy formulating and the executive functions of museums, the monuments council and other statutory cultural institutions would first be co-ordinated on regional level and would be evaluated and screened by the regional councils, before being channelled to the national statutory body. Regional policy would be formulated by regional councils within the framework of national policy.

The most important implications of such a management model are larger independence, whilst there will still be uniform overall policy and improved co-ordination, Some of the existing acts and other legislation will have to be revoked in order to make the structure operational. Although some institutions possibly might have to be reorganised, individual institutions could keep their management boards. In this model the constitution of the various regions might differ according to the typical historical development of every region. The efficient management of cultural resources in a certain region would depend on the measure in which a region could mobilise and utilise its cultural resources to the optimum. In other words, depending upon each region's needs and own character, specialist services like preservation, marketing and training might be "centralised" in one region under the regional council involved, and "decentralised" in another region.

The most significant advantages include greater regional autonomy within the parameters of uniform legislation and overall policy, better career opportunities, better control and co-ordination, optimal utilisation of cultural resources, and little duplication.

The greatest possible disadvantage is that problems could arise with the determining of regions, where there is little existing infrastructure in certain areas, such as the Karoo. The determining of regions would not necessarily be guided by geographical or thematical tendencies or to the planned nine development regions, but will in some cases be decided by the availability of infrastructure for cultural resource management.

(iii) **Model C : Decentralised federal model**

In a decentralised federal model all powers and responsibilities concerning CRM are devolved to autonomous national and regional institutions. The regions enjoy full autonomy, and interference by central Government will be limited to a minimum.

Certain overhead administrative and co-ordinating functions are handled by a representative national advisory forum consisting of members of voluntary affiliation, whilst various regional forums will co-ordinate policy formulating and the activities of voluntarily affiliated member institutions. Because the institutions remain fully autonomous, affiliation to the national and regional forums will happen on a voluntary basis. The powers of the national and regional forums can only be applied to the voluntary affiliates. The most important implications of Model C are that implementing and co-ordinating of national and regional policy will be voluntarily. Some of the present legislation will have to be revoked in order to initiate the model. Existing institutions cal choose whether they will continue to exist in their present form, or if they would like to reorganise themselves to affiliate to Model C.

The most significant advantage is the maintaining of the autonomy of individual institutions, implying that it is a very flexible model.

The flexibility of the model is also the greatest disadvantage. It will be a very complicated management model, which can only succeed if all institutions put aside their own interests and work together. Further disadvantages are that policy and co-ordinating cannot be enforced; that the model will promote further duplication; and that specialised services will not easily be utilised the optimum.

(e) Further aims of a new structure for cultural resource management

(i) Development and formulating of policy

The development and formulating of policy should be dynamic, in an atmosphere of debate, and be in the interests of the Government, professional sectors and the community.

(ii) Funding

Central Government should accept responsibility for the funding of those infra-structural elements which will ensure the continuity of CRM.

Certain fiscal and non-fiscal incentives must be provided.

Framework autonomy should be extended and applied to all institutions.

(iii) Co-ordination and co-operation

Conservation actions should take place on a co-ordinated basis according to priorities and needs which are determined collectively by each region involved.

Conservation institutions should co-operate in order to attain

the overall goal and objectives of CRM.

(iv) Conservation and physical planning

All development projects should make provision for the protection and responsible utilisation of significant cultural resources.

The principles of CRM must, where applicable, be pursued in Integrated Environmental Management systems.

(v) Education and training

Awareness with regard to cultural resources and involvement with CRM should be promoted actively through formal and informal education in all sectors of society.

CRM should be supported through useful training in all fields.

CRM should utilise all available expertise on an equal basis.

(vi) Information and research

A co-ordinated, national information network on cultural resources, based on scientific research and community inputs, should be developed, maintained and utilised.

Guidelines for research priorities should be determined collectively by Government, professional sectors and the communities involved.

Researchers and research institutions should be encouraged to undertake research on identified priorities and to pursue international standards in respect of the scientific nature of their research.

(vii) Tourism and public relations

The tourism potential of cultural resources must be developed to its fullest potential, without marring the heritage value of these resources.

Awareness campaigns should take place on the basis of ongoing public relations and must reach all levels of and sectors in society.

(f) NEW DISPENSATIONS FOR SOUTH AFRICAN MUSEUMS : CONSLUSIONS

In its report the task group of the Sub-Committee for Cultural Resources recommends that :

.1 The Departments of National Education and of Environment Affairs together take the initiative to develop policy on CRM and to formulate this in co-operation with other state

and private institutions;

.2 Further discussion between the respective interest groups on the mission and policy for CRM is necessary;

.3 The report serves as a starting point for further discussion;

.4 The findings of other initiatives in this field (Simon van der Stel Foundation, SAMA, National Monuments Council, FOSACO, etc.) be recognised and included in the policy making process.

Representations to the Minister of National Education and of Environment Affairs to give his attention to the recommendations and to implement them resulted (only after the matter had been brought directly to the attention of the State President) in some action in October-November 1991. So far very little which is visible has been achieved. This means that all individuals and organisations in South Africa concerned with the protection and utilisation with the country's cultural heritage should continue to pressurise Government to come up with some drastic action. In the light of the present negotiations on a future South African constitutional dispensation the matter should also be discussed at CODESA, as the protection and utilisation of the cultural or man-made environment determines the quality of life of all South Africans.

That this environment is little understood and recognised is demonstrated by the recent President's Council's report of environmental conservation systems and structures, in which the cultural or man-made environment (or, in other words, the social environment) is not dealt with, apart from a few words in the introductory passages, stating that aspects such as museums and monuments should be the subject of a separate investigation. It must be emphasised that the cultural environment and the management thereof cannot be seen as a separate or isolated entity, but must be understood and approached as being part of the general or overall environment, which also includes the natural environment or biosphere.

(g) SOUTH AFRICAN MUSEUMS: A FUTURE SCENARIO

Together with monuments councils, the archives, conservation libraries and various cultural bodies in the public and private sectors, museums are part of the CRM system in South Africa, even the natural history museums, because the latter also tend to include the human environment to an increasing extent in their work.

The big question is how cultural conservation (CRM), and specifically museums, will feature in a reconstructed South Africa. To make prophesies is very risky, but nevertheless there are certain tendencies which could serve as guidelines. If future policy will be based on international similarities and policy guidelines, the future scenario can be predicted to some

extent. One could therefore make the following statements concerning a new dispensation for South African museums.

(i) The present uncoordinated approach to the conservation of culture cannot be maintained any longer. It is a most ineffective and expensive system, which is as a legacy of apartheid no longer affordable. Therefore there must be moves towards a uniform co-ordinated system in which there is much closer co-operation between museums, monuments councils, environmental conservation, nature conservation and other conservation bodies.

(ii) The current fragmentation of the museums in national, provincial and local museums, and in museums functioning under the so-called TBVC states and self-governing homelands (and which in the RSA's case are divided into "general" and "own" affairs) is something of the past. A national, co-ordinated and cost-effective system must be negotiated

(iii) Funds for the conservation of culture will be rather less than more. This will force cultural conservation bodies like museums to re-examine their priorities and pursue the more effective utilisation of funds.

(iv) Many of the services which are at the moment provided by the museums individually can be run more effectively on a collective and a regional basis, like conservation, public relations, planning etc. Financial constraints will force museums towards greater co-operation and share services and specialised staff and expertise, especially on a regional basis.

(v) The new trend is very strongly directed towards regional co-operation. Regional museum services or the combining of all museums in a region remains unavoidable.

(vi) Within a region the whole community will have to be mobilised with regard to conservation. Priorities will be determined by regions and will have to be activated with more emphasis on the participation of the whole community.

(vii) To co-ordinate regional activities and to create a uniform policy for the country, there will have to be a national museums council, which preferably should be composed of representatives of the respective regions. This council will preferably only have a broad co-ordinating and policy-making function, so that each region can develop its own regional characteristics according to its own character and composition.

(viii) In the past museums mostly served the white communities through their collections, exhibitions and educational services. In the future all communities must have their stake in the museums, and the museums will have to move away from a Eurocentric approach to

the presentation and interpretation of South African history.

(ix) Museums must become more Africa-oriented and will thus have to adopt an African character. For too long they pursued the European, and more specifically the British model. The result was that they became for the greater part elitist institutions which had very little to do with the majority of South Africans.

(x) In the new era which is entered now the museums must ask themselves whether they are relevant. The museums will have to reorganise themselves in such a way that they become relevant in a new South Africa. To achieve this they must become very strongly community-oriented.

(xi) Discrimination on the basis of race, colour, language, creed and sex must be abolished.

(xii) A museum today is a highly specialised institution which demands a high standard of training from its staff. Training must take a very prominent place in the future development of museums if they wish to accepts the challenges of the future South Africa.

(xiii) Members of all population communities must have an equal chance to be educated and trained as museum staff.

(xiv) In the light of the enormous discrepancies in South Africa's education systems and standards and the continuing population growth, literacy is one of the country's largest problems. Museums are an important part of non-formal education and will have to adapt themselves in such a way that they can play a prominent role in the non-formal education sector.

(xv) In a new South Africa urbanisation will fulfil a most prominent role. This process of urbanisation will naturally place tremendous pressure upon land utilisation and services. Squatting will be an everyday occurrence around every large urban centre in the country. Museums will not be left unaffected and will have to take note of this. They will also have to play an active role to address this problem through research and displays, and also by involving the squatter communities.

(xvi) Like urbanisation the natural and cultural heritage in especially the urban areas will come under increasing threat. In particular the immovable historical heritage like buildings, gardens, battle fields, archaeological sites etc. will come under great pressure. These sites will form an important aspect of future museums. Museums will thus have to become actively involved in the conservation, research

and interpretation of these sites. The concept of site museums will therefore become much more prominent.

(xvii) Small stereotype cultural history museums mushroomed in the past. These museums are very much alike and normally have no properly qualified staff to look after them. Such museums did much damage to the name museum and everyone of them ask for Government aid. These type of museums' right of existence will come under pressure as economic conditions deteriorate. In future the founding of museums will have to be much more selective. The emphasis will be placed on those museum types of which there are few or no examples in the country.

(xviii) South Africa is blessed with a great diversity in language and cultural groups. In this lies one of its museums's great challenges. To be really representative of all these cultures will call for a totally new approach. The same goes for interpretation. The educational programmes of museums will have to be multi-lingual, with all the accompanying problems.

(xix) The cultural diversity of South Africa can on the other hand become one of its museums' greatest assets. The museums are best equipped to play, through exhibitions, a prominent role in the process of cultural awareness and the creating of cultural understanding. The last is a prerogative for a harmonious society. Only when an individual understands someone else's culture they can live together in peace and harmony. This cultural understanding can form the cornerstone of a new South African-ship.

(xx) Tourism will play an ever increasing role in the South African economy. Museums will have to prepare themselves for this and will have to market themselves actively, in order to obtain their share in the potential tourism market.

(xxi) The survival or extension of museums in a new South Africa will not come by itself. The failure or success of the future museums will largely be determined by the way in which museums will take cognisance of new needs and changing values, and also how effectively they can adapt. Museums can have the most wonderful ideals and resolutions, but if they do not communicate these to the community at large, the private sector and the policy-makers, they will not achieve their aims. Their greatest future challenge lies therein that museums will have to prove that they are indispensable for society. In this public relations will play a cardinal role.

(h) CONCLUSION

In a changing South Africa the need for conservation institutions like museums cannot be questioned, be it in the field of nature conservation or of cultural conservation (CRM). Such institutions are part of any constitutional dispensation. Museums, monuments councils, archives, performing arts bodies, nature conservation areas, cultural organisations, libraries, etc., are all instruments to help develop mutual respect and understanding between the various communities in a deeply divided society, and through this also help discover a common heritage, interests and values in order to build national unity and a common patriotism.

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