

Museum of Belize

Economical and Organisational Study

BZE / 93 / 001 executed by:

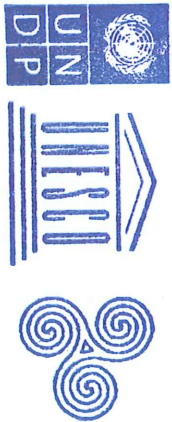
Regional Project for Cultural, Urban and Environmental
Heritage

UNDP - UNESCO



May - June 1993

**Regional Project for Cultural, Urban and
Environmental Heritage in Latin America
and the Caribbean (RLA)**



ONLINE VERSION / Feb 2011

- **Following the consultative missions undertaken by Messrs. Bouchenaki (Director of Cultural Heritage UNESCO, Paris) and Mutal (Chief Technical Advisor Regional Project for Cultural, Urban and Environmental Heritage UNDP-UNESCO, Lima) to Belize in November 1992, and further to the Government of Belize's request, a Project Document was drafted to provide Technical Assistance for the establishment of the Museum of Belize.**

- **According to the Project Document signed on behalf of the Government of Belize (12.02.93), UNESCO (13.04.93) and UNDP (13.04.93) this Project aims at:**
 - **establishing a pre-investment document to be used by the Government of Belize.**

 - **presenting the ideal institutional framework and structure for the Museum of Belize.**

 - **determining the resources needed to fulfill the Museum's mission.**

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Executive Summary

- The Museum of Belize project is well underway and currently handled by the Coordination and General Planning Office in Belmopan, under the direct interest of the Ministry of Education. Lately it has further moved towards a "Culture Centre" concept
- The Museum's organizational structure needs to be clearly established around five integrated core areas that will handle : Exhibitions, Events / Entertaining, Commercial Activities as well as Administration and Finances.
- Some essential activities linked to the setting up of Exhibitions and Events / Entertainment will have to be integrated within the planned Institute of Research and Management of Material Culture (I.R.M.A.C).
- The relationship between the Museum of Belize (M.O.B) and I.R.M.A.C will be the key to their synergetic and successful operations.
- The overall organisational design should be driven by the need to establish the leanest internal decision process mechanism while outsourcing all Non-Core activities.
- The sound management and future independence of M.O.B should be guaranteed by creating the Museum Supervisory Board that will count on representatives from the country's most influential sectors.
- Staffing of the future Museum must be considered as a major issue with roles and responsibilities as well as accountability being clearly defined at all levels.

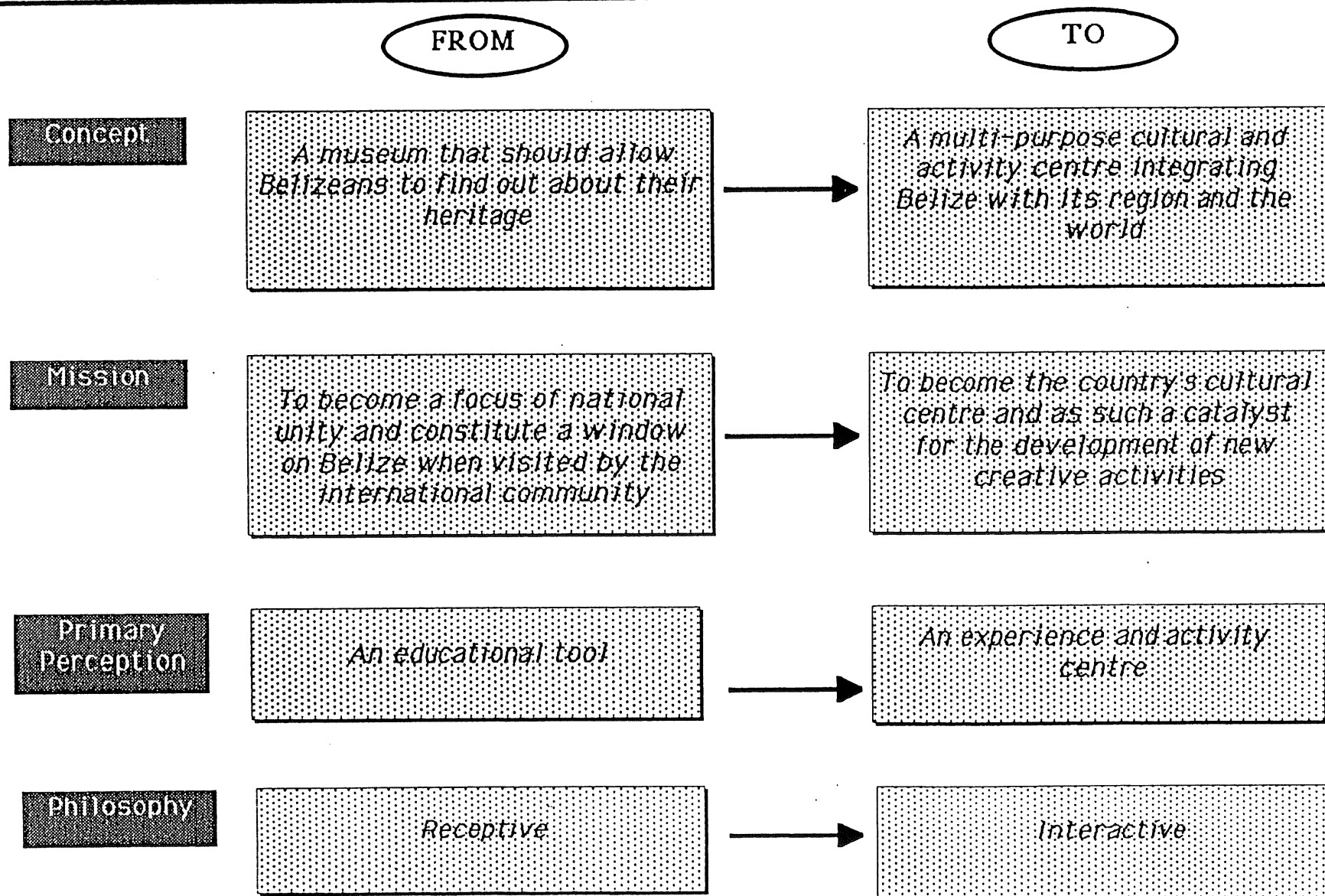
- It is most urgent that the relationship with other institutions that are likely to interrelate with M.O.B be clarified, thereby allowing for the optimal use of scarce human and material resources.
- The Museum of Belize's geographical location and the lack of tradition of Museum / Theatre going in the country would make it unlikely that visitation potential in a typical year surpasses 33,000.
- Total revenues from Entry Fees, Cafeteria / Museum Shop operations, Rental of Premises... would probably remain below US\$ 200,000 p.a.
- With operating costs running close to US\$ 400,000 p.a in year 3, an annual budget deficit of US\$ 200,000 will result from M.O.B's operations.
- According to the Fund Raising potential , that can only be achieved within an appropriate legal framework, the Public Sector Financing Requirement could run as high as US\$ 180,000 p.a.
- An annual Budgeting and Planning process as well as a quarterly reporting procedure will need to be established.

Introduction

The Museum of Belize (M.O.B) project is well underway and is handled by the Coordination and General Planning Office under the direct interest of the Ministry of Education.

- A loan of US\$ 4 mio. earmarked for the construction and basic fittings of the M.O.B, has been obtained from Mexico
- The Ministry of Education has assumed all financial responsibilities for the Museum on behalf of the Government that will be responsible for the loan repayment.
- The Institute for Research and Management of Material Culture (I.R.M.A.C) should become functional in autumn 1993, with the M.O.B expecting to be open to public in spring 1995.

The M.O.B concept has dramatically evolved over the past two years, from a "classical museum" towards a wide scope cultural centre.



Recommendations

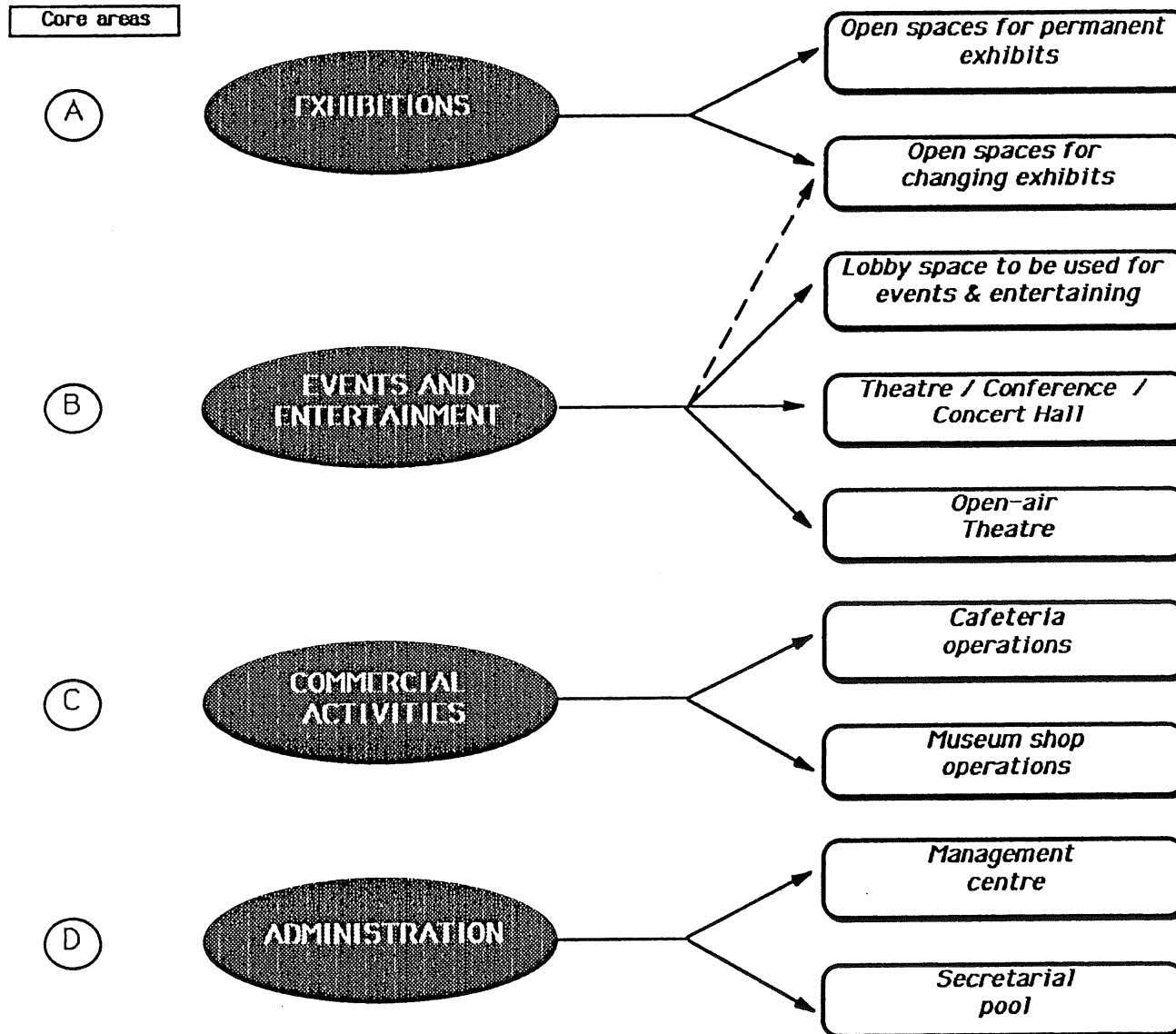
- Set up regular informal working team meetings to include members of the Departments of Museums / Archaeology and of the Museum of Belize Coordination Office to address roles & responsibilities and other issues related to the functioning of the future M.O.B / I.R.M.A.C structure.

- It is essential and urgent to recruit a financial manager during the M.O.B development phase in order to establish operational budgets, monitor spendings and the continued availability of sources of funds.

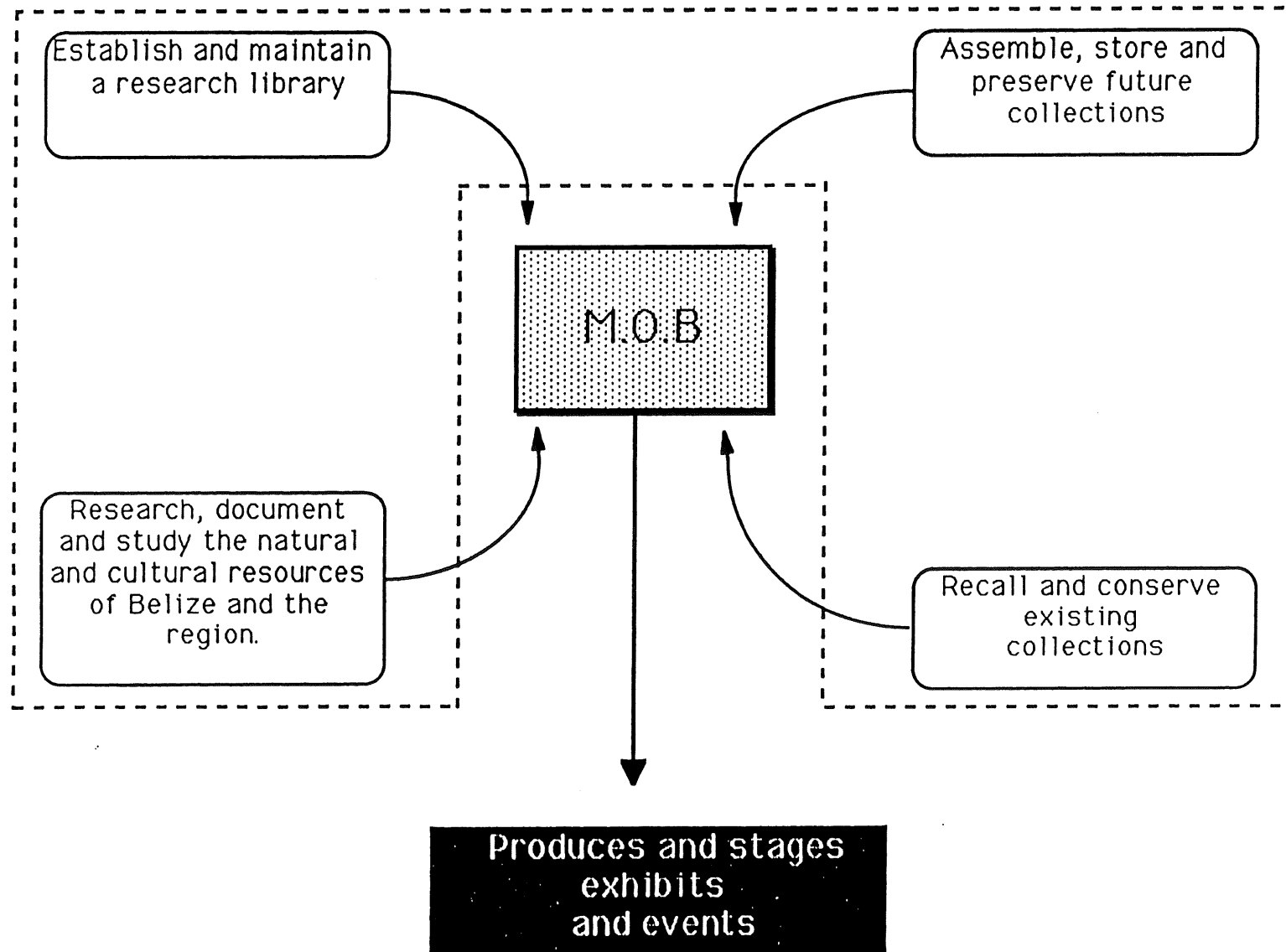
- The future status (both legal and political) of the M.O.B must be clarified to ensure the project's sustainability

Organisational Structure

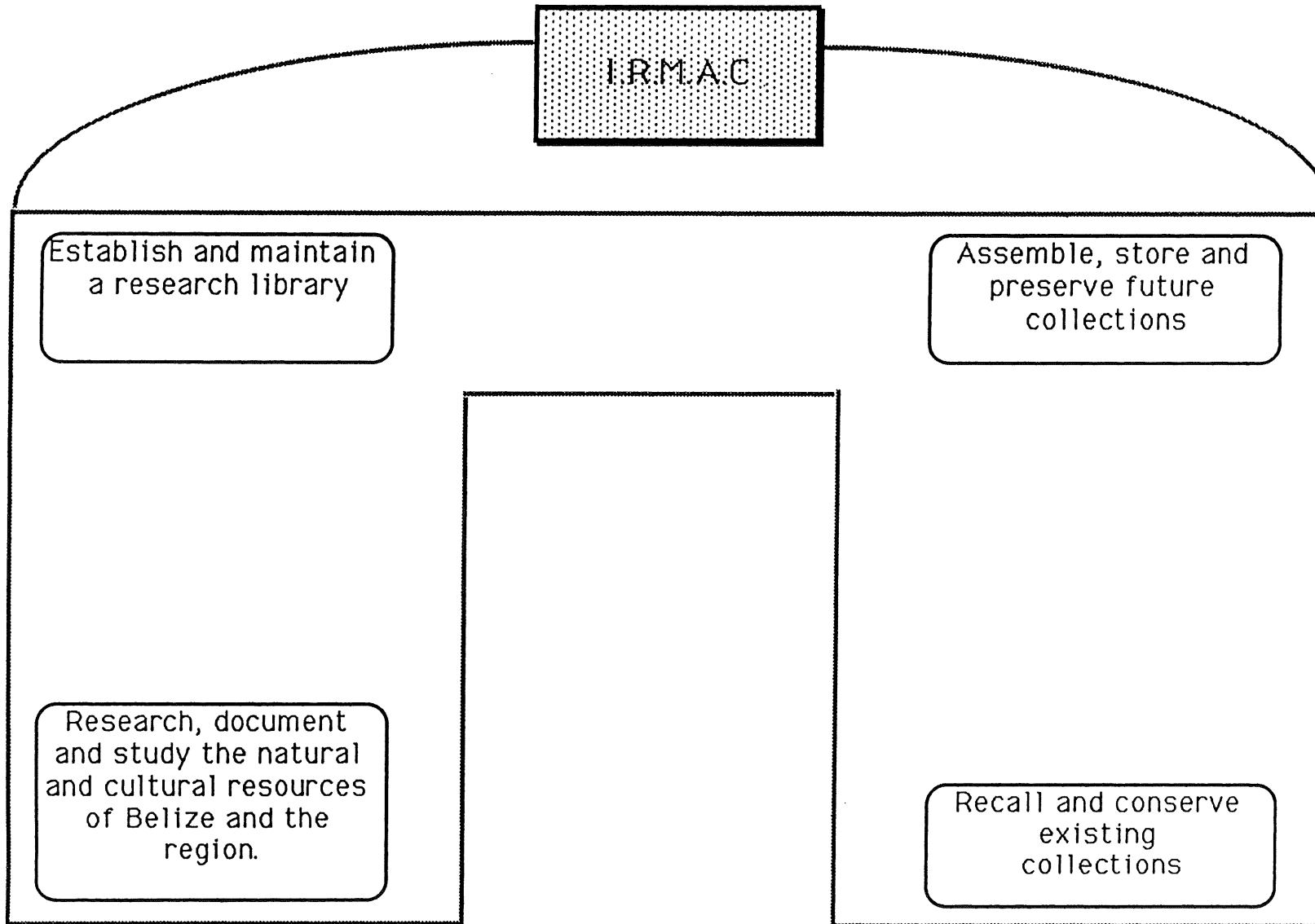
The museum design will cover five integrated core areas.



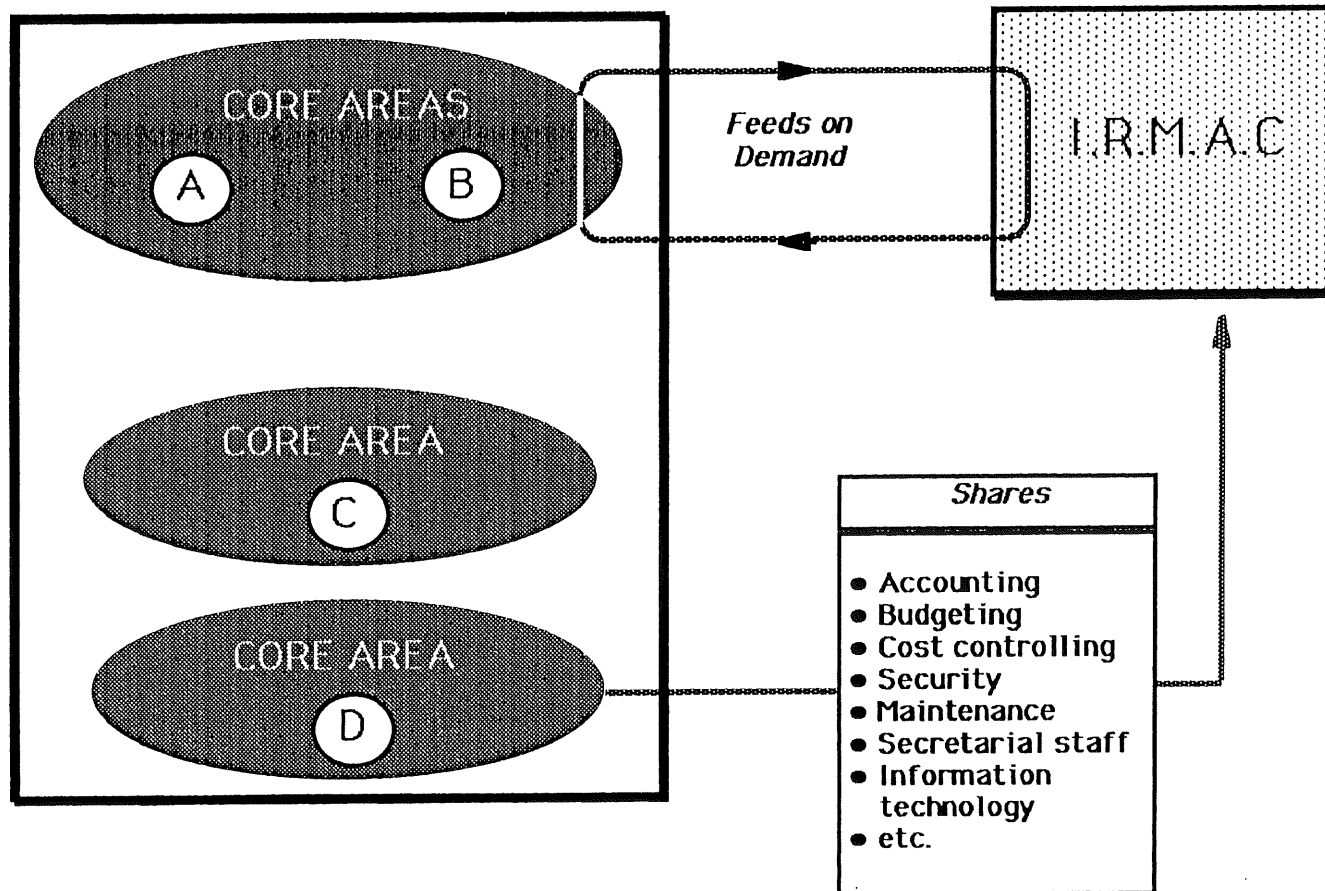
In order to fulfill its mission, the Museum of Belize must primarily allow for the integration of all activities related to core areas a & b.



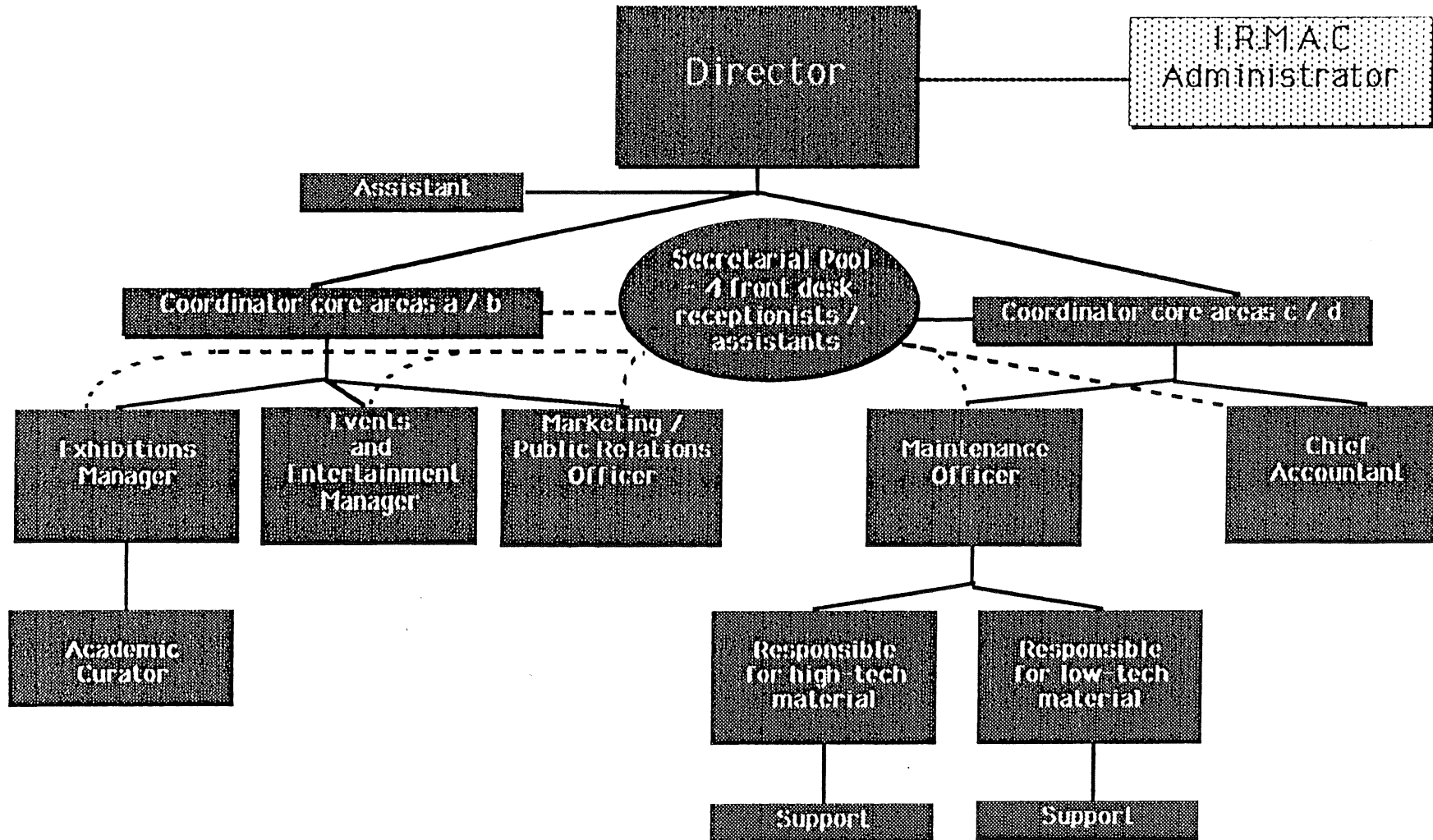
These activities will have to be incorporated within the planned Institute of Research and Management of Material Culture (I.R.M.A.C).



The relationship between M.O.B & I.R.M.A.C will be key to their successful operations.

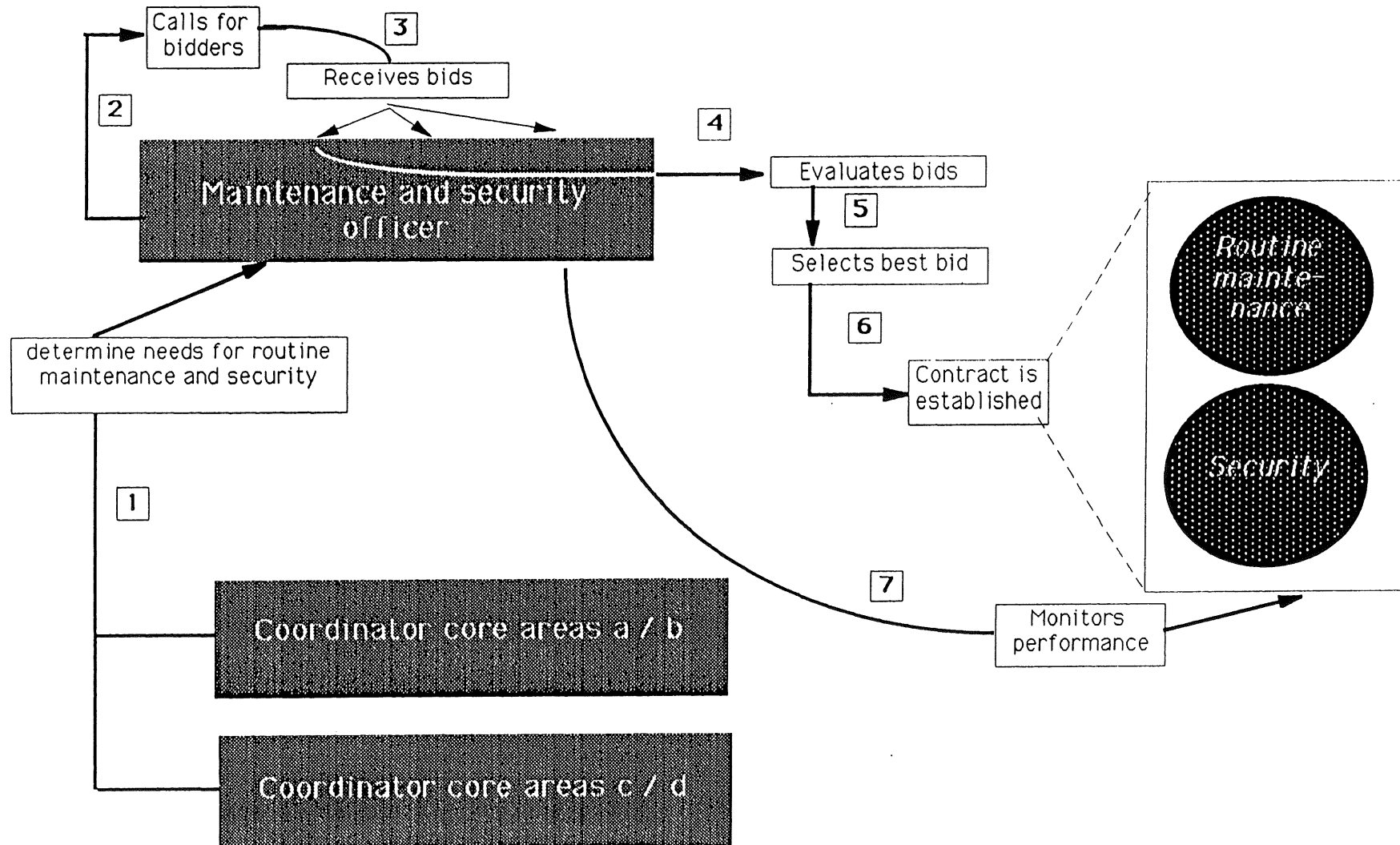


The organisational design should be driven by the need to establish the leanest decision process mechanism.



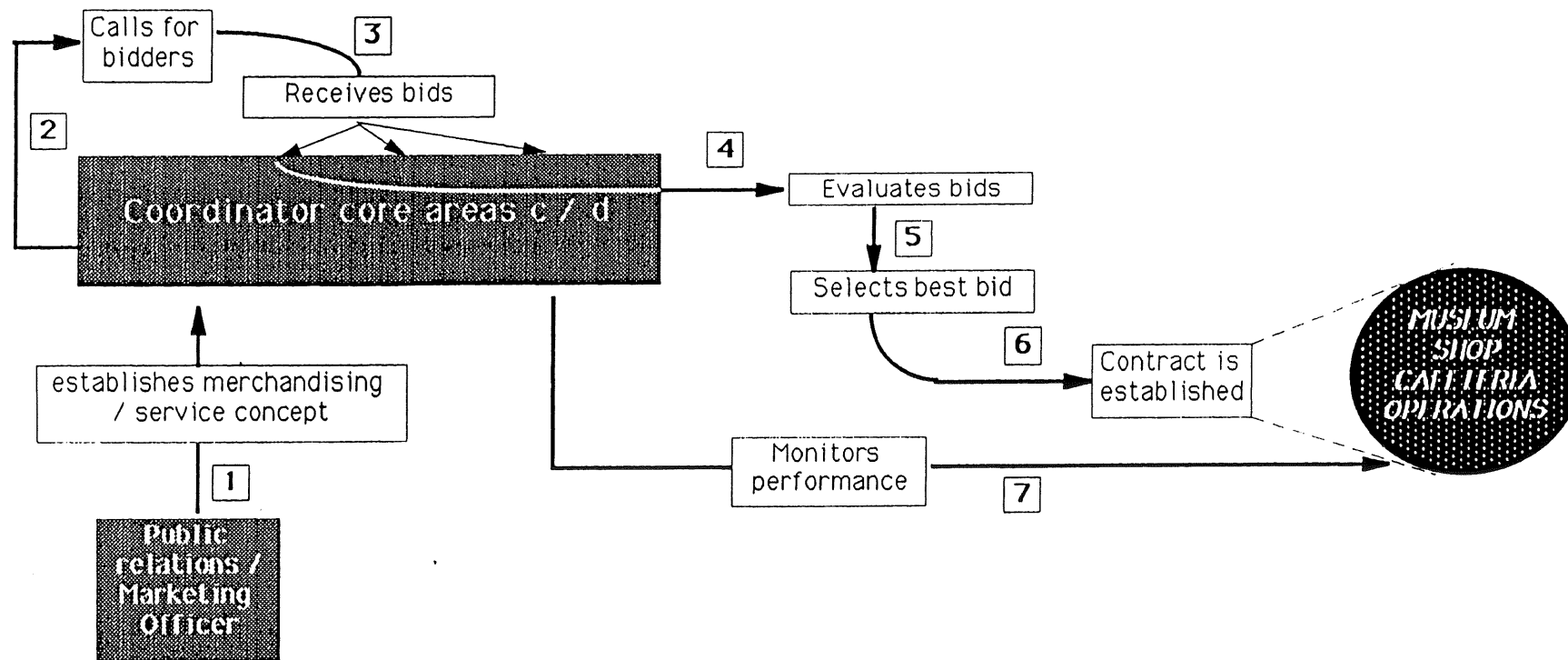
Non-core activities will be outsourced.

Maintenance & Security



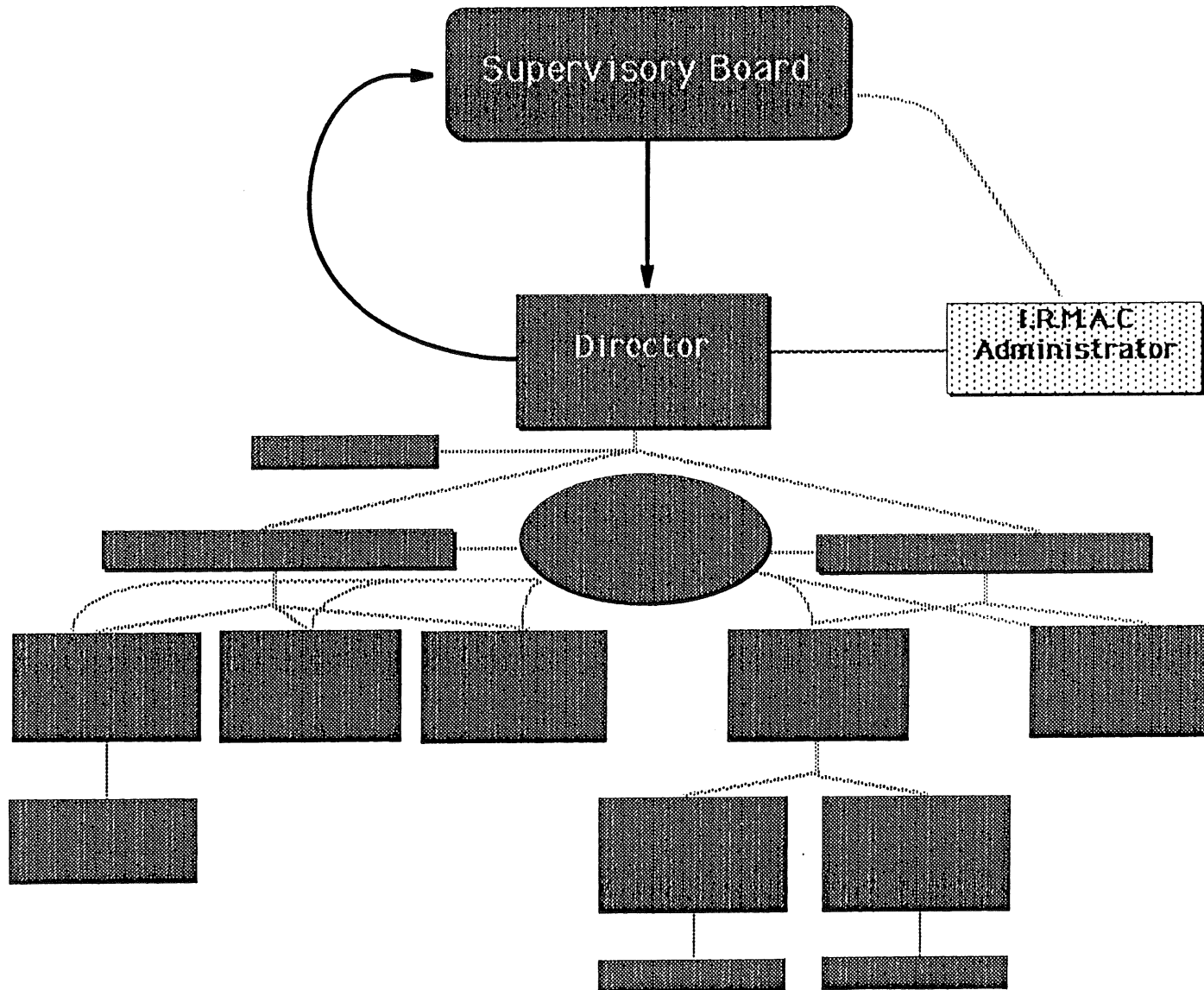
Non-core activities will be outsourced (ctd.).

Museum Shop & Cafeteria Operations

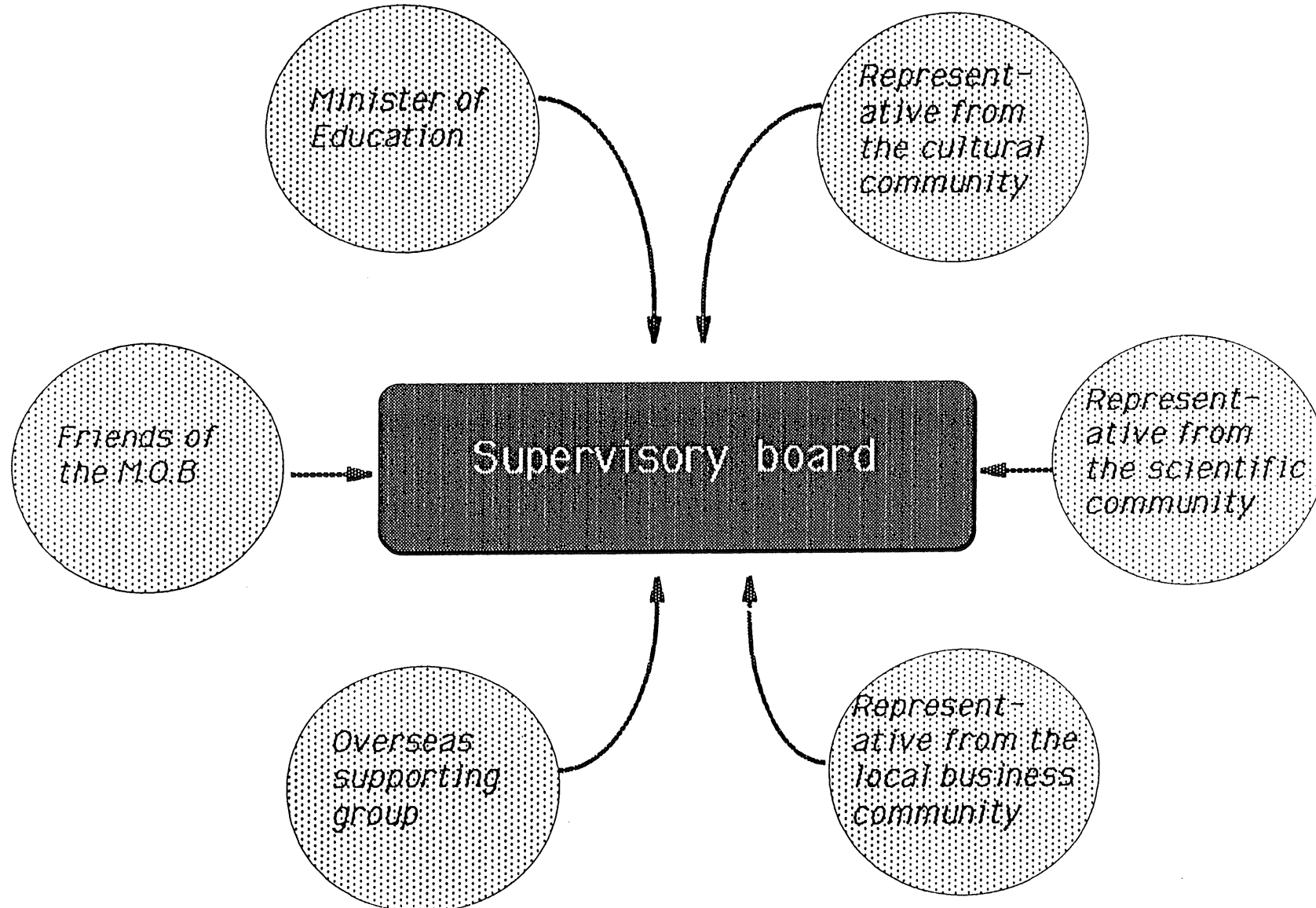


Supervisory
Board

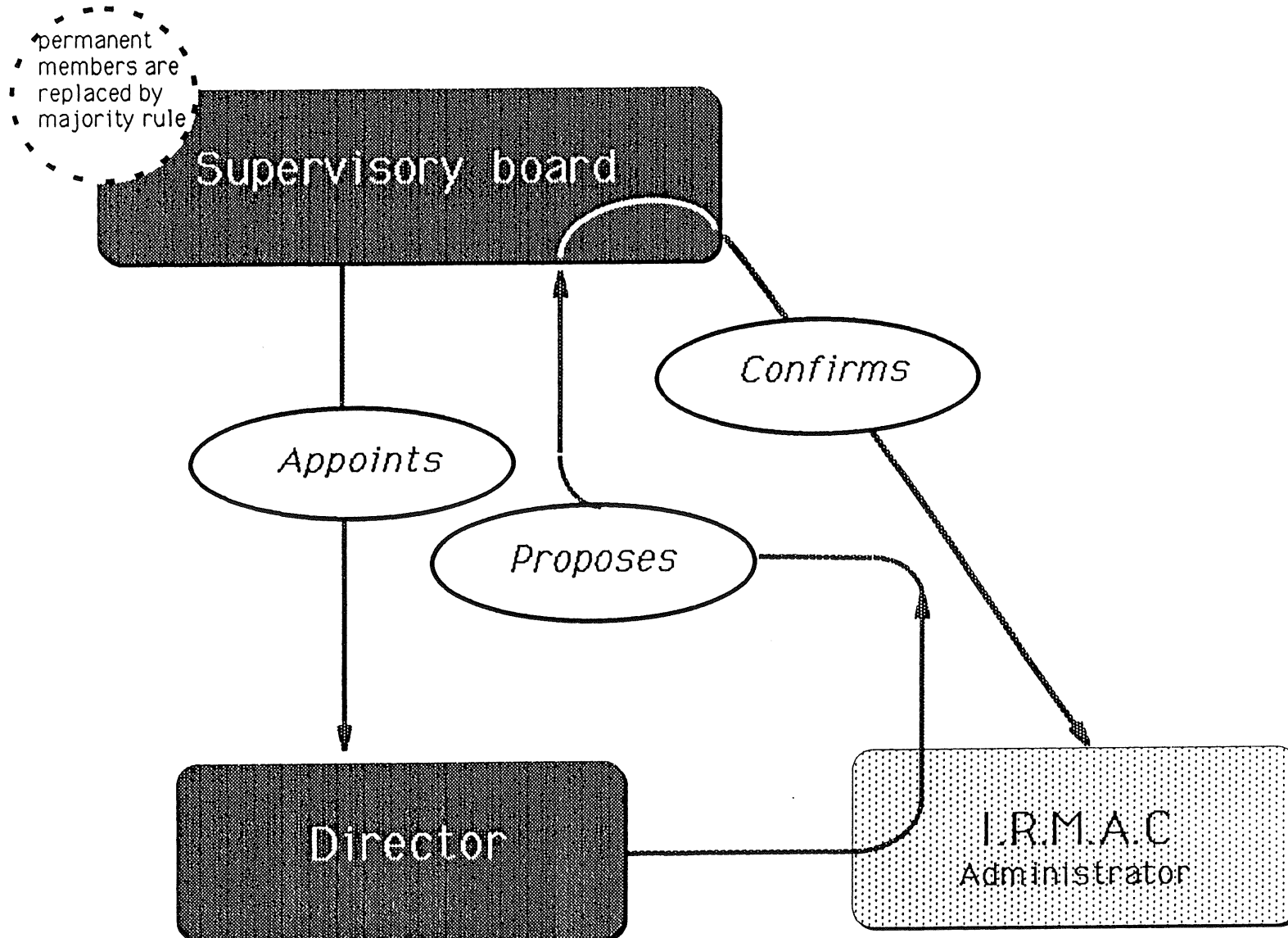
A Museum Supervisory Board will allow the museum to function as a semi-autonomous entity.



Membership in the Supervisory Board should be limited to the most influential and committed people that have a vested interest in M.O.B's successful operations.



The Supervisory Board appoints the M.O.B Director and confirms the I.R.M.A.C Administrator.



The Supervisory Board sees that the M.O.B is soundly and effectively managed.

- It ensures that the relationship between the M.O.B and I.R.M.A.C are clearly established and workable.
- It guides and advises on the museum's mid-/long-term development plans.
- It approves, reviews and monitors the museum's broad development plans, exhibition plans, use of space and concessions
- It agrees on the business plan and the annual budget
- It receives and comments on the published accounts

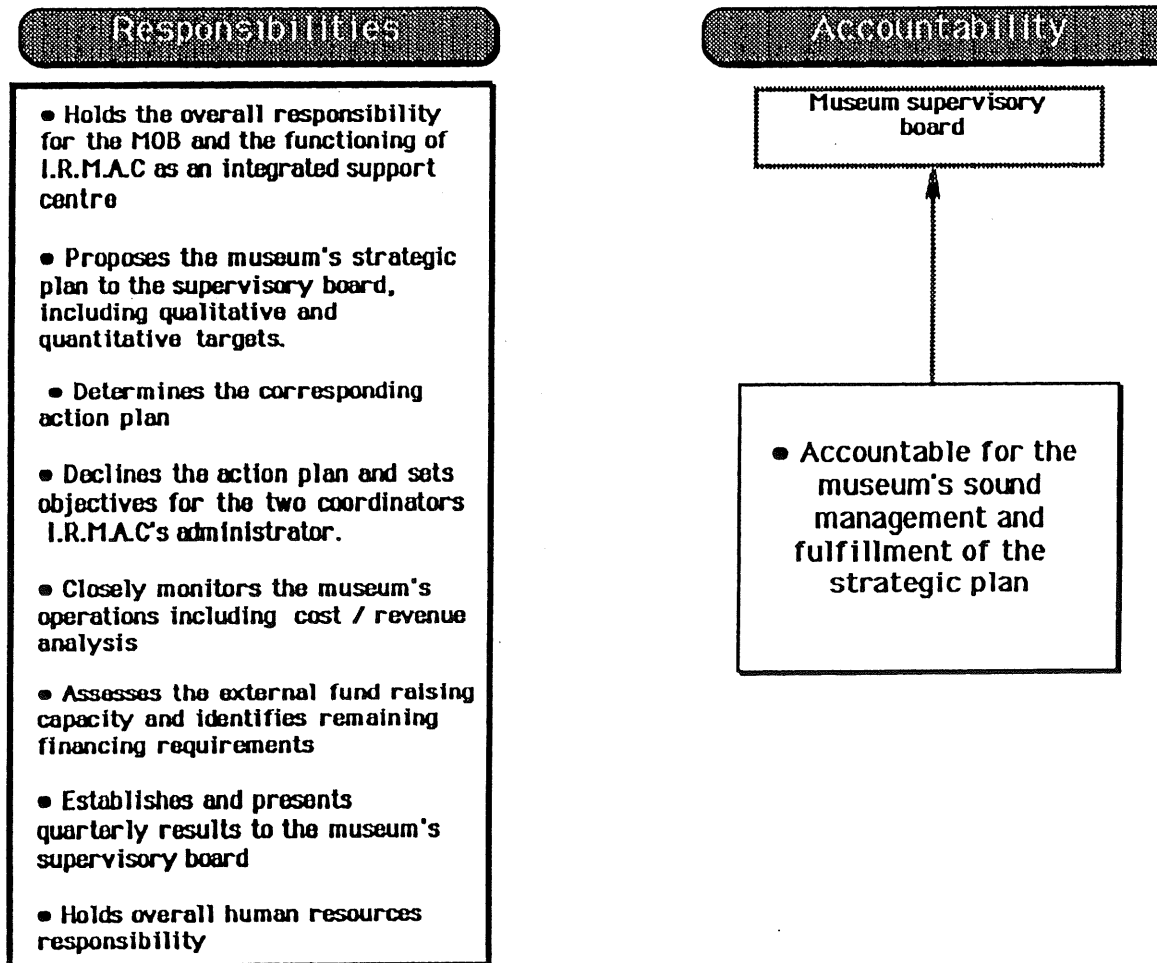
It is not intended that the board should constrain the day to day management of either M.O.B or I.R.M.A.C

- Day to day management of M.O.B shall reside in the director of the Museum of Belize and the heads of departments.
- Day to day management of I.R.M.A.C shall reside in the administrator and the curatorial team.
- The board should convene at least once per quarter, meetings with the board president and the secretary should be more frequent and kept on an informal basis.

Staff profiles and functions

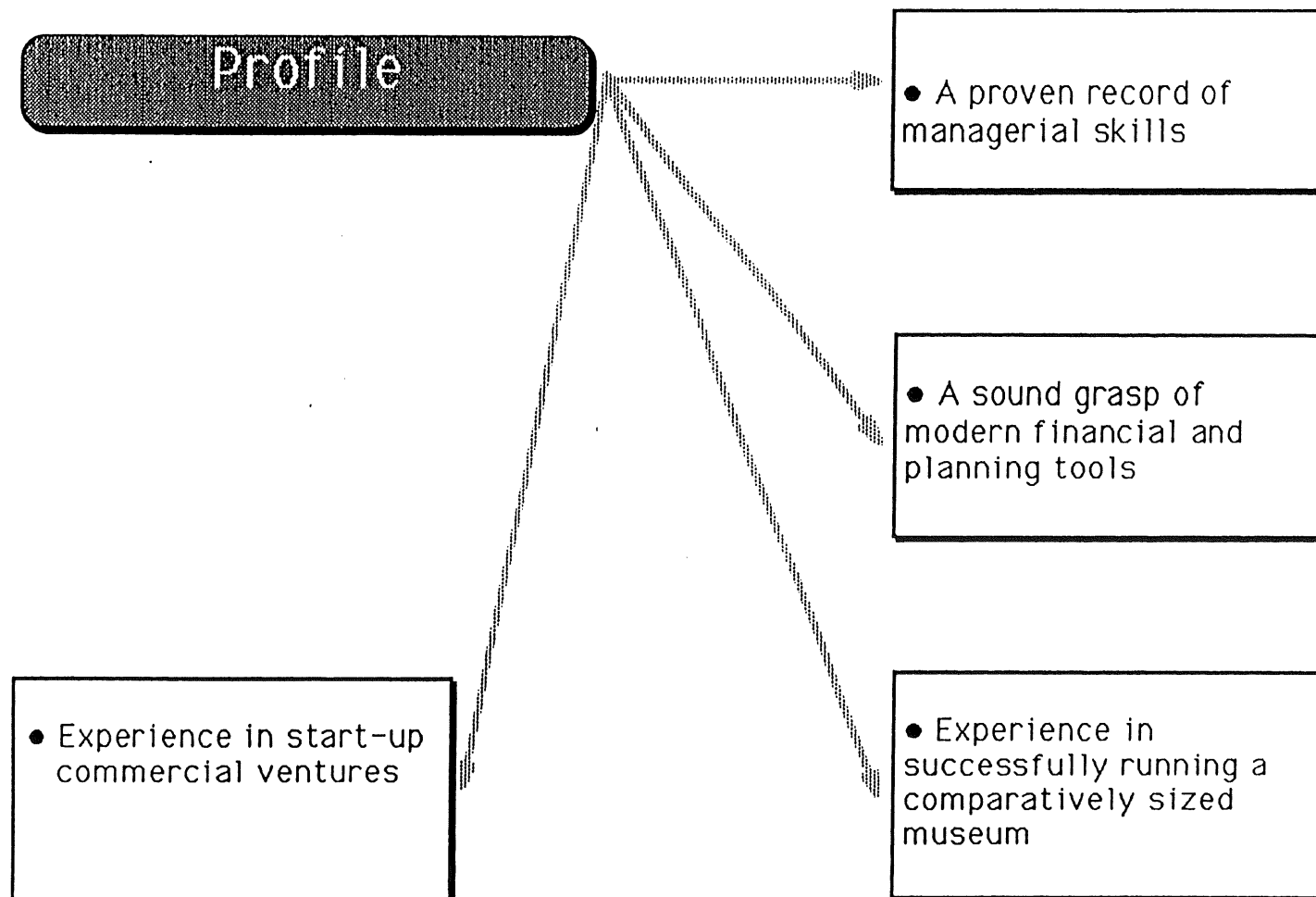
Responsibilities and Accountability need to be clearly determined at all levels.

M.O.B Director



Potential candidates should be selected according to the ideal profile for each position.

M.O.B Director



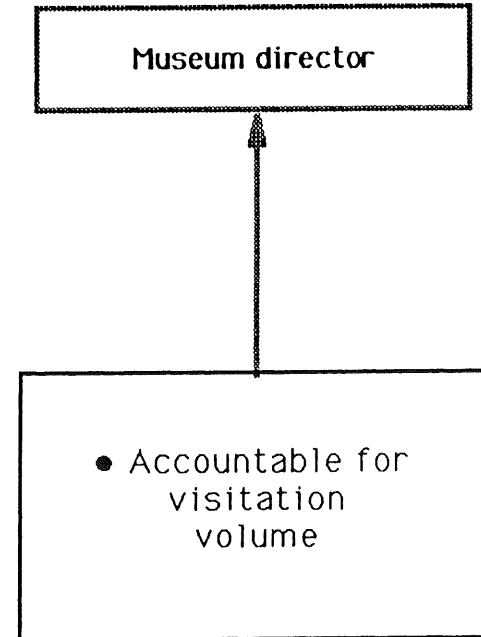
Responsibilities and Accountability need to be clearly determined at all levels.

Coordinator core areas a / b.

Responsibilities

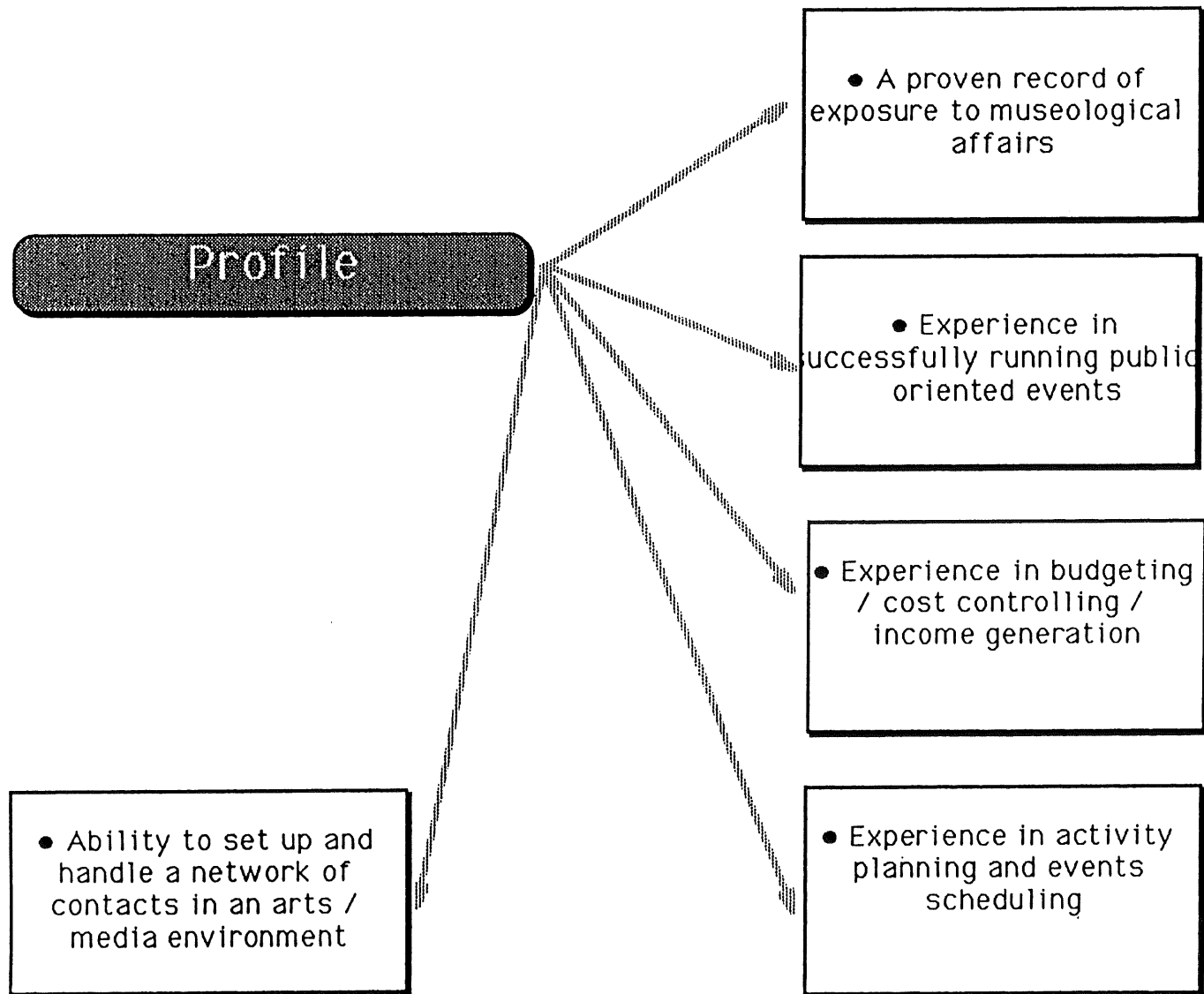
- Holds the overall responsibility for the implementation of the museum's strategic action plan.
- Taking into account I.R.M.A.C's resources and access to alternate sources, defines activities according to the strategic action plan.
- Presents an events calendar
- Is responsible for the department's budgets and for income generation through the optimal usage of space.
- Defines the museum's artefact / artworks borrowing / lending policy.
- Sets qualitative targets for the public relations / marketing officer.

Accountability



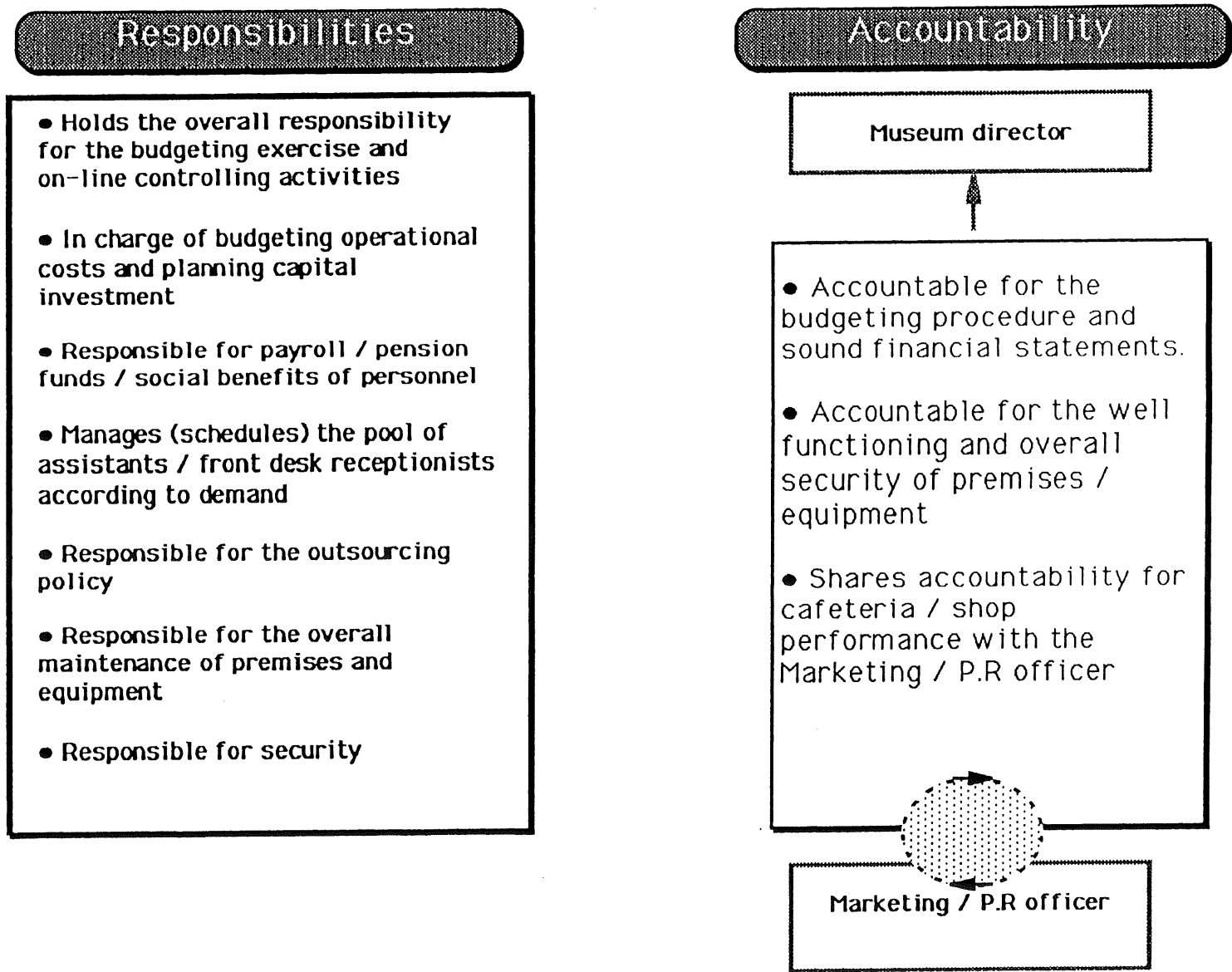
Potential candidates should be selected according to the ideal profile for each position.

Coordinator core areas a / b.



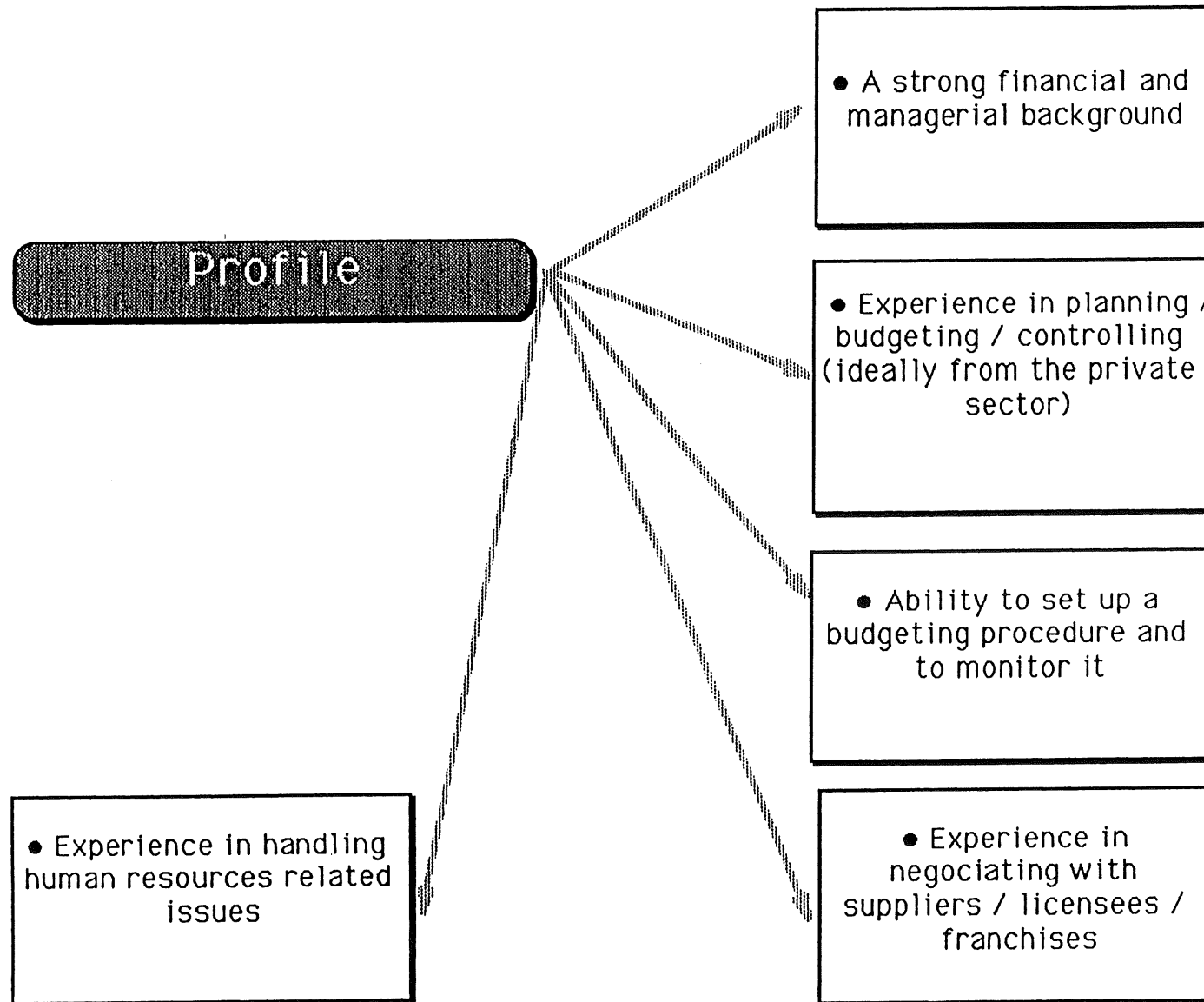
Responsibilities and Accountability need to be clearly determined at all levels.

Coordinator core areas c / d.



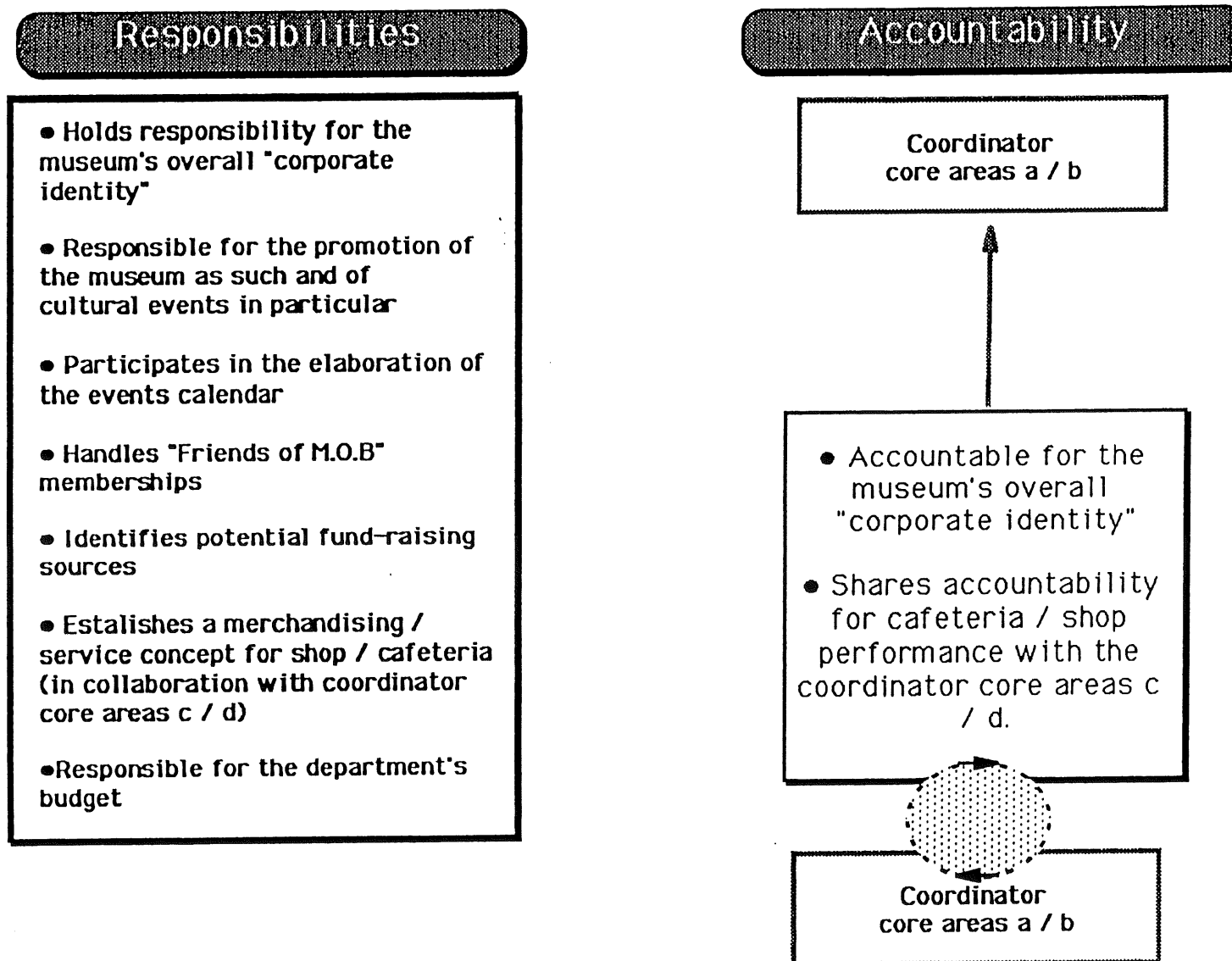
Potential candidates should be selected according to the ideal profile for each position.

Coordinator core areas c / d.



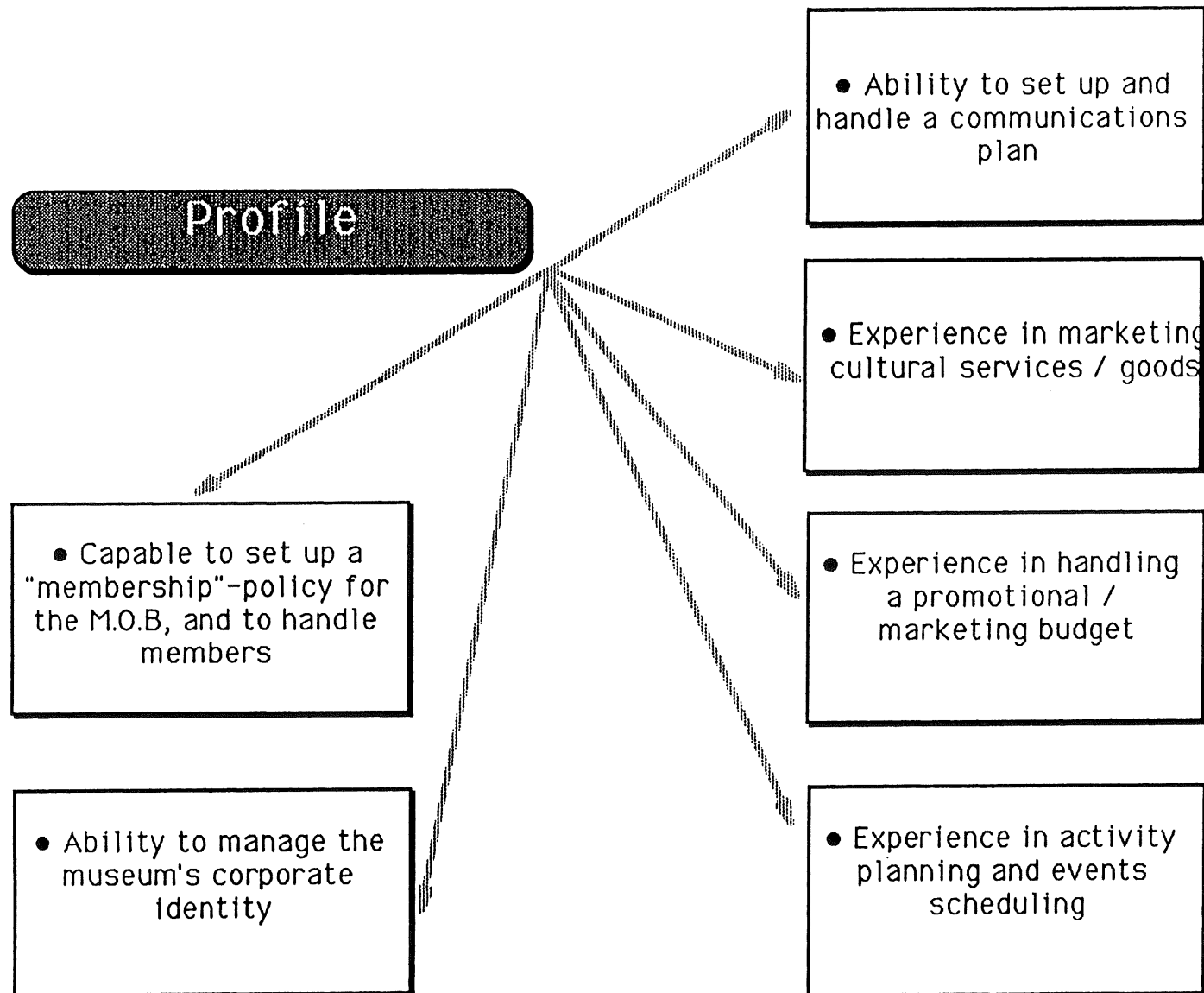
Responsibilities and Accountability need to be clearly determined at all levels.

Marketing / Public Relations Officer



Potential candidates should be selected according to the ideal profile for each position.

Marketing / Public Relations Officer



Responsibilities and Accountability need to be clearly determined at all levels.

Exhibitions Manager

Responsibilities

- Holds the overall responsibility for the permanent / temporary exhibits
- Participates in the elaboration of the events calendar
- Organizes activities according to events calendar, in close collaboration with I.R.M.A.C staff and alternate sources if required
- Permanently monitors the quality of the permanent exhibits.
- Is responsible for the department budget, and seeks opportunities to implement the artefact / artworks borrowing / lending policy
- Ensures that the Marketing / P.R officer is involved at the earliest stages of events planning

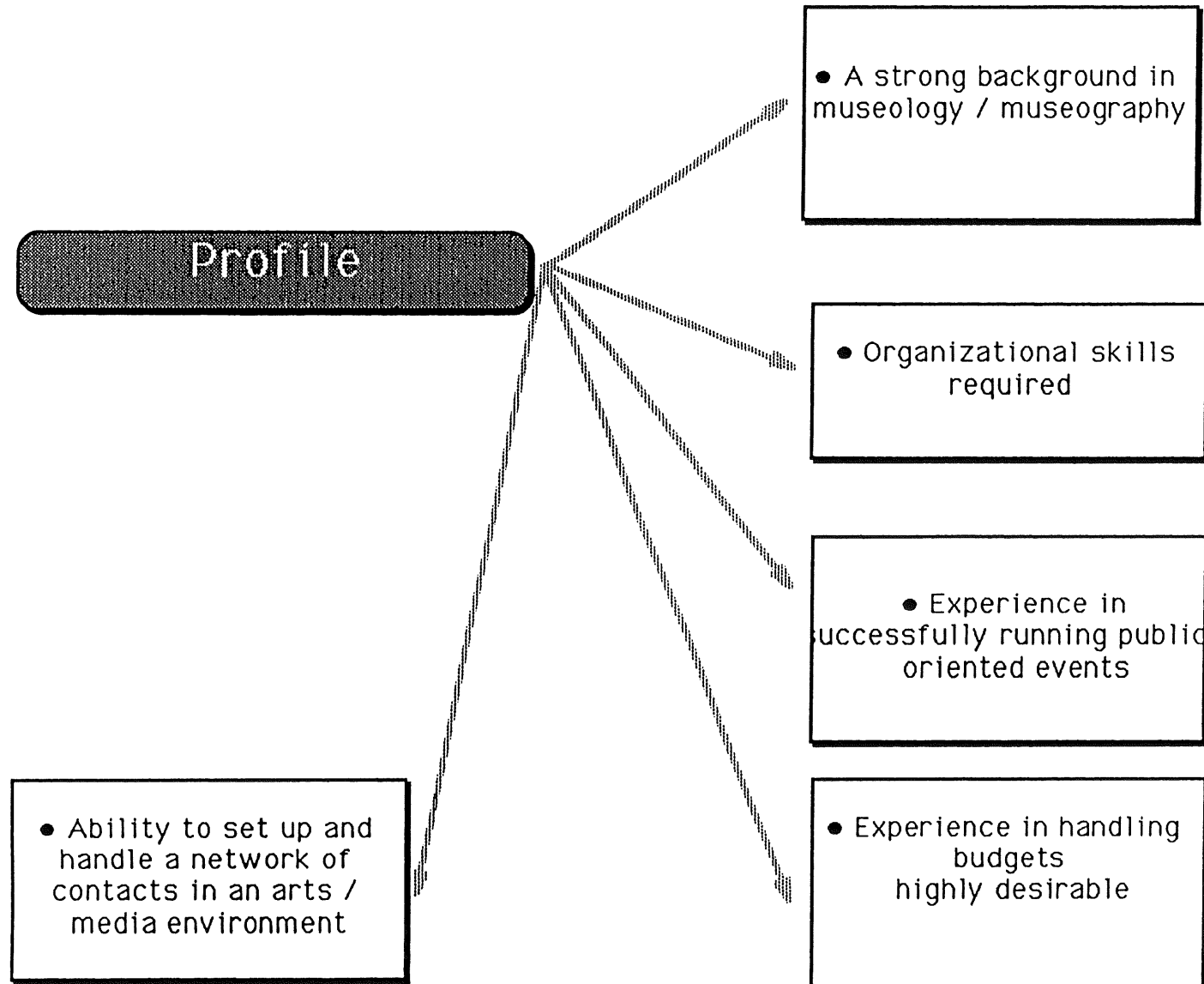
Accountability

Coordinator
core areas a / b

- Accountable for the execution of the events calendar
- Accountable for the continued attractiveness of permanent / temporary exhibits

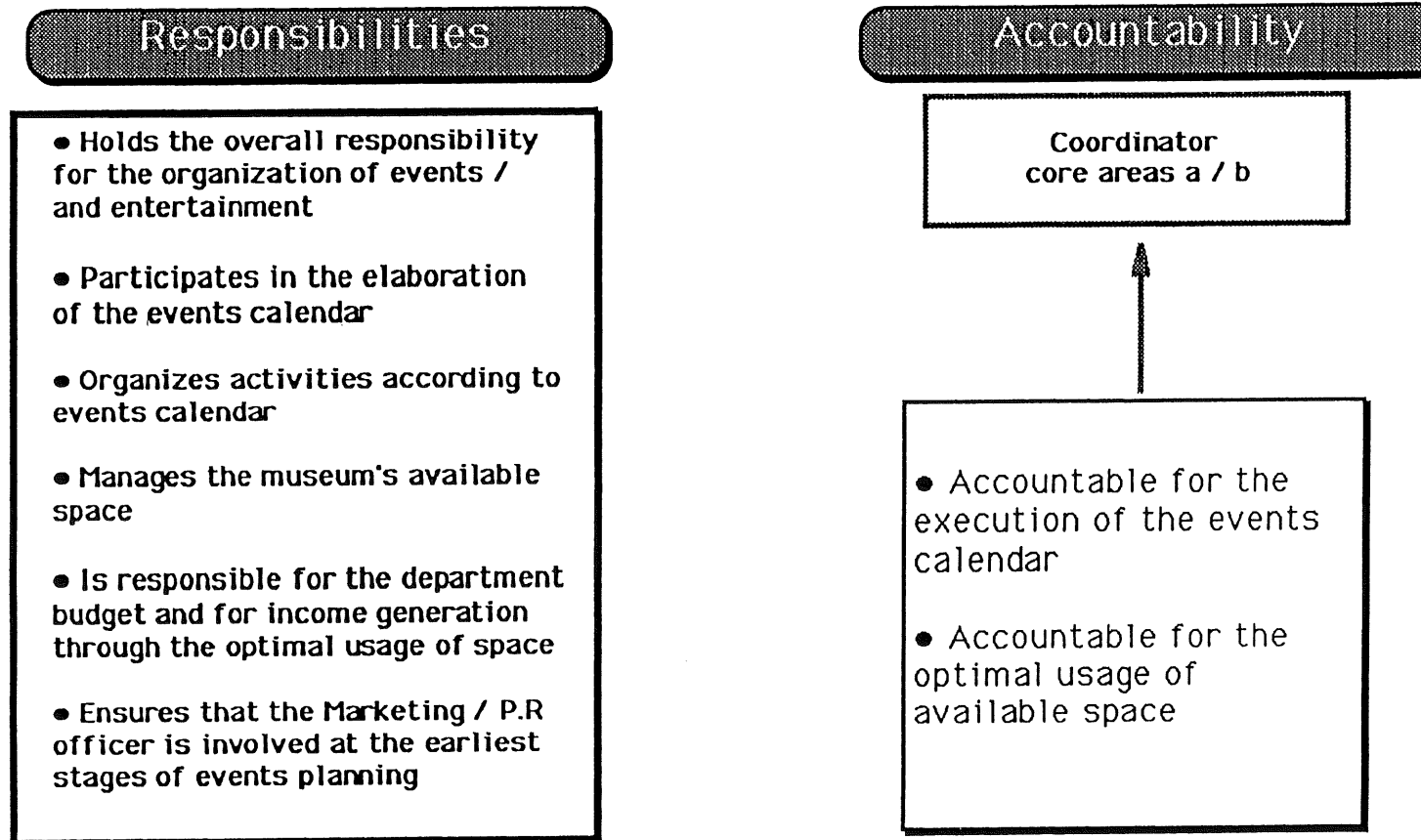
Potential candidates should be selected according to the ideal profile for each position.

Exhibitions Manager



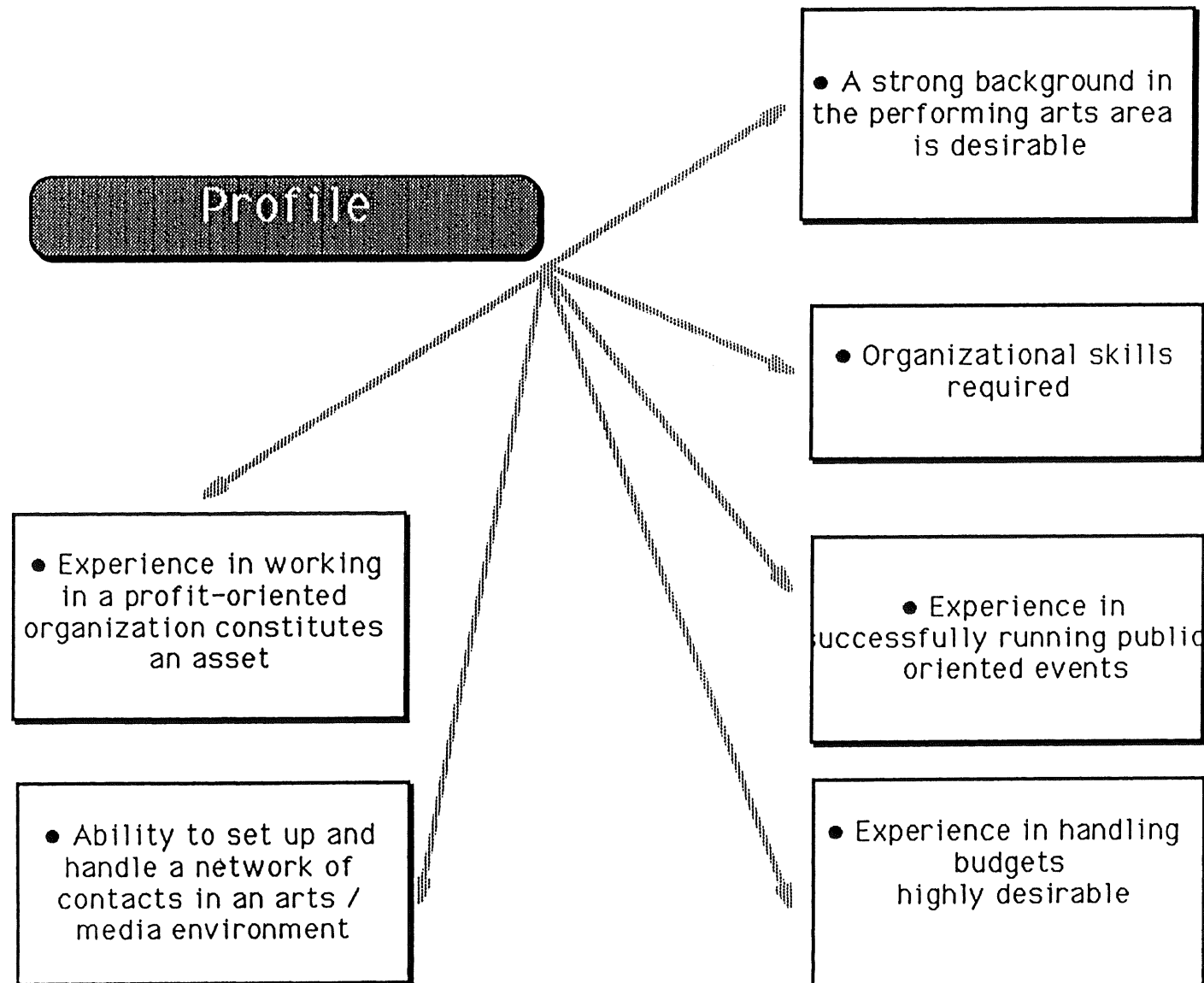
Responsibilities and Accountability need to be clearly determined at all levels.

Events and Entertainment Manager



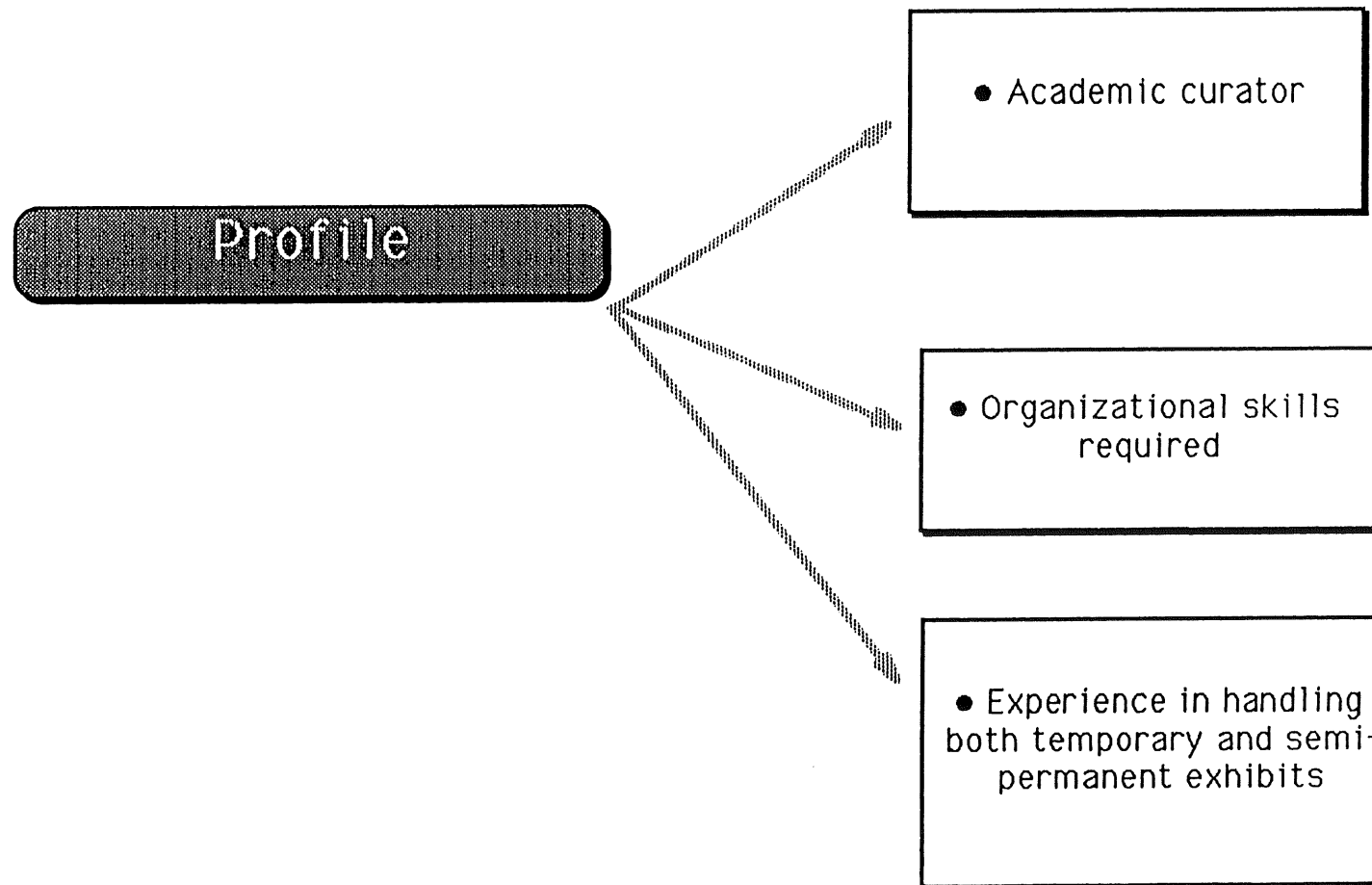
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Events and Entertainment Manager



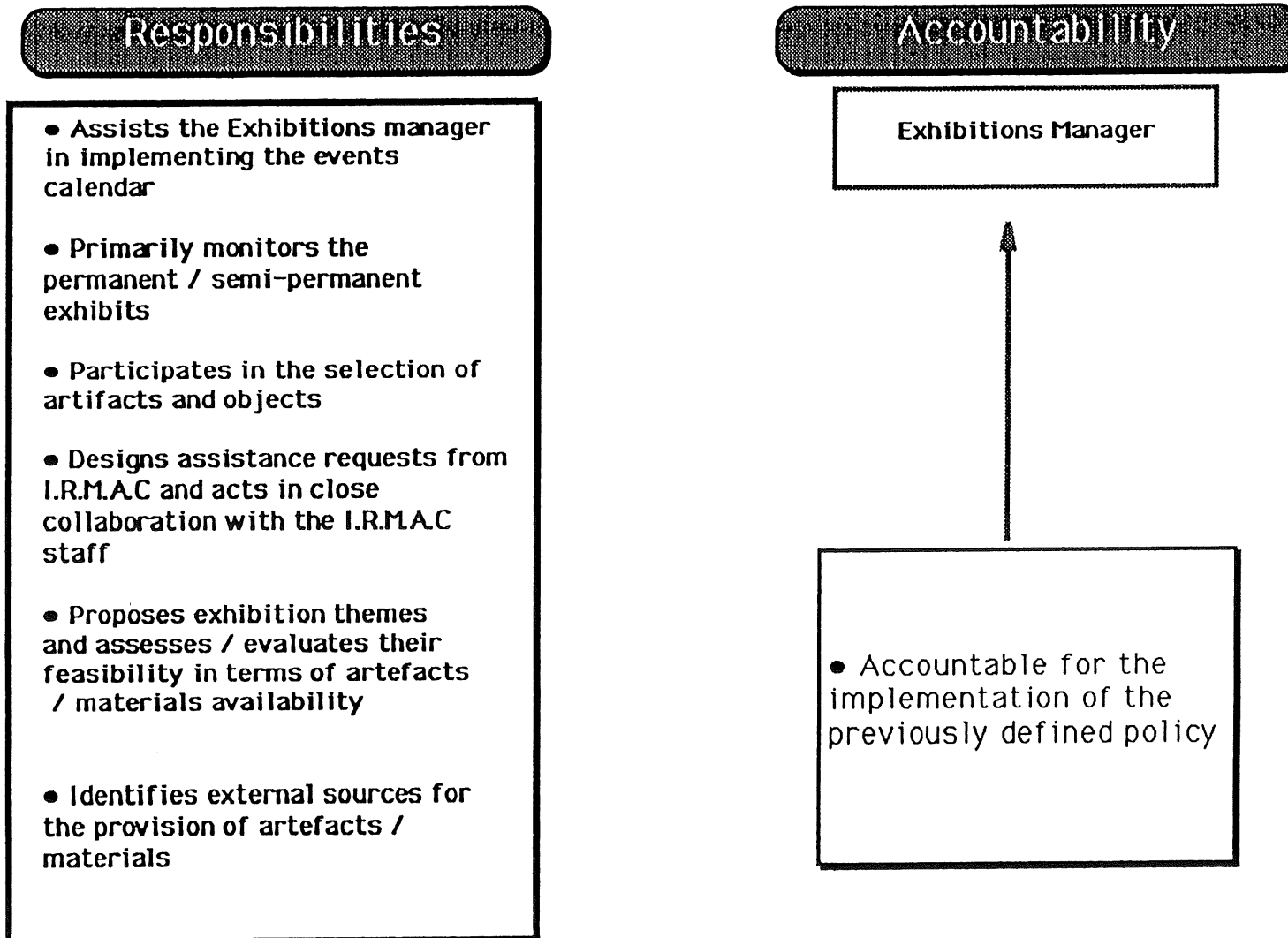
Potential candidates should be selected according to the ideal profile for each position.

Academic Curator



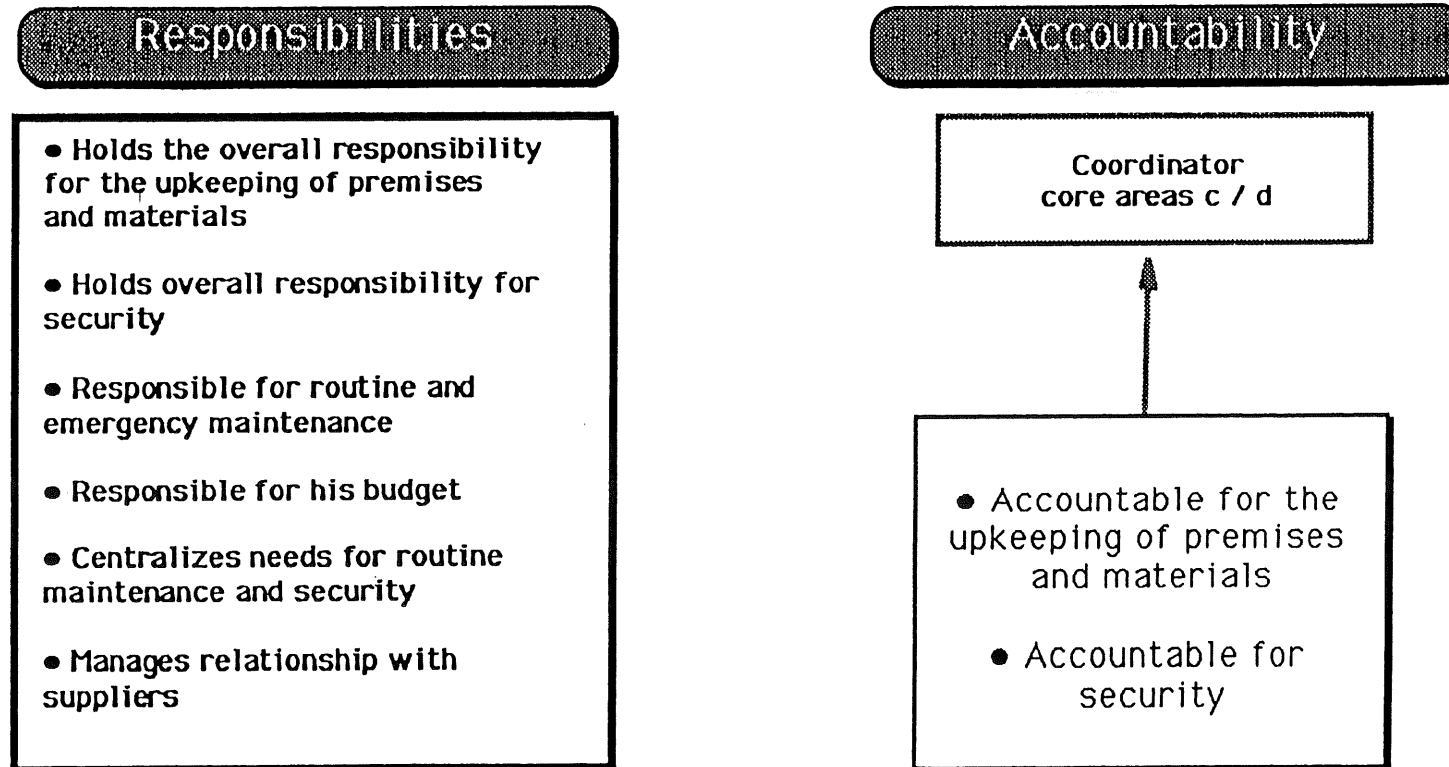
Responsibilities and Accountability need to be clearly determined at all levels.

Academic Curator



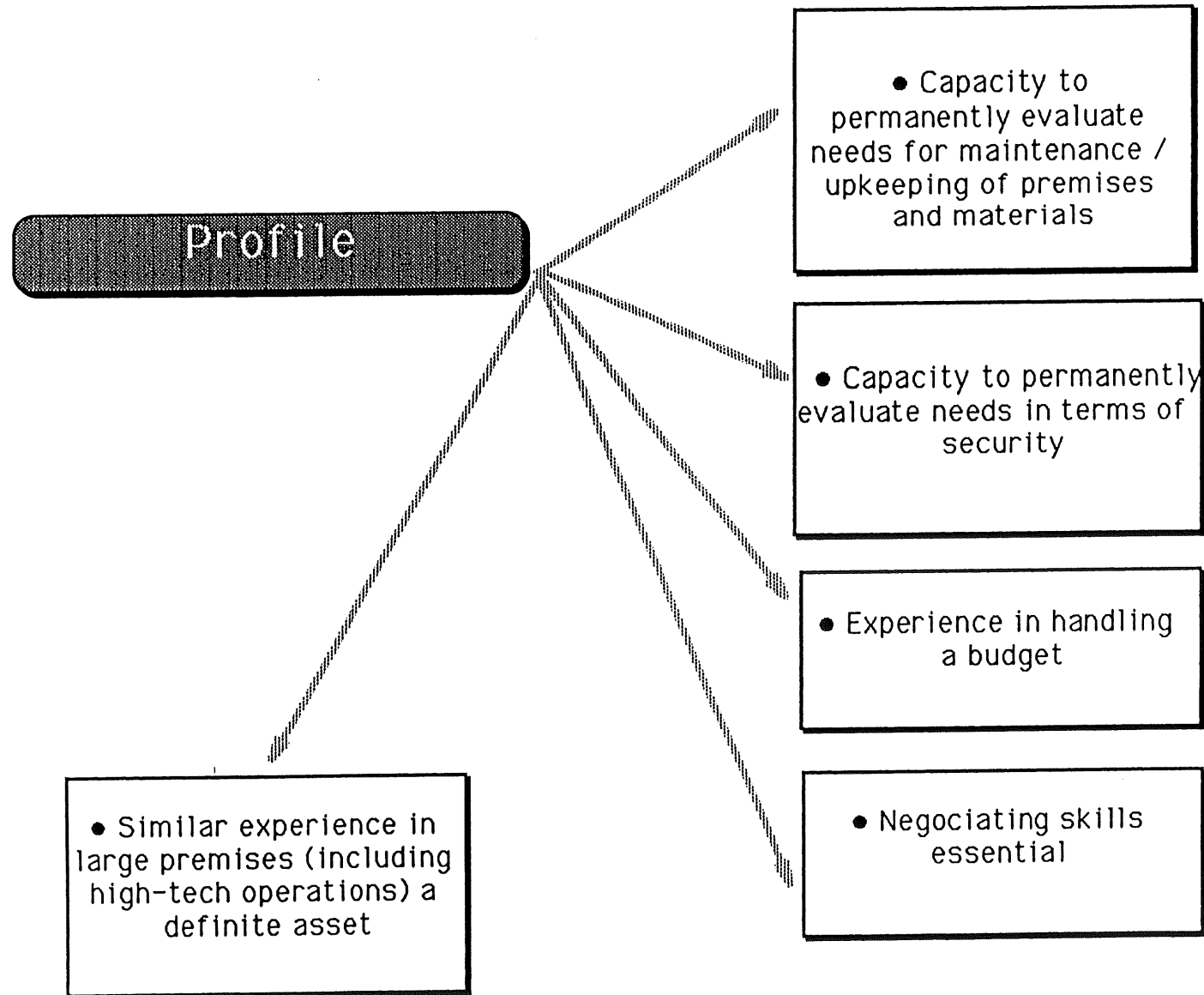
Responsibilities and Accountability need to be clearly determined at all levels.

Maintenance Officer



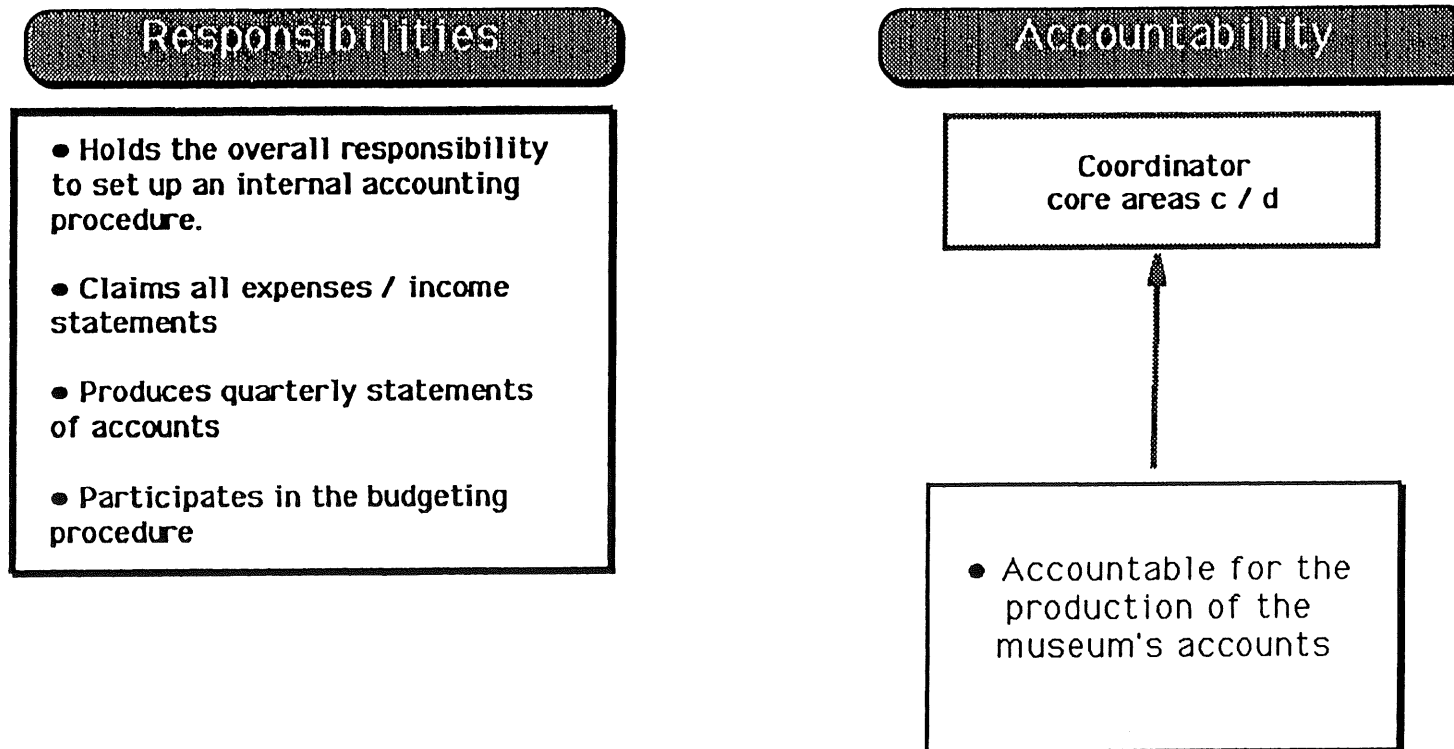
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Maintenance Officer



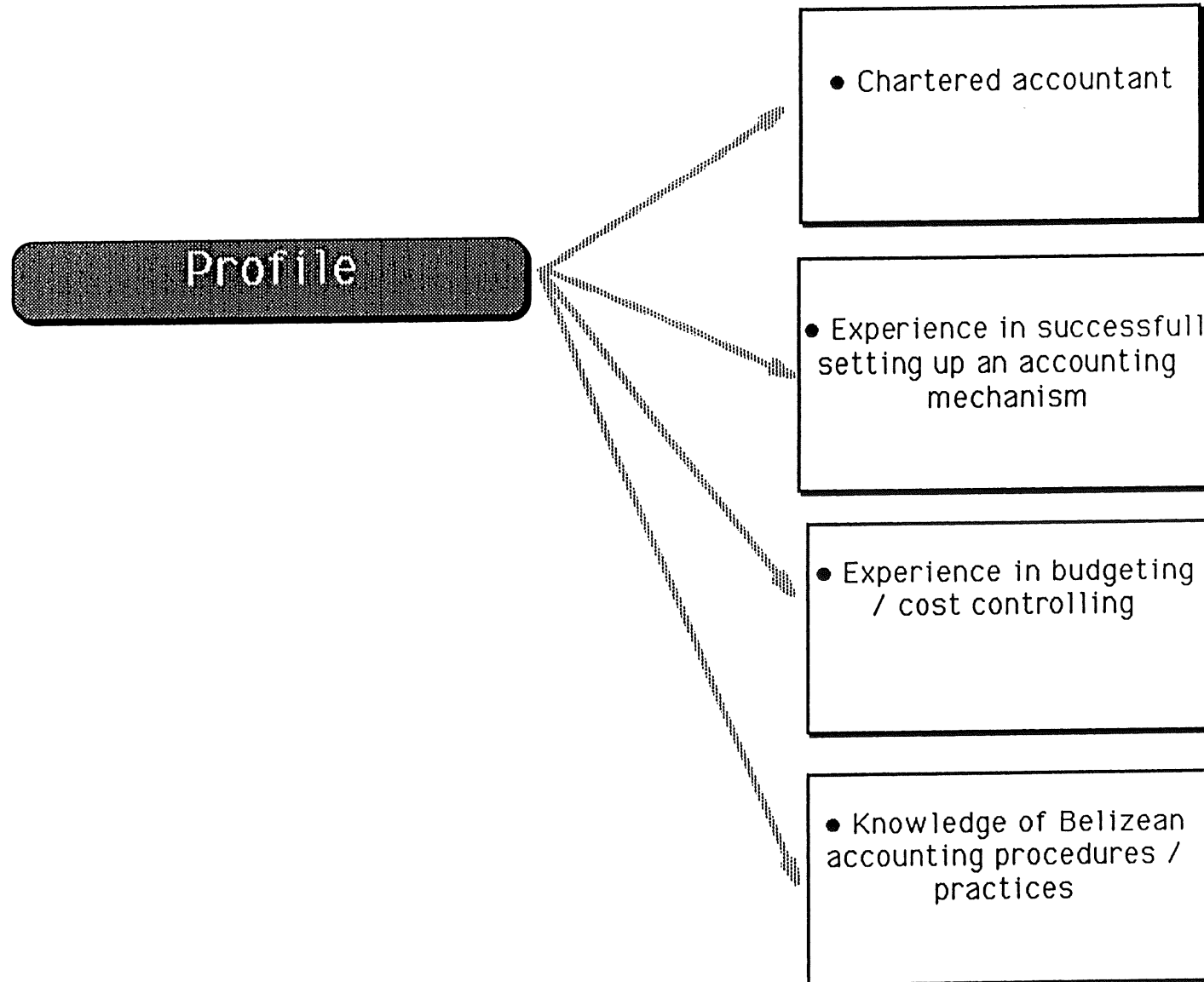
Responsibilities and Accountability need to be clearly determined at all levels.

Chief Accountant



Potential candidates should be selected according to the ideal profile for each position.

Chief Accountant



Relationship with other institutions

The nation cannot afford to waste the existing expertise and skills.

Department of Museums

- The present functions of the Department of Museums are confused
- The Department of Museums finds itself marginalized during the planning phase of both M.O.B and I.R.M.A.C
- The Department of Museums, with its skills, would be able to provide the necessary bridge between the future M.O.B and I.R.M.A.C structures



- Every attempt should be made to integrate the Department of Museums into the I.R.M.A.C organisation at the earliest stages

The nation cannot afford to waste the existing expertise and skills.

Department of Archaeology

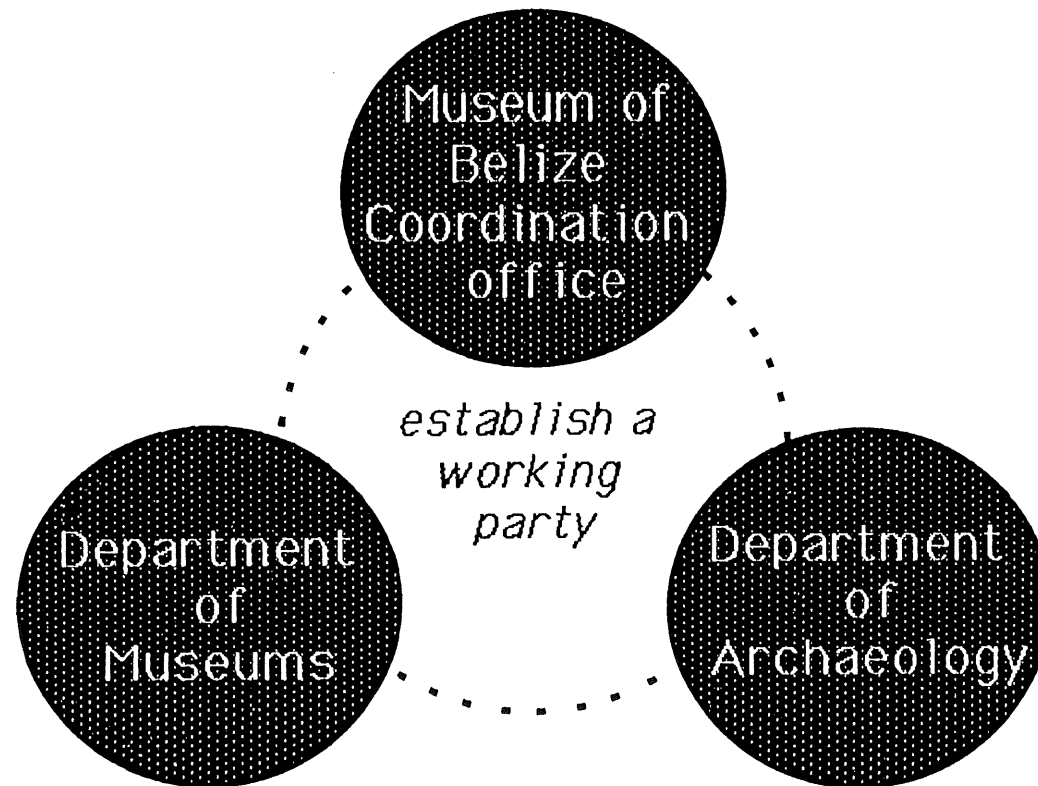
- The fate of the Department of Archaeology appears as unclear to its staff members.
- Curatorial, conservation and restoration activities will eventually need to be done in I.R.M.A.C.
- The Department of Archaeology is currently attached to the Ministry of Tourism.



● Every attempt should be made to integrate the Department of Archaeology into the I.R.M.A.C organisation at the earliest stage.

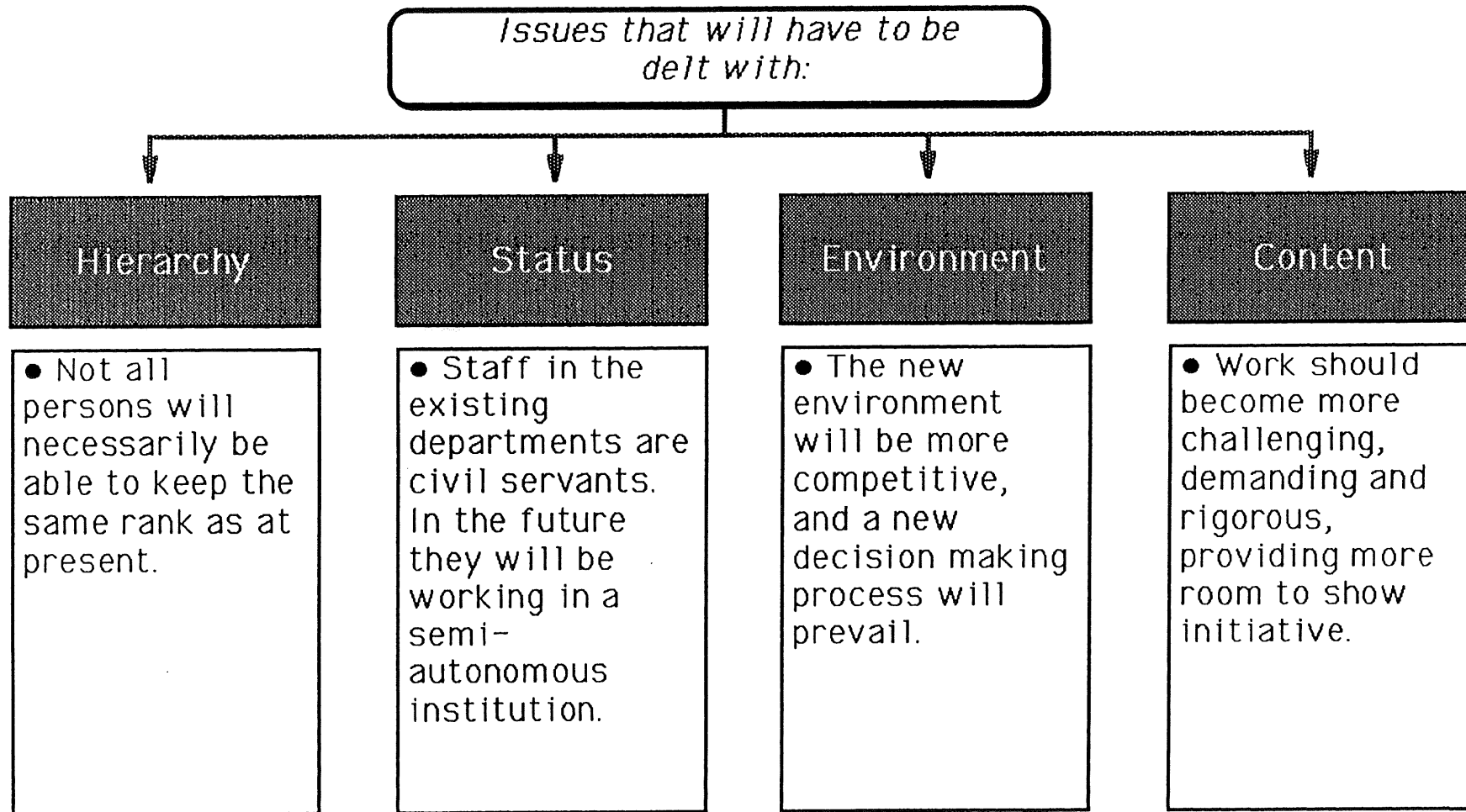
● Archaeology is not a tourist activity and would have to be brought under the Ministry of Education already during the I.R.M.A.C set-up phase.

The integration of the Departments of Museums and Archaeology will be a gradual process, eventually providing I.R.M.A.C with a core team of trained Belizeans.



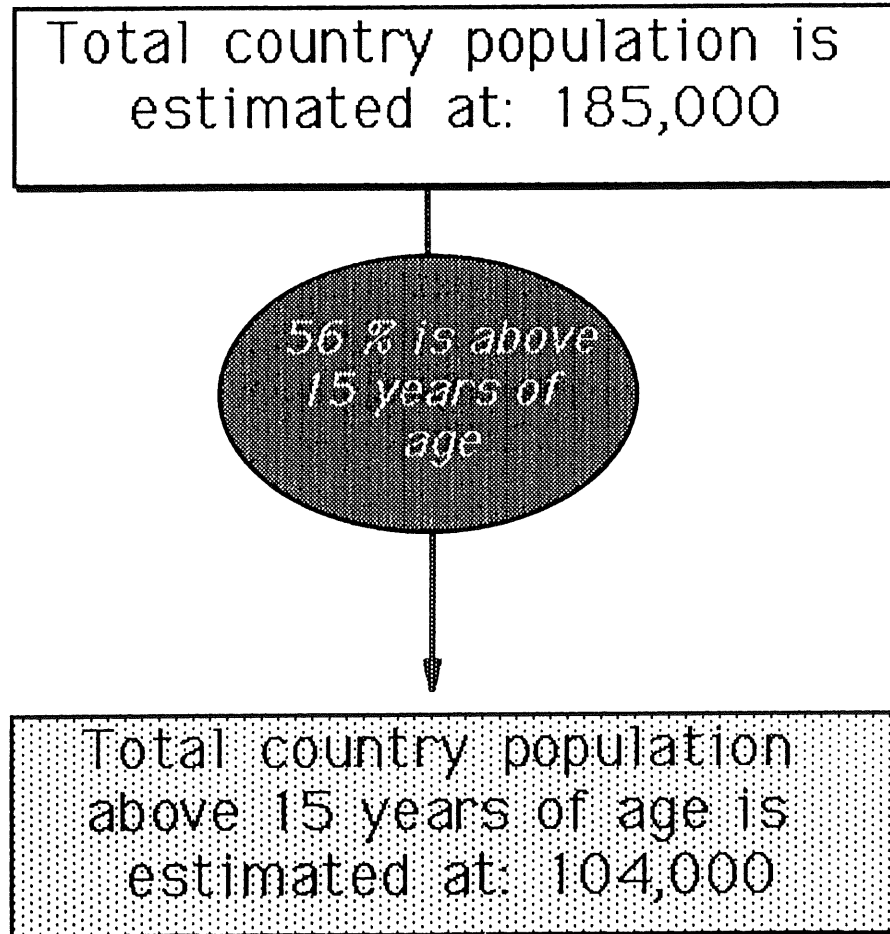
Regularly conducted working sessions involving all parties will be required to define roles and responsibilities within the new M.O.B-I.R.M.A.C structure.

Working within the new M.O.B-I.R.M.A.C structure will require taking up a different philosophy than the present one.



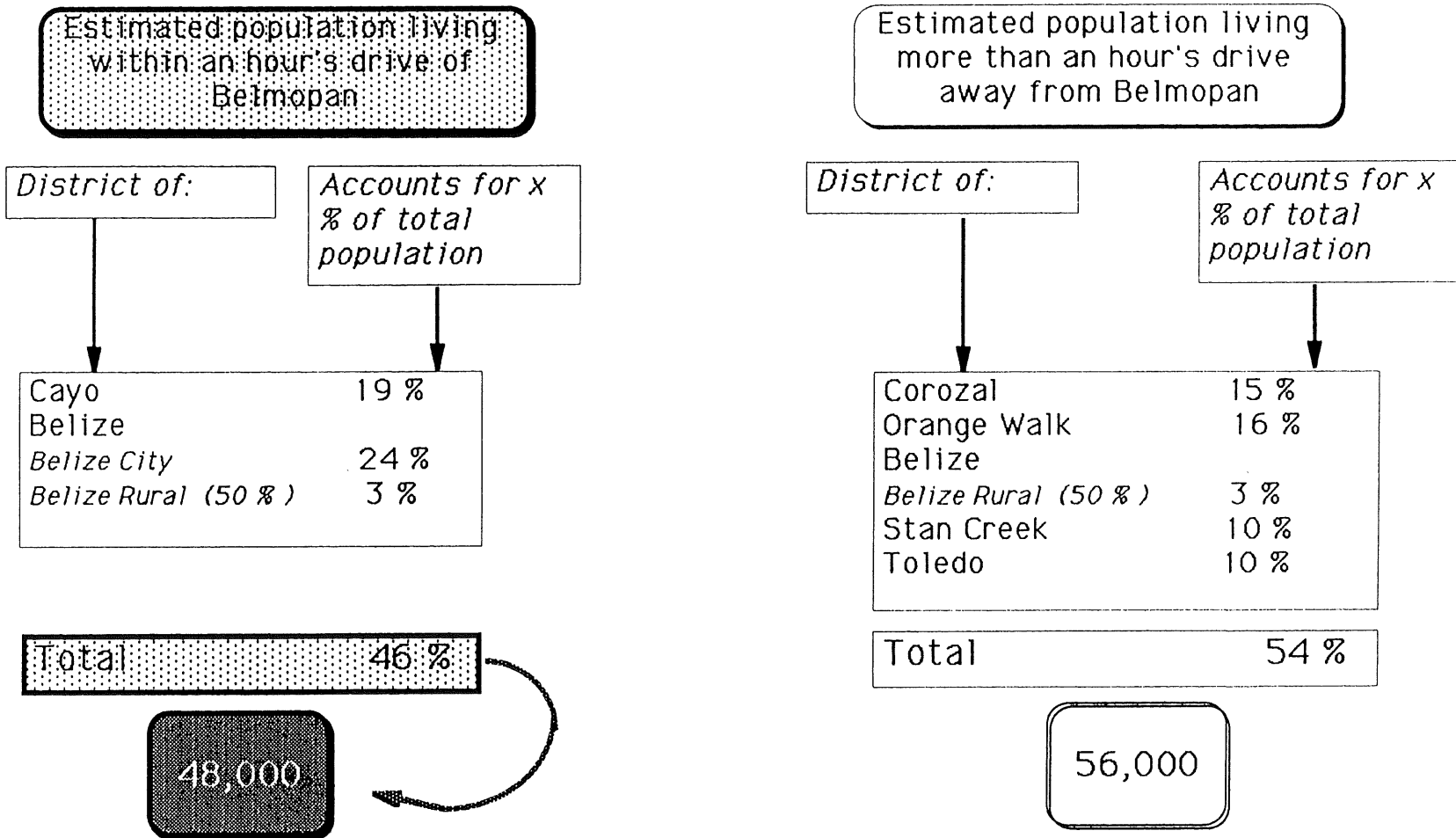
Financial Analysis

Total population of Belize above 15 years of age is estimated at 104,000



source: Central Statistical Office 1990.

The population above 15 years of age and living within an hour's drive of Belmopan can be estimated at 48,000



source: Central Statistical Office

Domestic visitation by adults more than 15 years of age will hardly top 20,000 in year 3

Population living within an hour's drive of Belmopan:
48,000 (*)

Museum visitation potential
(visits as % of population)

Scenarios		
Pessimist	Medium	Optimist
10 %	30 %	50 %

5,000 14,000 24,000

Population living more than an hour's drive away from Belmopan: 56,000 (*)

Museum visitation potential
(visits as % of population)

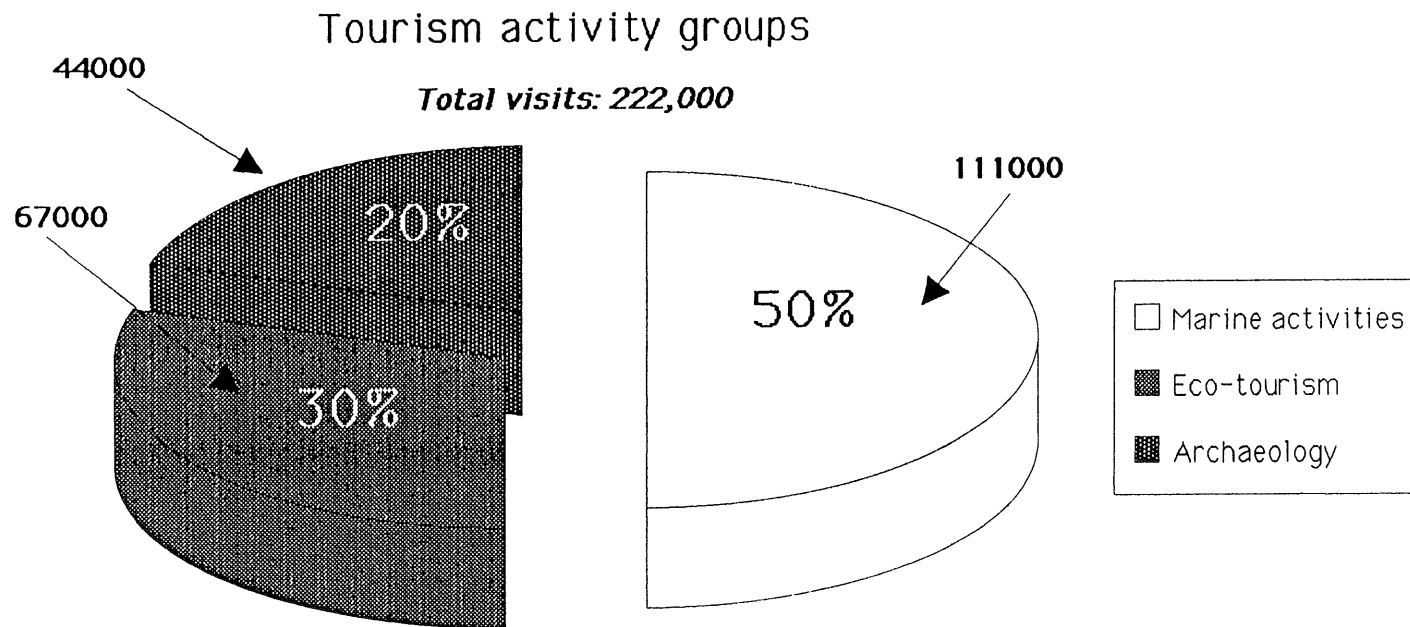
Scenarios		
Pessimist	Medium	Optimist
5 %	10 %	15 %

3,000 6,000 8,000

20,000

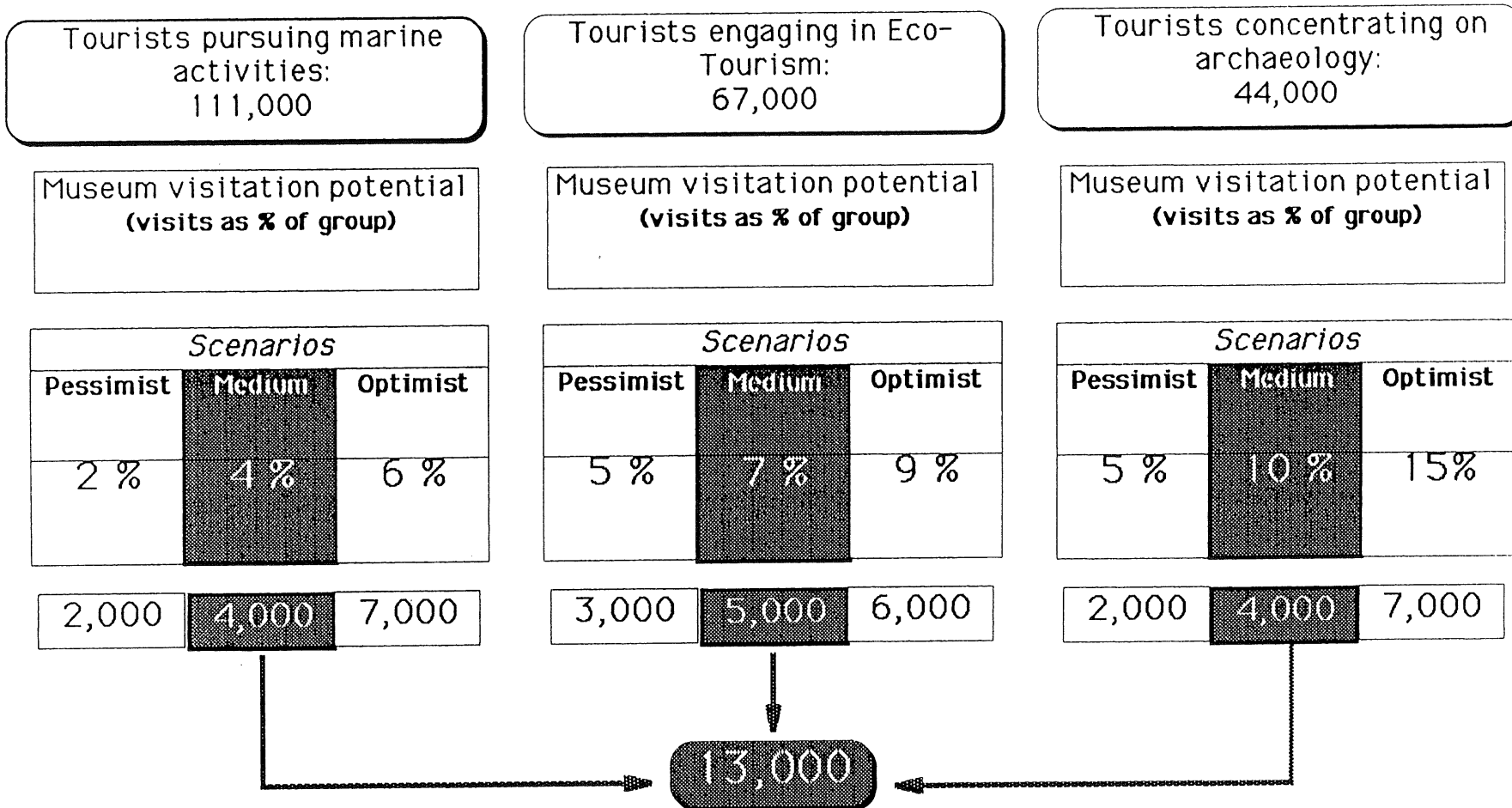
(*) aged 15 and above

An estimated 222,000 tourists visit Belize each year



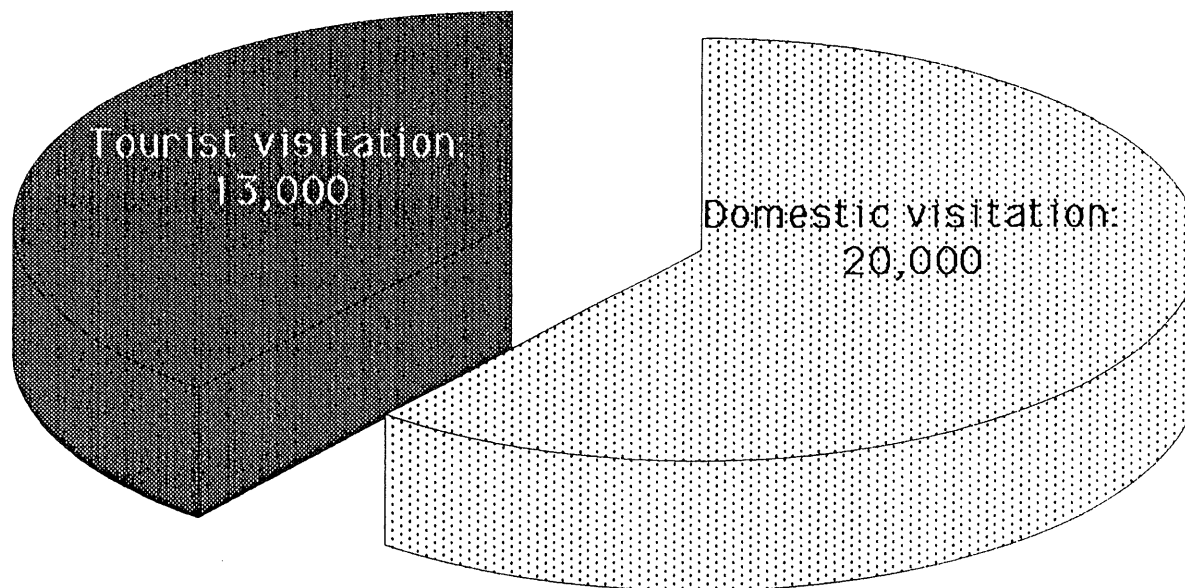
source: Immigration and Nationality Service 1990 / Ministry of Tourism

Museum tourist visitation potential would be limited to 13,000 p.a

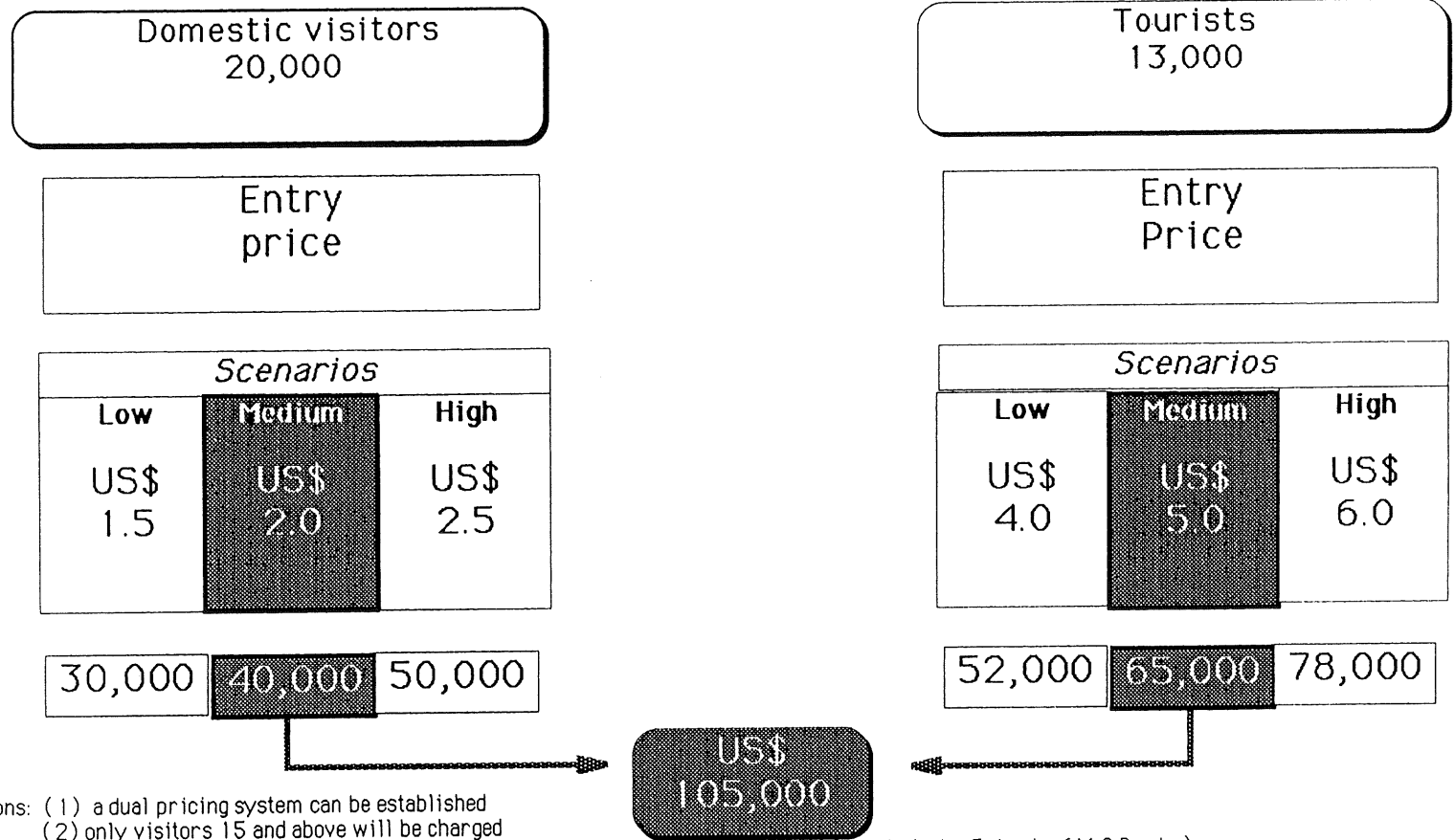


Total year 3 museum visitation potential will amount to approximately 33,000

Total Museum of Belize visitation potential

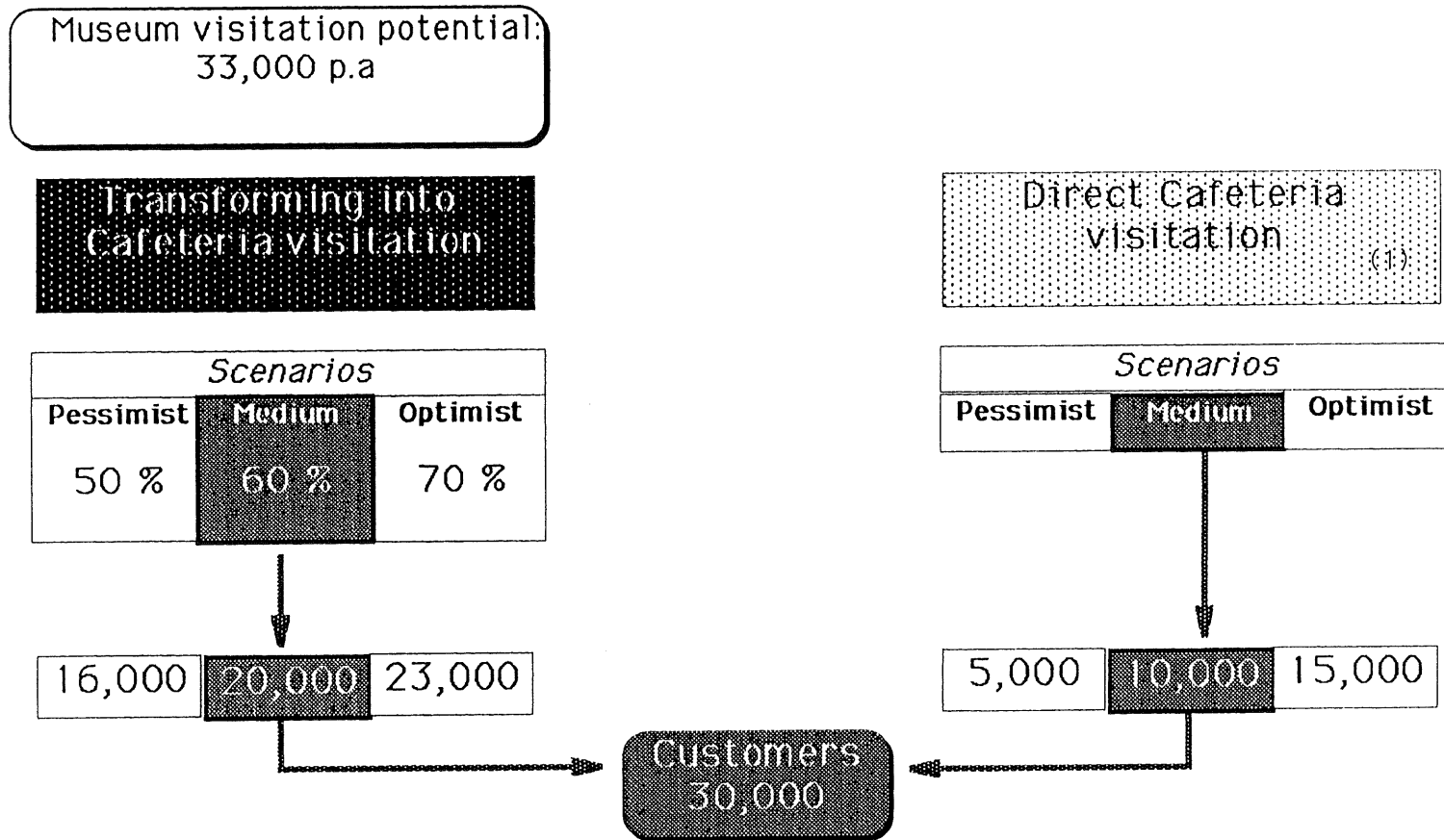


By establishing a differentiated pricing mechanism, revenues of US\$ 105,000 can be generated from entry fees



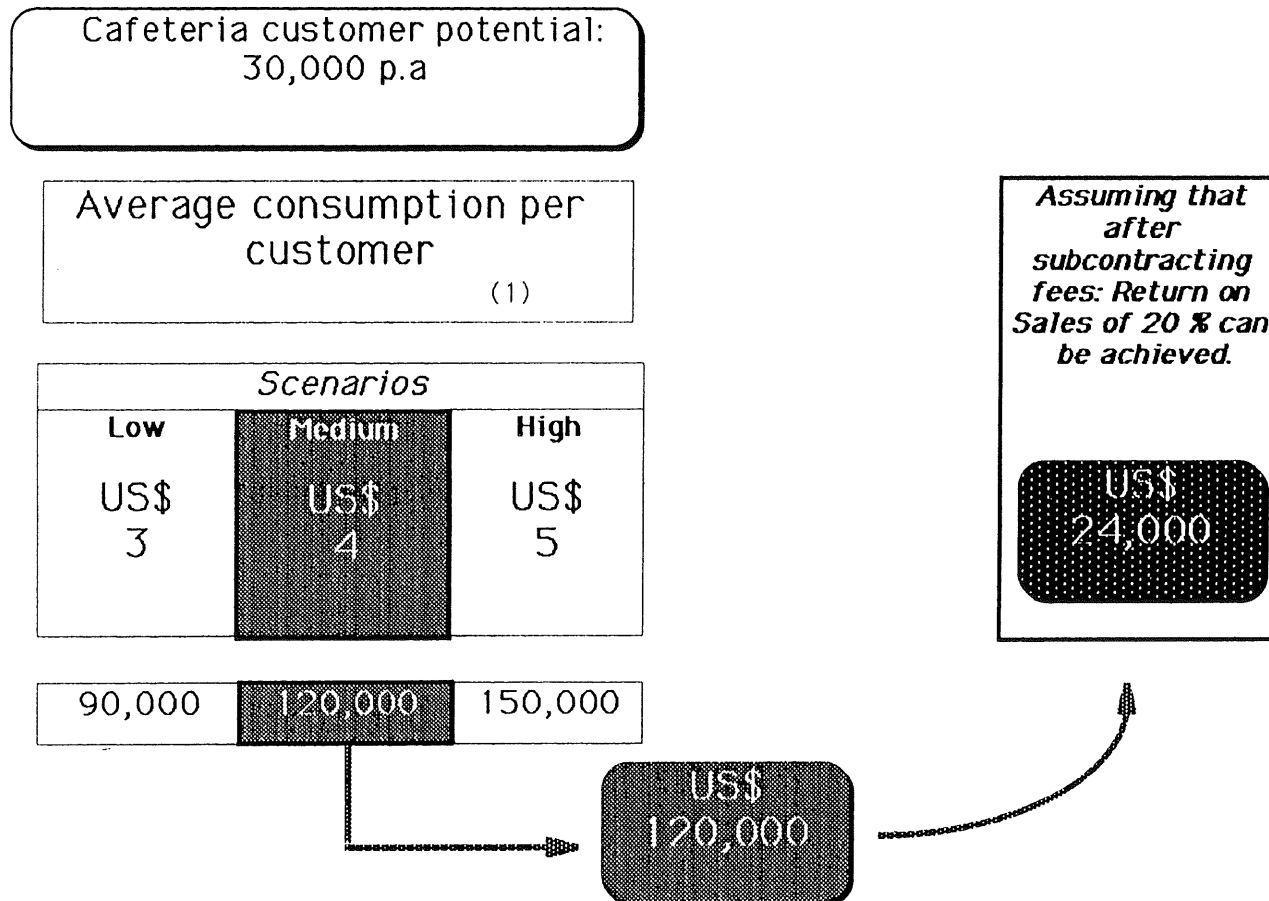
Assumptions: (1) a dual pricing system can be established
 (2) only visitors 15 and above will be charged
 (3) indicated prices are average prices that may reflect further differentiation (e.g students; Friends of M.O.B, etc.)

The cafeteria is likely to attract 30,000 visitors per year



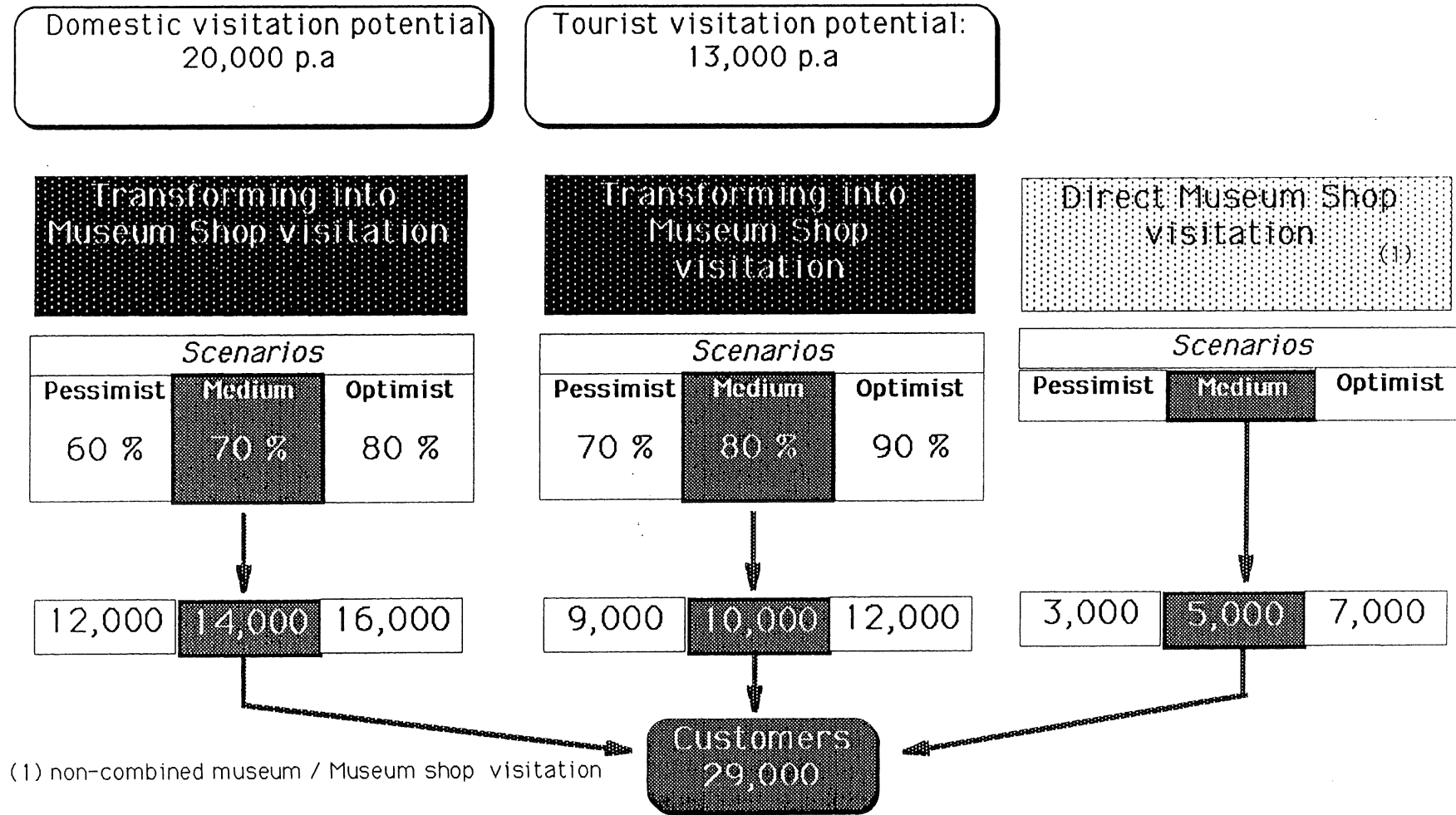
(1) non-combined museum / cafeteria visitation

Proceeds from cafeteria operations would probably amount to US\$ 24,000 p.a

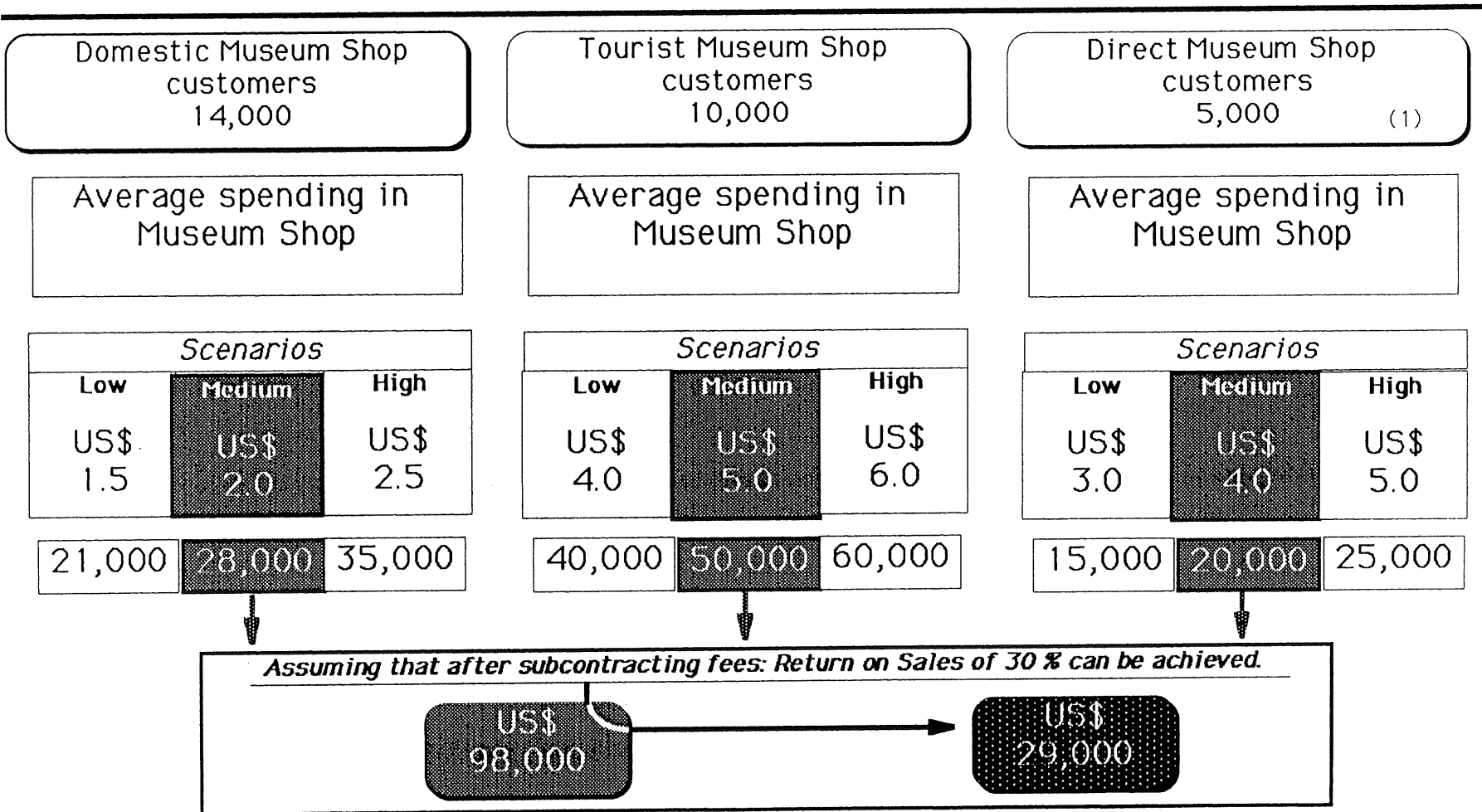


(1) the cafeteria will not be equipped with a kitchen, and will therefore only serve light snacks and beverages.

The Museum Shop should be able to count on nearly 30,000 customers p.a



Proceeds from the Museum Shop would probably remain below US\$ 30,000 p.a



(1) non-combined museum / Museum Shop visitation

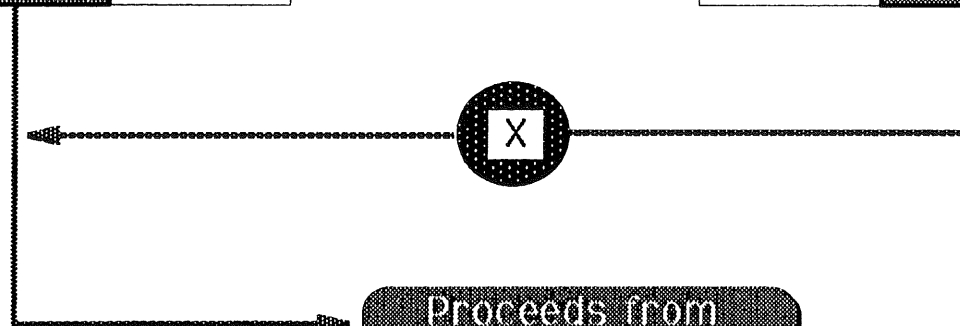
Rental of museum premises for special events could generate US\$ 10,000 p.a

Rental of museum premises for special events:
costs per day.

Scenarios		
Low	Medium	High
US\$ 300	US\$ 400	US\$ 500

Rental of museum premises for special events:
frequency per year.

Scenarios		
Pessimist	Medium	Optimist
15	25	35



Proceeds from premises rental
US\$ 10,000

Regular performing arts events will lead to an additional income of more than US\$ 7,000

Theatre
Occupancy rate
(theatre seats 200)

Number of performances
per
year

Average entry fee charged

Scenarios		
Pessimist	Medium	Optimist
50 %	60 %	70 %
100 seats	120 seats	140 seats

Scenarios		
Pessimist	Medium	Optimist
30	50	70

Scenarios		
Low	Medium	Optimist
US\$ 2	US\$ 3	US\$ 4



Proceeds from
performing arts
US\$ 18,000

From year 3 on, revenues generated from museum operations are likely to remain below US\$ 200,000 p.a.

<i>Scenarios</i>	<i>Pessimist</i>	<i>Medium</i>	<i>Optimist</i>
Revenues US\$			
Entry fees	82000	105000	128000
Cafeteria	18000	24000	30000
Shop	23000	29000	36000
Rental of premises	5000	10000	18000
Performing arts	6000	18000	39000
Total revenues	134000	186000	251000

It is assumed that potential revenues from lending exhibitions would be equally offset by the cost of borrowing outside exhibitions / artefacts.

In year 3, emoluments for Museum of Belize personnel alone will top most optimistic revenues projections.

Human Resources (excluding I.R.M.A.C)	Average annual salary level	X	Total Costs US\$
<i>Director</i>	50000	1	50000
<i>Assistant Director Level</i>	25000	2	50000
<i>Manager Level</i>	15000	5	75000
<i>D-3 Level</i>	12000	3	36000
<i>Secretarial Staff</i>	8000	7	56000

267000

In year 3, total estimated Museum of Belize operating costs will run at close to US\$ 400,000 .

	Total Costs US\$
Utilities	13000
Official Travel	13000
Maintenance	20000
Communications	13000
Materials / Supplies	7000
Security	40000
Advertising	15000
Sundries	5000
Total estimated annual operating costs	393000

It is assumed that non-I.R.M.A.C sourced exhibitions will need to be self financed. TOTAL excludes I.R.M.A.C budget

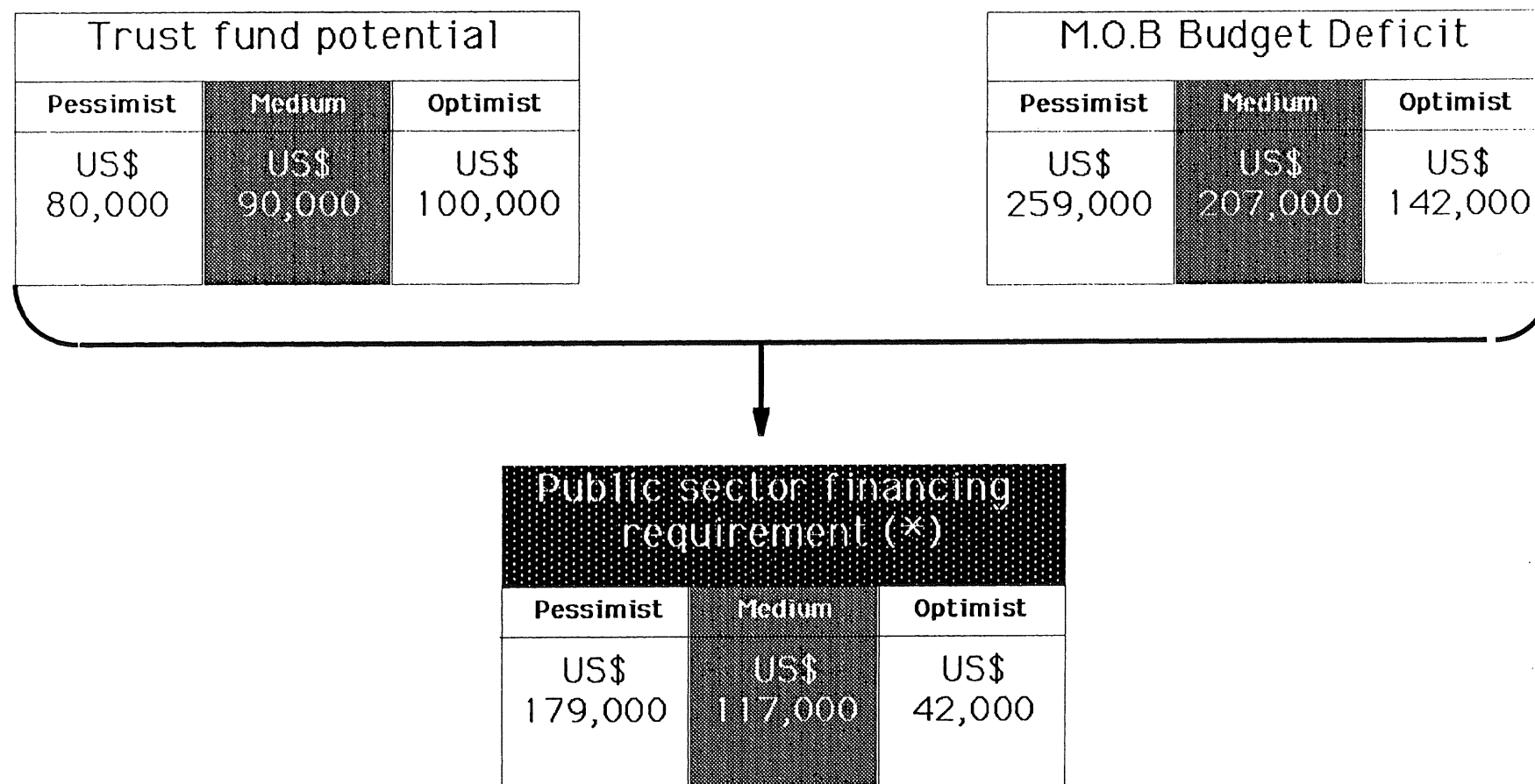
A budget deficit of approximately US\$ 200,000 will result from M.O.B operations in year 3.

M.O.B Revenue Projections		
Pessimist	Medium	Optimist
US\$ 134,000	US\$ 186,000	US\$ 251,000

M.O.B Operating costs
US\$ 393,000

M.O.B Budget Deficit		
Pessimist	Medium	Optimist
US\$ 259,000	US\$ 207,000	US\$ 142,000

Public sector financing of M.O.B operations only could run as high as US\$ 180,000 p.a (from year 3 on).



(*) excluding I.R.M.A.C budget

With an adequate legal framework it is expected that private funds can be collected via the M.O.B trust fund

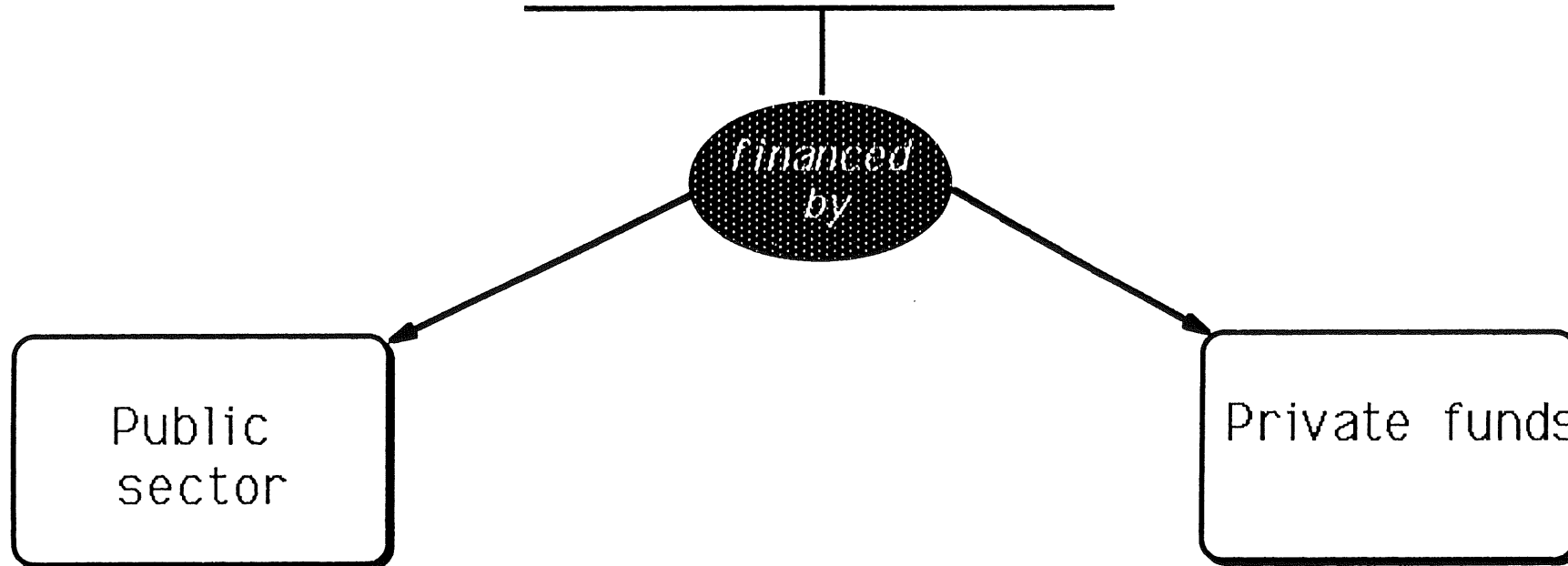


in year 3 the Trust Fund would generate:

<i>Scenarios</i>		
Pessimist	Medium	Optimist
US\$ 100,000	US\$ 120,000	US\$ 150,000

The M.O.B operating budget deficit will be covered by both public and private funds

M.O.B Budget Deficit		
Pessimist	Medium	Optimist
US\$ 259,000	US\$ 207,000	US\$ 142,000



Public sector financing of M.O.B operations only could run as high as US\$ 180,000 p.a and is unlikely to be less than US\$ 100,000 (from year 3 on).

Trust fund potential		
Pessimist	Medium	Optimist
US\$ 80,000	US\$ 90,000	US\$ 100,000

M.O.B Budget Deficit		
Pessimist	Medium	Optimist
US\$ 259,000	US\$ 207,000	US\$ 142,000



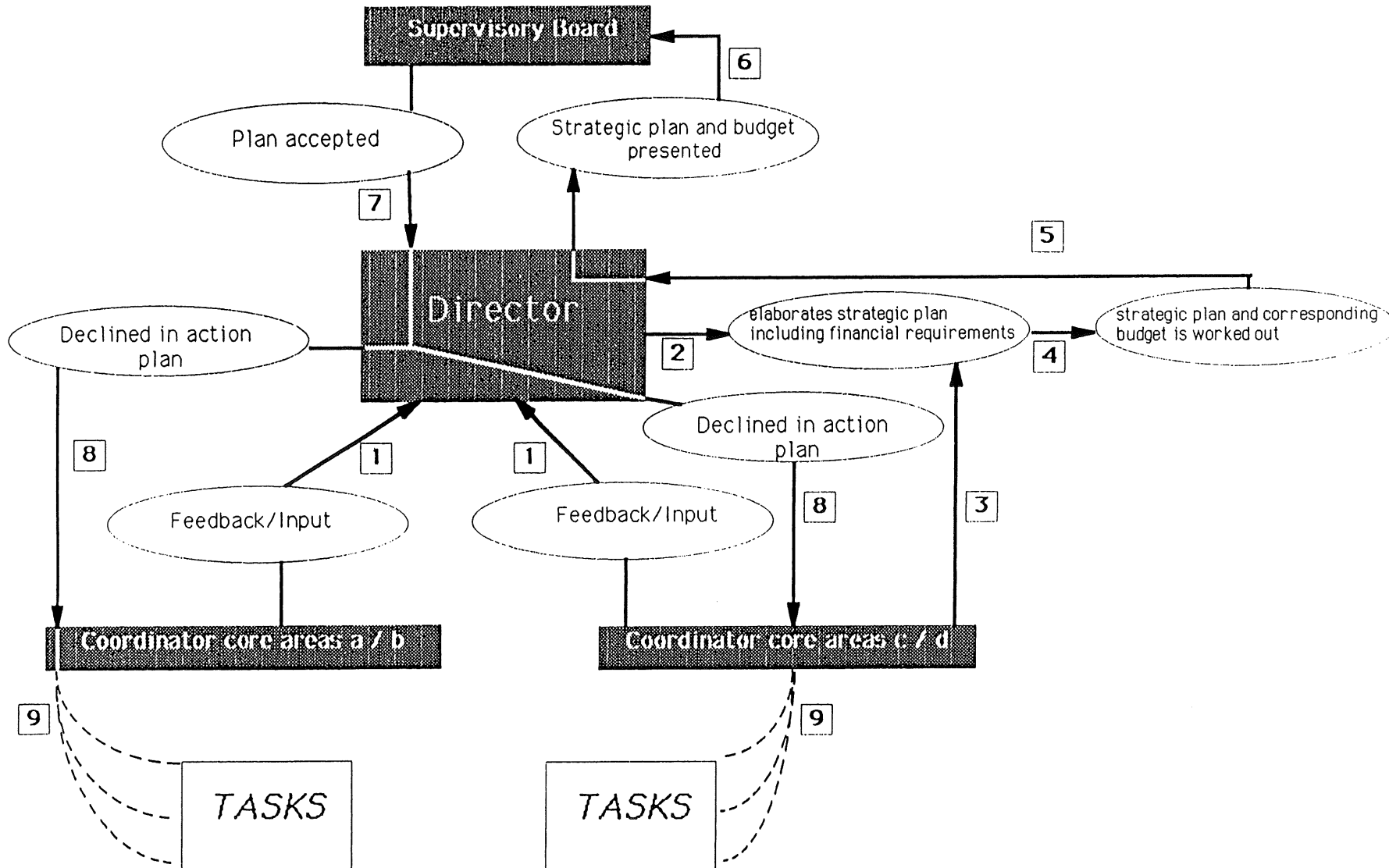
Public sector financing requirement (*)		
Pessimist	Medium	Optimist
US\$ 179,000	US\$ 117,000	US\$ 42,000

(*) excluding I.R.M.A.C budget

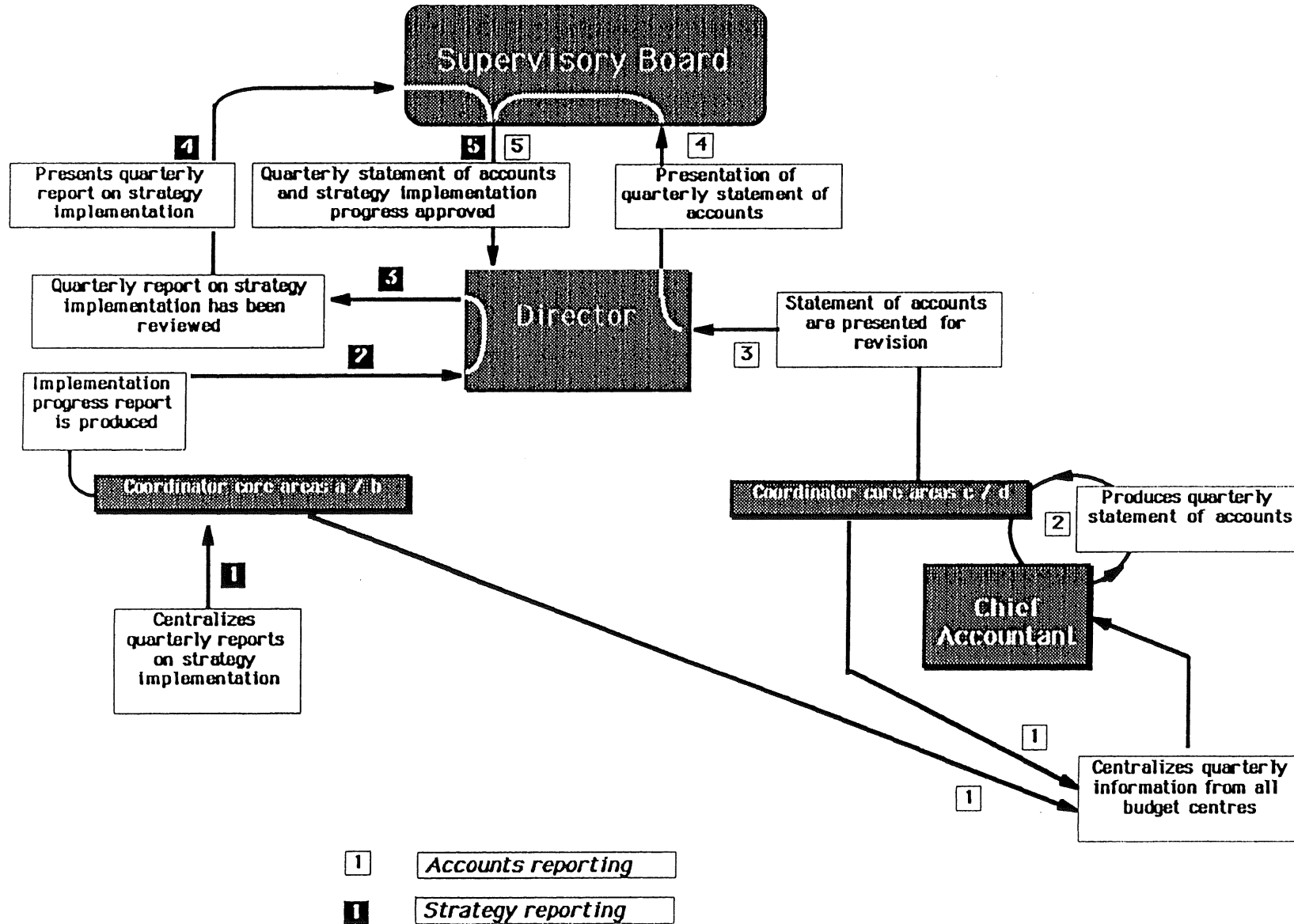


Budgeting
Reporting
& Planning

The annual budgeting and planning process must be formalized.



A quarterly reporting procedure needs to be established.



Strengths, Weaknesses,
Opportunities &
Threats

Strengths	Weaknesses	Opportunities	Threats
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<i>Location</i>	M.O.B will become the capital's focal point	M.O.B is neither close to a major population centre nor to the main tourist areas.	Location in the capital city will enhance the capital's attractiveness.	Belmopan will have limited appeal to attract tourists.
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<i>Amenities</i>	Provides the first leisure / cultural complex in Belize Popular shop and cafeteria.	Hardly any tradition of theatre or concert going.	M.O.B will have the best amenities in the country. Could become an inter-regional cultural centre.	Limited domestic visitation
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<i>Display</i>	M.O.B will contribute to the identification with the nation's / the region's culture	The concept of M.O.B could be perceived as intimidating	Can be perceived as an educational tool	Ordinary people might hesitate to go.
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<i>Operations</i>	Committed staff working at the Coordination Office	Complex operations for a small country with limited museum experience.	Establish a completely integrated M.O.B / I.R.M.A.C structure.	Close cooperation M.O.B / I.R.M.A.C could prove difficult.
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Strengths	Weaknesses	Opportunities	Threats
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<i>Maintenance</i>	The building has been designed to need the minimum maintenance	Humidity will cause additional damage. Power failures and other breakdowns might occur.	Identify the ideal person to meet the profile of the maintenance officer.	Maintenance will be neglected in the mid-term.
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<i>Costs</i>	Capital investment is well underway	So far no estimates on operating costs	Fund raising efforts will be further intensified	An annual operating deficit will be incurred.
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<i>Staffing in set-up phase</i>	Dedicated staff at Coordination Office	Lack of financial capabilities Members of Depts. of Museums and Archaeology are not involved	Recruit financial expert now. Involve Depts. of Museums and Archaeology now.	Projects is highly personalized. Country cannot afford to waste capabilities.
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<i>Staffing in operational phase</i>	Attractive project appealing to qualified personnel.	All positions may not be filled by local personnel	Good opportunity to use trained Belizeans. Good opportunity for on-job training.	Risk of losing expertise that exist
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Strengths	Weaknesses	Opportunities	Threats
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<i>Project status</i>	High political commitment	Legal status needs to be defined. No definite commitment on the government covering the operating deficit.	Make M.O.B a semi-autonomous entity. Clearly defined legal framework would open the way to outside contributions	Current project philosophy associated with ruling party.
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Scheduling of Activities

