

## **CHAPTER V**

### **DISCUSSION, SUGGESTIONS AND CONCLUSIONS**

Museums have educational value and it has been accepted almost universally. This view is based on a traditional belief that our past is our teacher and we derive valuable lessons from our history that narrates our past. Our history narrates our story of our strengths and weaknesses and our opportunities and threats. This is what history brings to us through stories of kings and emperors, sagas of brilliance and successes and through it we learn lessons to accept the good and to discard the bad. History teaches us to know things, value them and receive these features of success for further development. This is what we mean education. Museums being the past frozen in stones and wood articles of art bring to us our past. Through it, it brings to us many lessons on art and culture. We need to read stories carved and marked on stones and wood exhibited in museums. A visitor going to a museum cannot just afford to pass by those art objects and pay no attention to them. Individually he may not realize the loss that may incur to him. But in terms of cultural community it is a great loss. In fact, in view of cultural health of mankind looking at our past is the prime requirement. Therefore, Jawaharlal Nehru has to urge people in his "Letter to Indira" not to ignore but value the past and pay sympathetic attention to our ancestors because they bring to us many lessons to learn (Nehru,1951).

In 1972, the ICOM defined museology as under:

Museology is museum science – It has to do with the study of the history and background of museums, their role in society, specific systems for research, relationship with the physical environment, and classification of different kinds of museums. In brief, museology is the branch of knowledge concerned with the study of purposes and organization of museums. (Jain, 2001:104)

Education is inherently attached to the very existence of museum. Earlier significance of museums was not counted properly for royal craze for riches and fame. It happened to be a show of riches in the midst of shower of flattery for the one who possessed the collection and it earned him fame. Under the British impact in India, it became a show of pomp and flattery for princes and kings. At that point in time no one thought about educational value of museums.

Educational view is a modern development. It belonged to the post independence times. It was partly under the impact of the European Renaissance and the spirit of free India that people availed a space recognizing their participation in the public arena. By that time museums ceased to be royal possession. They were undertaken by the government of the time and also they became public property in to which common people was allowed an entry. As a result, people are allowed participation in different museum activities and earn benefits. Public museums may have their specific goals and objectives to achieve. Museums under business organizations may also have business motives in terms of development of business and profit. But when museums become government enterprise they carry different connotation and it is that of social commitment. In this respect, museums have to carry out a specific function as obligation to human society and that is education. A museum under government takes it as its serious objective to educate public about the cultural heritage. It also considers its primary objective and priority to support school and college education with different museum activities. The priority remains just in front of them ever to fulfill. It accepts its primary function to make people aware about the value of their cultural heritage and that it can impart valuable lessons to growing members of the society.

With this view in mind, museums are attached to educational institutions, specifically primary and secondary schools. Students are often brought to museums by their teachers and the teachers explain to them art objects, their

relevance in time and space, their cultural significance and contribution that they can possibly make to cultural growth of community and to growth of human mind. Visits and trips are often organized by schools under the regular teaching plans and projects are given to students on specific subject in museums. Thus, it does not remain just a visit but students are involved in various activities and their active interest and participation generate in them understanding about the subject. Thus, visitors do matter in respect of museum activities.

### **Role of Museums**

As mentioned earlier at several points in the discussion, museum has a vital role to play in human life and society. It can make valuable contribution to growth of an individual and also cultural growth of human society. Both these fields seem to operate separately but they are closely connected with each other. Both can exert influence mutually on each other. An individual's growth can have strong positive impact on cultural growth of a society and a cultured society can provide cultural environment which is conducive for an individual's growth. In this respect, education is counted as prime consideration. Further, in view of the role of museum, museum activities are seen as well connected with education. This education can be the kind that an individual receives at schools and colleges. There may education of another kind which broad based. It is community education. Both these fields of education apply and explore study and research on human life. Museums can serve as laboratory to experiment knowledge on human life. All studies on human life aim at affecting improvement and betterment, so that man lives in healthy and harmonious environment on this planet. In this light, all studies today are focused on human environment that comprise man's surrounding. Dr. S. M. Nair who was planning officer at the National Museum of Natural History, New Delhi reflects on this point in his article, "The Role of Museums in Environmental Studies". He says,

Environmental study is a broad term which may encompass all studies related to man and his environment. This can be the natural environment as well as cultural environment in which man lives. Every museum tries to deal with one or other aspect of man's environment – past, present and future. An archaeological museum such as one here at Mathura exposes to us the cultural environment of certain phases of the past history. An art museum deals with another aspect of man's cultural environment. And a natural history museum deals with the natural environment of man." Further he says. Museums are potentially equipped with the unique facilities of effectively communicating with the public through exhibits and activities. Reaching all sections of the public throughout the country can hardly be achieved through those big museums clustered in large cities. Small museums at district levels distributed throughout the country can and should effectively undertake such a responsibility by making it one of the essential aspects of the museum function.

Stressing upon a need to relate public and museum, he says: What is needed is to develop a new symbiotic relationship between the public and the museums. No other area of human interest can bring about such an abiding interest of the community in what the museum has to offer to it in the field of environmental problems, telling society of the need to maintain conditions under which man and nature can exist in productive harmony.

Nair suggests some actions on the part of the natural history museum,

1. To show man's place in nature
2. To show the ecology of other living forms
3. To present the immediate environment of man
4. To present the role of man in nature conservation

The environmental aspect of the museum activities very well goes with people's participation. It is people's participation that arouses interest and curiosity in them to know more. Such kind of habit should be encouraged among students and general people. Museums' role counts in this respect. Museum can attract students and people through its capacity of entertainment. Once people's attention is drawn to objects in museum they will care to see what they have to convey. This is a vital point. People usually shy away or avoid anything like serious learning. Hence, a modern view believes that learning has to be clubbed with pleasure or delight. Secondly, illustrating knowledge is vitally important to help learners to understand things. Students read books for knowledge. A teacher explains it to them at his best. But until they have illustration in the form of live objects or pictures they will not get things well. Objects at museums provide them ample illustration on various subjects and looking at them would help their learning. This rather provides them a good ground of interaction for better understanding.

Objects at museums speak to us. It is not heard in sound or read in words. Yet the message it intends to convey has to be received correctly. It requires on a visitor's part sensitivity to get that message. Museums do this. They help visitors to cultivate in them sensitivity to read a message embedded in art objects. As a visitor develops contacts, it allows him to interact with art objects. The material, design and some specific features of art work or crafts work unfold to him details about its time and place of creation, genesis and history, etc. He may further line out its development up to the modern days to see what use it is put to. Based on it he can further think out an idea or a method to put that to innovative use. This kind of thinking leads to growth and development of human society with addition of more opportunities and comfort to live and work.

The government museums in Gujarat carry serious objective of performing dual role of education. There are large museums and small museums too. The museums located in big cities like Vadodara, Bhavnagar, Junagarh, Bhuj, Rajkot etc. are developed on a greater extent. As compared to them, smaller museums located at off-centred and remote places have very little development. Since they are located away from the centre in some remote corner or tribal area in the state very poor contacts and care are maintained. It results in negligence on the part of the government. These museums are underdeveloped and are deprived of good facilities and opportunities. Whatever little development is visible with them it may mostly be because of the government schemes and subsidized museum to encourage developmental activities in these unattended parts of the state.

In my view in the modern time tourism has developed in a way providing information on various museums to helps the museum to cater its services for the benefits of the visitors along with education. More importantly in the modern context of travel and tourism, they can serve as potent centres to attract huge tourism from foreign countries. But along with it, we need to pay some attention to small museums too. The span of the present government museums may be extended in the form of smaller museums at all district and taluka centres. It can prove a good effort of “reaching”. Need to reach out again is an important aspect as all people can not visit museums. This is true about museums at off-centred places or in rural areas. In such cases, mobile unit might be set up to visit villages and town and showing to people that there is something of their use and interest at a museum nearby. Further, in this age of computerization, websites may be created to put museums on the web so that people sitting at their places can also visit museums and take its advantage.

In the present time, RTI is a facility through right to information is made available to all citizens of India. It is done with the recognition that

information is a vital element in the modern life. One who knows rules and enjoys power. Hence we can get information about the objects in the stores which are not shown in the galleries.

In the light of the role of museums, we have to recognize that museums are not static places of exhibitions. They are dynamic centres of education. To public and particularly to younger students at schools and colleges and in the wider interest of human society as a whole they serve as temples of knowledge that should be visited over and again. Each visit to museum avails to us live contact with our past that serves to us a good dictionary of knowledge. Museums can serve as windows to our cultural and natural environment to allow interactions can take place between the beholders and the objects. Museum can provide to younger generations a feel the magic of the past and to learn lessons for the present. It can for him environment and ability to think about future. Museums thus have to carry out lot of expectations that would benefit any human community in a significant manner.

In view of broad based objectives, the government museums in Gujarat need to be uplifted from their present status to acquire prime focus both from the administrators and the beneficiaries. Administrators are the care taker of precious treasure of any community held at a museum over the centuries. They can not let go their responsibility like that and pay negligence to what they are supposed to do as caretakers. The society has assigned them a responsibility and they have to consider it as pious duty in the interest of the present and the future generations of our society. Hence I suggest the following activities to improve the conditions of the government museums in the state.

1. Research: To study local flora and fauna and geology to ensure supply of correct information on the immediate natural environment

of the place. Let research be not casual but a sincere commitment to focus on the environment.

2. **Proper Presentation:** Proper display of object is the basic requirement to achieve desired results. Exercise utmost caution in presenting ecological themes through dioramas. "Exhibits are, no doubt, inanimate objects, but they have within them a most powerful 'silent language' through which they communicate to the viewer, no matter what the curator wants to communicate"
3. **Educational Activities:** Both for adults as well as for children. Nature walks, hobby clubs (collecting feathers, leaves, minerals, etc.), teacher training programmes, creative activities such as painting, drawing from nature, nature photography, pet keeping and similar activities.
4. To complement to advancing environmental studies and to develop a new environmental ethic in society.
5. To help to reduce pollution and indiscriminate use of natural objects, to prevent decay and destruction of nature.
6. To explain man's role and responsibility to nature and natural environment in the interest of healthy, hygienic, and harmonious coexistence through tremendous scope bringing about a new environmental ethic – social, cultural and natural.

Hence it is concluded that the cultural museums can play a vital role in fighting maladies like racialism, religious fanaticism, casteism, communalism linguistic parochialism and so on and that exhibiting a sculpture or an antiquity, torn away (disassociated from) its social context and cultural environment that produced it may fall short of the ideals in effective communication to the public.



## **Visitors' Response**

Visitors to museums may comprise students and general people. The target audience consists mostly of students and researchers who pay visits with serious and specific objective. General public hold casual view of the matter. Therefore, the important aspect is how they benefit them with knowledge through proper utilization of its collection and facilities at museum. Various objects are collected and organized for effective display and visitors look at them while they pass by them. Its basic purpose is to present knowledge about objects to visitors. The arrangement and display of objects unfolds to visitors' knowledge in the form of stories of the past. Objects at a museum have huge number of stories of the past frozen in them. Museum management has to bring these stories to visitors and establish contacts between them so that they can derive knowledge. The primary object of museum management is to do it effectively.

Primarily museums are put to use for students' purpose of enhancing what they learn at school and by reading books. Objects at museums supplement their knowledge by direct exposure to objects. Objects serve as illustrations of stories that they read in books and learn from their teachers. These stories need to be explained to them. The museum management has to serve this purpose through effective display of related information on all objects. Information is prepared in the form of plates that can be fixed with each object displayed in it. A visitor looks at it and gets information. It may further arouse in him interest to know more about the genesis and history of an object and at it a guide at museum helps a visitor. This helps him to understand information and get knowledge about an object. It enriches his mind with more knowledge. Teachers know this quality of museum objects and so they often take students to museums. It is mentioned earlier that with a view to imparting better exposure and understanding of related subjects,

educational visits are organized by schools. Students are taken to museums from time to time so that they get live touch with objects and feel what they listen from a teacher or read in books or museums can be maintained. Objects at museum need not be treated as dead collection. If you treat them dead they will remain so. But if you develop sense to find spirit of life you may find them vocal. They store number of stories in their hearts. Stories are engraved on them in the form of structure, art work and designs. Like any human being they are eager to tell their stories. On visitors' part, they should keep an eye to read those stories and ear to listen to them. They should learn how to read them or listen to them. Students' need to be taught this and that is where the role of education counts.

Museums should not be taken as static sites of exhibition. They can in fact serve as dynamic centres of education and extension of educational research. They can serve as windows to the culture they exhibit and through it other peoples and culture at large in the world can have a peep in to it. It thus provides a platform to different cultures to meet and interact. It opens scopes for cross cultural exchange to bring the world communities closer to form a larger human community. So when a correct view has to be formed these things should be understood and valued. Due arrangements need to be ensured by the museum management in order to honour such realistic view of museums. Museums should not be viewed as just buildings. They serve a place that provides to students and visitors live touch with past. There are museums too that are kept in open like botanical gardens, medicinal gardens, zoos, aquariums, etc. They are carefully maintained. At such museums students get good exposure through a close contact and observation of plants, animals and fish in large variety and in varied shapes and colours. A museum that is set up in a building is artificial, while natural museums are basically nature's creation with little modifications to suit the purpose. Both kinds of museums fascinate students equally during their studies. The focus of the present study is,

however, on museums set up in buildings. Since schools these days often organize students' visits to museum there is usually a heavy rush of students at museums. Consequently, students of schools form a major corpus of visitors at museums.

Students at college too find museums useful and as valuable supplement to their studies. Compared to school children who have their learning under total guidance and control of teachers, students at colleges do their study partly under teachers' guidance and partly on their own. In order to make study more meaning and relevant, they are supposed to discover reference material from library and other related sources and draw material for their purpose. It is mentioned earlier that with a view to imparting better exposure and understanding of related subjects, educational visits are organized by schools.

For researchers and scholars carrying specific purpose museums serve sometimes as place of pilgrim where they get inspiration for new ideas, vision and methods. It is one's capacity to receive that works here potently. It is one's creativity and imagination that work actively to inspire new ideas for new creation. Objects at museum possess capacity to inspire new ideas and in it museums have significant role.

Visitors to museums can be classified as under with their motives and expectations from a museum. The table below provides the detail of their types, level of education with them, their need and their expectation in view of educational value of museum activities.

**Table No. 5.1 Profile of Visitors**

Visitors Value	Percentage	Age Group	Level of Education	Objectives Motives	Expectations from museum	Value
Researchers	Low	25-45	High	Knowledge, Understanding, Generating new ideas	Resource Centre	High
Academicians/ Teachers	Medium	25-60	High	Extension of Knowledge, ideas & applications	Laboratory of teaching	High
University/ College Students	Medium	25-35	Medium	Information Technology	Tapping relevant information	High
Cultural Activists	Low	25-45	Medium	Exposure and exchange of cultural interests to generate awareness and pride for culture	Centre of exposure and platform for exchange	High
Persons with specific interest	Low	any age	Medium	Inspiration, ideas and subjects for artistic creation	Resource centre	High
General Public	High	Any age	Medium / Low	Information Magic, Pleasure	Place of entertainment	Normal
School Students	High	10-12	Medium	Supplement to study at school	Centre of learning	High
School children	High	3-10	Nil	Intiation to study through generating interest in culture	supplement of story book	High
Kids & boys	Low	5-15	Medium / Low	Entertainment & Surprise	Place of joy & entertainment	Normal

These details should be taken as 'ought-to' condition of museum activities. They can be drawn to the ground of current trends of development. They are used as parameters to judge the performance of different government museums in Gujarat.

One thing gets clear from the table that museum can earn high value when it caters to expectations of people who visit it time and often. They might have some specific purposes and interests or they may have just general view of getting entertained. These people may include students, artists, teachers, researchers, social and community workers, etc. They may also include illiterate persons who do not hold specific view and objectives on life. Irrespective that these visitors go in low or high number, museum has to equip itself adequately to cater to the need and expectations of all these on adequate ground. It is not the quantity that counts for value of museum. It is the quality and utility value of museums that go as high concern in the modern context. So museum activity as a whole has to work out its plan in such a way that laid down objectives are carried out properly.

As discussed in earlier chapters, museum activities include collection of objects and their effective display, and also their proper maintenance. Maintenance time and often should remain a prime concern for fresh look, healthy appearance and consistent performance of objects. These things are essential to upgrade their quality and functional value. Good museum management has to ensure it. Sensible management does not treat objects as mere physical entities. For them, objects at museum are rather living entities. They are alive for their cultural value, for talking stories of past and for history they hold in them. Likewise, they are felt as alive for their relevance in the present. Over all these, one may feel them living entities if he gets in interaction with them and that arouses in him curiosity and interest for further exploration of knowledge about them. These objects are representatives of past in the present and they may pave the way for knowledge in future.

They may serve as cultural ambassadors of the past to the present. Sometimes they may talk like fortune tellers through stories of successes and failures. Museum management has to keep this dimension before their eyes when they deal with objects at museums. They are supervisors not to just take care of physical condition of objects. They read stories lying inside those objects and bring them to visitor in the form of guide material, information brochures and literature.

In this it is my observation that galleries of museums may serve as “the study rooms of museums”. We may also think of Molly Harrison<sup>(1956)</sup> who says, “the museums if they are to continue to have any real function cannot avoid serving education and education if it is to be effective dare not neglect the museums”. She further says, “Well exhibited galleries of museums are more informative than any textbook”. Museums are supposed to provide with effortless education as well as entertainment to its visitors. The bookish knowledge is much more theoretical and incomplete. It has to be supplemented by seeing, feeling and realizing real objects which the book is written upon. Museum objects, by virtue of their three-dimensional effect, are more appealing to the human mind. It is for the reason that museum education is learning by seeing the slogan, “Looking and Learn” was introduced to the museum world during Second International Campaign of Museums organized by ICOM in 1967-68. The slogan represents the very spirit of museum- education. Therefore, a museum has to keep education as high priority in its policy.

If we look at the composition of visitors to museums as indicated in the table earlier we find that there are several dividing lines noticed among different segments. One is interest that is generated from self. Two is education that is acquired in the course of one's living. Three is objective or motive that goes as per one's needs and aspiration in life. These three form three dimensional expectations that museums carry in terms of their value. The museum management has to see that these three dimensional

expectations are duly fulfilled and it paves the way for further growth of mind and development in the field of activities. This is the basic thing that is expected from museum. It is a different thing how well and effectively it is done. It gives reflection whether museum management makes it economic, cost effective and result oriented enterprise. If it is done it can benefit visitors to fulfill their objectives. It is in fact the beneficiaries that count important in the respect that their responses can provide significant facts about museums in view of their needs and expectations and it is here that one gets feedback to what is done and how well it is done.

The response sheet or feedback sheet that was prepared and circulated among selected respondents. The respondents include workers or staff at museums, visitors, experts and academicians. They are meant to supply us with useful information that helps us to develop insight in to deciding the value of government museums. But before we get in to the responses we better look at the composition of visitors at different government museums. The details below (the data has been collected from the Department of Museums, Gujarat State, Vadodara) focus on the amount of inflow of visitors to all fifteen museums:

**Table: 5.2 Visitors at Government Museums**

Museum and Picture Gallery, Vadodara

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	2,37,900	696	1,39,200	3,16,838	27,64,990
2007-08	2,05,755	644	77,276	2,83,675	24,37,415
2006-07	1,88,455	647	1,29,610	3,18,702	24,15,750
2005-06	1,86,001	527	1,11,723	2,98,251	23,01,845
2004-05	2,07,261	474	85,177	2,92,912	24,25,625
2003-04	1,95,535	489	73,760	2,69,784	23,34,035

Watson Museum, Rajkot

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	21,775	87	5,637	27,504	53,537
2007-08	18,776	171	8,879	27,846	54,981
2006-07	19,611	180	9048	28,884	57,270
2005-06	19,890	159	5402	25,451	53,128
2004-05	22,905	97	6619	29,621	57,279
2003-04	10,013	65	2604	12,684	25,880

Kchchha Museum, Bhuj

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	42,956	658	17,599	61,213	1,36,411
2007-08	3,473	81	1,780	5,535	12,776
2006-07	Closed for reconstruction since the 2001 earth quake				
2005-06	Do				
2004-05	Do				
2003-04	Do				

Junagadh Museum, Junagadh (Sakkarbaug)

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	19,742	9	5,672	25,423	45,606
2007-08	21,433	10	8,469	29,912	51,835
2006-07	22,696	19	11,523	34,238	57,865
2005-06	21,005	7	11,072	32,084	53,432
2004-05	4,432	4	5,437	9,863	14,501
2003-04	Closed due to damage by the 2001 earth quake				



Darbar Hall Museum, Junagadh

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	1,18,468	330	15,217	1,34,015	2,68,653
2007-08	1,17,424	321	13,906	1,31,651	2,64,804
2006-07	1,00,210	307	17,298	1,37,805	2,32,718
2005-06	87,475	338	15,965	1,03,678	2,36,185
2004-05	1,06,498	251	10,639	1,17,338	2,36,185
2003-04	83,684	104	13,782	97,570	1,86,310

Prabhas Patan Museum, Prabhas Patan

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	1,369	26	264	3,632	4,302
2007-08	1,494	15	87	2,987	3,825
2006-07	1,798	21	286	4,081	4,932
2005-06	1,616	30	323	1,969	5,055
2004-05	1,967+3,295	29	578	5,869	5,962
2003-04	1,976+2,828	09	214	5,027	4,616

Lady Wilson Museum, Dharampur

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	2,46,883	-	44,610	2,91,493	Free entry
2007-08	2,91,872	0	39,985	3,31,858	Free entry
2006-07	3,08,012	8	62,700	3,70,720	Free entry
2005-06	3,14,056	0	29,941	3,43,424	Free entry
2004-05	4,49,194	0	26,941	4,76,135	Free entry
2003-04	3,04,134	0	32,492	3,36,626	Free entry

Archaeological Museum, Jamnagar

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	32,428	146	325	32,899	72,481
2007-08	Closed for repairing work				
2006-07	29,847	276	895	31,018	74,389
2005-06	32,426	251	2,062	34,739	79,464
2004-05	32,144	132	1,028	33,304	71,916
2003-04	39,780	83	1,682	41,545	85,392

Saputara Museum, Saputara

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	87,561	39	16,930	1,04,530	1,94,002
2007-08	81,849	36	16,996	98,881	1,82,594
2006-07	71,408	11	19,553	90,952	1,62,899
2005-06	57,993	8	13,304	71,305	1,29,690
2004-05	67,224	11	16,858	84,093	1,51,856
2003-04	73,779	0	17,750	91,529	1,65,308

Barton Museum, Bhavnagar

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	4,936	115	3,907	8,956	19,525
2007-08	5,006	125	2,003	7,134	18,265
2006-07	5,141	127	3,997	9,265	20,629
2005-06	5,389	117	1,793	7,299	18,421
2004-05	6,778	155	1,823	8,756	23,129
2003-04	6,890	61	2,144	9,095	18,974

Sardar Patel National Museum, Bardoli

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	14,761	8	1,488	16,257	Free entry
2007-08	12,579	21	3,041	15,641	Free entry
2006-07	13,713	9	3,806	17,528	Free entry
2005-06	19,288	24	2,116	21,428	Free entry
2004-05	18,814	35	3,545	22,394	Free entry
2003-04	14,756	27	3,361	18,144	Free entry

Shamlaji Museum, Shamlaji

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	10,341	1	7,063	17,405	Free entry
2007-08	18,300	-	2,900	21,200	Free entry
2006-07	16,700	2	5,522	22,224	Free entry
2005-06	19,953	0	2,951	22,904	Free entry
2004-05	25,136	0	5,317	30,453	Free entry
2003-04	22,196	0	6,646	28,842	Free entry

Chhota Udepur Museum, Chhota Udepur

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	6,304	127	911	7,342	Free entry
2007-08	7,807	76	180	8,063	Free entry
2006-07	8,000	10	1,545	7,920	Free entry
2005-06	12,115	141	520	12,776	Free entry
2004-05	18,304	258	876	19,438	Free entry
2003-04	7,526	0	1,882	9,408	Free entry

Vadnagar Museum, Vadnagar

Year	Visitor			Total	Income by Entry Fees
	Local	Foreign	Student & Teacher		
2008-09	2,518	06	1,081	3,605	Free entry
2007-08	2,616	-	663	3,279	Free entry
2006-07	6,345	03	1,572	7,920	Free entry
2005-06	8,259	05	2,544	10,808	Free entry
2004-05	10,000	22	9,500	19,522	Free entry
2003-04	18,235	30	23,700	69,185	Free entry

The above table shows the flow of visitors to the government museums in Gujarat during last five to six years that it is increasing year by year. The table above show several trends about inflow of visitors to museums. They may be understood as upgrading, downgrading and static. The inflow of visitors at places like Vadodara, Rajkot, Junagadh, and Bhuj shows upgrading trend, while visitors at museums located at Prabhas Patan, Dharampur, Jamnagar, Bardoli, Shamalaji, Chhota Udepur, Vadnagar, Patan show decreasing trend. The museums at Bardoli and Bhavnagar show an almost static trend. Foreign visitors and students and researchers too show similar trend. Money raised through collection of fees is no issue as free entry is allowed at some museums. The concern here is how many more beneficiaries take museums as place of learning. The figure given about number of school students would be misleading in this regards. Since visit to a museum becomes as mandatory activities imposed as teaching plan and method usually by a government agency it is taken by teachers merely as ritual and students too take as good change from teaching at school. It allows them to move out of the class and enjoy like a trip. So these government figures might be deceptive in the sense of assessing the educational value. Mere quantity does not count here. The quality of impact on students, researchers and other beneficiaries has to be considered. So here we do not look for higher figure as to how many visitors took

benefits for education and research, but to what extent visit to museums helps students and researchers in their studies by getting them new information and knowledge. It will affect their capacity to understand things and think out new ideas and methods. In order to work out this level of performance that whole system at museum has to activate with a cause to contribute to education. One successful beneficiary would stand apart from a huge crowd with his motivation to learn. He should take the benefit of museum for study and mental growth so that they show good capacity to generate new ideas and method of learning. It is in the way that intellectual growth is made possible. So in this regards, government museums in Gujarat need to continue their support program for school children and students at colleges and universities. But instead of making them just routine activities they would make them more interesting by interactive sessions and seminars. But the government museums are managed in a stereotypical way. At present, they appear like just a bureaucratic enterprise operating under egotistic officers. These museums need to be handled in a more sensible way.

### **Value of Museums - The Present Scenario**

A museum is valued on two grounds: It is valued for its cultural heritage and for its educational dissemination. It is in the first sense that it preserves its collection of objects that hold cultural history of people. Through effective display of these art objects, it brings to the people in the present the cultural history of a country. The purpose is that museum provides them a platform to relate them to their past history and the heritage. It rather acts a care taker of a country's precious heritage which remains a matter of pride for its people. It is also valued for its educational capability. It provides a platform to the people to interact with their past. This becomes a ground for people's learning. They read about their past and know its strengths and weaknesses of their past rulers and leaders. They also learn about their successes and failures through analysis of the

conditions that prevailed then. This exposure brings to a visitor number of things to learn and follow. Thus, a museum holds dual significance in the cultural life of people.

One point is clear about this dual significance that cultural value of a museum is static in nature as it remains the same over a period of time. It does not increase nor does it decrease under any condition. It is basically represented through art objects displayed in a museum and it marks quantitative change. As the collection increases it might increase and as the collection decreases it goes down. Whereas, on the other hand, educational value of a museum makes qualitative change in people's life. This kind of value depends upon sensitive quality of influencing, evocating and inspiring new ideas and thinking to affect the minds of beholders. Some of the objects are so evocative that they capture visitors' minds and arouse creative thinking in their minds. It is creative influence that works to bring new thinking to visitors and they learn new ideas. This learning marks qualitative difference for their mind's capability. It enhances its sharpness and makes it active to generate new ideas. But this kind of significance is inevitably interrelated with collection and dependent more on quantity, variety and exquisite features that the objects possess. Hence, in order to work out significance of both these kinds to the benefit of people the museum management has to work in a sensible way.

The first requirement is that museum management has to be entrusted to a person of high caliber in the respective field. It is desirable that he is a man with high qualifications in the subject areas like museology, archaeology, history, etc. and should possess innovative mind to generate new ideas on the subject. He should be a recognized scholar with international reputation and participate actively in debates, discussions, symposiums and conferences and also involved with projects on national and international levels. Such a person can be a good leader to lead his team at a museum. It

is with high calibre and innovativeness that he can handle the museum management in a more sensible way.

But if one looks at the situation in the present he may find it bit frustrating. In order to have a comprehensive view of the system at a museum, observations are obtained from persons who are acquainted with the museum organization. So with an idea to obtain correct picture about the present status of the museum management at the government museums opinions are collected from different persons through a comprehensive questionnaire. Accordingly, the museum management has three chief areas to manage such as:

- A    \*    Administration:    Museum staff and expertise, human comfort, security arrangements.
- \*    Finance:            Carrying or managing finance, optimum utilization of finance.
- \*    Structural and infrastructural issues
  
- B    \*    Organization:        Collection, Documentation, Display, Lighting, Maintenance.
- \*    Conservation and Restoration.
  
- C    Public Relations:    \* Educational Activities and Extension Services.
- \* Research activities.

The Government museum is a huge organization and the government maintains it by spending huge amount. The budget allocated for museums is fairly big. This is people's money and it has to be utilized efficiently. The Government museums in Gujarat has a huge administrative set up in which various functions, the requirement of staff, level of their qualifications, duty that they have to perform, the target time and the end

result as expected of their performance, etc. are well specified. It is understood that such an elaborate system must have been conceived and established by persons of eminence in interest of wellbeing and mental growth of the people of the state. Such a huge system that involves huge public funds has noble aim to work out. It is entrusted to the government administration since the independence and the state undertakes its management. There are 15 museums under the Directorate of Museums and all are spread out in various districts of the Gujarat state.

Till 2011, the apex position of the museum organization was held by an officer appointed from the technical side. He was an expert in technical matters and looking after the technical side of the curatorial management at the museums. Under the director, each museum is headed by a curator or assist curator and he was supported by the staff appointed under him. The present structure of administration was satisfactory but it is not ideal. But the situation is changed in the present scenario. The technical director retired and in his place a person from GAS cadre is appointed who is sound in administration only. The problem is that the director has his own field of technical work and along with it he also has to take care of major functions like administration and finance. This is not an ideal situation. The director has to carry excess burden of these two major departments. Other minor departments like safety department and public relations departments do not receive due attention from the top management. Hence, the system demands some major changes. It is observed that curator has also to perform the non-technical functions like administration, finance, etc. As a result, he is unable to pay total attention to technical matters that form a sensitive part of the museum management. It is noticed that at present five museums have non-gazetted officers. This is not a desirable condition. Further, the director hails from the technical field and he is expert in the area. But he has no assistant or deputy directors to assist him. He has to look after both the technical functions and administrative functions himself.



This exerts heavy burden on him that does not allow him for thinking out innovative ideas and methods by which the museum can impart valuable contribution to the cultural life of a society. As a result of such a situation, routine jobs are performed well in terms of the conformity with the government procedures and regulations and it would get audit clearance too. Thus, on paper it appears perfect and complete but the spirit is missing. If the management lacks sensitivity it cannot be retained the features that can be retain real value for the museums.

Since the museum department is fairly big and its system is so elaborate it has to have a leader of high capability to manage it efficiently. The department has to carry an objective to become a true centre of learning to carry out its dual objectives of keeping up cultural and heritage value and enhancing educational value. So it requires a person with expertise in the field of Museology to be able to manage the museums under him and connect them with the current developmental trends. A museum builds up its reputation on this ground. But one finds to his surprise that the museum department is headed by an officer of the G. A. S. cadre. This government appointment may have its denotations and connotations to carry and it is the attitude of authority. The staff under him is supposed to carry out his orders. Such an environment turns the office in to bureaucratic set up with government rules to prevail everywhere. But under the burden of bureaucratic attitude professional spirit may lack. In the rigidity of procedures and regulations, one is not allowed to say things. No importance is attached to an opinion of a person on a job. The head of the management may be skilled manager of any affairs with advanced training in administration. But when it comes to dealing in the related area of museum management he may not be able to show insight for lack of knowledge about the spirit of the museum function. The result would be that desired results cannot be rendered from such a management.

In order to render desired results in terms of the educational value, the museum management has to be put in the hands of strong leader and efficient team work. To render effective results, a museum has to have strong administration with effective management. The museum management involves basically two aspects: administration and curatorial management. One is management aspect and the other is technical aspect. Both these aspects are equally important and so they need strong management system with a qualified officer to head it. What counts important here is good team work under efficient leadership. Any museum can make its leadership with strong head at its helm. But this head has to obtain active support from his assistants. Accordingly, a museum needs two deputy directors next to the director in the hierarchy to take care of these two aspects. If this does not happen the entire load of both the aspects lies on the director and he is unable to carry it effectively. Hence, separate heads need to be appointed to look after these two important functions at museum. But it is found to our surprise that no separate appointment is made in the cadre of a deputy to assist the director in this respect. The director has to look after both these function himself. Accordingly no authority is delegated to any other senior member to reduce the burden of the director.

The ideal administrative structure for the government museums would be with a director at the helm, two deputy directors/assistant directors to look after two aspects of museum management, curator for a big or a cluster of small museums and the other staff below them. This is supposed to make a pyramid like structure with adequate staffing with adequate sharing of responsibilities at a museum. Each department and function at a museum should receive due consideration from the management. But it is noticed that in the present administrative structure there seems to be a vacuum of officers to share the director's burden of responsibility. The two diagrams below explain that there are a few positions available at the top and the

responsibility involved is the maximum. As one goes up in the hierarchy his responsibility increases and one goes down in the hierarchy his responsibility reduces. At the base of the structure many positions are available and each one has to carry out little responsibility. So an officer at the top needs assistants under him who would look after different functions and report to him about the day to day status and progress of the work. With good number of officers the management becomes easier and more effective. But it is noticed to one's surprised that below head of the department no post of class I officer is provided in the structure. There has to be at least two posts of deputy directors under the HOD who would assist him to look after the two aspects of the museum management, administration and technical side. But since this part is missing in the administrative structure the system appears ineffective and weak to achieve desired results.

Diagram: Administrative Structure :

**TOP** - Workforce – minimum

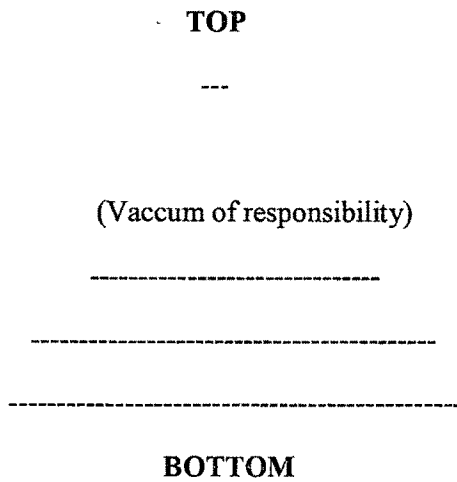
\* Liability - maximum

\*\*\*\*\*

**BOTTOM** - Workforce - maximum

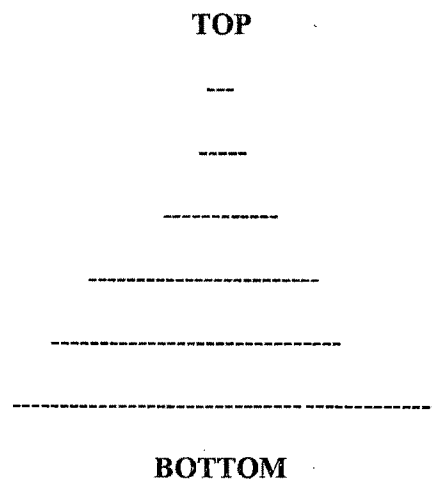
Liability - minimum

## Present Structure of Administration



Vaccum is noticed in the delegation of authority and a result the top management is overburdened.

## Ideal Structure of Administration



The authority is delegated down the top management with consistency and so the Top management is relieved of extra burden

In the above diagrams one diagram show the extent of responsibility involved at different levels in the administration and also poses a picture of an ideal structure of administration as against the present structure. The present structure is not satisfactory. Although it is revised and restructured many times. It is done according to administrative and financial resources available. The result is that administrative and financial constraints imposed certain undesirable conditions that the structure of the museum management does not remain ideal. Administration and finance appear to be the only concern for the management and the technical aspect is grossly ignored.

It is suggested that the pyramid type pattern of administration would be the ideal structure and perfect pattern for the organization. This structure is good for an organization that has wide spread span of activities. Under this pattern there are several levels of subordinate staff to assist the director. At the base level there is more work-force employed and they carry low

liability. As one moves in the upward direction, the liabilities increase. The work-force decreases at a upper of administration. In this structure, level wise hierarchy should be maintained. But it is found that in the present system of administration of the department of museums level wise structure is not maintained. At some level, there is no staff pattern. The result is that such a pattern would not lead to consistently improved performance.

The above diagram shows that in the present system of the department of museums proper level wise structure is not maintained. At some level the staff pattern is missing and as a result consistent and better performance can not be obtained. The information that is obtained from the government records is that on July, 2011 the establishment position at the government museums is as under.

**Table No. 5.3 Establishment positions at the Government museums**

Class	Sanctioned Posts	Filled up Posts	Percentage of Filled Positions
1	01	01	100%
2	14	07	50%
3	71	38	53%
4	122	100	82%

It is found from the above details that more than 50% posts are lying vacant. No attention is paid by the government to fill up those posts. The result is that the work is adversely affected. The staff is overburdened with extra work and so their own work is delayed. The employees are unable to pay enough attention to their own jobs and as a result poor quality of performance is given out. It is also that if vacant positions are not filled up for a long time the portfolio attached to it is also badly affected. It is reported that the ratio of vacant position in the cadre of Head of the museum is alarming. At first, each museum is headed either by a Curator in

the cadre of Class II officer if the museum is big in size or by an Assistant Curator in the cadre of Class III officer if the museum is small in size. The present structure of administration may be taken as satisfactory but it is not ideal from the point of view of its productive value. It is reported that there are 9 curators in the positions of class II and five assistant curators class III in a smaller museums. These are sanctioned post., but if the present scenario is different. There are only two curators and no assistant curators among all the 15 government museums.

In the lower cadre too adequate man power is required. It is desirable that the director should have assistants working under him and these assistants would look after different functions. The director can delegate due authority to take decisions and powers to implement the work as per the determined plan. Thus he can work effectively and put his subordinate staff to effective work too. But it is observed that almost 50 % of position is lying vacant and they are not filled up in time by the government. As a result, the situation that is caused is almost paralytic and therefore, no effective work and result oriented performance can be expected.

It is suggested by one expert that for the ideal structure and style of administration of all museums, they should be classified in to four categories like A, B, C, D. Based on the category, specific staff pattern should be determined. Then the administration must be equipped with enough staff and financial resources. At present, there is no problem felt about financial resources and enough funds are made available by the government. But it is found that though the recruitment of qualified staff is provided on the line of central government guideline through the GPSC, the allotment of the staff is not done properly. The allotment of staff is done randomly and the result is where there is requirement of staff there are no posts available and likewise where less staff is needed more posts are assigned. The present structure is uneven. It requires more improvement in terms of the staff pattern.

If management is adequate with adequate sharing of jobs and adequate delegation of authority, it would make great difference in achieving desired results. But the present system of government museums in Gujarat does not show this kind of equilibrium of administration. As a result, certain aspects of its administration are seriously lacking due attention on the part of top officers.

Further, under the bureaucratic set up at the government museum the spirit of museum is missing. The structure is there, rules and regulations are also there, staff is there, money is there, infrastructure is there, everything is there, but the spirit of work is missing. Qualified persons may be appointed in various positions but their knowledge and skills are not duly recognized by the management at the government museums. These are the persons having insight in to the concerned areas of work and they might have important suggestion to offer. But they do not give due consideration in the system and the system remains unchanged. Such a situation kills one's motivation and his job performance remains just a routine work. It is devoid of innovativeness. Under puffing ego of bureaucrats and rigidity of system creativity of a qualified employee loses its space. Such a condition gets revealed from suppressed tone of complaints and grumbling from among employees in the middle and lower cadres. For instance, for any matter related to curatorial aspect or security aspect, the suggestions of employees in the position should be duly considered for improvement in the present status. But instead under any pretext, their suggestions are ignored. This causes frustration in the minds of the employees and they would not show any readiness to contribute to the present system.

The government museums are found to be suffering two types of deficiency. They are like under staffing and inadequate security arrangements. On personal observation it is found that there is one post of a curator each appointed at five big museums located at Vadodara, Junagadh, Jamnagar, Dharampur and Kaccha. These are permanent posts of curators.

The posts of curators are still vacant at the museums at Junagadh, Prabhas Patan, Rajkot and Vadodara. Further, small museums like those at Vadnagar, Shamalaji, Chhotaudepur, Sapputara and Bhavnagar have the posts of assistant curators. A new museum is coming up at Patan and it will have a post of a curator. For the purpose of smoothening the administration, these curators are transferred from time to time.

A curator's position is sensitive one in view of keeping up the quality of collection at a museum. He is the one who undertakes care, safety and quality maintenance of objects through scientific methods and processes. He has to be technically sound in his knowledge related to all aspects of objects. He has limitations to look after certain amount of objects. Ideally, there ought to have at least one curator appointed separately for a big museum and one for a cluster of three or four small museum located nearby each other. But such low number of technical staff shows how negligent is the government to this technical aspect of the museum management. In fact, a curator has to have a good team of technical expert to look after various kinds of objects for longer life and better finish. These are the people who can show objects fresh, clean and evocative with their care. The beauty of a museum is the result of efficiency on their part.

The other thing that is widely observed is that the present staff is not properly trained for their jobs. The staff appointed both in the administration and curatorial departments do not possess enough knowledge of current material and methods of keeping objects in good condition. The curatorial management seems to lack insight and awareness in to the sensitivity of the function. As it happens with the administrative staff, the staff in the curatorial department too is not properly trained to carry out their duties efficiently. They do not update their knowledge and technical know-how through proper training schedules. As any one goes on retirement from his job his post lies vacant. It is a kind of loss to the organization in the sense that a trained worker having long experience and



good understanding leaves the organization and vacuum is caused in his position. If the post is filled immediately the loss might be reduced to some extent and the work can be managed somewhat. But the fact to regret is that the government does not show any desire to fill those positions and as a result there is a short fall of staff in these departments. Specially because of more and more vacancies lying vacant and undue delay occurs in recruiting staff on those vacant positions. This causes shortage of workforce which affects ultimately the quality of performance.

There are some other factors too that affect the quality of the performance of the staff. They frequently transfer the staff from one museum to another museum. One cannot enjoy steadiness of work and responsibility when he is under the doubt that any time he will receive the transfer orders and he will have to move elsewhere. Before he concentrates on his present job and tries to settle down in his work position he is moved to another place.

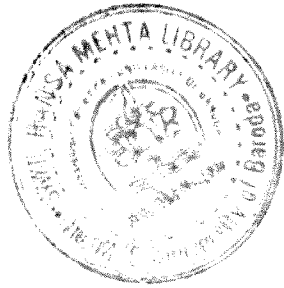
It has been seen that important technical and non-technical post of the museums' department is filled by transfer of the persons of the other departments. Due to this such employees are untrained and they are not willing to receive any training. They are not motivated for jobs which are assigned to them and it results in unfinished jobs or poorly performed jobs. What is more surprising is that these people in fact consider them as responsibility on the government. So even if they do not put up work up to expectation nothing can be done about it. Such employees have to be tolerated in the organization under the pretext of honouring human rights and sympathy for the deceased. But this ultimately results in to loss to the organization. Those in the staff who are willing to learn things do not get opportunities of training during the year. Many of them are under trained for a job they have to carry out. Further, there are very less chances of meritorious staff selection at state level and national level for advanced training programs.

One thing that distinctly noticed is that there is lacuna noticed in the communication system among the members of the staff. Even with modern equipments available the communication channel horizontally or vertically is not actively operating. The communication is one sided that is from the top to the bottom and it is mostly in the form of orders and instructions. The subordinate staff is supposed to carry out the orders. They get no chance to suggest anything to the higher management. The problems faced at the bottom level are conveyed through formal representations but no one pays much attention to them. Likewise, simultaneously the motional and target oriented approach expected from the upper management does not work through in a proper way. Further, active and innovative suggestions imparted from among the staff in the lower level positions are not appreciated in the bureaucratic set up of the organization. What is needed is climate change. The present bureaucratic set up should be replaced with that of professional spirit. There is no system of periodical reviewing the performance of the employees. As and when the director or the head of the department pays visit to the museum he gives out his review of the work.

More crucial is the safety arrangements and security system. Both these are seriously lacking. Not enough security personnel are employed for the job of security of collection. The collection at the government museums is precious in terms of its heritage value. So adequate safety arrangements are very much required to safe guard precious collection. It is observed that not enough guards are appointed for this purpose. There are gallery attendants who look after the security of galleries. For the purpose of maintaining security during day and night armed guards are employed. These armed guards check the luggage of the visitors. To check and control the visitors' movement on the museum premises a system of CCTV cameras are installed at the entrance and other crucial spots in a museum. At night, police guards are deployed for night security. They look after the museum

building at night. They are also supposed to prevent any incident of theft. The present security staff includes the following:

1. Armed Guards	06
2. Gallery Attendants	28
3. Police Guards	04



The point is, does this strength of security staff and arrangement sound adequate? It is observed that the premises of many of the government museums are left open for thieves and pilferers to break in the building and take away precious collection. Looking to the wide span of the museum establishment and its activities, more security is needed and more elaborated security arrangements has to be provided for. It is desirable that each museum is provided with enough security staff on permanent basis. Looking to the sensitivity of the present day situation in terms of incidents of theft and pilferage, it is needed that safety arrangements at each museum should be strong with one full time officer and two assistants minimum under him. They should be a permanent staff so that their motivation is kept up and they show commitment to their jobs. But at present, the security staff at many museums is either hired or on daily wages basis. And most persons on the staff are either in the post retirement stage and they are needy about money. So one cannot expect commitment from such security persons.

The security staff is involved with all three functions in more or less sense. It has some involvement with the administration in the sense of safeguarding of documents and money. It is a supportive team that helps to organize administration in a proper manner. The security staff is closely associated with the curatorial section for safeguarding. The security staff is badly needed to help the management of the Public Relations Department. The public relations function is crucial to achieve objective of educational

value of a museum. It is the department through which the museum department reaches out to general public. It invites people to visit a museum and people visit a museum. During the visit people look at different objects displayed in a museum and learn various things. When people visit a museum in good number the question is to manage their flow in such a way that overcrowding, rushing or unnecessary hustling is avoided and the precious object at a museum are saved from any possible damage. Hence, the security staff is needed to control the flow of visitors and to guide them in proper direction.

There are 15 museums located in the state in different districts. It is noticed that at some big museums like those at Vadodara, Jamnagar, Kutch, etc. the flow of visitors remains very high and at some small museums located at rural and interior or remote places like Chhotaudepur, Shamalaji, Vadnager the visitors reported are very few in number. At every museum, the students from schools and colleges form the major part of these visitors.

It is not the physical movement of the people that counts in the museum management. Along with it, people should show interest in the collection. In this sense, it is involvement of visitors that is significant. Visitors as such would not go and look at an object. They need to be guided to see objects. They need to be told what is significant about an object and what exquisite quality it possesses to mark it different from other objects. Hence, to provide guidance to visitors, guide service has to be arranged at each museum. It is observed that this work is partly taken by the staff at a museum like gallery attendants. The security staff also helps them in that. But it causes all confusion. It would also distract their attention from the regular jobs that they supposed to perform and as a result of it their performance is adversely affected. In most cases, the reason is understaffing because of which such adjustments are required to be made to somehow pull on the work. But such a stop gap arrangement has to for the time being and it should not become a permanent feature to cause decay to the

efficiency of the staff. But in the present policy of the government recruitments and new appointments are delayed and such adjustments are enforced upon the system.

### **Educational and Community Extension Services**

The Public Relations Department (P. R.) is maintained at each museum to under take various educational and community based programs. Through such programs, the museum activities can reach out to general public and people will learn about their cultural heritage. There is a need to have more guide service and public information officer. Visitors visit museums and they get benefit from it. But since this is a part of entertainment and pleasure people pay visits to museums usually on week ends or on holidays. So the department has to make necessary arrangements so that visitors are comfortable when they pay visit to a museum. It is the primary duty of the department that necessary information about the objects in the collection is made available to visitors. For the purpose, information brochures and booklets are published and given to visitors free of cost.

### **Information Desk**

Supply of information on objects in the collection becomes a requirement at each museum. The reason is that today visitors expect to receive good information from collection at a museum. This is done fairly well as a part of tourism project. Visitors at museums are treated as tourists and some information material is prepared for them. They are mostly in the form of brochures and catalogues.

It is found that in the museum each object is displayed properly and with it information card is provided with it. The card is specially prepared by an expert in the subject and it provides details of the nature of object, material from which it is made, the story of its genesis with a mention of its creator

or originator, the time and place of its creation, etc. This information is very useful to visitors to learn about that object in the collection. All this is done in a proper manner and that's all. Such information published in the form of pamphlets or brochures is certainly useful to its dissemination to visitors. It may help to spread awareness about the collection displayed at the museum. But one should not forget that when Sir Sayajirao Gaekwad established the museum he looked beyond it. It was to enhance its value on national and international levels by effective spread of the knowledge of its vital features. For this purpose time to time appraisal of the performance is needed. But there is no system available at any of the government museums to carry out appraisal of the information flow. No efforts are being made so far in this direction.

### **Brochures and Information Catalogues**

In the first instance, brochures are printed by each museum in Gujarati as well as in English. It is a crucial part of tourism activities. It provides good information on the museum collection for visitors' guidance. It is a good sign of visitors' treatment by the museum authority. But brochures need improvements with more effective spacing of the content and photographic presentation. Some mistakes are noticed. So, due care has to be taken to avoid mistakes and to make language of presentation more impressive and effective. The presentation in English particularly has to be done with lot of care so that it suits well to the world class audience of visitors. One should know that with increase mobility of tourism across the world many visitors and researchers like to visit these museums. So a brochure has to make a quality presentation of the museum collection to help visitors and tourists in a better way.

All this is done properly in a proper manner as the requirement of the tourism department of the government. They appear good and perfect to fulfil the requirement of the government rules and regulations. But they do

appear as a part of the routine jobs done monotonously. The department also publishes the annual reports since 1943-44 furnishing information of all jobs done during the year. In fact, it is a good part of the information flow allowed by the department. The department started publishing Bulletins under the editorship of Dr. H Goetz and the list shows that each time one theme is taken and the related contents are described with beautiful pictures. It is a good system of information provided by the management with proper and sincere attention. But if you look at the list one can notice distinctly that the list goes up to the year 1976 and then after the flow is broken to go somehow up to the year 1995. But after that it appeared that it was closed down. The point is the good things begin to be followed at the initial point of any information project may be honouring the suggestion of some expert. But it does become a permanent feature of the information system to render benefits to visitors. The information desk is supposed to cater to the needs of visitors on general grounds as they do not carry any specific objectives or purposes when they visit a museum. We may say that with the present arrangements it would be good enough to catering to the needs or objectives of general kinds. But it is not enough to go well with the value of the museums.

Scholars and researcher believe on this line, 'Museums if they are to continue to have any real function, cannot avoid serving education; and if education is to be made effective, one should not neglect the museums.' Pandit Jawaharlal Nehru, the first Prime Minister of India insisted on the educational role in his inaugural speech of the National Museum, New Delhi on 18<sup>th</sup> December 1960 when he said that the museums are not just the place to see old things and are to be called '*Ajayabghar*' alone. He said clearly that they are the essential part of educational system and should offer cultural activities in the country. They are places of open education system. They are considered as centres of education or academic learning. In this respect the recipients are students and researchers on the most part.

Those involved in cultural studies may also have to work out specific objectives and so they also fall in to this category. The basic objective on the part of visitors of this category is to derive knowledge new ideas and thinking through their interaction with the museum collection and to implement them for improvements in the knowledge base and understanding. Therefore, museums do remain as collection of objects to represent the culture and civilization of the region and the people but with it they also have to emerge as effective institutions non-formal education. In my view it is the responsibility of the museums to utilize its collections to stimulate the viewers on their aesthetic sensibilities and impart information and educate them on the continuity of past and present times. Hence visual method of representation can render museums as centres of effective and greater learning in lesser time. Further, the environment that a learner finds at museum is full of beauty, newness and magical experience to add joy and excitement to the learning experience on the part of visitors. There is an opinion clear expressed that museums being cultural and educational centres should be judged by their contribution to education and culture at national and international level. Hence, the functions of this department cannot be compared with other government like the Revenue, Home, etc. Similarly its success cannot be judged by profit generated by income raised from the fees collected from the visitors. In fact, the money taken from the visitors is just the minimum of the recovery made by the expenses incurred by the department. The government takes care of the major part of these expenses and support them with grant in the form of financial assistance. The state government receives a huge grant from the central government to maintain the museum department. This monetary arrangement carries the dual objective to keep up both the cultural heritage value and the educational value of the museums. Now the question is what kind of allocation of funds is determined and implemented by the department of museums operating under the state government. It is observed that the museum department may be managed as perfect government department



with all rules and regulation following in conformity with the laid down objectives. But this is the requirement to be fulfilled for obtaining the audit clearance at the end of the financial year. The annual reports too are published every year in which the reporting of the activities done for all departments. That's all. The requirement is over and it does extend beyond it.

It is essential to recognize the potential of the department and extend it to achieve various purposes of the community. Education is chief among them as it teaches a person how to put his knowledge to creative use. A person's contact with a museum teaches him new ideas and inspires him new thinking. Recognizing this part, the museum department has to plan out its activities by which students from different schools are actively involved and they come out with creative and productive use of their knowledge. Visit to a museum remains a regular feature at all schools appearing glaringly on most teaching plans. The education department has also made it inevitable part for an annual teaching plan that a teacher should follow during the year. But it is mostly observed that these visits come down to become just routine activities devoid of true spirit of education. Such a lifeless way of doing this work will not render any good benefits to students. This lifeless system has to be revitalized with renewed planning and new methods of teaching.

In the present time, students at schools and colleges are made to meet each other and it is done through exchange programs and competitions organized among students at schools located in a state. There is also increase of cross cultural contacts and interactions through visits, symposiums, conferences and government sponsored exchange programs at national levels and with other countries. The schools and colleges at local level should be put in touch with these national and international level programs. It is through interactive programs that awareness can be spread among school and college students.

As museums become popular among people more and more visitors are likely to pay visits to these museums. It is very much needed that museum authority facilitates tourism and visitors' efforts. It will encourage tourism activities and the state and the country will generate good income by it. The table shows that a huge income is generated through visitors. This income is generated despite the free entries are allowed at some museums following the government policy to encourage museum activities in backward and tribal part of the state and to allow subsidies to support them financially.

If some more attention is paid to foreign visitors good income may be generated with higher fees charged from them and this amount can be spent on further improvement and modernization of the museums. Modern technology and means of information technology may be put to efficient use to work out this purpose in an effective way. The museum department organizes exhibitions, workshops, seminars, discussions, etc to involve the general public in the discussion about how the museum activities be made more effective in terms of its utility to general public so that people can know its value in true sense.

### **Suggestions**

The information on the present studies and the status of the government museums in the state have been discussed in detail with a view to draw some suggestions that may help in improvement of museums in the present system. It may please be noted that while making suggestions I do not have any intention to criticize the system or any officer in position anywhere. It is done with clean intention that the system lifts it a little and acquires a status of value. When the government is utilizing the public money to maintain such a huge organization it has to render productive results and it should create innovative impact on people's mind. It has to inspire curiosity in young minds and encourage them to learn new things. The

collection at the museums has to arouse good thinking among them. It has to teach them to learn about new possibilities from our past experiences so that these possibilities can become new methods and ways and means to make human life happier and more comfortable. Further, spread knowledge and thinking affected through these museums can bring about qualitative change in the lives of the people to make them more cultured and civilized. These should be taken in good sense and not to be taken as demeaning or hurting any person associated with the system as it is taken purely for the academic purpose. The suggestions are based on the things and the conditions that is observed in the present system and that are reported by some of the respondents to the questionnaire circulated among them. The suggestions are given separately for the concerned departments for the sake of clarity.

### **Administration**

1. The Director of the Department of Museums should have at least two deputy/assistant directors under him who can look after the two major functions of the organization namely general administration and technical activities of curatorial management. The director may delegate the authority and powers concerning to these functions to them, so that they can handle the management independently. This will relieve from overburden of the responsibilities and he will have enough time left to pay attention to policy matters and plan for future innovations and development.
2. The administrative structure of the organization should be revised from the present one to that of the pyramid type. This structure will affect discretionary measures to distribute the amount of responsibility among the present staff according to the level and capability on their part. By following the pyramid type structure, equilibrium can be affected in the work distribution among the staff

and allocation of responsibility to each of the staff. This will help to make clear line of the system of downward instruction and upward reporting among employees at the office.

3. Enough staff should be appointed for all museums. Looking to the present scenario it is required urgently. Curatorial management is an important part of museum management. There must be a qualified curator who can undertake the functions of collection management scientifically. Curator is a class II officer and it is observed that lots of problems arise when curator is transfer to other museum. It should be advisable to appoint at least one assistant curator in every large museum and both curator and assistant curator will be treated equally responsible for the charge of the collection. So that when curator is transferred, there will be no problem of handing over and taking over of the charge for which curator remain out of his head quarter for long time due to which work of the museum suffer. This is a practical solution for which authority has to think sincerely.
4. Security is another important aspect of museum management. Enough security personnel should be provided according to the scope and size of the museum with appropriate bifurcation of security staff. Present position of security staff is very less in all government museums in Gujarat.
5. The situation of shortfall of staff or understaffing should be avoided by making regular recruitments of a new staff in place of the vacant positions. In case of retirement of an employee advance planning can be done to fill that position in time. In case of an employee's death, the new appointments should be made on early base so that the work is not much affected.

6. In the year 2012, it is observed that due to retirement most of the administrative staff went off and therefore, technical work in a museum suffers due to delay in sanction from the Director's office. Efforts are extremely required to fill the vacant posts to avoid any kind of procedural delay in technical work. Prompt action and quick implementation bring productivity and its benefits closer. This will be beneficial for museum profession to progress.
7. Ample finance is made available to the department of museums by the central government of India. The state government also supports those activities of the museum under various schemes and projects floated under the supervision of the Department of Culture and Youth Activities. So money is not the problem. But what is required is the productive and efficient use of that money by its careful spending. For the purpose, a review committee consisting of officer of museums, experts from Museology department of the country and other officers from the secretariat should be set up. They can review the expenditures from time to time and ensure that they go in conformity with the policy decision and in view of the real needs of the department. By this it is seen that wastage of money is avoided and that it is spent in the right direction. While utilizing the finance, one has to know that the museums are part of public trust and the money allocated for the purpose has to be spent with due care and sense of responsibility. The department has to ensure optimum utilization of finance with efficient audit and review section.
8. The government spends good money on the infrastructure through new constructions and renovation done with old structures. But while doing it, the current demands and views should be taken in to consideration. In such matters, views and opinions should be invited from the staff and also from other experts. The reason is that they

can offer good suggestions for improvements based on their personal experience at work over years.

9. Building works done by PWD is of very poor quality. Considering the special requirements of a museum, consultation and advise of expert architect and engineers from outside will prove an extreme importance. For this purpose work should be done according to the demand of Director/Curator because they are the people who can demand for certain specific technical requirement of the building. The architect and engineer should not avoid their demands.
10. It is observed that many small museums do not have safe and secured premises. It is covered with either a compound wall or with barbed wire fencing. It is found that both these are open at many points and it gives facility to thieves to steal precious objects. Hence, this compound wall or fencing should be repaired at once and if needed the height should be raised and secured with barbed wire or broken glasses fitted on its top. A timely inspection should be done of their condition and necessary repairing should done.
11. A system of communication should be set up that allows the voice of the commonest of the employee to reach up to the top management. When a huge staff is working in the organization there are chances of differences of opinions and grievances. To resolve them a common platform should be allowed by the top management to allow free discussion of the issues that trouble them. This system will help to release the tension that is caused by differences and problems and the employees will work in free and healthy environment. Allow people to speak out their worries and they come out with better performance.

## **Organization**

9. The organization must have good set up of curatorial management. Since it is a technical department involved in up keeping the health and condition of the collection it becomes sensitive part of the organization. The museum has collection, display, education, research, conservation and preservation as its prime activities and they go in the interest of keeping museums attractive and interesting for the people visiting them. This department has to employ innovative methods to render the museum as more interesting. In this matter, the employees of the department should adopt creative and imaginative ideas to affect improvements in the present methods. In this respect, the employees at a lower level should be allowed to speak and offer useful suggestion. The system should be made frank and free to allow any good suggestion.
10. The interpersonal communication needs improvements. Unnecessary hurdles procedural barricades should be removed from the space between the management and employees and the distance should be minimize to the possible extent. For this purpose, suggestions box should be installed at the prime spot on the premises and in all departments so that an employee can write down his suggestion on a piece of paper and drop it in a box. The suggestions should be collected and handed over to the top management for consideration. A committee should be made to look in to these suggestions from the employees and suggest effective measures to the top management.

## **Educational and Community Extension Services**

11. The dynamism of the museum activity is reflected through its contribution to education. They should emerge as true centres of learning with special features like visual experience. The museum should go beyond its present system of stereotypical programs and

think new ways to approach students and academicians in a more imaginative. Instead of going on with stereotypical visits of students during the year that most schools take as routine activity, the museum management should set up a committee having a member representing all school in the town or the city. This committee will maintain live touch with teachers and academicians and know about their current needs in different subjects. The programs should be organized to address these needs. A student's learning experience at a museum has to go as supplementary to his main study and so it should have direct bearing on the subject of the study.

12. Museums remain traditionally an attraction for children for its features of magic, grandeur and pleasure. They remain popular means of entertainment. But in the present time it faces challenges from the audio visual world of entertainment. With 2G and 3G mobile facilities right in their palm, young people take theatres and other means of entertainment as second choice. And in the rush, museums are pushed behind. So the museums need to be projected to people using aptly the audio-visual facilities. Liaison programs should be organized involving school children. Students should be inspired to narrate their experience at a museum and explain in what way they find museums useful to their study. Let students speak about the museum and it will create good impact on other students to inspire them to take benefits.
13. The significance of museums should be explained to people and students at schools and colleges through audio visual programs, interactive sessions and symposiums conducted through students. For the purpose mobile units should be set up that can stay at schools and colleges also at prime public spots like the railway station, bus stops, public garden, picnic spots. The objects of special feature in



the collection at a museum should be highlighted through advertisement and personal contact sessions.

14. There should be a guidance cell set up at each museum. It can be a part of the reception or the liaison department. They may be three units: one may be meant for students from the nursery to the primary level, the second would be for the students of secondary and higher secondary and the third would be for college and research students. Because these students approach the collections at museum with specific purpose and they have specific inquiries to make a team of specialist appointed may guide them in proper direction and impart to them focused information on the subject of their interest. In case, any one from general public approaches museums with specific interest or inquiries some special arrangements can be provided to impart them proper guidance to refer to the museum collection. If the rush of such persons increases a separate unit may be set up for the purpose. It should work under the liaison officer who would organize the required counseling to such specially interested persons. He will guide them and put in the right contact by which they can derive material of their purpose. For this purpose a new post of Curator (Education) can be created to make this activity of education in a more powerful way.
15. To encourage museum activities among school students, competitions are announced and prizes are given for better performance. But such activities remain restricted to big towns and cities. Students in rural areas and remote places do not get such opportunities. So the museum department should form local committees particularly in the rural and remote areas and through it different programs should be conducted to attract students to museums so that they can do more and more use of a museum.

16. Students need to be attracted and informed about the collection at the museums. Generally it is done through visits that the schools organized. How would it be if the museum department takes some initiative and do the liaison work more closely with schools. They may invite teachers from different schools on rotation basis to impart their observation about the experience at the museum. These teachers then share their experiences with their students and students at other schools. Kind of pamphlets can be printed and distributed among students of different schools. Likewise, a mixed group of students may be deputed from different schools and their opinions may be imparted to students at large. The opinions thus collected from two different points may cause positive impact on other students and inspire them to visit a museum.
17. The communication network systems and variety of media like the print media, the audio media, the telecommunication and the internet are current practices to spread information far and wide. All these facilities should be put to optimum use to make promos, advertisement, reports and programs to reach out useful information on some special features that can be useful to students at large. Short ads should be prepared and released from time to time on different channels under the cultural awareness drive to attract attention of students at large.
18. Quiz and other discursive programs should be organized periodically for school and college students and the winners should be honoured with certificates and prizes. Such competition may go up to state and national levels and they may work effectively to invite active participation from the students of different levels.
19. Response and feedback from visitors can form important source that can talk freely about the improvements needed in the system from time to time. Hence, a system may be set up by which responses may

be collected from students, academicians, researchers and also from cultural activist. Suggestion boxes may be installed at prime spots to collect responses. Then a Response Appraisal Cell may be formed and the responses may be handed over to the cell to derive suggestions for improvements. This will allow the voice rising from each corner and segment of the community to reach up to the top museum management and thus, people's contribution of this kind form significant share in the improvement in the present system.

With all the facilities on hand, what is needed is commitment on the part of the museum officers and staff to extend full help and support to those who need it genuinely. They should show equal sincerity and interest by which that new visitor gets encouragement to present his query more freely. With all facilities at stake, it is much required that positive attitude prevails at a museum to allow students and researchers to take maximum benefits in view of their educational requirements. There is not intention of criticizing any one or to raise a finger at any one's follies. The suggestions are made with positive mind and it is expected that they are taken with the spirit of that kind.

## **CONCLUSIONS**

Gujarat possesses rich cultural history. So the land inspires many people to visit this magnificent land with diversity of customs and rituals. Gujarat is recognized for its industries and growing economy. Another jewel in its crown is the tourism industry. The various cities in the state attract huge number of tourists from different parts of the country as well as the world. Gujarat has a long history of struggle and turbulence and one witnesses it and feels it when he visits the museums located at different places in Gujarat.

Gujarat earns prestige in the country for its growth, development and cultural richness. The state has museums too in good numbers. There are more than 80 museums in the state out of them some fifteen museums are government and government manages them. Some of the museums like Museum and Picture Gallery, Vadodara; Darbar Hall Museum, Junagarh; Kutch Museum Bhuj; Watson Museum, Rajkot are well reputed for their collections at international level.

The Museum and Picture Gallery, Vadodara, located at Sayajibaug, is one of the popular museums in the state. It houses in it several collections of the European Art and also the personal belongings of Maharaja Sayaji Rao Gaekwad. This museum also houses some exquisite art objects of Roman and Greek sculptures besides several other articles that are from Asia. These articles are made of wood, ivory, bronze and also include some pottery artwork. Not only that but some of the private museums like Calico Museum of Textile, Ahmedabad; L.D. Museum, Ahmedabad; Shri Girdharbhai Museum, Amreli, Sardar Vallabhbhai Patel Museum, Surat, Aaina Mahal, Bhuj etc. too are also famous for their collections.

The present study is titled 'An Analytical Studies of Administrative and Curatorial Problems of Government Museums in Gujarat'. It is necessary to mention here that the study has been conducted since 2008. The methodology adopted for the present research is described in the concern chapter. The relevant information is drawn from various sources. It has been tried out employing various methods of data collection. Whatever information was made available to the researcher from the museum officers has been presented here and accordingly analyzed. In some cases the museum authority denied too to impart information to the researcher. The data given in the chapters may be found little old because the situations at the museums remained constantly changing. The introduction of the subject is given in the beginning and then explained the development of museums in the world, in India and in Gujarat. Based on the data collected

the administrative and curatorial problems that the government museums in the state of Gujarat confronted in their management are discussed at length in the relevant chapters. It is said that good administration depends mostly on good leadership. It is known that there is a separate directorate of museums in the state government and the Director is supposed to be a leader of all the museum staff. It is expected that the museum director must be taken from the technical side so that he can provide proper guidance to the subordinate staff in appropriate directions. In addition he must be a good administrator. It means that the Museum Director must have knowledge of administration and Museology. As stated earlier, under the Director, there are other posts like Deputy/Assistant Director, Curators and Assistant Curators. These are the key posts on which development of museums depends. It means that these are the key posts and they are considered as the backbone of the museum management. If something is lacking in it, the museums have to suffer heavily. Finance is not a problem for the government museums as enough funding is made available from the central as well as the state governments. The only thing required is to manage the finance well and must be utilized efficiently for the purpose it is provided. The curators and Assistant Curators must be enough competent to send proposals in the interest of the development of their museums. They should do it as and when directors call for that. With the help of a Deputy/Assistant Director, the Director prepares a consolidated plan for development of museums in the state. The plan should contain innovative ideas. It has to be submitted to the government in time for sanction and allocation of grants. The researcher intends to point out here the importance of all these technical posts whose help is extremely necessary for the progress of the museums. Without these people, no progress is possible. The researcher also wishes to point out the present situation of the Department of Museums, Gujarat State. But it may be noted that since she was started collecting data, many changes have occurred.

In the year 1997, Dr S K Bhowmik retired as Director of Museums, Gujarat State. He was the technical director. Since his retirement, for a long time the department remained under the directorship of GAS officers. These officers hold an additional charge of the Director of Museums of the Gujarat State beyond their regular duties. Naturally, no progress can be expected in such conditions. The degradation of government museums started with it. After a few years Dr S N Pande was appointed as the Director. He too was from technical side. After his retirement in the year (January 2009), Mr R D Parmar appointed as the Director. But within a short period he too retired in the year (June 2011). So with it the same situation came again and an additional charge has to be given to a GAS officer. Presently in June 2012, Mr M M Pathan holds the post of the Director of Museums, Gujarat State. This charge goes beyond his regular duties as officer of the Secondary Education Board. The result is that he hardly gets time to pay due attention to the government museums. He just comes, signs the papers and goes back to his usual duties in Secondary Education Board. In such circumstances only routine work is carried out in a stereotypical remain manner and the development of museums remains unattended. The subordinate staff feels satisfied with routine jobs and no leadership and inspiration is provided to them for innovative thinking and constructive action-plan.

On the second part, in all the fifteen government museums in the state, there is only one Assist Director appointed and that officer is also going to be retired on 31<sup>st</sup> July 2012. He is from the technical side, but unfortunately this expertise will be a loss in due course of time. Regarding Curators, there are only two curators left out of 9 and no Assist Curators out of 5 at present among the 15 government museums in the state. It indicates that no appointments against the vacant posts have been made since long. When such critical situation prevails in the department of museums what progress can be expected? We came across the various functions and activities of museums but in absence of expertise what can be done is a real problem. It

is not mentioned here regarding the situation prevailing in class III and class IV employees. It is also worst because day by day staff from all categories is retiring and no new recruitment of staff is being made. How this loss can be adjusted in the department is uncertain because these are the institutions connected with public activities and education providing institutions to the society at large. Hence it cannot be compared with other government departments. Here highly specialized staff is required to carry out the various functions of a museum.

It is urgent that the government of Gujarat has to look into this problem with utmost seriousness to find out solutions for problems. Economy cannot be interpreted in the sense that cultural heritage has to sacrifice. If no correct attention is paid towards this object, we are going to lose the invaluable heritage and it will be a great loss. No one on the part of the government tries to understand this problem. It has to start actually from the Chief Minister; Minister, Culture Department; Concerned Officer from Finance department and Secretary of Culture Department. These people have to meet and deliberate to give enough thought to this problem. They have to make efforts to save invaluable cultural heritage. First they should decide to fill up all the vacant posts with duly qualified persons. For the purpose they should form a committee consisting of expert museologists and some of the government officers to make a special drive for recruitment of museum personnel for all government museums in the state. If cultural heritage is to be saved this can be one of the immediate solutions. The government has to think crucially about the situation so that valuable collection of objects at the museums are conserved and preserved with due care and they are put to optimum use and value in the interest of the enhancement of our cultural treasure that we have inherited from our ancestors.