



UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM
NATIONAL MUSEUM OF TANZANIA

GUIDELINES FOR ESTABLISHING MUSEUMS IN TANZANIA



FEBRUARY 2026

// TABLE OF CONTENTS //

TABLE OF CONTENTS.....	i
FOREWORD.....	ii
ACKNOWLEDGEMENTS.....	iv
ACRONYMS AND ABBREVIATIONS.....	v
DEFINITIONS OF KEY CONCEPTS AND TERMS.....	vii
EXECUTIVE SUMMARY.....	vii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background.....	1
1.2 Rationale.....	1
1.3 Scope.....	2
1.4 Importance of Museums in Society.....	2
CHAPTER TWO: ESTABLISHMENT OF NATIONAL MUSEUM OF TANZANIA.....	4
2.1 Vision and Mission	4
2.2 Functions of the National Museum of Tanzania.....	4
2.3 Core Values of the National Museum of Tanzania.....	5
2.4 Objectives of Developing Guidelines.....	5
CHAPTER THREE: REGULATORY FRAMEWORKS OF THE GUIDELINES	8
3.1 Policies.....	6
3.2 Legislations.....	6
3.3 Others.....	7
3.4 International Frameworks.....	7
CHAPTER FOUR: THE GUIDELINES.....	8
4.1 Fundamental Standards and Conditions for Establishing a Museum.....	8
4.2 Features of Museum Premises and Location.....	9
4.3 Museum for Public Appreciation.....	10
4.4 Procedures for Establishing a Museum.....	11
4.5 Roles of the National Museum of Tanzania.....	12
4.6 Users of the Guidelines.....	12
4.7 Monitoring and Evaluation.....	14
REFERENCES.....	15

FOREWORD

From the Chairperson of the Board of Directors of the National Museum of Tanzania

The museum sector in Tanzania is undergoing a significant transformation, marked by growing public interest, expanding private and institutional initiatives and increasing expectations regarding professionalism, accountability and public value. As the governing body of the National Museum of Tanzania (NMT), the Board of Directors is responsible for providing strategic oversight, policy alignment, and institutional stewardship for the national museum system and the broader museum ecosystem.

The Technical Guidelines for Establishing Museums in Tanzania respond to the Board's long-standing commitment to safeguarding the integrity of museological practice while enabling orderly, inclusive, and sustainable growth of museums across the country. These guidelines articulate the professional, ethical, and governance principles that distinguish museums as specialised public-interest institutions, entrusted with preservation, interpretation, and transmission of cultural heritage for present and future generations.

From a governance perspective, the guidelines serve as a strategic tool to ensure consistency, quality assurance, and compliance across public, private, and community-based museums under national oversight. They reinforce the National Museum of Tanzania's role as the professional reference institution for museological standards, ethical conduct, and institutional accountability, while respecting the autonomy and diversity of non-state actors in the sector.

The Board underscores that professional excellence in museum practice goes beyond minimum legal compliance. It requires adherence to ethical standards, transparency in collection management, respect for cultural values, and a commitment to public service. These guidelines therefore provide a shared professional platform through which museum practitioners and stakeholders may engage constructively with emerging ethical dilemmas, governance challenges, and strategic opportunities.

Ultimately, the Board views these guidelines as a foundation for building public trust, strengthening partnerships, and positioning Tanzania's museum sector as credible, professional, and responsive to national development priorities. The Board remains committed to overseeing its effective implementation and continuous alignment with national policy and institutional strategy.



Dr. Oswald Masebo
Chairperson of the Board of Directors of the National Museum of Tanzania
February, 2026

From the Director General of the National Museum of Tanzania

The National Museum of Tanzania (NMT) is mandated to lead, coordinate, and regulate museum practices in the country while ensuring the highest standards of professionalism, technical competence and ethical conduct in the management of cultural heritage. The preparation of the Technical Guidelines for Establishing and Managing Museums in Tanzania reflects this operational and strategic responsibility.

These guidelines provide a practical, professional framework for individuals, institutions, private organisations, and public entities to establish and manage museums that meet national and internationally recognised standards. From an operational perspective, they clarify procedures, technical requirements, and professional expectations for museum planning, governance, collection acquisition, research, conservation, documentation, exhibition design, and public engagement.

As the Director General responsible for overseeing museum operations nationwide, I regard these technical guidelines as a critical tool for implementing national cultural heritage policies and ensuring effective, consistent, and professionally sound museum practices. They provide a common reference point for museum professionals and stakeholders, enabling them align their initiatives with national heritage priorities while responding to local contexts and community needs.

The guidelines further strengthen professional capacity within the museum sector by promoting ethical integrity, technical excellence, and innovation. They encourage museum agendas rooted in African and Pan-African heritage discourses, exhibitions that communicate cultural values authentically and with respect, conservation approaches that integrate indigenous knowledge and environmental sustainability, and documentation systems that empower communities to preserve and interpret their own histories.

The National Museum of Tanzania (NMT) will provide technical guidance, supervision and professional support to museum stakeholders to ensure effective implementation of these guidelines. Through continuous engagement, monitoring and periodic review, the NMT is committed to strengthening a museum sector that is professional, inclusive, and capable of safeguarding Tanzania's heritage in a rapidly changing world.



Dr. Noel B. Lwoga
Director General of the National Museum of Tanzania
February, 2026

// AKNOWLEDGEMENTS //

The Guidelines for Establishing and Managing Museums in Tanzania have been prepared in response to growing public demand to safeguard cultural heritage and to the Government's recognition of heritage as a cornerstone of national identity and pride. The successful preparation and completion of these guidelines would not have been possible without the tireless cooperation, commitment, and expertise of our board members, staff, as well as the contributions of numerous stakeholders, partners, and contributors from the public and private sectors, academic institutions, and civil society organisations who actively participated and provided valuable insights throughout the process. On behalf of the Management of the National Museum of Tanzania (NMT), I wish to extend our most profound appreciation to all stakeholders, institutions, contributors, and experts who played an instrumental role in this endeavour.

In particular, I would like to acknowledge the dedicated NMT staff for their contributions to the preparation of these guidelines. Their professional research, extensive literature and archival review, and dedication to structuring and organising the work were invaluable to this achievement. Special appreciation is also reserved for the NMT's Directorate of Museums, Monuments and Sites for its supervision and coordination in ensuring the success of this vital document. Integration of technical advice from within and outside the museum, while professionally convening and guiding internal and external stakeholder consultations, ensures that the final output is comprehensive, context-responsive, and aligned with national and international best practices.



Dr. Noel B. Lwoga
Director General of the National Museum of Tanzania

ACRONYMYS AND ABBREVIATIONS

NMT	National Museum of Tanzania
UNESCO	United Nations Educational, Scientific and Cultural Organisation
URT	United Republic of Tanzania
ICOM	International Councils for Museums
AU	Africa Union
MNRT	Ministry of Natural Resources and Tourism
Dr.	Doctor
Cap.	Caption
No.	Number
Hon.	Honorable

DEFINITIONS OF KEY CONCEPTS AND TERMS

Conservation	Refers to specific professional practices and principles involved in preserving museum collections. This could include both preventive and remedial conservation. Preventive conservation aims to minimise deterioration and damage, while remedial conservation involves both physical and chemical interventions, such as treatments and the repair or stabilisation of objects in a museum.
Inspection report	It is a professionally prepared document and is used to assess the condition and suitability of a museum as an institution and its facilities for housing museum collections. It often includes checklists for various aspects like security, fire safety, environmental conditions, and collections care, institution technical capacity and capability, to identify potential problems and ensure the long-term and sustainable management of the museum and preservation of museum objects.
Inventory	An itemised list of objects, either in physical or digital document format, that serves as a comprehensive list of items within a museum collection. This inventory helps museums track and manage their artefacts, ensuring proper records of their location, condition, and other relevant information.
Museology	Museology is the science or practice of organising and managing museums as scientific institutions. In practice, museology is constituted by three concepts: museography, museality and musealization. Its scope of operation ranges from the collection of specimens (museum objects), research on their fabrications, and the related documentation and preservation work.

Museum	Refers to both public and private educational and cultural heritage institutions that acquire, conserve, document and exhibit cultural and natural heritages in Tanzania.
National Museum of Tanzania	Refers to the NMT as the supreme heritage institution established under Section 3 of the NMT Act No. 7, 1980 and its review in 2022
Museum professional	A professional working in the museum field encompasses roles such as curators, educators, conservators, and administrators. A person who focuses on the practical aspects of museum work and the knowledge and skills required for museum professionals. Such museum-related knowledge covers topics like museum management, care of collections, exhibition development, educational programming, and evaluation methods.
Preservation	Are the professional practices and procedures applied to protect and maintain museum collections, including artefacts, documents, and other cultural heritage items, for the long term? It involves preventing deterioration and damage through various strategies like environmental control, proper handling, and preventive conservation.
Registration	Detailed outlines of the process for documenting the biography of the museum object, keeping the tracking records of museum objects from the moment of acquisition, and then entering the museum's collection. It ensures that each object is identified correctly, recorded, and accounted for, facilitating provenance research, condition assessment, and future management.
Restoration	Skilful and detailed physical or chemical intervention process of returning a damaged or deteriorated museum artefact to its original or desired state, often involving techniques like cleaning, stabilisation, and reconstruction of missing parts.
Traditional knowledge	Indigenous knowledge or skills used in manufacturing tools, weapons and other items

// EXECUTIVE SUMMARY //

The Guidelines for Establishing and Managing Museums in Tanzania provide a comprehensive framework for the creation, governance, and sustainable management of museums nationwide. Developed in response to the growing need to safeguard Tanzania's cultural and natural heritage, the guidelines emphasise the role of museums as custodians of identity, knowledge, and memory, and as catalysts for education, research, tourism, and national development.

The guidelines articulate the policy and legal context that underpins museum development in Tanzania, aligning with national cultural policies, heritage legislations, and international standards. They define the fundamental conditions for establishing a museum, including institutional permanence, a clear ideology and mission, a collection of values, appropriate facilities, and qualified personnel. These principles ensure that any museum initiative is grounded in professionalism, sustainability, and relevance to community and cultural needs, as well as to national policies and values.

In addition, the guidelines set out standards and best practices for collection acquisition, documentation, and conservation to ensure that tangible and intangible heritage is ethically sourced, properly recorded, and preserved. They also outline exhibition and interpretation to deliver engaging, inclusive, and educational experiences for diverse audiences, as well as governance and management structures that promote transparency, accountability, and effective leadership. Furthermore, the guidelines emphasise digital transformation and innovation by leveraging ICT for archiving, accessibility, outreach, and community participation, and by encouraging partnerships with local communities, civil society, academic institutions, and international partners to enhance relevance and sustainability.

The guidelines further recognise the role of museums in addressing contemporary challenges, as articulated in the Tanzania Development Vision 2050, including poverty, illiteracy, climate change, globalisation, youth engagement and empowerment, and broader inclusivity, while positioning museums as spaces for dialogue, creativity, and innovation. Ultimately, these guidelines serve as a practical reference for government agencies, private-sector actors, cultural institutions, communities and individuals interested in establishing and managing museums in Tanzania. They clarify procedures and standards while reinforcing the collective responsibility to preserve and promote the nation's heritage for present and future generations.

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

Museums in Tanzania are envisaged to represent African societies in a natural-cultural context. In this capacity, therefore, the NMT, as a Pan-African cultural institution, adheres to the principles of an African people-centred approach. The National Museum of Tanzania (NMT) ensures that both public and privately owned museums recognise and understand the values and standard procedures for managing museum objects, recording, and archiving materials in their possession, and continue to preserve them as part of the nation's cultural history and cultural bearers.

Recent studies on African museums and cultural development in the post-colonial era indicate that, although museums have adopted a repository role for cultural values, they have, to some extent, supported cultural rediscovery, especially since independence. Museums set up in Africa are yet to contribute significantly to the decolonisation of their countries' history and culture. On the other hand, since the 1960s, Tanzania has sought to establish and develop mechanisms and strategies to ensure that many museums are established and maintained in the country, thereby expanding the scope of preserving African culture. However, the recent survey conducted by the NMT over the distribution and development of both public and private museums in Tanzania indicates that there is a fair and increasing attitude of the desire of the community, individuals, and private institutions to establish museums; and, at the same time seeking technical assistance, advice, and guidance from the NMT on how to go about. Under national law, the NMT is now the sole supreme public institution responsible for advising the government and the general public on guidelines for the establishment and management of museums. Against this background, NMT prepares these technical guidelines.

1.2 Rationale

The rationale for developing these guidelines is based solely on a critical assessment of museum operations in relation to national cultural policies and legislation, the historical foundations and mandates of museums, and the state's expectations for the envisioned Pan-African Museum. Since 1962, the NMT's target has been to re-Africanise the methodological approaches and theories that govern, direct, and control thinking about African socio-cultural narratives and presentations. Despite Africanisation efforts, particularly during the 1960s and 1980s, progress in re-Africanising museum thinking and the interpretation of archaeology and history has been limited. Instead, it has inherited the conventional colonial discourse on the dissemination of heritage knowledge. Escaping this predicament depends on the resources and readiness among museum professionals on African narratives.

¹ IAARR; Museums and Development in Africa, Indexed African Journals Online: www.ajol.info, 2010

² Philip Maligisu; The Role of the National Museum of Tanzania on Fostering National Identity in Post-Colonial Period: A Pan-African Perspective; M.A (Heritage Management), Dissertation; University of Dar es Salaam, 2018.

³ Lwoga, N.B., Jamvi, M., Ndyababo, A. and Emmanuel, G. (2021). Museum Sector Survey in Tanzania: Preliminary Findings, Dar es Salaam: E&D Vision Publishing.

Some limitations of these changes include the lack of collective mechanisms and instruments, such as technical guidelines and sector-specific binding ethical codes, that guide museum professional conduct and establish standards. These guidelines, therefore, provide specific guidance that will enable museum workers to transcend the specialist and professional outlooks of the museological disciplines when establishing museums in the country.

1.3 Scope

These guidelines apply to public and private institutions, community initiatives, and partnerships seeking to establish museums in Tanzania, and to ensure that such museums are developed in accordance with professional museological practices. Further, it extends to the structural, administrative, and operational requirements for establishing a museum, including governance protocols, staffing, facilities, collections acquisition, documentation, conservation, exhibition, and public engagement. It ensures that newly established museums serve as centres for research, education, and cultural identity, while promoting inclusivity, accessibility, and sustainability.

1.4 Importance of Museums in Society

Museums play a vital role in preserving, interpreting, and presenting humanity's cultural and natural heritage. They serve not only as repositories of objects and knowledge but also as spaces for learning, dialogue, innovation and inspiration. Their importance in society can be understood through several dimensions;

- Museums safeguard cultural, historical, and natural heritage, ensuring that future generations have access to both tangible and intangible legacies, by conserving and documenting collections, protecting them from loss, damage or destruction.
- Museums are centres of lifelong learning that provide educational opportunities which complement formal curricula, inspire curiosity across age groups, and support academic research by granting access to collections, archives and specialised knowledge.
- Museums strengthen patriotism, cultural identity, and national pride through showcasing traditions, national values, and achievements. Thus, fostering a sense of belonging and continuity.
- Museums contribute to tourism and local development by attracting both domestic and international visitors, stimulating cultural industries, and providing employment opportuni-

- Museums embrace innovation by expanding access to heritage through technology, virtual exhibitions, digital archives, increasing outreach and inclusivity, hence connecting with global audiences and gaining insights on current trends.
- Through research, museums raise awareness on various existing global challenges such as climate change, biodiversity loss, and the need for sustainable development. As such, it advocates stewardship of both cultural and natural resources.

CHAPTER TWO: ESTABLISHMENT OF THE NATIONAL MUSEUM OF TANZANIA

2.1 VISION AND MISSION OF THE NMT

2.1.1 VISION

To have a society with a strong sense of value and pride in its heritage and culture for sustainable conservation.

2.1.2 Mission

Protect, promote and manage the national heritage for awareness creation and recreation for the present and future generations.

2.2 Functions of the National Museum of Tanzania

The functions of NMT as stipulated in NMT Act Cap. 281 Section 3A (a) -(f)⁴ shall be to:

- 2.2.1 Identify, protect, preserve and transmit the cultural and natural heritage of Tanzania;
- 2.2.2 Conduct research and disseminate knowledge in the fields of scientific, cultural, technological and human evolution;
- 2.2.3 Promote Tanzania cultural heritage resources in academic, social and economic development;
- 2.2.4 Engage formal and informal education and lifelong learning, through development and transmission of knowledge, programmes and exhibitions;
- 2.2.5 Interpret and disseminate knowledge on collections, monuments, conservation areas and sites within its specific areas of expertise and to organise exhibitions as appropriate;
- 2.2.6 Perform any other functions necessary for the promotion, control and management of museums.

2.3 Core Values of The National Museum of Tanzania

In pursuit of its Vision and Mission, NMT is guided by six (6) core values that define its desired organizational culture and hence embraces and institutionalizes them to ensure satisfaction and expectation of stakeholders. The following core values that constitute the institution's operational culture are espoused; **Integrity, Creativity, Teamwork, Accountability, Professionalism, Customer focus and Result focus.**

- 2.3.1 **Integrity:** To uphold the highest standards of conduct and commitments while acting in the best interest of the country.
- 2.3.2 **Creativity:** Embrace innovation in service delivery.
- 2.3.3 **Teamwork:** Support one another, work cooperatively and respect one another's views.
- 2.3.4 **Accountability:** Accountable for actions and outcomes
- 2.3.5 **Professionalism:** Strive to deliver the best services to the customers with utmost quality.
- 2.3.6 **Customer Focus:** Always treat customers and colleagues with courtesy and be responsive, timely and proactive to meet public needs in conservation.
- 2.3.7 **Result Focus:** To prioritise action that creates impact rather than focusing on processes.

2.4 Objectives of Developing Guidelines for Museums

2.4.1 Main Objective

These guidelines are intended to ensure that every museum (public and private) established within the country adheres to professional and ethical practices that safeguard national heritage while promoting research, accessibility, education, and community participation.

2.4.2 Specific Objectives

These guidelines specifically aim to;

- a) Guide museum establishments that adhere to required standards in accordance with national identity and values.
- b) Provide a framework for stakeholders to systematically manage museum operations.
- c) Champion for cultural identity rediscovery by building and showcasing narratives related to African perspectives and reality in museum operations within the country.
- d) Encourage the establishment of museums nationwide through public engagement, outreach, and other related programs.

CHAPTER THREE: REGULATORY FRAMEWORKS OF THE GUIDELINES

These guidelines align with the following national policies, legislation, regulations, and international instruments governing museum establishment and management.

3.1 Policies

3.1.1 Antiquities Policy (2008)

This policy aims to ensure that the nation's cultural and historical heritage is effectively utilised to contribute to the economy and national development through tourism. It provides guidance and directives on researching, collecting, and preserving antiquities⁵.

3.1.2 National Cultural Policy (1997)

The NMT, as the Government's supreme organ for museum development, is aware that the management, protection, and promotion of our cultural heritage are civic responsibilities and shall be supervised by the Government. Since the NMT is the supreme agency for managing and developing museums as cultural institutions, it is hereby obliged to establish mechanisms that shall sensitise the public to a better way of carrying out the management of the cultural heritage in our country by identifying and owning the national treasure as directed by the National Cultural Policy of 1997⁶.

3.1.3 National Tourism Policy (1999)

This policy guides the use of antiquities, records, archives, and historical sites as tourism attractions for the benefit of both the community and the nation.

3.2 Legislations

3.2.1 NMT (Act No. 7 of 1980, revised 2022)

The guidelines have been developed pursuant to the National Museum Cap 281, Act No. 7 of 1980, revised 2022⁸; whereas, article (15) gives power to the Board of the National Museum with the consent of the Minister responsible for the Museum, to make regulations for the better carrying out and giving effect to the provisions of the National Museum Act. The regulation may include, but not be limited to, (a) securing the due administration of the National Museum; (b) preserving the objects collected in the National Museum or any Museums to be established in the URT under article (3) of the National Museum Act.

3.2.2 Antiquities Act Cap. 333 Section 17 A (1)-(3) (a)-(b)

The guidelines have been developed pursuant to the Antiquities Act Cap 333 Section 17A (1)-(3) (a)-(b) that states that a person who intends to operate, control or manage a museum under this Act shall apply for registration to the Director⁹ in a prescribed form, whereas the procedures and requirements for registration of a museum shall be specified in the rules¹⁰.

⁵ Antiquities Policy (2008)

⁶ National Cultural Policy (1997)

⁷ National Tourism Policy (1999)

3.3 Others

Tanzania Development Vision 2050

Culture and National Ethos are among the key principles guiding the vision, focusing on a nation that preserves, promotes and safeguards the country's cultural heritage and national ethos to reinforce national identity and unity, benefiting both current and future generations¹¹.

3.4 International Frameworks

Globally, the guidelines draw on international standards and conventions that shape contemporary museology. Tanzania is a signatory to UNESCO conventions, including the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, the 1972 World Heritage Convention, and the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage. These instruments emphasise the protection, documentation, and transmission of both tangible and intangible heritage.

In addition, the International Council of Museums (ICOM) Code of Ethics provides a professional framework for museum governance, collections management, and community engagement. The United Nations 2030 Agenda for Sustainable Development further situates museums as key actors in advancing Sustainable Development Goals (SDGs), particularly in education (SDG 4), sustainable cities and communities (SDG 11), climate action (SDG 13), and partnerships (SDG 17).

⁸ National Museum Cap 281, Act No. 7 of 1980, revised 2022

⁹ Director of Antiquities (DoA), Ministry of Natural Resources and Tourism

¹⁰ Antiquity Act Cap. 333 revised 2022

¹¹ Tanzania Development Vision 2050

CHAPTER FOUR: THE GUIDELINES

To preserve the integrity of cultural heritage, traditional norms, and customs, establishing museums in Tanzania is urgent. These technical guidelines serve as a tool to establish museums that respond to the needs of the cultural, social, economic, educational, technological, and environmental contexts.

4.1 Fundamental Standards and Conditions for Establishing a Museum

The following are fundamental standards and conditions for an individual or entity to qualify to operate as a museum;

4.1.1 Permanence of the museum as an institution

A museum must be created as a long-lasting institution with continuity guaranteed by legal, structural, and financial arrangements. For a museum to operate, it needs a stable, well-defined organisational structure and adequate resources to sustain its operations, including legal, policy, and regulatory frameworks, as well as assured access to financial resources.

4.1.2 Institution Ideology

Refers to the guiding philosophy, mission, and vision of the museum. There must be a clearly defined philosophy that guides the museum's specialities. Any live museum must have a defined ideological and/or philosophical plan, sensibly framed in accordance with the institution's opportunities and the needs of the community for whose benefit it is maintained. However, the operation and character of a particular museum should be determined by the nature of the objects/artefacts and heritage expressions which first fall into its possession at the time of its conception. The general character, ideology, and philosophy of any museum should be determined at its very inception.

4.1.3 Museum Collections

Museum collections or objects remain the primary reason for museums' existence. The material culture of a particular museum must reflect the narratives it represents. The collections may include archaeological, ethnographic (cultural history), political, historical, geological, botanical, zoological, art, and paleontological materials. The museum has a responsibility to demonstrate its capacity to maintain collections that fulfil its mission and the community's needs in terms of social culture and political economy.

4.1.4 Museum Facilities

Properly established museums require physical infrastructure, including a minimum secure and climate-controlled, accessible storage for collections, well-maintained exhibition galleries, and public amenities like accessible restrooms, seating, an information area, and spaces for public engagement.

4.1.5 Museum Personnel

A museum must be staffed by professionals with expertise in museology, conservation, heritage management, education, tour guides, research, and administration and management, depending on the nature and type of the collections. Continuous professional development, training, and collaboration with national and international partners will strengthen museum staff capacity.

4.2 Features of Museum Premises and Location

The museum must have the following features:

4.2.1 Museum Location

It is advisable that the museum be located around community areas for easy access, and surrounded by residential houses, with social services such as shops, worship areas, hospitals, schools, and public transport centres.

4.2.2 Easy access to the exhibitions

The museum should provide convenient access to the exhibitions, including quick, easy entry with signage, barrier-free access, and accessible spaces that accommodate both physical fitness and individuals with special needs. No decorative features should be permitted that might draw attention away from the collections.

4.2.3 Security

The premises should be equipped with security personnel and equipment. The museum should have a disaster preparedness plan in place with regular checks and maintenance to protect collections, staff, visitors, and facilities from disasters such as fire, floods, biological agents, and natural hazards.

4.2.4 Environmental Parameters

The interior in the exhibition halls and storage units should be well-lit and ventilated, dry, and protected from dust, with relative humidity, light intensity, and temperature not exceeding the standards, depending on the nature and type of collections.

4.2.5 Structural Design

The museum building should be designed in accordance with the themes and nature of the collections it is to contain.

4.3 Museum for Public Appreciation

The best area for the museum to invest in the community is to strive to develop an appreciation of place and culture, community pride, museums preserving heritage, and opportunities for learning and knowledge-generating across all age levels within the community¹². The museum must practise the following:

4.3.1 Collection and the public

The museum's material culture and intangible heritage expressions are among the most valuable possessions of a nation or community. They are to be well preserved, presented, exhibited, interpreted, and well said in a language that is understandable and familiar to the community. It not only enhances reputation but also attracts many visitors and consequent economic benefits.

4.3.2 Museum and the Public/Community

For the museum to be accepted and appreciated, it must strive to uphold the public trust bestowed on it by adhering to its specific mission. It is the museum's responsibility to make the public proud of its cultures and environment. Among the strategies is the preservation of the traditional knowledge, skills, and technology of the society in which the museum exists¹³.

4.3.3 Museum Education Programs

The museum work is interlaced with consistency: sustained, tailored museum programs that initiate and set public agendas, organised to stimulate engaged educational debates about people's cultural history, cultural geography, and an interest in science.

4.4 Procedures for Establishing a Museum

The establishment of a museum must adhere to the following procedures:

4.4.1 Submission of letter of intent

An institution or individual intending to establish a museum shall submit a formal letter of intent to the National Museum of Tanzania. The letter shall state the intention to establish a museum and briefly outline its theme, focus, scope, and location.

¹² Lynda Kelly, Measuring the Impact of Museums in their communities: The Role of the 21st Museum. (Australian National Maritime Museum), 2006

4.4.2 Needs Assessment

- a) NMT will identify cultural, historical, scientific, or natural heritage that requires preservation and public exhibition.
- b) Engagement of government institutions, local communities, researchers, and private partners should be carried out to justify the demand.
- c) Assess location, accessibility, sustainability, funding, and significance of the collections.
- d) Museums must follow conservation-friendly, cultural and inclusive architectural designs, exhibition halls, storage, laboratories, and visitor facilities.
- e) The museum must ensure environmental sustainability that complies with Tanzanian environmental regulations.

4.4.3 Approval and Authorisation

- a) A concept paper or proposal for establishing a museum outlining objectives, scope, proposed collections, governance, and sustainability plan must be submitted to the National Museum for review.
- b) A technical committee at the National Museums of Tanzania will review and evaluate the proposal in compliance with national laws and heritage standards.
- c) If the proposal is approved, the museum will be registered under the Ministry of Natural Resources and Tourism through the Department of Antiquities as stipulated in the Antiquities Act, Cap 333.

4.4.4 Collection and Acquisition

- a) The museum should identify, collect, accession, and catalogue cultural, historical, or natural collections.
- b) The museum should ensure that all collections are lawfully acquired, documented, and safeguarded, thus complying with the National Museum of Tanzania Act 281 and Antiquities Act Cap. 333.
- c) The museum should collaborate with research institutions, local communities, and international partners for sourcing and authenticating collections.

4.4.5 Human Resources and Capacity Building

- a) The Museum should recruit qualified personnel.
- b) The museum must ensure staff undergo professional development.
- c) The museums are encouraged to develop exchange programs with national, regional and international museums for capacity building.

4.4.6 Exhibition and Interpretation

- a) The museum should develop permanent and temporary exhibitions aligned with the museum's themes.
- b) The museum should design educational programs, guided tours, digital content, and community outreach.

¹³ National Cultural Policy 1997.

- c) The museum should ensure multilingual interpretation and accessibility for persons with disabilities.
- d) The museum should ensure that its narratives adhere to the national cultural and heritage policies, national identity and values, and development goals that enhance public awareness and pride in their heritage for sustainable development.

4.4.7 Governance and Management of the Museum

- a) The museum may establish governance structures for effective management of the museum
- b) The museum may develop internal policies on collections, acquisitions, loans, security, and ethics in line with the National Cultural and Heritage Policies, Antiquities Act Cap 333, Museum Guidelines and International Museum Ethics, such as those stipulated in the ICOM Code of Ethics.
- c) The museum should link its services with cultural and heritage tourism strategies as stipulated in the National Tourism Policy.

4.4.8 Funding and Sustainability

- a) Museums may diversify revenue streams, including entry fees, grants, subsidies, memberships, facility rentals, and commercial activities such as cafés and shops.
- b) Museums may forge relationships with national and international museums, UNESCO, ICOM, universities, and tourism boards.
- c) Museums may engage in cultural heritage advocacy at both national and international levels.
- d) Museums may update exhibitions and programs regularly to reflect new research, current events, and changing audience interests.
- e) Museums may leverage virtual and augmented reality and digital archives to enhance visitor experiences and accessibility.

4.4.9 Monitoring, Evaluation, and Development

- a) Museums may establish monitoring and evaluation frameworks.
- b) Museums may establish key performance indicators for visitor numbers, educational outreach, revenue, and collection care.
- c) Museums should gather and incorporate inputs from visitors and local communities for continuous improvement.
- d) Museums should submit their evaluation reports and statistics to the Ministry responsible for museums for national planning and development.

4.5 Roles of the National Museum of Tanzania

4.5.1 Role of the Director General

According to the National Museum of Tanzania Act, Cap. 281, the Director General is the chief advisor to the cultural heritage sector, including public and private museums, on all matters

4.5.2 Inspection of the Museum

The Director General, as directed by the ministry responsible for the museum, under the Antiquities Act, Cap. 333, and the National Museum of Tanzania Act, Cap. 281, is obliged to conduct regular professional inspections and advise accordingly on the procedures and standards for establishing, developing, and managing the intended museum. The inspection report shall be submitted to the parent ministry responsible for the Museum.

4.5.3 Registration and Inventorying

In accordance with the National Museum Act, Cap. 281, and Antiquities Act Cap. Under 333, the Director General is responsible for establishing and maintaining records and inventories of museum institutions operating in Tanzania, following formal consultation with the Director of Antiquities. The updated inventory and progress report will be presented annually to the NMT board before submission to the parent ministry responsible for the museum.

4.5.4 Coordination of the Museum

The Director General is accountable for overseeing, coordinating, and regulating the national interest to be exposed and observed in all museums operating in the country. The national interest shall include, but not be limited to, the national philosophy, ideology, cultural values, norms and national ethics as may be stipulated by the constitution, the cultural policies and any other national regulations and establishments.

4.6 Users of the Guidelines

These guidelines are technical guidance and act as a working tool for all stakeholders in Tanzania involved in the management, preservation, and promotion of cultural heritage. Primarily, these guidelines are designed for museum professionals, including curators, conservators, archivists, and researchers, who rely on them to standardise practices in collection management, documentation, and exhibition development. They also serve heritage practitioners and cultural officers in government institutions and private organisations, providing a reference for implementing national cultural policies and ensuring compliance with legal and ethical standards.

Additionally, educational institutions, students, and scholars of museology and cultural heritage studies utilise the guidelines as a foundation for research, learning, and professional training. The guidelines further benefit community organisations, private collectors, individuals, and emerging museums by offering technical advice on establishing and managing museums. By encompassing both public and private sectors, the guidelines ensure a coherent, inclusive, and professional approach to safeguarding Tanzania's cultural heritage, while promoting public engagement, awareness, and appreciation of the nation's cultural identity.

4.7 Monitoring and Evaluation

The guidelines provide tools for implementing cultural heritage policy in Tanzania. All cultural heritage stakeholders across government departments, agencies, and non-governmental players will use the guideline. Daily monitoring of the guideline will be carried out by the National Museum of Tanzania in accordance with the National Museum of Tanzania Act, Cap. 281 and the Antiquities Act Cap. 333 as directed by the ministry responsible for the museum. Monitoring and evaluation of the guideline's implementation outcomes and impacts will be conducted every five years, and the results will inform improvement.

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