Article

Managing Africa's cultural institutions for global impact and sustainable development

Stanley Timeyin Ohenhen[1,*], Uche Nnawulezi[2], Princewill Chukwuma Abakporo[1], Olayinka Adenikiju[3], Shalom Ibironke[1], Mary-Ann Ajayi[2], Kolawole Olawale[4], Ooreofe-kristi Faniyi[4]

[1] Theatre & Media Arts Programme, Bowen University, Iwo 232101, Nigeria

[2] College of Law, Bowen University, Iwo 232101, Nigeria

[3] Economics Programme, Bowen University, Iwo232101, Nigeria

[4] Music Programme, Bowen University, Iwo232101, Nigeria

* Corresponding author: Stanley Timeyin Ohenhen, stanley.ohenhen@bowen.edu.ng

Abstract: Africa has an extensive and varied cultural history that includes works of art, music, literature, customs, and historical locations. These cultural resources are essential for creating identities, promoting social cohesiveness, and advancing economic development. However, for these institutions to have the greatest impact on the world and contribute to sustainable development, they must be managed and engaged effectively. Exploring the management of cultural institutions in Africa and their potential for global impact and sustainable development is the goal of this research study. The study relies on the extensive review of available literature, case studies, and in-depth interviews with key informants, and data obtained, subjected to content and thematic analyses. It aims to uncover flexible management techniques that can improve the global reach and sustainable development of African cultural institutions by examining successful models and cutting-edge approaches. The results of this study will help those responsible for administering Africa's cultural institutions to formulate practical guidelines and policy recommendations. Africa can further establish its cultural identity, advance cultural diplomacy, and utilize its cultural capital to propel social and economic advancement by utilizing the potential of these institutions for global impact and sustainable development.

Keywords: cultural institutions; global impact; sustainable development; management; cultural heritage

1. Introduction

Africa is renowned for its diverse and rich cultural history, as well as for being the home of several cultural institutions that are vital for fostering social cohesion, identity formation, and economic growth. These organizations, which include museums, art galleries, cultural centers, historical sites, and more, act as archives for historical information, artistic expression, folklore, and societal values. To realize their potential for global impact and achieve sustainable development, these cultural institutions must be managed well. According to Lahusen and Dobrenko (1999). Africa's cultural institutions serve as platforms to showcase the continent's distinctive customs, skills, and aesthetic manifestations. In addition to protecting the cultural heritage of the continent, these institutions support regional and national economies by promoting tourism, job growth, and cross-cultural interaction (Gupta, 2010). For instance, the Ghana Museums and Monuments Board has been instrumental in advancing Ghana's economic growth and cultural tourism.

However, there are many challenges that hamper the efficient administration and engagement of these cultural organizations. The main issues are a lack of finance, restricted access to technology, poor infrastructure, and the effect of globalization on cultural authenticity (Mbembe and Roitman, 2015). The growth and upkeep of cultural institutions are frequently constrained by a lack of funding, which reduces their potential influence. It is essential to examine successful management models and best practices deployed by cultural institutions across Africa to manage these difficulties. Gikandi (2018) emphasizes the significance of comprehending the techniques and methods that have been successful in running cultural institutions. These models can serve as a guide for the creation of cultural institutions of Africa by providing information on long-term funding sources, creative programming, and cross-sector partnerships with the tourism, education, and economic development industries.

Additionally, cultural institutions must adapt to the use of digital platforms for the preservation, promotion, and distribution of African cultural heritage to a global audience in this age of digital technology and globalization. Digital technologies have the potential to assist African cultural organizations reach a wider audience and have a greater impact by enabling virtual exhibitions, online instructional programmes, and overcoming physical limitations. The management of Africa's cultural institutions for global impact and sustainable development is the focus of this research study. This study aims to provide useful insights and recommendations for stakeholders involved in administering these institutions by looking at the difficulties, best practices, and viable strategies.

Enhancing the worldwide impact of Africa's cultural institutions and attaining sustainable development depends on their proper administration. These organizations may protect Africa's rich cultural legacy, foster cultural interaction, and aid in economic progress by overcoming funding limitations, leveraging technology, and implementing successful management techniques.

1.1. Background on the significance of Africa's cultural institutions

The cultural institutions of Africa are of utmost importance since they serve as the guardian of the rich and varied heritage of the continent, embodying its history, traditions, and artistic expressions. According to Anyanwu (2016), these institutions include a variety of establishments including museums, art galleries, cultural centers, libraries, heritage sites, and traditional performance spaces. They are essential for safeguarding and promoting Africa's cultural identity, social cohesion, and economic development. African cultural institutions serve as repositories for historical relics, works of art, manuscripts, and oral traditions, providing a concrete link to the past of the continent (Mudimbe, 1988). This rich cultural heritage enhance African civilizations' collective memory and consciousness by being preserved and displayed (Gikandi, 2018). For instance, the National Museum of Mali houses invaluable artifacts that illuminate the rich history and cultural diversity of the region.

Additionally, these organizations are essential in promoting cultural tourism and drawing tourists from all over the world (Makkan and Kamanzi, 2020). The distinctive collections, immersive experiences, and chances to interact with regional

art, music, and traditions are what drive tourists to Africa's cultural institutions (Richards, 2020). In addition to generating income, this influx of tourists also supports nearby towns and fosters economic growth (Mason and Minnaar, 2018). Additionally, cultural institutions act as fora for cross-cultural interaction and exchange, promoting appreciation and understanding among varied populations (Mudimbe, 1988). They give actors, writers, musicians, and artists a stage on which to display their abilities and express their cultural identities (Gikandi, 2018). These organizations stimulate cross-cultural contacts, broaden perspectives, and encourage tolerance and diversity through exhibitions, performances, and educational activities (Anyanwu, 2016).

Furthermore, cultural institutions contribute to education and research by providing resources and opportunities for academic inquiries (Dabashi, 2006). They support scholarly investigations into African history, art, and culture, enabling the production of knowledge and the dissemination of research findings (Mbembe, 2017). These institutions also offer educational programmes for students, promoting cultural literacy and fostering a deeper understanding of Africa's cultural heritage (Makkan and Kamanzi, 2020). Against this background, this research intends to explore and analyze the management practices of Africa's cultural institutions and their potential for global impact and sustainable development. By investigating the challenges faced by these institutions, examining best practices from across Africa, and identifying strategies for effective management, this research intends to contribute to the enhancement and utilization of Africa's cultural institutions for social, cultural, and economic growth and overall contributions to the achievement of the Sustainable Development Goals within the African continent.

2. Methodology

The qualitative methodologies were deployed to explore the subtleties of managing Africa's cultural institutions for sustainable development and global impact.

2.1. Literature review

The study's first step involved a detailed examination of the body of research on cultural institution management, and sustainable development in Africa. Scholarly publications, reports, and articles were examined closely to find established models of management, success factors, and theoretical frameworks. The main goal was to comprehend how cultural institutions, in the African context, contribute to sustainable development on a global scale.

2.2. Case study analysis

After the literature study, five relevant cultural institutions in Africa were the subject of in-depth case studies. These studies examined the collaborations, initiatives, organizational structures, and management techniques of the selected institutions. The aim was to identify recurring patterns, challenges faced, and best practices that played a role in shaping global impact and sustainable development outcomes.

2.3. Indepth interviews

Structured interviews were conducted with stakeholders and professionals in the field of managing cultural institutions. 15 key informants from a wide range of backgrounds, including academics, government officials, heads of cultural institutions, and members of the community, provided insights, viewpoints, and experiences.

2.4. Data analysis

The data gathered in the course of the study was subjected to content, and thematic analysis: The content analysis involved systematically examining the textual data, to identify specific contents related to the research objectives, which involved archival documents, reports, social media posts and other sources of qualitative data, from which relevant data on the management and global impact of cultural institutions in Africa. Whereas, the thematic analysis involved methodically identifying, analyzing and reporting patterns within the data obtained from various sources and case studies. Interview transcripts and ethnographic notes were reviewed, to identify recurring themes related to the management, impact and sustainability of cultural institutions in Africa. The themes were then categorized and interpreted to provide insights into experiences and perspectives of stakeholders and informants.

2.5. Ethical considerations

Ethical considerations were crucial to the study. All subjects provided informed consent, guaranteeing they understood the aim and possible consequences of the study. Protocols were put in place to protect participants' confidentiality, particularly while handling private data. A crucial part of the research procedure was getting approval from the appropriate research ethics committees and adhering to ethical criteria.

2.6. Findings and discussions

The research's conclusions provide insight into the complex processes involved in overseeing Africa's cultural institutions for long-term sustainability and global influence. After a thorough assessment of the literature, it was determined that effective cultural institution management necessitates a sophisticated comprehension of the African context that integrates sustainable practices and global viewpoints. Recurring themes in the accounts of cultural institution management in Africa were found by qualitatively examining the body of literature currently in publication. Academic papers and articles provided contextual explanations, highlighting the complex interactions among cultural conservation, international acknowledgment, and sustainable practices.

Stories emerged from the case studies, presenting the distinctive tales of cultural institutions throughout Africa. These stories shed light on the contextualized strategies that organizations employed to overcome obstacles and seize opportunities. The themes of community involvement, flexibility, and resilience naturally surfaced from the qualitative tales. The case studies provided insightful information about the management styles and organizational configurations of the selected cultural

institutions. Recurring themes surfaced, highlighting the significance of innovative programming, community involvement, and strategic collaborations in attaining international recognition and supporting sustainable development objectives. Furthermore, issues like financial limitations and maintaining ethnic authenticity recurred throughout the cases.

A mosaic of voices emerged from the qualitative one-on-one in-depth interviews, which captured the individual experiences and viewpoints of heads of cultural institutions, public servants, scholars, and members of the community. Their stories deepened the researchers' awareness of the difficulties encountered, the accomplishments honoured, and the goals for African cultural organizations going forward. The key informant interviews added depth to the results by providing a range of viewpoints. Leaders of cultural institutions stressed the need of strong leadership in overcoming obstacles and promoting international cooperation. While community leaders emphasized the value of diversity and cultural preservation, government representatives emphasized the necessity of enabling legislation and financial channels.

To sum up, the research findings offer a thorough grasp of the variables affecting how Africa's cultural institutions are managed for both sustainable development and global influence. The challenges and best practices that have been discovered provide insightful information for stakeholders, legislators, and leaders of cultural institutions that want to improve the sustainability and global visibility of African cultural heritage.

3. Theoretical framework

For effective research on the study, two key theoretical frameworks were relied on, to provide a conceptual foundation:

3.1. Cultural ecology theory

Understanding the dynamic interaction between African cultural institutions and their environs was made possible by the development of cultural ecology theory, which has its roots in anthropology. A key reference in the field of cultural ecology is Julian Steward's "Theory of Culture Change." Julian (1955) examines the idea of cultural adaptability as well as the connection between environment and culture. This theoretical framework provided a platform for the investigation of the ways in which the cultural institutions interact and adjust to their political, economic, and sociocultural environments. Acknowledging the impact of external forces on cultural institutions' viability and worldwide reach, it offered a prism through which to explore the reciprocal influences between them and the larger ecosystem. A more detailed examination of the delicate balance that cultural institutions need to maintain in order to flourish in their unique settings and contribute to global discourse and progress was made possible by the theory of cultural ecology.

3.2. Institutional theory

The groundbreaking work in institutional theory "The Iron Cage Revisited" by DiMaggio and Powell (1983), explores how organizations adhere to institutional

forces by delving into the idea of institutional isomorphism. Organizational sociology's institutional theory provided insights into the official and informal mechanisms shaping cultural institutions. This paradigm helped in the examination of how these institutions behaved in their respective cultural, social, and economic domains based on laws, customs, and practices. Analyzing how African cultural institutions negotiate societal norms, legal frameworks, and external expectations was made easier with the help of the institutional theory. It made it simpler to pinpoint the institutional forces that mold organizational structures, management philosophies, and these institutions' capacity to sustainably spread their cultural influence throughout the globe.

By merging organizational and cultural viewpoints, a multifaceted analysis was made possible by the application of these theoretical frameworks. The institutional theory, on the other hand, supplied insights into the formal structures governing the management and global influence of African cultural institutions, while the cultural ecology theory served as a lens through which to view the contextual nuances. By providing a thorough theoretical framework for understanding the challenges involved in managing cultural institutions for global reach and sustainable development in the African setting, these frameworks together enhanced the research.

4. Literature review

4.1. The role and importance of cultural institutions in Africa

African cultural institutions are essential for preserving, promoting, and presenting the continent's rich cultural legacy. This study focuses on these organizations' major contributions and importance in promoting social cohesion, education, identity, and economic growth. Custodians of the rich history, customs, and aesthetic manifestations of Africa are the continent's cultural institutions (Anyanwu, 2016). They are essential in the gathering, preserving, and protecting of historical objects, works of art, manuscripts, and oral traditions, hence sustaining the collective memory and cultural awareness of African communities (Gikandi, 2018). These organizations, like the Robben Island Museum in South Africa, the Nigerian National Museum, or the National Museum of Egypt, have priceless treasures that offer insights into the varied cultural legacy of the continent.

African cultural institutions play a crucial role in fostering community pride and cultural identity. They offer venues for performers, writers, musicians, and artists to display their skills and share their cultural legacy (Gikandi, 2018). These organizations transform into hubs for cultural exchange through exhibitions, performances, and educational initiatives, enabling guests and locals to interact with and appreciate African arts, music, dance, and customs. By providing resources for academic and research enquiries, African cultural institutions greatly contribute to education and awareness (Dabashi, 2006). They encourage academic studies of African history, art, and culture, facilitating the creation of new information and the communication of research findings (Mbembe, 2017). Cultural institutions also offer educational programmes that foster cultural literacy, providing opportunities for students to learn about Africa's diverse heritage and traditional practices (Makkan and Kamanzi, 2020).

African cultural institutions serve as drivers for intercultural communication and social solidarity. They create places where various populations can congregate and interact with one another, promoting respect and understanding of various cultures (Anyanwu, 2016) These institutions foster communication, advance tolerance, and help create inclusive societies through collaborative initiatives and exhibitions (Mudimbe, 1988). Africa's cultural institutions have a big impact on the economy. They draw tourists who want to experience Africa's distinctive cultural legacy from all around the world (Richards, 2020). These visitors help employment development and economic growth by spending money on lodging, transportation, food, and shopping inside the community (Mason and Minnaar, 2018). Moreover, cultural tourism provides opportunities for communities to showcase and sell traditional crafts, artworks, and cultural products, generating income and empowering local artisans (Makkan and Kamanzi, 2020).

4.2. Contextualising the link between cultural management and the sustainable development goals

Due to the substantial influence that cultural initiatives have on social, economic, and environmental sustainability, the concepts of cultural management and sustainable development have drawn more attention recently (Mao and Guo, 2019). Whereas sustainable development aims to meet current demands without jeopardizing the ability of future generations to meet theirs, cultural management entails the strategic planning, coordination, and execution of cultural activities and resources. There are various ways that these two domains cross: First, by preserving and disseminating traditional ecological knowledge and encouraging ecologically friendly behaviours, cultural management can play a significant role in sustainable development through the promotion and preservation of indigenous knowledge and practices (Nurhayati and Wulandari, 2019).

In support of that viewpoint, Jones and Holden (2008) state that environmentally conscious actions and the utilization of renewable resources are included in sustainable cultural management practices. By producing revenue, opening up job possibilities, and fostering tourism, the contribution of cultural activities to local economies helps to further sustainable development. According to Landorf and Silver (2014), culturally focused organizations and activities have a major role in fostering local economies, generating jobs, and promoting economic sustainability, thereby supporting UNESCO's view, which endorses the idea that the cultural industries make a substantial contribution to both employment and the global GDP. (UNESCO, 2013).

Cultural projects are essential for encouraging inclusivity, diversity, and community involvement as well as social cohesion. By reviving communities, boosting social cohesiveness, and cultivating a sense of identity and place, the use of cultural resources and heritage sites can assist sustainable development (Sleptsova and Asher, 2017). Societies can support environmental conservation initiatives while preserving their distinct identities through the integration of cultural and natural assets into frameworks for sustainable development. Planning for sustainable development must also take cultural factors into account in order to design practices

and policies that respect and take into account the various cultural viewpoints and values.

Again, in order to achieve more socially and culturally sustainable results, cultural management can support inclusive and participatory decision-making processes that take into consideration the needs and goals of every community member. Landorf and Silver (2014) assert that cultural management fosters inclusion and social cohesion by giving varied voices and narratives a platform, hence strengthening a feeling of shared identity and belonging among communities.

To summarize, the promotion of social, economic, and environmental well-being necessitates the convergence of cultural management and sustainable development. Through the recognition of the inherent connections among creativity, cultural legacy, and sustainability, society can effectively leverage cultural resources to promote comprehensive and inclusive approaches to development. The integration of sustainable development and cultural management emphasizes a comprehensive strategy for achieving societal well-being. Cultural institutions and activities become dynamic economic contributors that not only boost local economies but also encourage inovation and creativity (UNESCO, 2013).

To a large extent, this research establishes a clear link between the roles of Africa's cultural institutions, their efforts at global impact, and the United Nations Sustainable Development Goals (SDGs). The Sustainable Development Goals (SDGs) are a set of 17 global goals established by the United Nations in 2015. They aim to address various social, economic, and environmental challenges by 2030. The goals include eradicating poverty, ensuring quality education, promoting gender equality, and combating climate change, among others. This research on managing Africa's cultural institutions for global impact and sustainable development delves into how these institutions contribute to education, economic growth, and community development. It explores the intersection of culture and quality education, examining the role of cultural institutions in preserving knowledge and fostering cultural awareness.

Moreover, the research investigates how these institutions contribute to economic growth by supporting cultural industries, fostering creativity, and creating job opportunities. It also explores the innovative aspects of cultural institutions and their potential role in sustainable infrastructure development within communities. In the context of sustainable cities and communities, the research investigates how cultural institutions contribute to building inclusive, resilient, and sustainable communities. Additionally, the emphasis on partnerships suggests a focus on collaboration between cultural institutions, governments, and various stakeholders to achieve global impact and sustainable development.

The overarching subject matter of the study revolves around understanding and maximizing the potential of Africa's cultural institutions to positively influence education, economies, and communities on a global scale. The study intersects with a number of the Sustainable Development Goals (SDGs) as illustrated below:

1) Quality Education (SDG 4): The research addresses how cultural institutions contribute to enhancing education quality by preserving and disseminating cultural knowledge, fostering creativity, and supporting diverse learning experiences.

2) Decent Work and Economic Growth (SDG 8): Exploring the economic dimension, the research discusses how cultural institutions contribute to economic growth by nurturing cultural industries, providing employment opportunities, and supporting local economies.

3) Industry, Innovation, and Infrastructure (SDG 9): The innovative aspects of cultural institutions are also highlighted, showcasing how they contribute to cultural innovation and sustainable infrastructure development within communities.

4) Sustainable Cities and Communities (SDG 11): The research delves into how cultural institutions play a role in building sustainable and inclusive communities, fostering cultural diversity, and contributing to urban development.

5) Partnerships for the Goals (SDG 17): Emphasizing collaboration, the research discusses the importance of partnerships between cultural institutions, governments, and other stakeholders to achieve global impact and advance sustainable development goals collectively.

These connections illustrate how managing cultural institutions in Africa can have a multifaceted impact, addressing various dimensions of sustainable development outlined in the SDGs.

5. Challenges faced by cultural institutions in Africa

African cultural institutions however, face a number of challenges that reduce their impact and effectiveness. Developing methods for improvement and sustainable growth requires a thorough understanding of these issues. The analysis that follows focuses on some of the major difficulties African cultural institutions face:

1) **Limited Funding:** According to Mureikiene et al. (2019), African cultural institutions have significant difficulties due to a lack of funding. For their operations, upkeep, and preservation of cultural items and infrastructures, many institutions find it difficult to get appropriate funding (Tisné, 2017). Budget restrictions frequently result in a shortage of staff, restricted purchase of new collections, and insufficient preservation systems, impeding the ability of the institutions to properly carry out their missions.

2) **Lack of Infrastructure:** Cultural organizations in Africa frequently struggle with a lack of infrastructure, which can include insufficient display spaces, ineffective storage facilities, and outdated digitalization and preservation tools. The institutions' ability to house tourists, scholars, and educational programmes as well as display and conserve cultural items is hampered by a lack of adequate infrastructure.

3) **Technological Developments:** Cultural institutions in Africa face a tremendous problem in keeping up with technological development (Ekundayo et al., 2016). Many institutions lack the tools, knowledge, and funding needed to devote funds to digital preservation, collection digitalization, and online accessibility to cultural goods. Their capacity to communicate with international communities and reach a wider audience is constrained by the digital divide.

4) **Skilled Workforce and Expertise:** For cultural institutions in Africa, a major difficulty is the lack of qualified personnel with experience in management, conservation, curatorial procedures, and research (Nyeck et al., 2019). The problem is made worse by the lack of access to professional development opportunities and specialized training programmes. Effective exhibition, curation, collection, administration, and critical engagement with cultural heritage are all hampered by a lack of skilled professionals.

5) **Political Instability and Conflicts:** In many parts of Africa, political instability and conflicts pose significant threats to cultural institutions (Kaplan and Kaplan, 2020). During times of turmoil, these institutions may experience looting, destruction, or neglect, which could affect their ability to protect and present cultural heritage. The distribution of funds, donor support, and the long-term viability of cultural organizations are all impacted by this instability.

6) **Access and Inclusivity:** Cultural institutions in Africa struggle to ensure fair access and inclusivity (Mudenda et al., 2021). Broader audiences, especially underprivileged communities and rural populations, are prevented from accessing cultural institutions and taking part in cultural events due to geographic constraints, lack of transportation, and restrictions on public engagement programmes.

Several parties, including governments, international organizations, funding agencies, and local communities, must work together to overcome these obstacles. Effectively resolving these issues requires an adequate resource allocation, capacity building programmes, investments in infrastructure and technology, regulatory frameworks supporting cultural institutions, and community involvement (Mudenda et al., 2021; Mureikiene et al., 2019).

6. Some management models and best practices in cultural institutions

Cultural institutions' best management practices and insights offer useful standards for enhancing the effectiveness, impact, and sustainability of these organizations. The following significant models and practices are examined from a global perspective:

1) **Strategic Planning and Governance:** According to Holtorf, (2018) successful cultural institutions use strategic planning as a key management strategy. Setting objectives, defining goals, and coordinating resources are all part of this process. Successful strategy planning depends on strong governance frameworks with distinct roles and duties, transparency, and accountability (Holtorf, 2018). Strong strategic planning and governance frameworks have been adopted by institutions like the National Gallery in London and the Guggenheim Museum in New York.

2) **Audience Engagement and Experience:** Successful cultural institutions typically stress audience interaction and provide visitors with memorable experiences (Watson, 2018). They provide interactive exhibitions, educational programmes, and cutting-edge activities in order to cater to the varied requirements and interests of their audiences (Falk & Dierking, 2013). The

Louvre Museum in Paris and the Museum of Modern Art (MoMA) in New York are well known for their outstanding visitor experiences and engagement techniques.

3) **Collaboration and Partnerships**: According to Conley & Fisher, (2018), effective management of cultural institutions depends on collaboration and partnerships with other institutions, local communities, and stakeholders. Collaboration enables the exchange of information and resources, group problem-solving, and enhanced programming (O'Neill & Wilson, 2018). The Tate museums in the UK have developed fruitful partnerships with several groups, artists, and communities, leading to creative shows.

4) **Innovation and Adaptability:** To remain relevant in a society that is changing quickly, successful cultural organizations place a strong emphasis on innovation and adaptability (Boram, 2014). They accept new technologies, try out various strategies, and continue to learn (Smith, 2014). An institution that combines cutting-edge technology and interactive exhibits, provides a futuristic visitor experience as a case of The Museum of Tomorrow in Rio de Janeiro, Brazil.

5) **Sustainable Financing Model:** The long-term success of cultural organizations depends on the development of sustainable financing models (Archer, 2017). Diversifying sources of income, developing relationships with sponsors and donors, and considering entrepreneurial ventures are some examples of this (McLean, 2013). By utilizing public-private partnerships and establishing creative membership packages, the Rijksmuseum in Amsterdam, Netherlands, successfully redesigned its financing structure.

6) **Staff Development and Empowerment:** Successful management of cultural institutions depends on developing a talented and performance-driven team (Barker, 2019). A friendly workplace atmosphere, encouraging creativity, and investing in staff development are all examples of best practices (Sandell, 2018). The American Smithsonian Institution is renowned for its strong professional development initiatives and programmes that enable workers to contribute to the success and growth of the organization.

Cultural institutions can improve operations, raise audience engagement, and achieve long-term sustainability by researching and implementing these effective management models and best practices. The discovered management models and best practices were grouped and described, emphasizing their importance and influence on effective management of cultural institutions. Relevant examples from well-known cultural institutions from throughout the world served as illustrations for each model and practice. The aim is to provide a comprehensive overview of the key approaches that have proven to be effective in achieving operational excellence, audience engagement, and long-term sustainability in cultural institutions.

7. Case studies of successful cultural institutions in Africa

Several cultural institutions in Africa have achieved notable success in cultural preservation, promotion, and community engagement. Below, are some case studies of successful cultural institutions in Africa:

7.1. Museum of contemporary art Africa (MOCAA), South Africa

In Cape Town, South Africa, there is a prominent cultural institution called the Zeitz Museum of Contemporary Art Africa (MOCAA). German businessman and art collector Jochen Zeitz is credited with founding MOCAA. Zeitz converted a network of abandoned grain silos into a top-notch museum devoted to modern African art in partnership with the V&A Waterfront, a well-known South African development corporation. In September 2017 the museum has its grand opening (Darwent, 2017).

MOCAA employs a collaborative management style that involves collaborations with national and international organizations, galleries, curators, and artists. Through its exhibitions, activities, and events, the museum seeks to highlight the range and richness of modern African art and culture while fostering discussion, research, and education. MOCAA's management team actively engages with the local community, fosters inclusivity, and promotes the artistic voices and narratives of African artists (Africa, n.d.).

7.1.1. Key success factors of MOCAA

1) **Curation:** The key to MOCAA's success is the collection of modern African art that it has assembled, which includes both established and up-and-coming artists. The exhibitions at the museum are purposefully created to stimulate critical thought and contest prevailing narratives, which adds to a dynamic and interesting visitor experience.

2) **Distinctive Structural Design:** The success of MOCAA can be attributed in large part to Heatherwick Studio's architectural conversion of the old grain silo complex into a museum. Both art and architecture fans have been drawn to the building because of its distinctive design and recent use (Africa, n.d.).

3) **Worldwide Reputation:** The Solomon R. Guggenheim Foundation's association with MOCAA has fostered worldwide partnerships, giving the museum prestige and exposure. The association with a globally recognized institution has brought attention to African contemporary art and increased the museum's visibility (Darwent, 2017).

7.1.2. MOCAA'S competitive advantages

1) **Unique Focus:** In terms of expertise, MOCAA has a particular advantage as the biggest museum of contemporary African art in the world. The museum

2) has carved itself a position in the world's cultural landscape by specializing entirely in contemporary African art, drawing both domestic and foreign visitors eager to learn more about African creativity and viewpoints (Africa, n.d.).

3) **Cultural Tourism:** MOCAA has contributed to the resurgence of Cape Town's cultural scene. The museum has developed into a significant cultural icon and a must-see tourist attraction, boosting the local economy and the city's cultural tourism industry (Darwent, 2017).

4) **Community Participation:** MOCAA stands apart from other institutions due to its dedication to community participation and education. The museum offers educational programmes, workshops, and artist residencies, actively involving

local communities and fostering a sense of pride and ownership in African art and culture (Africa, n.d.).

The Zeitz Museum of Contemporary Art Africa (MOCAA), has achieved remarkable success through its unique curation, collaborative management approach, and commitment to community engagement. Its architectural significance, international reputation, and focused specialization in contemporary African art contribute to its competitive advantages in the global cultural landscape.

7.2. The Nubuke foundation, Accra, Ghana

Ghana's capital city of Accra is home to the Nubuke Foundation, a center for the arts and culture. The late Joe Nii Abekar Mensah and his wife, the author and artist Annie C. K. Ofori-Atta, established the Nubuke Foundation in 2007. The foundation was established with the intention of creating a venue for the promotion and preservation of modern Ghanaian art and culture. It started out as a gallery but has now grown to incorporate a number of initiatives and programmes (Foundation, n.d.).

The management of the Nubuke Foundation is multidisciplinary and includes visual arts, literature, music, dance, and theater. As a non-profit corporation, the foundation depends on alliances, gifts, and grants to fund its operations. It collaborates with artists, curators, writers, and cultural experts to develop exhibitions, workshops, performances, lectures, and residencies (Foundation, n.d.).

7.2.1. Key success factors of Nubuke foundation

1) **Promotion of Ghanaian Artistic Talent:** The Nubuke Foundation's commitment to fostering and developing Ghanaian artistic talent is one of its primary success reasons. The foundation offers a venue for established and up-and-coming artists to exhibit their work, supporting innovation and creative excellence in the neighbourhood art scene (Eze, 2020).

2) **Community Engagement:** The Nubuke Foundation's strong community engagement programmes are key to its success. The foundation actively engages with the neighbourhood by providing kids with art education programmes, planning neighbourhood activities, and offering a forum for conversation and cross-cultural exchange. The foundation is able to develop a devoted following and keep its relevance in the neighbourhood, due to its community-centered strategy (Eze, 2020).

3) **Support for Emerging Artists:** The Nubuke Foundation is essential for guiding and assisting Ghana's upcoming artists. Through its residency programmes, workshops, and mentorship opportunities, the foundation provides a platform for skill development, networking, and exposure. This support for emerging artists contributes to the growth and vibrancy of the contemporary art scene in Ghana (Eze, 2020).

7.2.2. The nubuke foundation's competitive advantages

1) **Cultural Diversity:** The Nubuke Foundation celebrates cultural diversity by displaying works by artists from Ghana as well as the rest of Africa and the diaspora. The foundation stands out for its emphasis on various cultural

manifestations and draws tourists interested in discovering the range and depth of African art and culture (Foundation, n.d.).

2) **Unique Programme Offerings:** The foundation has a competitive advantage in its multidisciplinary approach and variety of programme offerings. The Nubuke Foundation distinguishes itself from other institutions by mixing visual arts alongside literature, music, dance, and theater in order to create a dynamic and immersive cultural experience (Foundation, n.d.).

3) **Collaboration Networks:** The Nubuke Foundation has established alliances and partnerships with educational institutions, galleries, and cultural groups, both domestically and abroad. These networks enable the foundation to access resources, share knowledge, and exchange ideas, further enhancing its visibility and influence in the art and cultural sector (Eze, 2020).

The Nubuke Foundation's success can be attributed to its commitment to promoting Ghanaian artistic talent, community engagement, support for emerging artists, cultural diversity, unique programme offerings, and collaborative networks. Through its multidisciplinary approach, the foundation has carved a niche in the Ghanaian art scene and continues to contribute to the development and appreciation of contemporary Ghanaian art.

7.3. The Zanzibar Stone Town Heritage Society (ZSTHS), Tanzania

The Zanzibar Stone Town History Society (ZSTHS) is a well-known Tanzanian organization whose mission is to protect and promote Stone Town's rich cultural history. The Zanzibar Stone Town Heritage Society was started in 1989 as a grassroots effort that eventually developed into a recognized non-governmental organization (NGO). A group of locals worried about the status of Stone Town's ancient structures and the necessity to preserve its cultural heritage created it. Since then, ZSTHS has been a major proponent for Stone Town's preservation and repair (Society, n.d.).

ZSTHS has a multifaceted management strategy that includes advocacy, research, documentation, and community empowerment. The society works closely with local authorities, community members, and international partners to develop and implement projects aimed at conserving the architectural heritage, promoting cultural tourism, and enhancing community awareness and participation in preserving Stone Town's heritage (Society, n.d.).

7.3.1. Key success factors of the Zanzibar Stone Town Heritage Society (ZSTHS)

1) **Preservation and Restoration Efforts:** The key to ZSTHS's success is its proactive efforts to safeguard and restore Stone Town's ancient structures. The group has been able to protect this UNESCO World Heritage Site and its distinctive Swahili architectural style through a number of projects, including documentation, maintenance workshops, and architectural conservation initiatives (Sarsingh, 2019).

2) **Community Engagement and Empowerment**: The ZSTHS is adamant that effective history preservation depends on including and empowering the neighbourhood. In order to foster a sense of ownership and pride among the community members, the society actively engages with the locals by promoting

the value of heritage conservation, organizing training programmes, and creating income-generating opportunities related to cultural tourism (Sarsingh, 2019).

3) **Promotion of Historical Preservation at Local National and International Levels:** ZSTHS has been influential in promoting historical preservation at the local, national, and international levels. The society's research findings, publications, and advocacy campaigns have helped shape policies and regulations related to heritage conservation in Zanzibar. This advocacy work ensures that heritage preservation remains a priority on the government's agenda(Society, n.d.).

7.3.2. The Zanzibar Stone Town Heritage Society (ZSTHS)'s competitive advantages

1) **Expertise and Collaboration:** ZSTHS stands out from the competition due to its history preservation knowledge and collaborative style. The society benefits from a plethora of expertise, resources, and best practices in heritage conservation by collaborating closely with regional stakeholders, academic institutions, and international organizations, which increases its influence and credibility (Sarsingh, 2019).

2) **Cultural Tourism:** The Zanzibar Stone Town Heritage Society has the potential to support sustainable development and boost the local economy. ZSTHS draws tourists interested in experiencing the area's rich history and cultural value by marketing Stone Town as a heritage tourism destination, which is advantageous for both the society and the local community (Sarsingh, 2019).

3) **International Attention:** ZSTHS has received attention and support on a global scale for its successful conservation initiatives and advocacy work. As a credible and respected organization, the society benefits from partnerships with global heritage organizations, which provides access to funding, technical expertise, and opportunities for knowledge sharing (Society, n.d.).

In conclusion, the Zanzibar Stone Town Heritage Society's success is a result of its work in community empowerment, advocacy, preservation, and restoration, as well as its knowledge, experience, and recognition. The society continues to contribute to the sustainable growth and enjoyment of this historic Tanzanian city by concentrating on preserving Stone Town's cultural legacy.

7.4. Uganda National Cultural Centre (UNCC)

A significant cultural institution in Uganda is the Uganda National Cultural Centre (UNCC), also referred to as the National Theatre. A few years before Uganda got independence, in 1959, the Uganda National Cultural Center was founded. It was established to advance Uganda's artistic and cultural heritage. The emphasis was initially on performing arts, but as time went on, it grew to encompass a variety of cultural activities and programmes (Centre, n.d.). A government-appointed board of directors oversees the management of the UNCC. Coordination and promotion of cultural events across the nation are the responsibility of the organization, which functions as a semi-autonomous government entity. To create an platform for artistic

expression, the management strategy places a strong emphasis on collaboration with artists, cultural organizations, and other stakeholders.

7.4.1. Key success factors

1) **Infrastructure and Facilities:** The UNCC's cutting-edge facilities and infrastructure are one of its primary success factors. A focal point for performances, exhibits, workshops, and festivals is Kampala's National Theatre. The venue's cutting-edge amenities and technical capabilities draw both local and foreign performers and audiences, enhancing Uganda's thriving arts community (Centre, n.d.).

2) **Cultural Promotion and Education:** Through a number of projects, the UNCC significantly contributes to the promotion and preservation of Uganda's cultural heritage. It coordinates cultural events, promotes local artists and cultural organizations, arranges programmes for cultural exchange, and offers chances for training and education in a variety of artistic fields. These initiatives promote innovation and originality while preserving conventional modes of expression (Centre, n.d.).

3) **Collaboration and Partnerships:** The UNCC's focus on partnerships and collaboration is another success factor. It collaborates closely with governmental entities, diplomatic missions, cultural institutions, and other stakeholders to promote and broaden the reach of cultural activities. Through networking, knowledge exchange, and resource mobilization opportunities, these partnerships increase the visibility and impact of the UNCC's (Centre, n.d.).

7.4.2. The competitive advantages of UNCC

1) **Government Recognition and National Importance**: The UNCC gets government recognition and support as a national cultural institution. As a result, the organization has the stability, resources, and policy support it needs to efficiently carry out its operations. Additionally, it establishes the UNCC as a reputable organization, drawing in gifted performers, team-ups, and financial opportunities (Centre, n.d.).

2) **Diverse Programming:** The UNCC has a competitive edge since it can provide a variety of cultural events and programmes. The UNCC serves to a variety of artistic preferences and interests, offering anything from theatrical shows and music concerts to visual art exhibitions and movie screenings. The organization becomes known as a go-to cultural destination as a result of its diversity, which appeals to many audience groups (Uganda National Cultural Centre, n.d.).

3) **Tourist Attraction:** The UNCC has grown to be a popular destination because of the National Theatre building. The UNCC hosts cultural performances, exhibits, and activities that lure tourists to Uganda. This brings in money for the organization and enhances the reputation of Uganda's arts and culture abroad (Centre, n.d.).

In conclusion, the Uganda National Cultural Centre's success can be attributed to its infrastructure, cultural promotion and education initiatives, collaboration and partnerships, national importance, diverse programming, and appeal as a tourist

attraction. Through its efforts, the UNCC contributes to the development and celebration of Uganda's rich cultural heritage.

7.5. The National Theatre of Kenya

A well-known cultural institution in Kenya is the National Theatre of Kenya. Just before Kenya gained independence, in 1952, the National Theatre of Kenya was founded. It was established with the intention of highlighting and protecting Kenya's rich cultural history and provide a stage for the exhibition of artistic abilities. The organization has developed into a focal point for numerous creative and cultural endeavours in the nation throughout time (Kenya, n.d.). A government-appointed board of directors essentially oversees the National Theatre of Kenya. The ministry of sports, culture, and the arts oversees the organization's parastatal operations. Theater, music, dance, and spoken word are just a few of the performing arts that are supported and promoted by the management strategy.

7.5.1. Key success factors of the National Theatre of Kenya

1) **Iconic Infrastructure:** The National Theater building is a monument and a representation of the organization. The success of the institution is facilitated by the structure's architectural magnificence and historical relevance, which attracts audiences and artists from far and near. A variety of cultural activities can be supported by the building's modern amenities, which include performance rooms, rehearsal halls, and exhibition areas (Kenya, n.d.).

2) **Programming Variety:** The National Theatre of Kenya presents a wide selection of cultural events and programmes. It holds poetry slams, dance performances, music concerts, theatre productions, art exhibitions, and workshops. This variety appeals to various audience subgroups and guarantees that the venue always has something interesting going on (Kenya, n.d.).

3) **Artist Support and Development:** The National Theatre of Kenya plays a vital role in supporting and nurturing local artists. It provides a platform for aspiring talents to showcase their skills, collaborate with established artists, and gain exposure. Through workshops, training programmes, and mentorship initiatives, the institution contributes to the professional development of artists, ensuring a vibrant and thriving arts community(Kenya, n.d.).

7.5.2. Competitive advantages

1) **Government Backing:** Kenya's National Theatre enjoys substantial government recognition and backing. It receives funding and policy support from the government due to its status as a parastatal organization, which aids in sustaining its operations and preserving its standing as a significant cultural institution in the nation. The legitimacy and exposure of the organization are also improved by this sponsorship (Kenya, n.d.).

2) **Preservation of Cultural legacy**: The National Theatre of Kenya actively works to protect Kenya's cultural legacy. The organization places a strong emphasis on traditional performing arts, folklore, and cultural traditions through its activities, preserving the nation's cultural identity. The institution's concentration on legacy preservation adds to its individuality and draws visitors interested in learning more about Kenyan culture (Kenya, n.d.).

3) **Collaborations and Partnerships:** Kenya's National Theatre actively cooperates with various cultural institutions both domestically and abroad. These collaborations enable the sharing of knowledge, assets, and skills. By utilizing partnerships, the organization broadens its audience, diversifies its programming, and develops special chances for artists, audiences, and cross-cultural interaction (Kenya, n.d.).

In conclusion, the National Theatre of Kenya's success may be linked to its iconic infrastructure, varied programming, programmes for the development and support of artists, assistance from the government, emphasis on the preservation of cultural heritage, and partnerships. These elements add to the institution's importance as a center of culture and a supporter of Kenyan arts and culture.

8. Global impact and contributions to sustainable development by the selected cases

1) **Cultural Preservation and Promotion:** The selected institutions actively protect and advance the national cultural heritage of their nations. They aid in the preservation and perpetuation of traditional performing arts, folklore, and cultural traditions by planning cultural events, supporting regional performers, and offering venues for artistic expression. This promotes communal empowerment, social cohesiveness, and cultural diversity, all crucial components of sustainable development.The ZSTHS and the Nubuke Foundation both make active efforts to protect and conserve cultural heritage. The Nubuke Foundation promotes local artists and protects Ghanaian cultural expressions with an emphasis on current art and culture in that country. ZSTHS focuses primarily on the preservation and revival of Stone Town's distinctive architectural legacy and cultural traditions. By safeguarding cultural assets, they contribute to sustainable development by maintaining cultural diversity, promoting tourism, and bolstering local pride and identity

2) **Economic Impact:** These cultural institutions have an economic impact on the entire world. For instance, the UNCC and the National Theatre of Kenya both draw visitors, spectators, and performers from all over the world. The increase in visitors brings in funds for the institutions and boosts the economies of Kenya and Uganda. Additionally, these organizations frequently work in conjunction with local artists, hotels, restaurants, and tourism organizations to promote economic development and job creation in the cultural and creative sectors.The UNCC and the National Theatre of Kenya both significantly contribute to the promotion of social inclusion and empowerment. They give aspiring artists, marginalized communities, and underrepresented groups the chance to express their talents and voices through their varied programmes and artist assistance projects. This fosters social inclusion, encourages dialogue, and breaks barriers, promoting equality and social justice within their respective societies.

3) **Education and Awareness:** The selected institutions give priority to programmes that promote cultural awareness and education. They plan workshops, training sessions, and mentorship programmes for the community at

large as well as for artists. They support lifelong learning by offering educational opportunities in a variety of artistic fields, which helps to create human capital. These programmes foster cross-cultural understanding, encourage innovation, and raise awareness of the value of the arts and culture as components of sustainable development. To encourage sustainable growth, organizations like the Nubuke Foundation and ZSTHS place a high priority on education and community involvement. In order to enhance capacity and improve skills in the cultural and creative sector, they provide educational workshops, training programmes, and initiatives. By providing information and skills to local populations, particularly youth, they support the development of sustainable livelihoods, cultural entrepreneurship, and capacity development.

4) **Advocacy and Policy Development**: The four organizations that were selected actively promote the preservation and advancement of cultural heritage at the policy level. To promote policies and methods that encourage sustainable development through cultural preservation, they work with governmental institutions, international organizations, and local communities. They ensure the inclusion of cultural and heritage themes in broader sustainable development agendas through influencing policies. The organizations are aware of the potential of sustainable tourism as an engine of societal and economic advancement. Tourists are actively encouraged to visit the local heritage sites and cultural practices by the Nubuke Foundation and ZSTHS. They create tourism revenue and promote the value of ethical and sustainable tourism practices by planning exhibitions, cultural events, and tours. This form of tourism benefits local communities, encourages economic growth, and fosters cultural exchange.

5) **International Collaboration and Exchange:** Through international partnerships and cultural exchanges, the UNCC and the National Theatre of Kenya have a greater global impact. These organizations actively interact with artists, groups, and cultural organizations from many nations, promoting intercultural communication, comprehension, and cooperation. They create worldwide networks, promote the transfer of skills, and exchange artistic knowledge through international collaborations, all of which are essential for the cultural sector's sustained growth. ZSTHS and the Nubuke Foundation actively take part in international partnerships and cultural exchanges. These alliances support knowledge exchange, inventive teamwork, and the advancement of cultural diplomacy. They increase public knowledge of their individual cultural heritage sites, broaden their audience, and intensify the effects of their activity on a worldwide scale by participating in international networks.

In conclusion, the National Theatre of Kenya and the Uganda National Cultural Centre have both made important contributions to sustainable development. Through their worldwide influences, they build social inclusion, encourage cultural preservation, boost economic growth, empower local communities, improve education and awareness, and make it easier for international partnerships. These contributions show how essential arts and culture are to achieving sustainable development objectives at the local, national, and international levels. In a similar

spirit, the Zanzibar Stone Town Heritage Society in Tanzania and the Nubuke Foundation in Ghana have both made important contributions to sustainable development. These organizations actively assist in the accomplishment of sustainable development objectives through their work in cultural preservation, sustainable tourist development, education, community participation, advocacy, and international partnerships. Their work embodies the recognition of the cultural sector as a vital component of economic, social, and environmental sustainability.

9. Policy recommendations and guidelines for cultural institutions aiming to contribute to sustainable development

1) Create Policies for the Conservation of Cultural Heritage: Make policies that place a high priority on preserving and conserving places of cultural heritage, objects, and intangible cultural expressions. These policies ought to contain instructions for the preservation, repair, and sustainable use of cultural assets.

2) Integrate National Development Plans with Cultural Heritage: Vociferously support the inclusion of cultural heritage issues in national development plans. Promote the inclusion of cultural indicators in monitoring frameworks and the recognition of the cultural sector as a driver of sustainable development by governments.

3) Develop Strategies for Sustainable Tourism: Develop sustainable tourism plans that emphasize a region's cultural heritage in collaboration with tourism authorities. Promote ethical tourism practices, such as regulating visitor numbers, putting waste management plans into place, and making sure local people receive fair economic advantages.

4) Encourage Collaboration and Partnerships: To encourage collaboration and partnerships, actively connect with local communities, nonprofits, government agencies, and the commercial sector. To ensure inclusive and all-encompassing approaches to sustainable development, create platforms for discussion, information sharing, and collaborative decision-making.

5) Encourage Cultural Education and Awareness: Create educational initiatives and public relations efforts to encourage respect for and knowledge of cultural heritage. Encourage community organizations, colleges, and schools to include cultural heritage education into their programmes and events.

6) Supporting Study and Documentation on Cultural Heritage: This will help us better appreciate its importance and assure its long-term preservation. Promote study on cultural heritage, sustainability, and its socioeconomic effects by academic institutions and scholars.

7) Empower Local Communities and Artists: Develop programmes to aid locally owned cultural businesses and present opportunities for local artists to exhibit their work. Create mentorship programmes, workshops, and funding support systems to assist budding cultural practitioners.

8) Put Capacity Building Programmes into Practice: Create capacity building programmes to give people and organizations the abilities and information required to sustainably preserve and promote cultural assets. Include instruction

in subjects like event organizing, museum management, heritage conservation, and cultural entrepreneurship.

9) Involve Marginalized and Indigenous Communities: Recognize and uphold marginalized and indigenous communities' rights when managing cultural heritage. Make sure their expertise, participation, and cultural values are recognised and considered in the decision-making process.

10) Monitor and Evaluate Impact: Create systems for monitoring and evaluating the effects of cultural efforts on long-term sustainability. To assist in decision-making and to spot opportunities for development, gather data on variables such as economic growth, employment creation, community empowerment, and cultural preservation.

Cultural institutions can more effectively support sustainable development by maintaining cultural heritage, increasing tourism, empowering local communities, and advancing cultural education and awareness by putting these policy proposals and guidelines into practice.

10. Conclusion

Other cultural institutions hoping to support sustainable development can learn a lot from these institutions' achievements. Focusing on cultural preservation, adopting sustainable tourism, empowering local communities, defending cultural heritage, developing international collaborations, advancing education and awareness, and forging partnerships are a few of them. By safeguarding cultural heritage, supporting responsible tourism, empowering communities, and cultivating cultural education and awareness, Africa's cultural institutions can effectively contribute to sustainable development. African cultural institutions have enormous potential to influence the world and promote sustainable development. As shown in the select case studies across the continent, they are essential to maintaining and presenting the continent's rich cultural history, as well as to promote sustainable practices, social cohesion, and economic progress.

The success of these organizations also highlights the potential for cultural institutions in Africa to act as change agents. They show how cultural institutions can make significant and enduring contributions to sustainable development through embracing innovation, encouraging partnerships, supporting cultural entrepreneurship, and interacting with governments and other stakeholders. Other cultural institutions in Africa can maximize their ability to advance cultural variety, advance sustainable global development, and strengthen local communities by implementing these strategies. They also serve as examples of the potential for global influence and sustainable growth that African cultural organizations have. These institutions support intercultural understanding, encourage economic development, and preserve cultural heritage through their work in cultural preservation, international partnerships, cultural education, and community development.

Author contributions: Conceptualisation and writing—original draft preparation, STO; writing—review and editing, methodology and validation, UN and PCA;

project administration and supervision, OA; formal analysis and investigation, SI; resources, data curation, MAA; funding acquisition, KO; formal analysis, OKF. All Authors have read and agreed to the published version of the manuscript.

Conflict of interest: The authors declare no conflict of interest.

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