



CULTURAL POLICY 2020-2023

INTRODUCTION

The Alliance Française de Lusaka (AFL) is an international non-profit cultural association established in 1972. In Lusaka, the Alliance Française still remains one of the main foreign cultural centers in Zambia. This institution, as a non-profit organization (NPO), is dedicated to the propagation of French culture and language as well as the facilitation of Franco-Zambia cultural dialogue. The AFL is thus geared towards contributing to the nurturing and supporting of the current participants and future participants within Zambian intellectual, cultural and artistic spheres.

The aim of this cultural policy is to provide a framework or guideline which will be utilized by the institution and its partners in the pursuit of positively contributing to the shaping of the aforementioned sectors in Zambia. This will constitute taking direct action by executing workshops, programs, projects and activities that will be facilitated on national level. Furthermore, this document sets out the lines of action for the next years, aimed at further establishing AFL as a key institution in the Zambian cultural sector.

1. OBJECTIVES

The present document aims to succeed on several objectives:

- Promote the professionalization of the cultural sector through workshops and other initiatives that establish environments for learning and exchange;
- Continue to promote a contemporary and cross cultural perspective;
- Promote the development of local talents and creation in all sectors of the artistic disciplines;
- Facilitate the development and promotion space for mid-level and emerging Zambian artists;
- Prioritize international cultural exchange;
- Promote the protection and defense of fundamental rights, with significant focus on cultural, intellectual and artistic expression;
- Decentralize the cultural experiences and platform and in turn promote accessibility.

2. DIAGNOSIS



2.1 Background

A cultural policy is a statement that defines an institutions position in delivering programs or activities related to arts and culture. It outlines the processes which promote equity and access. It also advocates for the diverse artistic, cultural and social forms of expression of all people, especially of those from Indigenous and culturally and linguistically diverse communities. As aforementioned one of the main objectives of the Alliance Française, both in Lusaka and in wider communities is to disseminate and harmonize the culture and the values of France with the cultures and values of other countries.

This cultural policy serves as a foundation or a plan which will set the tone for clearly defined cultural activities and objectives which the AFL will take on in the execution of a successful 2020-2023 Cultural Program. There is paramount need to have a structured organizational plan at all stages in the planning and execution of upcoming yearly program.

Within the strategic planning, there is a coordination relationship between the following levels:

- Strategic: design of plans and strategies;
- Programmatic: the link between the strategic and the operational;
- Operational: where projects are designed and executed.

However, the absence of a cultural policy and clear guidelines for action cause certain problems in organization, evaluation of activities, knowledge of the public as well as ignorance of the identity of the brand and the identity of the public to whom it is desired to reach. That is why the purpose of creating a cultural policy is that the concepts and objectives are respected and upheld. As well as promoting the work articulated with the policies of the other areas and the institution itself and redefining certain projects and activities binding on France with the purpose of forming and exercising a better relationship with the target audience and social transformations.

2.2 Location and context

In Lusaka there is no national theatre. Nonetheless there are very few cultural centers, galleries and also several non-governmental organizations that are involved in engaging the field of visual, music, storytelling and performing arts (Barefeet Theatre, Modzi Arts, Nkhani Yanga, Circus Zambia, Global Platforms). Among these structures, it is important to underline that AFL is probably the oldest cultural center in the country, which offers legitimacy and recognition. Because of the reduction of staff at the French Embassy in the last decades, now the AFL is also in charge of the cultural cooperation with the French Embassy. On that point, the relationship with the National Arts Council (NAC) has always been sincere and positive. Regarding the



financing of cultural projects, the AFL depends largely on the French Ministry of Foreign Affairs' grant.

The current target demographic of the AFL ranges mainly between:

- 18 and 30 years old;
- kids and families.

Thus one of the main strategic axes of the organization is to increase the participation and recognition of artists and cultural operators within a wide range of cultural and artistic projects.

2.3 Beneficiaries and audience profile

The AFL community can be considered general beneficiaries; these are both young people and older adults who are already open to engaging with various sectors of the arts (performing, audio and visual). In addition, they are people who, for the most part, interact through digital media, using social networks to inform. Another such beneficiary is the wider Lusaka community. In this case, it is necessary to highlight the growing representation of arts and artists the city. Therefore there is a considerable gap in cultural consumption that cultural programs undertaken by AFL can address.

2.4 Analysis of sector dynamics

During the last 10 years, the cultural sector in Zambia has begun to show signs of growth; there has been an upward surge in the development of spaces dedicated to cultural purposes. Also, Zambia does not have a proper Ministry of Culture and all the national initiatives on that sector use to come from the Ministry of Tourism and Arts, more specifically the National Arts Council (NAC).

3. GUIDELINES

3.1 Professionalization of Cultural sector

Arts and culture training on a formal national level is relatively low, both in accessibility and in quality¹. This means very few universities and learning institutions employ focus on the specified sector. Therefore, the private sector e.g. NGO's and cultural institutions such as art galleries and NPOs like AFL need to fill in the gap in training. The professionalization of the cultural sector can

¹ We observed that during the "Open call for artists" organized in the AFL's Hall on the 18.09.2019.

be targeted and transformed at a more informal level- for example through workshops, short courses, residency programs, cultural exchanges and the like.

On a local level, it can be seen that more private cultural spaces are oriented to the promotion of performing, audio-visual arts and culture on a whole. Though in these informal spaces, the level of infrastructure and often general structure is far from the potential it could reach. Therefore, AFL seeks to attain a position of leadership and cultural reference through the constant promotion of talents and the reflection of awareness by the participants. Therefore, it points to a constant work based on axes of action and concrete objectives to guide all the programming and thus avoiding any ambiguity in terms of image.

According to what Jorge Bernárdez (2003) points out, the cultural manager must have adequate training (different from that of other branches of the economy) that allows you to understand the symbolic value of cultural assets, as well as the impact that this should not have on the creation of the cultural product.

Starting to work professionally will give the sector the status it needs to get closer to the public administration and have more legitimacy before the general public.

Activities

⇒ *Image renewal and programming*

- monthly cultural program and cultural formularies
- open-call for artists
- call for programs two times per year

⇒ *Team reorganization/solidification*

- Director, Cultural officer, librarian and two interns

⇒ *Renovation of spaces*

- Library
- Restaurant
- Hall
- Gallery

⇒ *Cultural Management Masterclasses/Seminars*

- one per year, open for professionals and interested people in order to learn the key steps of cultural program/projects

⇒ *Research of audiences*



In order to get to know our audience better and better and thus offer a more adjusted and interesting program for them, it is proposed to carry out different studies every year, such as a *satisfaction survey and participatory group workshops* that will allow us to know how to follow and what modifications should we make, working more closely and allying ourselves with our viewers.

3.2 Promotion of creation and local talents

"(...) culture is essential for a true development of the individual and society (...)" (Mundialcult, 1982).

In the AFL we must believe that culture must flow in tandem with the life of each citizen. Moreover, it is a dynamic way of developing a society and people. In fact, *"it is a productive sector, where goods and services are developed, where value and benefit are generated, where employment and wealth are created"* (Benhamou in Bayardo, 1997). That is why local creations and innovative proposals are promoted, contributing to the development of talents and a cultural industry.

In addition, the AFL takes into account the needs of local artists and trusts that it is through these that a cultural heritage will be made visible and then it will be transmitted and become the city's heritage. There are very few dissemination spaces that these artists can use to present their proposals. In short, cultural spaces like the AFL that must function as "promoters of new talent", seeking to boost the career of artists with projection. It is also important that these artists receive more dignified conditions and have the ability to produce continuously.

Activities

⇒ Performing Arts and visual arts Programming

With our new spaces, we will be able to receive more local, regional and international proposals in theatre and dance.

In visual arts, we should be able to expose at least *5 artists per year* selected in different fields: memory/heritage, human rights, education, innovation, and interaction with the different audiences

⇒ Cinema and silent film cycles with live music

With this initiative, we are looking to open curiosity, foster creativity and increase inspiration.

⇒ Castings, cultural training and creation of bands

The objective is to project our institution as a modern and dynamic cultural center. Thus, we will need to organize at least *one or two castings per year* to create groups of talented and motivated people (theatre, dance, singing).

⇒ Fixed events

With new spaces, it is fundamental to create fixed events to transform, create new habits and show AFL as an authentic cross-cultural hub:

- “Open mics” (music, poetry and spoken word – target audience: 17-35 years old)
- “La Boum” (electro nights with talented local DJs most of all - – target audience: 17-35 years old)
- “Saturday storrtellings” (for 3-9 years old kids and families in the library)
- “Outdoor cinema sessions” (for adults, with a debate)
- “Cinekids sessions” (for kids starting at 7-8 years old)
- “Game nights” (for families in the library)
- “French connections” (thematic - for franco-zambian companies and organizations, and also different public/private actors)
- “La Mondialette de pétanque” (for adults and families, at least one time per year)

⇒ Contests

If we want to detect new talents, we must schedule national events to foster new ideas and stimulate motivation and creativity:

- “Talent Show” (open for everybody, one time per year);

⇒ Cultural workshops (e.g. film making, handcrafts)

The main idea is to diversify our offer, thus we need to propose at least one cultural workshop per month:

- *MasterClasses* (music, dance, cinema);
- *Creative trainings* open to everybody (e.g. painting, theatre, dancing, music, writing)

3.3 Culture and pedagogy

The objective of having a cultural center in a language institute is to complement the offer that is given to the user. A complete experience is proposed, in which you will not only learn the language, but also know and be part of the culture of this country. It is therefore important that there is a coherence between what is offered as cultural programming and the needs to complement the academic offer, in addition to knowing the interests of the students. The AFL

must be a permanent meeting place, running open doors, that students can use. It is the reason for the existence of a cultural center.

Activities

⇒ “*Le mois de la Francophonie*”:

Create thematic events to gather more people around that concept: gastronomy (including other francophone diplomatic missions and voluntary people), music (concert and masterclass with a francophone artist), sports (footsal and pétanque), arts (exhibition with a francophone artist) and language (competition of orthography)

⇒ “*Soirées Guinguette*”

With the visual concept of the popular places and celebrations in France, the idea is to connect the students and the audience with French language and culture (Francophonie, French National Day) and also connect the AFL staff members with the students (games, live music, prices and food). This type of event should be also improved with the help of the academic sector of the institution.

⇒ Tasting French culture

Register to AFL should mean live specific experiences, also linked to French traditions and gastronomy, e.g. “*Galette des Rois*”, “*Chandeleur*”, “*Oeufs de Pâques*”. These moments will also bring more connection between teachers, students and staff members.

⇒ Summer offer “*Au centre aéré*”

In Lusaka there is a lack of proposals for children, thus AFL has to use her space to offer a complete offer for summertime to several groups of age: 3-5, 6-8, 9-11, 12-16 years old. The classes should be thematic, innovative (handcrafts, dance, theatre, film-making, magic) and connected to French/francophone culture.

⇒ Competition of spelling or French song

Actions are needed to complete the French classes, at AFL and also in the Zambian educational system². Thus it is mandatory to connect students from school partners with the

² In Zambia there are approximately 200 public and private schools proposing french teaching classes, with 200 teachers (public and private).

language and also the culture. That is why “*spelling bee*” and “*french song competition*” are concrete possibilities for the 2020-2023 period.

3.4 Memory, heritage and protection of human rights

What is the role of culture and art in the defense of human rights and the search for heritage recovery? As an institution, it is an institutional duty to generate debates and open discussions (women's rights, family rights for example). Indeed, it is important that from art the need arises to denounce the different challenges and violations committed in society. Break the silence, avoid forgetting, all thanks to Art in general.

Activities

⇒ Conferences and talks

The AFL must be presented as an open space for discussion, developing current issues that affect and involve society, seeking awareness. For this reason, there are two formats:

- *Conferences*: presentations on social sciences or hard sciences;
- *Open talks*: discussions with panelists / varied representatives (associations, groups, companies for example).

⇒ Revalue and discover

The AFL must position itself as a cultural center capable of providing activities that bring the public closer to their reality / current affairs / life ecosystems:

- *Local craft workshops* to learn about the process of building local culture;
- *Excursions or group tours* to discover the richness of the Lusaka ecosystem (in the style of Heritage Days in France, once a year);
- *Competition to revalue the local heritage* (during the month of April and within the framework of the International Day of Monuments and Sites);
- *"Trip to ..."*: practical presentations with songs or tastings to discover regions of France or country (e.g.: “*Voyage en Provence*”)

3.5 Sustainable city and “ATC” citizens (alerts / trained / creative)

“*Culture is increasingly becoming a factor of urban regeneration*” (Tight, 2004: 3)

As a keyword, we understand the citizen's action there. Let us not forget that in 2015 the UN established a series of objectives that cities must meet to aim for sustainable development, from

the city of the oceans to the protection of human rights. What is our responsibility as citizens in the face of these challenges? The AFL seeks to open these issues by promoting a reaction from citizens, developing inclusive and didactic projects. The purpose, beyond awareness, is in the appropriation of problems by each citizen within their own ecosystem.

Working in this way allows work / change to start from below, at the community level. In this sense, we propose two thematic axes of projects:

- environment, recycling composting: conversations / talks, training/workshops;
- “orange economy” and cultural industries: conversations / talks, trainings.

3.6 Decentralization and social responsibility

Culture must stop occupying an elitist place with which it is associated to promote social cohesion. Accessibility is insufficient, and therefore it is necessary to bring different audiences to cultural actions. Democratize to encourage citizen awakening and social development. It is our responsibility to train spectators who become main consumers and ambassadors of our initiatives.

Activities

⇒ “*La Fête de la Musique*”

The objectives are as follows:

- Convert spaces into ephemeral musical stages;
- Enhance amateur practice and diversity of musical genres;
- Stimulate musical curiosity;
- Promote musical talents.

For this reason, it is necessary to add institutional and private partners to support more activity for the good of artists and audiences.

⇒ “*Hors-les-murs*” activities (“beyond the walls”)

These events seek to relocate cultural activities to places susceptible to:

- Foster interest in French culture;
- Encourage the curiosity of new audiences.

For such initiatives, it is important to define and create routes with different potentials and shelters. This first work should continue until we find the right rhythm and frequency of events/activations. There are different clues to explore for AFL: Universities, schools, and shopping malls.



Alliance Française

Lusaka



⇒ “French Culture Clubs”

With this initiative, we seek to propose the establishment of French Culture Clubs in Universities that can provide a weekly space. In this way, the AFL would displace someone to share elements of French culture with those registered with a participatory and practical approach. This initiative contains several dimensions:

- Connect with a university campus;
- Train Zambian university students from cultural exchange;
- Make Club’s members future protagonists of events in the AFL (for example organizing the talks “Trip to ...”) or Ambassadors of the institution (active promoters of cultural events)

⇒ Co-productions/regional tours and international artists

In order to give continuity to bi-national projects between France and Zambian, to promote local creation and to encourage participation at the regional level, the AFL is committed to hosting proposals from the Southern African French Alliance network that help establish links between French creators and regional artists.