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New Dawn Administration has prioritised the development of the Arts Sector through the elevation of its representation at Directorate level under the Ministry of Youth, Sport and Arts (MYSA). To add impetus to the process of accelerating the Arts Sector, Government has developed this National Arts Policy (NAP). The NAP is envisaged to spur the growth of the Arts Sector so as to contribute to national development through a tailored approach that takes into consideration the specific needs and opportunities available for utilization in the country. It is the Government's desire to harness the great talents that exist in the country in order for the people of Zambia to enjoy the rich Arts Sector.

Government's vision for the arts is "A Creative, Inclusive, Dynamic Sustainable Arts Sector Contributing to Development." National This Policy therefore is informed by Government's strategic focus areas as contained in the Eighth National Development Plan (8NDP) and the Vision 2030, both require all sectors diversification support economic programmes.

The Policy is built on the premise that Zambia, like most African countries, has been impacted by globalisation which has presented a myriad of opportunities for art products, creative services, production and distribution. It has therefore become critical for the Government in partnership with key stakeholders to provide the Arts Sector with

with a platform to access employment opportunities for Zambians. The provision of a platform will enable the artists to produce creative content that can contribute to their prosperity and the growth of the national economy. The development of this Policy is meant to address challenges experienced by the Arts Sector due to the lack of policy and legal framework. The NAP is envisioned to maximize available opportunities and adopt global best practices to allow the Zambian Arts Sector to flourish and attain international recognition.

To steer the Arts Sector, the Policy's thematic areas are; Creative Industries and Arts Business, Role of ICT in the Arts, Arts Education and Capacity Building, Arts Infrastructure Development, Arts Research and Development, Artists Welfare, Legal Framework, National Identity, Values and Principles. Cementing these Policy areas are cross-cutting issues such as gender, disability, the environment and HIV and AIDS.

Critical to the successful implementation of the policy is the local, regional and international collaboration to facilitate investments in infrastructure, capacity building and cross pollination of ideas.

I am therefore, delighted and proud to present the first-ever National Arts Policy, this is a landmark achievement for the Arts Sector in this great Nation.

Hon. Elvis Chishala Nkandu, MP
MINISTER OF YOUTH, SPORT AND ARTS

Elvis C. Alkandu



## Acknowledgement

The development of a responsive and inclusive National Arts Policy is long overdue. The Ministry would like to express its deepest appreciation to all the partners for their continued support, especially during the process of developing the National Arts Policy. This was done through a series of consultative meetings at National, Provincial and District levels.

Special thanks to the National Technical Working Group comprising various stakeholders from line Ministries, National Arts Associations, Civil Society Organisations, Traditional Leaders, Academia, Civic Leaders, Religious Leaders, Cooperating Partners and artists. Further the Ministry is grateful for the support rendered by the National Arts Council, Government officials at the National, Provincial, District, and Ward levels for their financial and technical support. Appreciation also goes to the Policy Analysis and Coordination Division of Cabinet Office for their guidance and support during the process of developing the Policy. The leadership rendered by the staff in the Ministry of Youth Sport and Arts by spearheading the preparation, drafting, and facilitation of broader stakeholder consultations was superb.

Finally, but not the least, the contribution and support of the artists whose active participation enabled the smooth policy development process is acknowledged. Sincere gratitude to everyone that made valuable inputs in this NAP. As an Arts Sector we are eager for the effective implementation of the Policy.



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## **Working Definitions**

#### Arts

Refers to a broad and diverse range of human activities and creations that involve the expression of imagination, creativity, and skill. It encompasses various forms, such as visual arts (painting, sculpture, and photography), performing arts (music, dance, and theater) literary arts (poetry, novels, and essays) digital arts among others.

#### **Artist**

Refers to any person who creates or gives creative expression to, or re-creates works of arts, who considers his artistic creation to be an essential part of his life, who contributes in this way to the development of art and culture and who is or asks to be recognised as an artist whether or not he is bound by any relation of employment or association.

#### Arts education

Refers to, teaching artistic skills and learning creative competencies. It includes music lessons, dance training, drawing tutorials, creative writing workshops, literature lectures, acting classes and film seminars. At schools, arts education introduces pupils to creative expression. Arts students earn qualifications after completing tertiary courses in visual arts, music, literature, theatre or film.

#### **Artistic freedom**

Refers to the right to make art. It includes the right to work gainfully as an artist. Freedom of artistic expression is a right enshrined in the Laws of Zambia.

#### **Arts infrastructure**

Refers to a building, venue or virtual space that houses artists, exhibits artworks or offers creative services. Arts infrastructure includes theatres, craft villages, libraries, concert halls, cinemas, bookshops, galleries and art studios.

#### Copyright

Is a legal term used to describe the rights that creators have over their literary and artistic works. Works covered by copyright range from books, music, paintings, sculpture, and films, to computer programs, databases, advertisements, maps, and technical drawings.

#### **Creative industries**

Refers to the cycles of creation, production and distribution of goods and services that use creativity and intellectual capital as primary inputs. They comprise a set of knowledge-based activities that produce tangible goods and intangible intellectual or artistic services with creative content, economic value and market objectives. Creative industries constitute a vast and heterogeneous field dealing with the interplay of various creative activities ranging from traditional arts and crafts, publishing, music, and visual and performing arts to more technology-intensive and services-oriented groups of activities such as film, television and radio broadcasting, new media and design (UNCTAD).

#### Intellectual property

Refers to creations of the mind, such as inventions, literary and artistic works, symbols, names, images, and designs used in commerce. It encompasses a wide range of intangible assets that are protected by legal rights. Intellectual property rights grant exclusive rights to the creators or owners of these intangible assets, enabling them to control and benefit from their creations. Intellectual property rights aim to promote innovation, creativity, and economic growth by incentivising individuals and organisations to invest in research, development, and creative endeavours while providing a framework for protecting and enforcing these rights (WIPO).



AAC Arts Advisory Committees

ACFTA Africa Continental Free Trade Area

AU African Union

GDP Gross Domestic Product

GRZ Government of the Republic of Zambia

IBA Independent Broadcasting Authority

NAA Information and Communication Technologies

IFACCA International Federation of Arts Councils and Cultural Agencies

IFCD International Fund for Cultural Diversity

LFS Labour Force Survey

ILO International Labor Organization

MYSA Ministry of Youth Sport and Arts

NAC National Arts Council of Zambia

NAP National Arts Policy

NAA National Arts Associations

SADC Southern Africa Development Community

UNCTAD United Nations Conference on Trade and Development

UNCRPD United Nations Conventions of Rights for Persons Disabilities

UNESCO United Nations Education, Cultural and Scientific Organization

WIPO World Intellectual Property Organizations

ZAMCOPS Zambia Music Copyright Protection Society

ZARRSO Zambia Reprographic Rights Society

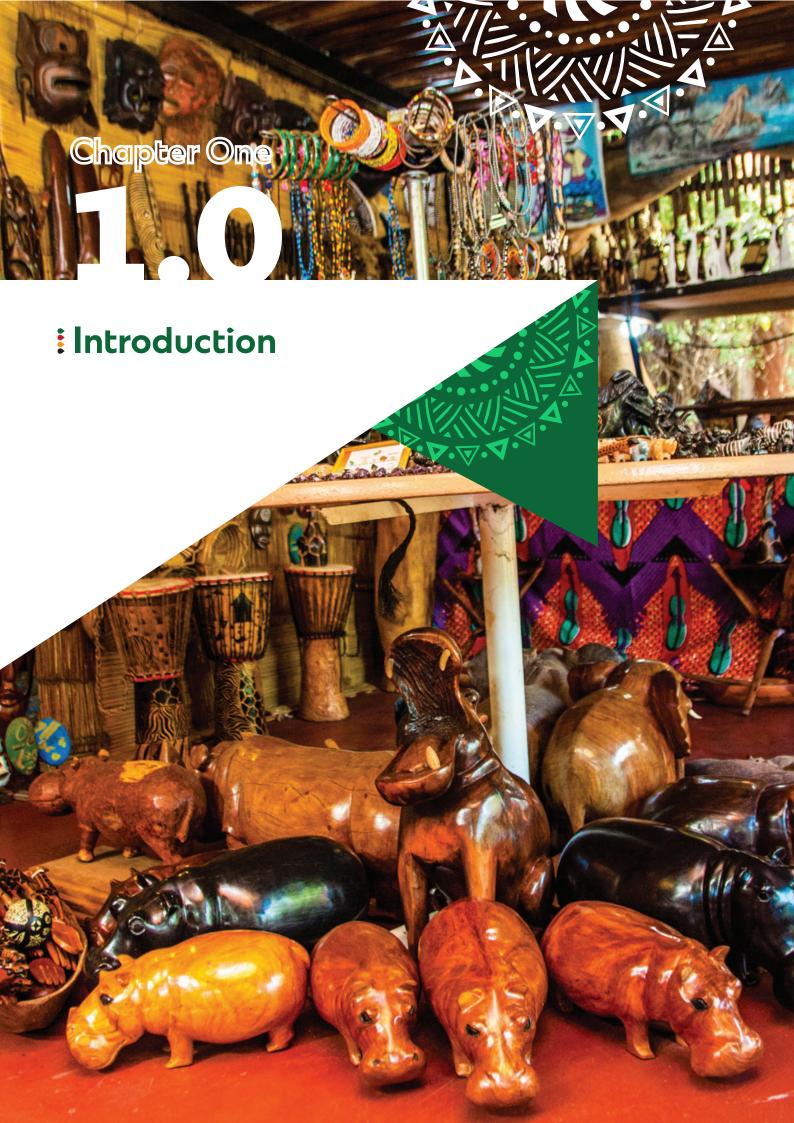
ZICTA Zambia Information Communication, and Technology Authority

ZRA Zambia Revenue Authority

ZSA Zambia Statistical Agency

ZTA Zambia Tourism Agency







## Introduction

Since Zambia's independence in 1964, the Arts Sector in the country have operated with an inadequate policy and legal framework to stimulate and facilitate for its meaningful growth. The lack of a policy and legal framework has resulted in the sector facing challenges which range from poor coordination, limited growth and unfavourable working conditions for the artists. The challenges faced have undermined the development of the Arts Sector thereby reducing its capacity to effectively contribute to National development. Although the establishment of the National Arts Council of Zambia (NAC) in 1994 made some strides, these have not been significant to structure the sector. The lack of a supportive policy and legal environment to facilitate and stimulate meaningful growth in the Arts including poor coordination, limited growth and the artists working under unfavourable conditions in the sector has greatly affected the Artists.

Consequently, the Government has realised that the arts play an important role and are an essential component in the economic sector with the potential to create jobs which would improve the livelihoods and welfare of artists as well as contribute to sustainable national development. Beyond intentions to transform the arts into a viable sector for social development and economic growth, this NAP also reflects aspirations and goals of contributing to national identity.

This Policy document is divided into five chapters. Chapter one is the Introduction. Chapter two delivers the Situation Analysis that explains the state of the Arts Sector in Zambia. Chapter three provides the Vision, Rationale and Guiding Principles. Chapter four outlines the Policy Objectives and Measures. The Implementation Framework in chapter five highlights the Institutional Arrangement, Legal Framework, Resource Mobilisation and Financing, as well as Monitoring and Evaluation of the Policy.







## 2.0

## **!Situational Analysis**

#### 2.1 Overview of the Arts Sector

Zambia has a rich and diverse artistic heritage that draws inspiration from its vibrant culture and hospitable population. The arts in Zambia encompass various forms of art such as performing arts, visual arts, creative writing, fashion, film, and media. Over the years, the Arts Sector has experienced some growth, necessitating the development of a comprehensive policy and legal framework to strengthen and sustain the progress made. This framework is crucial not only for sustaining and enhancing the arts but also for ensuring resilience and innovation in the sector.

A number of studies, have been conducted to assess the economic impact of the arts in Zambia. In 2010, the United Nations Conference on Trade and Development (UNCTAD) released a report on strengthening the Creative Industries for Development for Zambia, it acknowledged the arts' role in economic development. The report emphasized the creative and cultural industries' potential for job creation, trade, exports, and overall contribution to the National Gross Domestic Product (GDP).

Creative industries contribution to the Zambian economy.



Further, a scoping study conducted by the Zambia Institute for Policy Analysis and Research (ZIPAR) highlighted that in 2010, the creative industries contributed 2.5 percent to total employment, 0.04 percent to exports, and 1.0 percent to imports. However, recent data presents a fluctuating trend in the arts' GDP growth. The sector's GDP growth has varied from 0.5 percent in 2016 to 4.0 percent in 2017, recovering to 12.2 percent in 2019, and subsequently declining to 3.8 percent in 2020. Notably, the 2021 National Economic Report revealed a 2.5 percent GDP growth and a 0.3 percent contribution to the National GDP by the Arts, Entertainment, and Recreation sector.

The 2021 Zambia Labour Force Survey (LFS) indicates that the Arts, Entertainment, and Recreation sector provides 16,173 jobs, with 77.9 percent held by males and 21.1 percent by females. Despite its potential, the Arts Sector's employment share is minimal at 0.4 percent of national employment. The 2022 Labour Force Survey also reports that 10,369 youths are employed in the Arts, Entertainment, and Recreation sector. A 2022 report by the Zambia Information Communication, and Technology Authority (ZICTA) highlighted that the consumption of movies and video streaming accounted for 58.9 percent, music and recordings for 27 percent, gaming for 15.8 percent, and television for 16.2 percent.



Despite the arts' evident contribution to the economy and employment, Zambia lacks a comprehensive and effective policy and legal framework for the Arts Sector. This deficiency hampers the sector's growth, stability, and sustainability. Addressing this gap is essential to capitalise on the arts' potential as an economic driver and cultural force, especially in the current era of uncertainty and recovery from the COVID-19 pandemic.

In addition, the Arts Sector is coordinated by National Arts Council (NAC), a statutory body under the Ministry responsible for Arts. The NAC is established under Cap 170 of the laws of Zambia (Act No 31 of 1994) and its mandate is to develop, promote and regulate the arts. It undertakes its functions through its affiliated National Arts Associations (NAA). These are umbrella bodies that represent various forms of arts. At the provincial and district levels artistic programmes are coordinated by Arts Advisory Committees (AAC). Since its establishment, the NAC has undertaken various programmes such as capacity building, support to Artists and Arts programmes. The NAC operate the Arts Development Fund through which artists access grants and loans. The NAC also has been monitoring various artistic programme country wide. Further NAC is an advisory body on all matters relating to arts development in the country.

Despite having made the above progress, NAC has been facing challenges in achieving its mandate due to limited capacity in terms of institutional, human and financial resources. Further, NAC has not been able to respond to challenges of a fast-growing Arts Sector operating as a business and is expected to contribute to job creation and economic transformation of the nation in line with the Eighth National Development Plan (8NDP) whose theme is "Socio-economic Transformation for improved Livelihoods". The 8NDP put Zambia on a path for accelerated economic recovery, it assured prosperity through job creation for the Zambian people.

Consequently, the Arts Sector has experienced challenges such as lack of growth in artistic business, underutilisation of ICTs and underdeveloped arts education coupled with limited arts infrastructure, lack of comprehensive data on the contribution of the arts and inadequate policy and legal framework.

The 2023 National Arts Policy has been developed to therefore address these challenges and opportunities through the implementation of a comprehensive National Arts Development Framework. The framework is envisaged to improve arts businesses, create jobs, contribute to the economy and improve livelihoods.

#### 2.2 Creative Industries and Arts Business

The Creative Industries continue to evolve in scope and with varying levels of organisational capacity, output and economic contribution. The increasing number of Zambians - especially young people taking up creative businesses as a means of earning a living, attest to this fact. According to the UNESCO Framework for Cultural Statistics the creative industries value chain include creation, production, dissemination (distribution), exhibition and consumption of creative products and services.

The creative industry value chain in Zambia is not well developed resulting in the negative impact on the value addition; quality of artistic products and services and job creation. Furthermore, most artists operate sole businesses where they handle all the various tasks of their art businesses. In this regard, artists are their own marketers, managers and accountants. Additionally, other challenges affecting the overall economic and social contribution of the creative industries includes but not limited to insufficient appropriate financial services, poor networking capacity and limited access to markets. Furthermore, most arts organisations are operating informally, unregistered, and unstructured without a physical place of operation. This has further limited artists' access to existing business development services and investment.

It is therefore imperative that the 2023 National Arts Policy addresses not only challenges affecting the creative arts industry but also provide dynamic framework to enhance the economic contribution of the arts.



## 2.3 Increasing Role of ICT in the Arts

Over the years, ICTs have influenced and transformed the way art is created, shared, and experienced. This has provided artists with new tools and mediums for creating art. Artists can now experiment with new techniques, materials, and processes that were previously unavailable, allowing for innovative forms of art to emerge. It has also facilitated collaboration among artists and the ability to engage with audiences in new ways. Through digital platforms and social media, artists can connect and collaborate with others across geographical boundaries, sharing ideas, resources, and artworks. ICTs play an important role in the arts value chain as they are able to enhance production capacity as well as accelerate distribution and facilitate increased consumption of products and services.

Artists in different art fields now use ICTs to promote creative expressions, such as visual effects, music, fashion and design by creating original works with technological tools. By leveraging the power of ICTs, artists are able to enhance the production of artistic products and services. They can also use ICTs to promote their art products and services hence, expanding their distribution networks. Additionally, artists have been using software, virtual galleries and digital cameras to leverage their creativity and capacity. More artists are using computers and smart devices to connect and gain inspiration from each other and market themselves. Consumers too can discover many new artists and keep up to date with their favourite entertainers through social media platforms.



The 2022 Zambia Information Technology and Communication Agency (ZICTA) annual report indicates a sharp increase in digital uptake. This is particularly the increase in the consumption of music and films streamed online, where there is a marked opportunity to expand these platforms. Driven by high levels of internet and smartphone penetration, an increasing number of people are streaming content, especially movies, music and game. The Arts Sector is positioned to benefit from this increased demand for creative content online. ICTs have also brought increased income-making opportunities through innovative and convenient payment platforms. These financial technology (Fin-Tech) inventions have the potential to grow audiences and revenues for artists.

Advancements in ICTs in Zambia has not been without challenges. These include; digital illiteracy, scarcity of internet-enabled devices, and limited access to connectivity tools especially in rural areas. Most artists use the internet without understanding the risk of internet platforms such as cyber-bullying, breach of privacy and leakage of confidential information or wrongful use of internet exposing artists to negative publicity.



Additionally, a number of artists are not able to monetize their digital content due to lack of systems that support online payment platforms. ICTs advancement has also resulted in increased piracy which has further reduced artists' income from digital platforms. This is due to the fact that artistic content can easily be shared without payment to the artists.

Clearly, the digital era has introduced new opportunities and challenges to the Zambian society of which the policy and legal framework need to be responsive to and be relevant to the new demands of a fast-growing digital era. The 2023 National Arts Policy will therefore address the challenges and take advantage of the opportunities presented by the digital era through the development of digital edge appropriate mechanisms that support and protect artists.

## 2.4 Arts Education and Capacity Building

Zambia's current arts education is guided by the Education Curriculum Framework of 2013 which introduced a two-tier curriculum system and trade test for Grades 8 to 12. However, the system does not provide for arts education with standalone subjects at early childhood and primary levels. At the secondary level, pupils have an option to either pursue the academic pathway which has the core subjects without the arts or the one where pupils pursue the vocational stream with the core subjects and the arts.

An additional pathway that has significantly contributed to skills enhancement involves international arts cooperation and exchange initiatives. Zambian arts have gained valuable expertise and skills by participating in these exchange programmes. However, due to high costs of exchanges, Zambia has not been able to initiate these programmes and has relied on host countries to determine the structure of programmes which may not address the specific needs of the Zambian Arts Sector.

At the early childhood and primary level, art education has been characterised by limited resources such as inadequate number of teachers and insufficient tools and equipment. Further, at the secondary level only music and visual arts are offered and examinable. Other art forms such as film, fashion and digital art are not covered. Further, the institutions that offer art programmes at tertiary level are also limited, a situation that has contributed to the low number of skilled artistic personnel and even the few institutions that offer art programmes cover a limited number of art forms.

Outside the formal learning environment, several private art schools have emerged. These are mostly not accessible due to the high cost of enrolment or physical location. Additionally, community-based arts centres which could offer broader access to arts education are limited and also mostly found in the urban areas. This has been worsened by the fact that a few community facilities that operated as art centres have been turned into other uses such as bars and churches.

With the noted growth of the Arts Sector in Zambia, it is expected that there will be an increase in demand for skilled artists. This consequently places a high demand on the arts education providers to respond to growing demand. The 2023 National Arts Policy will therefore facilitate the implementation of holistic arts education at all levels to respond to the emerging trends.





## 2.5 Arts Infrastructure Development

Infrastructure in arts includes theatres, concert halls, cinemas, studios, dance arenas, galleries, libraries, parks, museums, workshops, crafts markets, exhibition halls, creative hubs, and virtual spaces among others. Most of the arts infrastructure in Zambia were constructed before 1964 and initially owned by the Mines or Local Authorities before being surrendered to communities or private companies. The few available Community owned arts spaces are faced with governance issues such as, lack of transparency in operations, limited cash in-flow to maintain the facilities and seating capacity resulting in reduced economic viability.



Most of the infrastructure are now dilapidated or not accessible to artists as the use of some of them has since been changed. A few investors have developed arts facilities though they are located mostly in urban areas. The rural areas have not received much investment apart from selected provincial centres, which have Government constructed cultural villages.

Currently, the country has limited investment in infrastructure at the ward, constituency, district, province and National levels. This is attributed to the limited inclusion of art infrastructure in rural and urban development planning. The 2023 National Arts Policy therefore will promote the establishment and development of appropriate art infrastructure in the country.

#### 2.6 Arts Research and Development

Arts research generates data and statistics which enable policymakers to evaluate the impact of the arts on the people, the state of the sector, audience segments and consumption patterns. Under the United Nations Education, Science and Culture Organisation (UNESCO), the Framework for Cultural Statistics is the global standard for collecting data on the creative and cultural industries. The framework provides guidelines on the required variables that need to be collected in the Arts Sector. However, the framework is yet to be domesticated with a view of operationalising it within the Zambian National statistics agenda.

Globally, most arts-related research have been conducted by various organisations such as UNESCO through the Creative Economy Reports, the United Nations Conference on Trade and Development (UNCTAD) and the European Union (EU). Locally, research has been conducted by the African Research Institute, the Institute of Economic and Social Research, the Zambia Institute for Policy Analysis and Research (ZIPAR) and other stakeholders. One of the recent local informed research that was informative to the sector was conducted by the European Union 'Support to the Creative Sector in Zambia' (2017).



National Economic Reports in Zambia have contained statistics on the performance of Creative Industries. However, data is clustered under Recreation, Culture and Religion. This has made it difficult to establish the actual contribution and impact of the arts on National development in terms of GDP, jobs or other activities. This lack of consistent or reliable statistics has undermine decision-making and planning in the Arts Sector. It has been long recognised that lack of commissioned research in arts or creative industries in Zambia has created a gap in information to enable informed decision-making. For instance, the mapping of events such as festivals, exhibitions, film shows, theatre shows, art markets, and fashion shows, is not consistently presented and shared.

Based on the above noted gaps, there is need for the arts research in the country that is systematic and would be able to generate data that will enable both policymakers and stakeholders to make decisions based on empirical evidence. In operationalising research in the Arts Sector, there is need to create appropriate structures that will not only aid in research but for planning in the sector. The availability of research results including information from the mapping activities of art and creative activities will enhance service delivery. The information generated from mapping may not necessarily be reflected in the commissioned research works because most of it is event-related.

#### 2.7 Artists Welfare

The welfare of Artists is fundamental to national development. In this regard, Artists welfare include social security, financial stability, job security, mental and physical health. Artists in Zambia are faced with a number of challenges such as irregular income, lack of job benefits and limited access to pension or social security schemes. A lot of progress has been made by Government to ensure access to social protection for the citizens, however, many artists do not have access to contributory social protection schemes due to the nature of artistic work, the irregularity of the income and celebrity status of some artists. Artists often work under pressure to create, financial stability. However, the uncertainty of success can contribute to stress and mental health issues among artists. Furthermore, most Artists lack access to mental health resources and face societal stigmas around seeking help. In view of unpredictable workflows and extended periods of unemployment, some artists as a result of their art form work in physically demanding mediums and conditions and may face health issues.

In the recent past the Government has made progress is promoting the welfare of citizens. This has included the introduction of universal health coverage under the National Health Insurance Authority in 2018 and the extension of pension services to the informal sector under the National Pension Scheme Authority. However, Artists access to these social security systems has been limited due to the irregular income, and barriers to make their monthly contributions.

There is need for a wholistic approach in ensuring artists are able to operate under decent conditions, have access to key social security services and are able to enjoy mental health and wellness. Providing financial support, mental health resources, equitable opportunities, and fostering a culture that values the contributions of artists are crucial in the welfare of Artists.

#### 2.8 Legal Framework

The National Arts Council of Zambia Act No. 31 of 1994 is the principal legislation that gives recognition to artists and arts organisations. Since its establishment, the council has regulated the arts. The NAC's mandate is to regulate, promote and facilitate the development of the Arts Sector in the country. The NAC has supported the formalisation of 2,500 bodies; has 9 national arts associations affiliated to it and licences on average 75 promoters annually. However, the NAC mandate does not provide artists' welfare, regulation and establishment of professional bodies to look into the interest of artists. The NAC Act also lacks a structured regulation of the arts events, festivals and exhibitions including the more art business-related functions.



The legislations protecting copyright and related rights and enjoyment of artistic rights such as the Copyright and Performance Act (1964 and its 2010 amendment) fall short of provisions to adequately provide for enforcement, remuneration and protection against digital exploitation. There are only two collection societies, Zambia Music Copyright Protection Society (ZAMCOPS) for music and Zambia Reprographic Rights Society (ZARRSO) for literary works, but other artistic works such as audio-visual (movies and television), digital artwork, dance, visual rights and other artistic expressions do not have a collecting society. This makes it difficult for artists to derive royalties from their works.

Additionally, there are a number of other pieces of legislations that interacts with the arts and supports its implementation and administration. Each of the legislation has its unique limitations. These pieces of legislations include the following: the Theatres and Cinematograph Exhibition Act of (1929) provides for the regulation of theatre spaces and cinema but the law is outdated and does not speak to the current issues of cinematography consumption; the Income Tax Act of 1997 (with subsequent amendments) under the Section 41 does not recognise arts organisations as beneficiaries of tax exemptions; Moveable Property (Security Interest) Act amended in 2014 for recognition of artworks as assets to enable artists access finance but is not clear on how arts product and services can be handled; Independent Broadcasting Authority (Amendment) Act, (2017) and Zambia National Broadcasting Corporation (Amendment) Act, which are key platforms for accessing markets but have no deliberate mechanism to interact with the arts sector; Zambia Forestry Act (2015) and Civil Aviation Act (2016) has a general licence regime for artists similar to commercial or large companies; and National Pension Scheme Act (amended in 2020) which require to provide for the contributions of artists welfare has been amended to enable artists to be part of the schemes but does not sufficiently recognise the income patterns and the irregular work schedules of artists.

Zambia has been an active member of several International bodies such as UNESCO, World Intellectual Property Organization (WIPO), African Union (AU) and Southern Africa Development Committee (SADC). Each of these bodies has International instruments such as the UNESCO 2005 Convention on the Promotion and Protection of the Diversity of Cultural Expressions; the AU Charter on Creative and Cultural Industries, SADC Protocol on Sport, Culture and Information 2001 and the WIPO Copyright Treaties of 1996. However, the country has not ratified or domesticated some of these key treaties to derive the benefits that come with ratification. Under the UNESCO 2005 Convention, Zambia has not been able to access the International Fund for Cultural Diversity (IFCD) as this relevant convention was not yet ratified. The recently introduced Africa Continental Free Trade Area (ACFTA) have wider implications for the creative industries and there is therefore need to domesticate and align to local instruments.

## 2.9 National Identity, Values and Principles



The Zambian National identity is provided through National Values and Principles, National Flag, Armorial Ensign, symbols unwritten moral code, language, and sounds. The Constitution of Zambia (Amendment) Act, 2016, affirms a set of these National Values and Principles. The principles ascribe to the country's, ideals, aspirations and identity. Artists are key players in promoting these values through their work. Further, the Penal Code (Cap 87) Section 177 provides for regulations that govern the production and public exhibition of artworks. Artists in Zambia have been major contributors to the definition of National identity. This has been through various artistic works.

Artists are expected to portray National identity, National values and principles. In this regard, they are to hold social and moral responsibility in the expression of their artworks. Increasingly, artists continue to play a role in social activism, and civic, political and social development affairs through artistic expression. Thus, the artists' role is to entertain, educate and inform the public.



However, as community values and principle shift due to social, environmental and cultural changes, the arts may often reflect these changes which may push boundaries of what could be termed norms of a community. These changes in artistic expression may be manifested through inappropriate lyrical content, dressing and choreography.

Additionally, there are instances among some artistic forms to portray foreign culture instead of embracing Zambia culture. Therefore, national culture constitutes a vital component of national values and principles. Artists continue to draw inspiration from culture and traditions as a way of leveraging their creativity. The strong connection to culture is critical in giving the Zambian art products and services a competitive advantage due to their uniqueness.

## 2.10 Cross-Cutting Issues

In this policy, cross-cutting issues are topics that are identified as important and cut across most or all aspects of art development. The Zambian Government recognizes the vital role that cross-cutting issues play in the development and the need for their mainstreaming as integral dimensions of the arts policy design, implementation, monitoring and evaluation. The most common cross-cutting issues that prominently interact with and affect the Arts Sector are gender, disabilities, environment, and HIV/AIDS. These issues continue to impact socioeconomic development in areas such as accessibility, including education, financial resources, and infrastructure, alongside equality, equity, poverty, employment, and empowerment in the Arts Sector.

#### **2.10.1** Gender



The Zambia Gender Report (2017-2019) reveals that "Zambia has made significant progress in promoting the rights of girls and women." However, despite notable improvements, Zambia remains in the bottom 38 countries with the highest levels of gender inequalities. Much more needs to be done to promote gender equality and equity, and ensure the elimination of gender-based discrimination for both males and females in the Arts Sector.

The Arts Sector faces comparable gender disparities relating to stereotypes attached to men and women in

society, such as limitations in artistic expression and the responsibility of moral custodianship, sexual harassment and objectification, limited access to financial resources, education, skills development, employment (lower expenses attached to hiring women compared to men), and empowerment opportunities, as outlined in the Zambia Vision 2030 report.

Addressing gender imbalances and discrimination in the arts requires deliberate Policy interventions to ensure equality and equity in the distribution of financial resources, accessibility to production capacity enhancement resources, strengthened and expanded opportunities for business for women in the arts, increased education and skills development opportunities for marginalised women and men (including the aged and those in rural areas), and sensitisation aimed at dismantling gender-related social prejudices and stigma.



#### 2.10.2 Disability

According to the World Health Organisation, about 2 million women and men in Zambia (15 percent of the population) have a disability. The Zambia Disability Survey (2015) estimates the prevalence of disability to be 10.9 percent among adults (18 years and above) which is a critical age bracket for the Arts Sector, that mostly comprise the youths.

As a way of domesticating the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), Zambia took a step toward increasing social protection for persons with disabilities when it introduced "The Persons with Disabilities Act in 2012. The country continued to meet this commitment by making provisions in the Constitution of Zambia (Amendment) Act No. 2 of 2016. Part V, No. 48 of the Act specifically provides for artists with disabilities on matters relating to educational needs, health care and facilities, habilitation and rehabilita-tion, employment and social protection, accessibility and mobility, as well as equality and equity aimed at dismantling discrimination based on disability.

Notwithstanding the progress made towards meeting the needs of artists with disabilities, barriers still exist that hinder their full participation in socio-economic activities in the Arts sector. Some of the challenges they face include uncoordinated and inefficient formal representation specific for artists at the local level, stigma and discrimination, limited access to resources such as facilities and finance, and opportunities including education, skills development, and empowerment.

Affirmative action must promote more inclusive societies and employment opportunities for artists with disabilities through increased sensitisation. This is in order to challenge attitudes and prejudices associated to persons with disabilities, achieve improved access to basic education, and provide vocational training relevant to the labour market needs and jobs suited to their skills, interests and abilities, with adaptations as required to address physical accessibility challenges.

#### 2.10.3 Environment

The International Federation of Arts Councils and Culture Agencies (IFACCA) has been committed to championing the relationship between the arts and their connection to environmental sustainability for years. The IFACCA calls for Governments and International agencies to engage in conversations about climate change and climate justice when setting targets and strategies that support the arts.

Arts creation processes have an impact on the environment such as exhibition materials leftover materials, packaging by generating waste. Some art forms such as crafts rely on the environment for their work. These may sometimes have negative impact on the environment such as deforestation, pollution and environmental degradation. Additionally, some audiences are not receptive to environmental issues. This sometimes forces artists to avoid environmental issues in their artistic expression.

Artists are required to undertake their projects paying particular attention to the impact of their work on the environment. Sensitisation of artists on the environment is therefore critical so that all artists are environmentally conscious especially those exposed to matters of environmental sustainability such as the ones using recycled materials to create art.

In addition, there is need for the formalisation of strategies to promote environmentally-friendly practices in the Arts industry. These strategies should be followed by national sensitisation that creates awareness and encourage sustainable practices for the artist in awareness and encourage sustainable practices for the artist in the sector. Stakeholders in the Arts Sector need

to take ownership of safeguarding the environment by taking a stand on matters relating to climate change using their platforms and influence, hosting or participating in events that promote climate actions, organising workshops, or communicating with communities, art organisations and artist groups, using materials which do not harm the environment, and through the promotion of recycling.

#### 2.10.4 HIV/AIDS

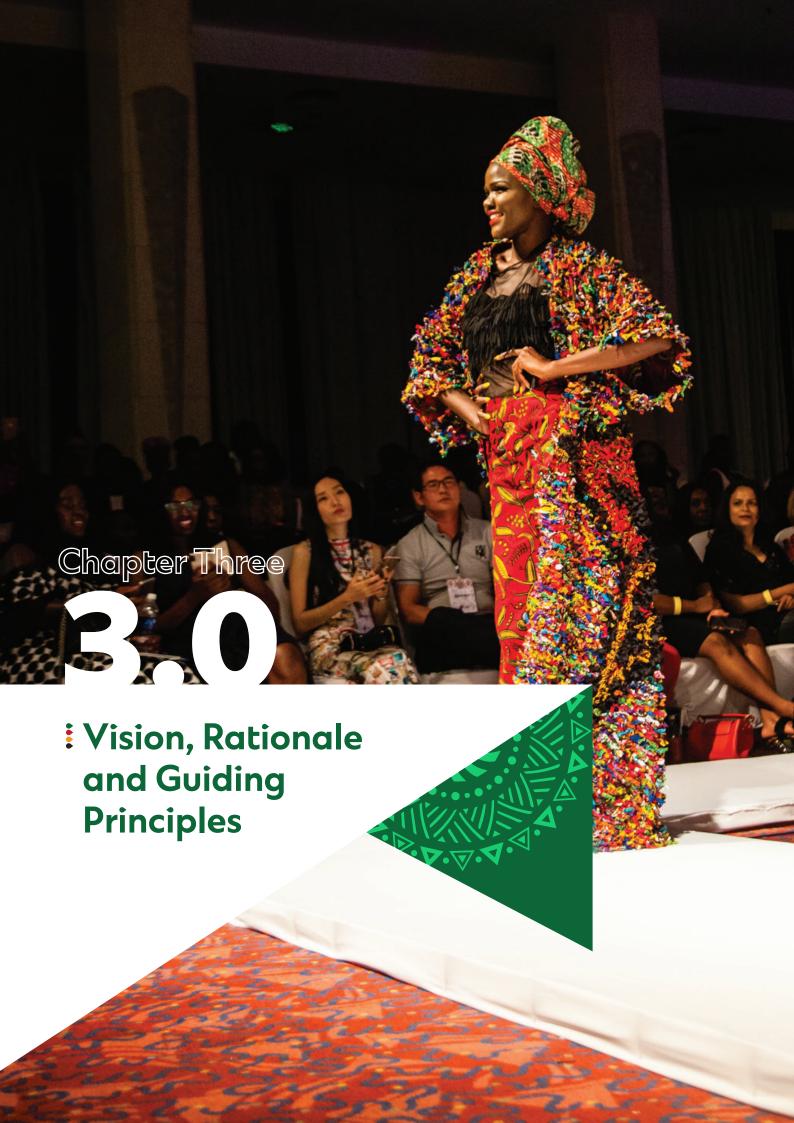


The Zambia Demographic and Health Survey (2018) reported that HIV prevalence among females aged 15-49 years was 14.2 per cent, compared to 7.5 per cent for males of the same age; HIV prevalence at 15.4 per cent and 15.1 per cent – with the Copperbelt and Lusaka provinces respectively having the greatest HIV burden. Considering that the Arts Sector is largely but not exclusively a youth-driven sector and that the most active creative provinces are Lusaka and the Copperbelt, artists are among those affected by these statistics, directly or indirectly.

The Zambian National response to HIV is guided by the National HIV and AIDS Strategic Framework (NASF, 2017-2021). The NASF recognises the HIV/AIDS epidemic as a socio-developmental challenge and prescribes Fast-Track strategies toward achieving the ultimate elimination of HIV new infections by 2030. According to UNAIDS, Zambia has made notable strides toward curbing infections, reporting significant declines of about 30 percent: from 60,000 infections in 2010 to 51,000 in 2019, and annual AIDS-related deaths from 24,000 in 2010 to 19,000 in 2019.

Despite this progress, female artists continue to face challenges that put them at higher risk of infection compared to men as they are more prone to sexual objectification and are sometimes expected to pay in-kind for industry services supplied by men. Artists in general also struggle with temptations associated with fame and their level of influence in society which makes them vulnerable to drug and alcohol abuse and sexual abuse which places them at high risk of HIV/AIDS infection. Consequently, there are prevailing social prejudices painting artists as high-risk carriers of the pandemic leading to stigma and discrimination, especially on matters relating to employment, financial and networking opportunities. Infected artists often opt to not disclose their status, thus putting themselves and others at more risk as they cannot willingly access medication. This leads to more HIV/AIDS related deaths in the arts industry or more infections resulting from the inability to disclose one's status.

To address the identified issues, the Policy will focus on interventions directed at sensitisation that educates artists about the true nature of HIV/AIDS and the need for acceptance by those infected and affected. The involvement of the arts community in sensitisation matters, and promotion of workplace policies that do not discriminate against people living with HIV/AIDS will therefore be cardinal not only to curb the spread but to empower artists with evidence based information on HIV/AIDS.







## "A creative, inclusive, dynamic and sustainable Arts Sector contributing to National development"

#### 3.1 Rationale

Zambia has a diverse, and rich artistic and cultural heritage across the nation. Whether performing, visual, creative writing, film or media, the arts have continued to grow over the years. However, the absence of a Policy framework has made coordination of the sector difficult, thereby making the sector not only non-structured but also none competitive. In addition, the lack of a Policy framework compounded the challenge of access to finance and financial services for the artists. Although funding agencies, programmes and opportunities existed in the arts, there has been limited investment in the sector to promote its growth.

Furthermore, the state of the art infrastructure and access to up to date equipment limited the capacity of the sector to grow and expand, this was worsened by minimal capacity building in technical and business management skills. In addition, the digital era has introduced new challenges requiring Policy and legal framework for the emerging demands of a fast growing digital era. The 2023 National Arts Policy therefore will address the opportunities and challenges presented by the digital era. On the other hand, the regulatory framework for the sector has been outdated and inadequate to address the many legal challenges artists face such as those affecting Intellectual Property Rights.

Additionally, the domestic market for Arts goods and services has been insignificant, and competitiveness in international markets is weak. The demand for some of the art services has generally been limited to Zambia and there are several challenges to meaningfully accessing and being competitive in International markets due to inadequate Policy guidelines. Consequently, with the growth of the sector, it has become important that the Policy is developed to not only provide guidelines in the sector but also harness the growth, instil sustainability and resilience as well as usher in an appropriate legal framework to create an enabling environment for the artists.

This Policy therefore will set the tone and scope for the sector as well as strengthen sub-sector regulations such as labour protection laws for artists, occupation health insurance, wages, working hours, contracts and empowerment. It is further anticipated that the Policy will facilitate the involvement of private sector players in the establishment, rehabilitation and development of art infrastructure and equipment. The 2023 National Arts Policy is therefore a reflection of the Government's decision to promote, coordinate and enhance the development of the Arts Sector so that it can effectively contribute to the National GDP.

#### 3.2 Guiding Principles

## 3.2.1 Patriotism and National Unity

Artists have the opportunity to be patriotic citizens who strive for National unity by observing National values and principles, being inclusive, putting the interests of the country first and asserting Zambian culture. Artists may use artistic expressions to unite people of diverse cultures, religions, languages, political opinions, social backgrounds and economic classes. The arts are the flag carriers of the National Ensigns and Symbols.



#### 3.2.2 Human Dignity

Artists will respect and recognise the dignity of the persons they serve following national, regional and international conventions and protocols. Artists should enjoy the same rights as are conferred on other citizens. The National Arts Policy aims to protect the human dignity of artists.

#### 3.2.3 Equity and Social Justice

The principle of equity ensures that arts development programmes reach stakeholders in all districts across the nation. Artists, art groups, organisations, companies and the general public who are generally disadvantaged must benefit from the arts development programmes as equal partners. Applying social justice will increase inclusion and reduce inequalities in the creative industries.

The Government will ensure that all persons, groups and/or communities in the Arts Sector have access to equal opportunities and privileges. Equity and social justice will be achieved by distrib-

#### 3.2.4 Morality and Ethics

Artists as role models and influencers are expected to conduct themselves above reproach in terms of morals and ethics. The arts are a tool for shaping, expressing and preserving moral and

#### 3.2.5 Non-discrimination

All persons, groups and communities have the right to participate in the Arts Sector regardless of their ethnicity, race, colour, sex, disability, religion, political opinion, or language.

#### 3.2.6 Right to Art

Every person, group or community has the right to freely participate in the creation and enjoyment of arts in the country.

## 3.2.7 Accountability and Transparency

Accountability and transparency are crucial in the Arts Sector as they foster public confidence. Arts Sector players are encouraged to be open to scrutiny while upholding high integrity, neutrality, honesty, credibility, and fair judgement.

#### 3.2.8 Governance

All arts bodies and institutions administering artists' affairs shall uphold and practise good governance principles such as separation of powers, rotational leadership, adherence to constitutive documents and other internal regulations.

## 3.2.9 Sustainable Development

The Arts Sector practices shall be economically, socially and environmentally sustainable. The principle of sustainability means that the arts must positively contribute to National progress, economic growth and social development.

## 3.2.10 Artistic Expression

Freedom of intellectual creativity and artistic freedoms are essential to the development of new ideas, progressive thoughts and innovative work. Therefore, artists have universal rights to free artistic expression without prejudice and within the rights provided for citizens.





## Policy Objectives

To achieve the vision of this Policy the following objectives will be implemented:



- i. To contribute to the growth of the Arts Sector in Zambia.
- ii. To promote the increased utilization of digital technologies in the Arts Sector.
- iii. To facilitate the provision of Arts Education.
- iv. To promote the investment and development of the Arts Sector Infrastructure and spaces.
- **v.** To promote research for the development of the Arts Sector.
- vi. To promote the welfare of artists.
- vii. To strengthen the legal framework for a thriving arts value chain.
- viii. To promote national values, principles and identity and
- **viii.** To mainstream cross cutting issues (Gender, HIV/AIDS, Disability and Environment) in Arts Development.

## 4.1 Creative Industries and Arts Business

## Objective 1:

a. To promote the growth of the Arts Sector in Zambia.

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Facilitate increased access to finance;
- ii. Promote investments in the Arts Sector:
- iii. Facilitate the creation of a quality control system for art products and services;
- iv. Facilitate increased access to art products and services; and
- v. Promote access to markets.



## 4.2 Increasing role of ICT in the Arts

#### Objective 2:

a. To promote the increased utilization of digital technologies in the Arts Sector.

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Facilitate increased access to digital technologies in the Arts Sector and
- ii. Accelerate the monetisation of digital content.

## 4.3 Arts Education and Capacity Building

#### Objective 3:

a. To facilitate the provision of Arts Education.

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Ensure holistic arts education is available in schools at all levels
- ii. Facilitate access to arts education in communities
- iii. Promote arts skills development through exchange programmes.

## 4.4 Arts Infrastructure Development

#### Objective 4:

a. To promote the investment and development of the Arts Sector Infrastructure and

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Promote the inclusion of arts infrastructure in Local Authority planning, zoning and development;
- ii. Facilitate Public and Private sector investment in arts Infrastructure and spaces
- iii. Promote equitable availability and access to Arts Sector infrastructure and spaces.

## 4.5 Arts Research and Development

#### Objective 5:

a. To promote research for the development of the Arts Sector



#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Facilitate research of various art forms; and
- ii. Promote the creation of systems for art data and statistics collection.

#### 4.6 Artists Welfare

#### Objective 6:

a. To promote artists welfare.

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Facilitate artists access to social security.
- ii. Promote mental and wellness among artists.
- iii. Promote decent work conditions for artists.

## 4.7 Legal Framework

#### Objective 7:

a. To strengthen the legal framework in the Arts Sector.

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Facilitate the review of existing pieces of legislation and regulations that govern the Arts Sector;
- ii. Promote the professionalisation of the Arts Sector; and
- iii. Facilitate the ratification and domestication of International Instruments.

## 4.8 National Identity, Values and Principles

## Objective 8:

a. To promote national values, principles and identity

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Encourage the embodiment of national values in the artistic expressions
- ii. Promote the embodiment of culture and traditional norms in artistic expression.



## 4.9 Cross-Cutting Issues

## Objective 9:

a. To mainstream, Gender, HIV/AIDS, Disability and Environment in Arts Development

#### Measures:

To achieve the above objective, Government shall introduce the following measures:

- i. Integrate gender, HIV/AIDS, disability and environment in all arts development programmes
- ii. Promote the participation of women in the Arts Sector;
- iii. Promote the participation of artists in climate change and mitigation programmes
- iv. Promote the participation of persons with disabilities in arts development programmes.











## S.O. Institutional Arrangement

## 6.1 The Ministry Responsible for Arts Development

The Ministry responsible for Arts will spearhead and coordinate the implementation of the National Arts Policy. Therefore, the Ministry shall:

- a) Advise and share information with Government line Ministries and stakeholders on Arts development matters:
- b) Facilitate the review and administration of laws relating to Arts development
- c) Facilitate the operationalisation of the art development fund;
- d) Provide and co-ordinate Arts development programmes;
- e) Establish and rehabilitate Arts Infrastructure;
- f) Establish and maintain a database on Arts Development;
- g) Develop and enforce minimum standards for Arts Development;
- h) Regulate the registration, establishment and operations of Arts organisations;
- i) Conduct awareness programmes on arts development;
- j) Provide support and build capacity for art associations/organisations;
- k) Provide and coordinate the establishment of arts centres and art spaces;
- 1) Monitor and evaluate the provision of arts development programmes;
- m) Undertake and coordinate research on arts development; and
- n) Provide art friendly and gender sensitive information.

## The Ministry Responsible for Education

The Ministry Responsible for Education shall;

- a) Provide for the integration of arts education in early childhood curriculum and development services;
- b) Provide educational materials to school and out of school children on Arts development;
- c) Guide career pathways on arts education as an option for job creation;
- d) Enhance the provision of qualified personnel, technical education, vocational and entrepreneurship skills training at all levels of Art development; and
- e) Provide scholarships and loans to eligible persons in the arts fields.

## 6.3 The Ministry Responsible for Small and Medium **Enterprise Development**

The Ministry Responsible for Small and Medium Enterprise Development shall;

- a) Provide policy guidance on business development for Artists;
- b) Facilitate and coordinate the implementation of business development programmes for artists;
- c) Provide capacity building on art business development; and
- d) Provide artists with business empowerment programmes.



## 6.4 The Ministry Responsible for Labour and Social Security

The Ministry Responsible for Labour and Social Security shall;

- a) Provide guidance on the minimum working conditions for the artists, including minimum wages and working hours;
- b) Regulate and provide social security for Artists;
- c) Provide information on life benefits (Life Insurance); and
- d) Facilitate health insurance for Artists under National Health Insurance Management Authority (NHIMA)

## 6.5 The Ministry Responsible for Foreign Affairs and International Cooperation

The Ministry Responsible for Foreign Affairs and International Cooperation shall;

- a) Facilitate timely deposition of instruments relating to international protocols on Arts development; and
- b) Facilitate the dissemination of international treaties, memorandum of understanding, protocols and events.

## 6.6 The Ministry Responsible for Health

The Ministry Responsible for Health shall;

- a) Facilitate and provide health services to Artists;
- b) Conduct awareness on the availability of health care services through the engagement of Artists; and
- c) Facilitate health community engagement processes.

# 6.7 The Ministry Responsible for Local government and Rural Development

The Ministry Responsible for Local Government and Rural Development shall;

- a) Provide empowerment to Artists under the Constituency Development Fund;
- b) Provide spaces for artist's infrastructure;
- c) Rehabilitate and maintain local artist recreation Centres; and
- d) Strengthen the enforcement of by-laws for Artists;

## 6.8 The Ministry Responsible for Information and Media

The Ministry Responsible for Information and Media shall;

- a) Promote the integration of local content in television and radio broadcasting;
- b) Facilitate the review and administration of laws relating to cinemas and theatres.



# 6.9 The Ministry Responsible for Commerce, Trade and Industry

The Ministry Responsible for Commerce, Trade and Industry shall;

- a) Provide local and international market linkages for Artists;
- b) Facilitate the artist incentives for local and business opportunities; and
- c) Provide awareness and enforcement of Intellectual Property Protection;

## 6.10 The Ministry Responsible for Finance

The Ministry Responsible for Finance shall;

- a) Provide art waivers on equipment; and
- b) Provide awareness on taxation.

## 6.11 The Ministry Responsible for Tourism

The Ministry Responsible for Tourism shall;

- a) Implement the protection of traditional knowledge, Genetic Resources and Expression of Folklore;
- b) Provide platforms for artistic expression; and
- c) Promote and market the arts as a tourism product.

## 6.12 The Ministry Responsible for Technology

The Ministry Responsible for Technology shall;

- (a) Facilitate the use of ICT in the arts:
- (b) Regulate arts in ICT; and
- (c) Monetise arts content through technology.

## 6.13 The Ministry Responsible for Technology

- 6.1.13 The National Council Arts Council of Zambia shall;
  - a) Disseminate the policy;
  - b) Serve as the supreme advisory body at the national level on policy and decisions on all forms of arts in the country;
  - c) Provide quality artistic leadership in performing and visual arts;
  - d) Regulate and encourage all forms of amateur and professional arts on a national basis in conjunction with the associations and Government;
  - e) Assist the formation of associations or organisations and encourage them to register as national arts associations to represent different groups of associations in Zambia and to encourage the affiliation of those associations to the appropriate international organisations;
  - f) Assist, financially or otherwise, any group or individual in representing Zambia in any artistic activity within or outside Zambia;



- g) Assist, financially or otherwise in conjunction with the Government, artist in obtaining relevant training within or outside Zambia;
- h) Maintain a fund for arts development;
- Ensure that arts groups at all levels maintain proper accounts and, where considered necessary, supervise and direct the maintenance of these accounts;
- j) Regulate and provide modalities for the award of national honours for artistic merit;
- k) Exercise disciplinary powers in cases of breach of the provisions of this Act;
- 1) Regulate and monitor all national arts programmes presented in Zambia; and
- m) Promote the development and organisation of the arts.

## 6.14 Zambia Statistical Agency

Zambia Statistical Agency shall;

i) Provide statistical data on the arts periodically.

## 6.15 Co-operating Partners

Co-operating agencies will provide appropriate synergies, technical and financial support to arts development programmes. Partners are a gateway to international and regional collaboration and partnership.

#### 6.16 National Arts Association

National Arts Association will complement Government's efforts in facilitating and providing Arts development services to the artists, advocate for their rights, and mobilise resources and technical support.

## 6.17 Civil society and Religious Organisations

Civil Society and Religious Organisations have played a great role in development of arts talent and will therefore continue to support and compliment Government's efforts in developing talents and on arts development in general.

#### 6.18 Education Institutions

Education institutions at all levels shall continue to provide arts education, skills development and research.

#### 6.19 Cultural Institutions

Culture institutions shall continue to be the bedrock of Zambian creativity as well as a reservoir of Zambia's artistic foundations.



#### 6.20 The Private Sector

The private sector shall support the arts through partnerships, purchase of arts products and services as well as direct investment, particularly in infrastructure under the Public Private Partnership model as well as provision of technical and material support.

#### 6.21 Public and Private Media Institutions

The media provides a platform for marketing the arts as well as for engaging the public on matters affecting the Arts Sector. The media shall continue to be a key partner in the arts by providing a platform.

## 6.22 Regional and International Bodies

Zambia shall continue to play a strategic and key role in region, and international bodies. Through Zambian missions abroad, the arts share be the flag carrier for the country as well as a leader on contemporary arts development matters.







# **Legal Framework**

To effectively implement arts development programmes, there is a need for an enabling policy and legal framework. The legal framework for the National Arts Policy includes the following: -

- (a) The National Arts Council of Zambia Act, 1994;
- (b) Theatres and Cinematography Exhibitions Act, 1929;
- (c) Protection of Traditional Knowledge, Genetic Resources and Expressions of Folklore Act, 2016;
- (d) Copyrights and Performance Rights Act, 2010;
- (e) Independent Broadcasting Authority Act, 2010;
- (f) Zambia National Broadcasting Act 2017;
- (g) Zambia National Commission for UNESCO Act, 1966;
- (h) Information and Communication Technologies Act 2009;
- (i) Zambia Forestry Act, 2015;
- (j) Civil Aviation Act, 2016;
- (k) Persons with Disability Act, 2012 and;
- (I) Education Act 2011.





# Resource Mobilisation & Financing

The effective implementation of the National Arts Policy is dependent on adequate and predictable financing; this is also central to sustainable and focused planning and undertaking of arts development programmes. The Arts Development Programmes in the country will therefore require the mobilisation of financial, material and human resources. To this effect, the Ministry of Finance and National Planning is responsible for the mobilisation and timely disbursement of funds as budgeted for in the National Budget to enable the timely implementation of programmes. Other resources for Arts Development shall be sourced from Cooperating Partners and the Private Sector.





# 9.0 Monitoring and Evaluation

Routine and effective monitoring and evaluation are central to ensuring, among others that arts development resources reach targeted populations in the correct amounts and at the right time. To effectively monitor and evaluate the implementation of this policy, there will be a robust Monitoring and Evaluation system with indicators and a Management Information System to enhance the capacity of the current arts development delivery mechanisms as well as collaboration and coordination with stakeholder.















