

**OBSERVATORY  
OF  
CULTURAL POLICIES  
IN  
AFRICA  
  
(OCPA)**

**Draft Project Document**

October 2001

**WORK IN PROGRESS**

In partnership with  
OAU/Ford Foundation/UNESCO

## **FOREWORD**

Facing the needs regularly expressed by Officials of Governments and of Communities, and the expectations of numerous people involved in the area of culture, the necessity appeared to create an instrument able to respond systematically to the issues raised, addressing definitions, strategies and implementation of policies for a sustainable development taking into account cultural needs and sensitivities.

As a follow up of the Intergovernmental Conference on Cultural Policies for Development convened in Stockholm in 1998 and, in particular, the Pan-African Consultation held on that occasion, the African Regional Group found it relevant to imagine a common structure dedicated to the task of collecting information on policies in motion, on local and national initiatives, as well as on regional and international tendencies, and to further proceed with their analysis in order to provide guidelines to encourage research and promotion in the wide field of cultural policies.

The idea of an Observatory of Cultural Policies in Africa (OCPA) was born and experts' meetings were organised to design the project and explore possible avenues of making it a reality. To this end, a Task Force was appointed to undertake preliminary technical studies. This Draft Project Document is one of the products of the Task Force's work, which is submitted while an interim website is already operational and a large international campaign is going on to raise membership, mobilize support, and prepare the appropriate implementation of the project.

By making this Draft Project Document public, UNESCO and its partners involved in the project initiation, would like to appeal to policy makers, scholars, professionals, promoters and cultural workers to join us and accompany us in this process. A première.

Maputo, October 2001

# **PROJECT DOCUMENT**

## **Table of Contents**

I.	GENERAL INFORMATION.....	4
II.	THE OBSERVATORY OF CULTURAL POLICIES IN AFRICA: DESCRIPTION OF THE PROJECT.....	7
1.	INTRODUCTION.....	7
2.	CONTEXT.....	7
3.	BACKGROUND AND JUSTIFICATION.....	9
4.	ANTECEDENTS (1998 - 2001).....	11
5.	FIELD OF COMPETENCE.....	16
6.	OBJECTIVES OF THE OBSERVATORY.....	17
7.	EXPECTED RESULTS.....	18
8.	GEOGRAPHICAL AND LINGUISTIC SCOPE.....	19
9.	BENEFICIARIES, TARGET GROUPS AND CLIENTS.....	19
10.	FUNCTIONS AND ACTIVITIES.....	20
11.	PRODUCTS AND SERVICES.....	22
12.	STATUS AND ORGANIZATION OF THE OBSERVATORY.....	35
13.	THE LOCATION.....	37
14.	OFFICE SPACE AND FACILITIES NEEDED.....	37
15.	FUNDING STRATEGY.....	38
16.	POSSIBLE DONORS AND PARTNERS.....	39
III.	PROGRAMME AND BUDGET PROPOSALS.....	41
A.	MEDIUM TERM STRATEGY (2002 – 2007).....	41
B.	PRELIMINARY PROGRAM PROPOSAL FOR 2002 – 2003.....	45
C.	PRELIMINARY BUDGET FOR 2002 – 2003.....	48
IV.	ANNEX.....	52
1.	LIST OF MAJOR CONFERENCES AND REFERENCE DOCUMENTS CONCERNING CULTURAL POLICIES IN AFRICA.....	52
2.	COMPOSITION OF THE TASK FORCE.....	55

## **I. GENERAL INFORMATION**

**PROJECT TITLE:** *OBSERVATORY OF CULTURAL POLICIES IN AFRICA (OCPA)*

**DURATION:** *2 YEARS*

**SCOPE:** *REGIONAL, PAN-AFRICAN*

**LOCATION:** *to be negotiated*

**REQUESTING AGENCY:** *UNESCO*

**EXECUTING AGENCY** *UNESCO*

**OTHER AGENCIES INVOLVED:** *ORGANIZATION OF AFRICAN UNITY,  
FORD FOUNDATION*

### **NATIONAL AND REGIONAL COUNTERPART INSTITUTIONS**

Apart from the host country/institution and the sponsoring agencies, ministries and other national and regional institutions, international organizations and networks, cultural enterprises, art and civil organizations in African countries as well may develop partnership with the Observatory by undertaking joint initiatives and pooling their human and financial resources. The Observatory will implement a great part of its programme in the framework of co-operation agreements with the partner institutions, which should support the Observatory with their expertise, human resources and facilities in the implementation of joint projects.

N.B. Several institutions and networks have already manifested their interest in developing partnership with the Observatory. CULTURELINK is in fact already hosting and developing the experimental OCPA website.

**GOVERNMENT INPUTS:** **to be negotiated**

**CONTRIBUTION REQUIRED::** **US\$ 702.182** (The input required is aimed at establishing the Observatory and launching its activities foreseen in the activity programme for 2002-2003. See Chapter III. C.)

### **PROJECT OBJECTIVES:**

The objectives of the present project are as follows

- To create conditions (including the necessary human and financial resources as well as technical facilities) for the establishment and institutional development of the Observatory as a

key regional resource centre for cultural policies in Africa;

- To enable the Observatory to build up its permanent information resources and services (inventory of existing information sources, website, listserve, newsletter, press review, data bases);
- To support the implementation of the Observatory's two-year activity programme (research projects, meetings and publications; see chapter III. B.);
- To assist the Observatory in establishing a regional network and partnership with specialized institutions and experts, and developing co-operation with donors and potential clients with a view to secure a sustainable long term development of its activities;
- To provide support and expertise for the evaluation of the initial phase with a view to formulate recommendations for the future orientation and development of the activities of the Observatory.

**GOVERNMENT/NATIONAL AND INTERNATIONAL COMMITMENT:**

Throughout the preparatory consultations (Kinshasa, August 2000, Pretoria, January 2001 and Cape Town, May 2001) concerning the launching of the Observatory, the sponsoring agencies (OAU, UNESCO and the Ford Foundation) and the representatives of several co-operating agencies and networks expressed their interest to be involved in the development of its activities.

**BENEFICIARIES AND PARTNERS:**

The setting-up of a key resource centre collecting, processing and analyzing data, as well as disseminating coherent and up-to-date information concerning the realities and trends of cultural life and cultural policies in Africa will benefit all kind of stakeholders active in this field such as

- public authorities (national, regional and local)
- policy and decision makers, planners, cultural administrators, managers and practitioners
- African regional and sub-regional organizations, intergovernmental and non-governmental, having mandate in the field of culture and the arts
- regional economic integration and international development organizations concerned with culture/development interactions
- national cultural institutions
- academic research centres
- universities and institutions providing training for cultural personnel
- networks involved in the field of cultural development
- professional and amateur art organizations and cultural associations
- third sector, civil society and community organizations
- private sector entrepreneurs and co-operatives promoting cultural industries, crafts and tourism, organizing cultural events and programmes as well as developing trade and distribution of cultural products and services.

### **OUTPUTS:**

As foreseen in the work plan proposed for 2002 and 2003 (see chapter III.B. of the present document), the main outputs of the project will be the following:

- the establishment and consolidation of the Observatory;
- the recruitment of its operational staff;
- the constitution of the Steering Committee and the organization of its two annual meetings;
- the purchase of the equipment;
- the launching of the Observatory's information services (inventory of existing information sources, website, listserve, newsletter, press review, data bases);
- the launching and implementation of 4 research projects and the organization of related co-ordinating meetings;
- the publication of 8 issues of the Observatory's newsletter, 6 reports and studies and a repertory of existing information sources (in printed and electronic version);
- the establishment of a regional co-operation network and partnership with the institutions and experts concerned.

### **INDICATORS OF SUCCESS:**

- meeting the expected outputs mentioned above;
- growing awareness of the cultural dimension of development and progressive integration of a cultural approach in development planning processes, strategies and programmes;
- recognition of the Observatory as a specialized regional structure;
- diversification of its partners for co-operation and funding;
- a growing (?) number of regional focal points and institutions participating in its networks.

### **MONITORING AND EVALUATION:**

The project will be monitored and evaluated by the Steering Committee and funding agencies according to the prevailing rules and procedures on the basis of progress reports prepared by the Executive Director of the Observatory twice a year in co-operation with UNESCO. During the second semester of 2002 an evaluation report will be prepared by an external consultant on the achievements and shortcomings of the implementation of the project with a view to formulate recommendations for future orientation and development of the activities of the Observatory.

## **II. THE OBSERVATORY OF CULTURAL POLICIES IN AFRICA: DESCRIPTION OF THE PROJECT**

### ***1. INTRODUCTION***

The establishment of the Observatory (OCPA) was proposed, in May 2001, as a result of the series of regional consultations and experts meetings (Kinshasa, August 2000; Pretoria, January, 2001; Cape Town, May 2001) organized jointly by the Organization of African Unity, the Ford Foundation and UNESCO in following up the recommendation of the Intergovernmental Conference on Cultural Policies for Development (Stockholm, 1998), which proposed to “encourage the establishment of networks for research and information on cultural policies for development, including study of the establishment of an observatory of cultural policies.”

The Observatory will be set up in 2002 with the support of the above mentioned sponsors with a view to monitor cultural trends and national cultural policies in the region and enhance their integration in human development strategies through advocacy, information, research, capacity building, networking, co-ordination and co-operation at the regional and international levels.

The Observatory of Cultural Policies in Africa (OCPA) should be a service oriented resource centre and a regional co-ordinating and monitoring body for a network of experts and institutions involved in policy and decision making, cultural administration and management as well as research, training and information.

### ***2. CONTEXT***

The contradictory record of the last 40 years highlights the inadequacy of a development model based primarily on the criteria of short-term economic profitability and technical rationality. While such development brought about an indisputable and unprecedented progress to some, it has also perpetuated and even aggravated inequalities, dooming hundreds of millions of human beings to live in poverty, unemployment, insecurity and exclusion. To illustrate the growing gap between rich and poor, the UNDP's 1999 *Human Development Report* points out that the personal wealth of the three richest people in the world was greater than the aggregate gross national product of the least developed countries. The tensions and conflicts arising from this situation and the environmental degradation that accompanies the scramble for economic profit alone constitute a real danger to social and international peace and to the future of humanity.

The processes of globalization and the underlying technological innovations are no less contradictory than the model of development from which they sprouted. While they offer new opportunities for freedom, sharing and solidarity, at the same time they represent a greater risks of domination, inequality and exclusion. On the cultural level, they open up new prospects for creative diversities to flourish, for participation and for increasing exchanges, meanwhile threatening with the standardization of models and imposing an increasingly passive consumption of products distributed in a one-way flow from an ever smaller number of creative centres.

One of the major reasons of the current situation, particularly in Africa, has been the fact that the prevailing development model ignores the realities, traditions and specificities of the socio-cultural environment and local populations. In general cultures, cultural diversities and traditions have been neglected or considered as obstacles to development.

It was in response to this situation that about the mid '70s a growing need started to arise , to seek alternative paths towards authentically human and sustainable, just and equitable development in the respect of diversity of cultures, considered as resources for development. Thus the Intergovernmental Conference on Cultural Policies in Africa, organized jointly by the Organization of African Unity and UNESCO in 1975 in Accra, underlined the exigency to take into account the cultural dimension of development. This concept has been progressively deepened in the framework of the World Conference on Cultural Policies (MONDIACULT, 1982), the four Conferences of Ministers of Culture of the OAU (Port Louis - 1986, Ouagadougou - 1988, Yaoundé - 1990, Cotonou - 1992), during the World Decade for Culture and Development, celebrated under the auspices of the United Nations and UNESCO (1988 - 1997) as well as in other conferences and reference documents of the OAU and UNESCO (see list in annex N<sup>o</sup> I), in particular in the Pan-African Consultation that was convened in Lome in 1998 with a view to reflect on designing a strategy for promoting cultural policies relevant to the situation in Africa.

The conclusions reached by the World Commission on Culture and Development (1992 - 1995) and the Intergovernmental Conference on Cultural Policies for Development (Stockholm, 1998) also highlighted and strongly reaffirmed the need for development to be rooted in the diversity and vital forces of cultures and societies: heritage, identity and creativity.

It may be important to recall some of the main conceptual mile stones of this process of reflection, along which the Observatory should develop its activities, namely the following:

- ***Declaration of the Intergovernmental Conference on Cultural Policies in Africa (AFRICACULT, Accra, 1975)***

The representatives of the African Governments participating in this Conference declared that since “cultural identity serves as a foundation for the independence and the construction of modern African nations”, it is necessary to “recognize accordingly the responsibilities incumbent on African States with regard to the definition of national cultural policies, which must be geared to the policies decided on in the political, economic and social fields.” Furthermore they affirmed their “determination to implement or intensify our cultural policies for this purpose, bearing in mind the interaction which takes place between them and the policies followed in regard to, inter alia, education, science and technology, communication and the environment”.

- ***The Mexico City Declaration of Cultural Policies (MONDIACULT, Mexico City, 1982)***

In summarizing the conceptual achievements of the series of regional conferences on cultural policies the Declaration stressed among others the following main principles:

“In its widest sense, culture may now be said to be the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs;

It is culture that gives man the ability to reflect upon himself. It is culture that makes us

specifically human, rational beings, endowed with a critical judgment and a sense of moral commitment. It is through culture that we discern values and make choices. It is through culture that man expresses himself, becomes aware of himself, recognizes his incompleteness, questions his own achievements, seeks untiringly for new meanings and creates works through which he transcends his limitations;

Culture constitutes a fundamental dimension of the development process and helps to strengthen the independence, sovereignty and identity of nations. Growth has frequently been conceived in quantitative terms, without taking into account its necessary qualitative dimension, namely the satisfaction of man's spiritual and cultural aspirations. The aim of genuine development is the continuing well-being and fulfilment of each and every individual;

Any cultural policy should restore to development its profound, human significance. New models are required. And it is in the sphere of culture and education that they are to be found;

Balanced development can only be ensured by making cultural factors an integral part of the strategies designed to achieve it; consequently, these strategies should always be devised in the light of the historical, social and cultural context of each society”.

- ***The Plan of Action of the Intergovernmental Conference on Cultural Policies for Development, Stockholm, 1998***

Reconfirming the basic definitions and concepts set forth by the MONDIACULT Conference and in the light of the achievements of the World Decade for Cultural Development (1988-1997) and the conclusions of the World Commission of Culture and Development published in the report “Our Creative Diversity (UNESCO, Paris, 1995), the Conference adopted a Plan of action which states that “cultural policy, as one of the main components of endogenous and sustainable development policy, should be implemented in co-ordination with policy in other social areas, on the basis of an integrated approach. Any policy for development must be profoundly sensitive to culture itself,” therefore the Conference recommended to the Member States to “design and establish cultural policies or review existing ones in such a way that they become one of the key components of endogenous and sustainable development.”

### **3. BACKGROUND AND JUSTIFICATION**

In this context the creation of the Observatory corresponds to an urgent need. In fact, in Africa these reflections and recommendations are particularly relevant and their implementation constitute a priority objective for facing the challenges of development and globalization processes. After the alienating impact of colonial history, African cultures seem today threatened by the effects of rapid socio-economic transformation processes and by the invasion of foreign models and mass cultural products.

These major changes very strongly affect the cultural life in African developing societies, specifically in big cities. The ways of life, the ancestral values, the endogenous forms of solidarity and expression, the traditional knowledge and know-how are marginalized or are lost. Heavy threats also weigh on the rich diversity of local cultures, oral traditions and languages as well as on the African heritage, cultural and the natural.

Young people are turned more and more towards outside and are not interested any more in the

traditional cultures. Millions of rural people are migrating to and seeking work in industrial and urban zones, at the same time huge masses are displaced as refugees due to ethnic conflicts and civil wars.

If African cultures are to meet these challenges and play a dynamic role in regional development, cultural life and creativity should be preserved and developed through coherent and efficient cultural policies harmonized with national and regional development strategies. However, less developed than in any other region, cultural policies in Africa presently are not in a position to perform successfully this challenging task. In many countries there are no national cultural policies formulated. In other cases official cultural policies are not adapted to the populations needs and situations. In fact, for great masses of the population, in particular in rural areas, culture remains essentially a part of the traditional way of life of their community for which the cultural activities, goods and services proposed by the official cultural institutions and business sector do not have any relevance.

In most cases the implementation of adopted cultural policies is hindered by complex political and economic problems. The weakness of institutions, the persisting financial constraints and the lack of specialized personnel and infrastructures limit cruelly the effectiveness of the public policies. The development of alternative mechanisms of financing is blocked by the precarious situation of the private sector and the absence of a tradition of mecenate: Vis-à-vis the pressing material needs, governments and the international development aid organizations are reluctant to give priority to culture within the framework of the national development strategies and international co-operation programmes.

Hindered by the absence of capital and investments, the weakness of the capacity of acquisition, the ill controlled piracy, the parcelling out of the markets and the unfavourable tax and custom policies, African cultural industries and the medias cannot give an effective support for the creation and distribution of cultural and artistic goods and services. Consequently, the African cultural sector and creativity do not participate in the economic development of the continent, nor in the international cultural exchanges at the level of their potential.

In addition to these problems, it has to be recognized that many important policy decisions affecting cultural development are more and more often taken beyond the specific sphere of cultural affairs, in fields such as social policy, education, science and technology, communication or urban development. In parallel with these phenomena the influence of national cultural policies is rapidly weakening as compared with that of the economic powers controlling the evolution of the cultural world market and the production of trans-national cultural industries.

Due to this trend, the possibilities and limitations of national cultural policies are increasingly questioned everywhere in the world, even in the most industrialized countries, and a need is felt for rethinking the role of public policies.

It is however evident that “in any policy arena the crafting of appropriate and effective policy depends on the quality of the information infrastructure that is available to the participants in that arena. Such an information infrastructure does not develop on its own accord. Rather it is designed, developed, and managed as a critical element in policy development. This should be no less true in cultural policy than in other policy arenas.”<sup>1</sup>

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<sup>1</sup> J. Mark Schuster Research proposal for the Culture Program of the Pew Charitable Trusts

In most countries, in particular in Africa, this infrastructure is either absent or insufficiently developed. Much of the existing research is not of the kind that readily finds an audience beyond the academic community. Methods and tools for data collection and analysis on cultural processes are far less developed than in other fields. Thus, cultural policy is all too often made with scant knowledge of the complex problems that it is supposed to address.

The growing recognition of these gaps has led to the emergence of observatories in cultural policies, a new type of institutions, which are avowedly oriented towards policy making, monitoring, evaluation and forecasting. They now range from the international, to the national, regional or local levels. These observatories may cover the whole cultural policy area or limit their action to specific key areas such as financing. Their number is constantly growing in industrialized countries and to some extent also in the various regions of the South, except Africa, where the absence of such support institution risks to perpetuate the chronic underdevelopment of cultural policies.

Thus the launching of the Observatory can be considered as a priority need not only for the preservation and development of cultural life in Africa, but also for improving the cultural relevance of development efforts in general.

As in many African countries there are neither coherent cultural policies nor efficient mechanisms for data collection on related issues, therefore one could object the proposal reasoning that for quite a while the new structure will not be able to perform wholly the task that an observatory is expected to perform, i. e. the long term observation, analysis and monitoring of trends in this field. However this should not prevent the project to be launched, while waiting that all the conditions for its functioning be guaranteed. On the contrary, it should be created as soon as possible for improving this situation and for covering progressively the gaps of information and knowledge that hinder the development of cultural policies in the region.

An other objection that could be made is related to the existence of various cultural networks that could be used for performing observatory tasks. In fact none of them has the profile or status required, and many of them are struggling with institutional and financial constraints that prevent them to play a dynamic role in the matter. Part of this observation should be taken into account, namely that the Observatory should neither duplicate existing institutions and networks nor work in isolation. Embracing all the existing initiatives and efforts in the various fields relating to arts, culture and cultural policy at the regional level, it should rather create synergy among them and federate the various structures and programmes linked with cultural policy information and research.

In fact, regional co-operation and exchange of information are essential to building efficient national cultural policies in Africa and to enabling them to meet the challenges that African cultures are facing. There is a need for shared work in order to develop the instruments and indicators necessary for analyzing and monitoring not only the evolution of complex cultural processes but also the relevance of cultural policies designed to address them. There is a need for comparative data collection and analysis on cultural change in the context of current globalizing processes in the socio-economic and technological arenas.

#### **4. ANTECEDENTS (1998 - 2001)**

As mentioned in the introduction, the project has been developed along a series of regional consultations and experts meetings organized jointly by the Organization of African Unity, the

Ford Foundation and UNESCO in the framework of the preparation and the follow-up of the Intergovernmental Conference on Cultural Policies for Development (Stockholm, 1998). The major stages of this process were as follows:

- **Pan-African Consultation on Cultural Policy and Development, Lome, February 1998**

Held with the participation of 6 Ministers and more than 40 experts, the Lome meeting discussed the following issues:

- Cultural diversity, cultural pluralism, cultural rights, heritage and creativity;
- Cultural policy for development with a focus on assessment, research, new technologies and cultural industries;
- Regional strategies and international co-operation, mobilization of resources and contribution of Africa to the Stockholm Conference.

The recommendations of the Lome meeting emphasized the importance of the following priority tasks:

- the redefinition of cultural policies in Africa;
- the need for a partnership between governments and NGOs in implementing policies;
- promoting cultural pluralism and securing political and cultural rights, especially for minorities and specific target groups such as women and children;
- the training of personnel for enabling African cultural industries to participate effectively in and benefit from globalization;
- the preservation of Africa's cultural heritage as a resource for development;
- the review of the OAU Charter in order to subsequently review cultural policies and the OAU Culture Fund.

Finally, the recommendations invited UNESCO to act as a catalyst in the follow-up process foreseen to the consultation.

The meeting also offered an opportunity for the preparation of a successful Agora meeting on "Visions of Cultural Co-operation and Development in Africa", convened in the framework of the Stockholm Conference with the participation of African Ministers, government officials, media practitioners and artists and the Ubuntu Movement to reflect on the situation and trends in matters of cultural policies in Africa.

- **Preparatory Meeting of Experts for the Pan African Conference on Culture and Development, June 2000**

The objective of this experts meeting was to identify the problems and priorities of action within the perspective of

- the integration of a cultural approach into the development strategies of national authorities and economic integration agencies as well as in decision making and planning procedures;

- the definition of new roles of cultural policies and inter African cultural co-operation

- **Preparatory Consultative Meeting to the Experts' Conference on an Observatory of Cultural Policies in Africa (Kinshasa, August 2000)**

This one-day meeting was held to initiate the reflection on the proposal of creating an observatory of cultural policies in Africa in view of the preparation of the expert meeting foreseen in Pretoria. Its discussions focused on the validity and the justification of the project.

The meeting laid stress on the need to promote synergy among governments and non-governmental organizations for developing cultural policies in Africa. In this perspective it is necessary to create an observatory, which should serve as a point of reference for coordinating and monitoring of cultural policies and their updating in the light of socio-economic and cultural transformation processes. It should also promote reflection and dynamic vision on the future and progress of Africa stemmed in the rich cultural heritage and diversity of its societies.

The meeting underlined that to this effect the Observatory should identify, collect, process and disseminate information on cultural life and policy in the African countries, set up data bases, map and evaluate the activities of African cultural networks. Through promoting research and training activities, it should contribute to strengthen national capacities needed for setting-up and implementing more efficient cultural development policies, programmes and projects. The Observatory should enhance the exchange of experiences, effective partnership and co-operation among policy-makers, researchers and practitioners, at the national and regional levels, with a view to facilitate the design and implementation of coherent cultural policies likely to meet the challenges the African cultural realities and international trends.

One of its main objectives should be to monitor cultural development initiatives aimed at improving the working conditions of the artists, promoting creativity and innovation as well as supporting the development of cultural enterprises and industries in Africa. On the other hand it should foster the preservation of cultural heritage, traditions and collective memory against the standardizing effect of globalization. Finally it should promote policies likely to enhance cultural pluralism and democracy, cultural dialogue and conflict prevention in the respect for human rights.

In conclusion, it was felt that the creation of the Observatory was necessary for ensuring the effectiveness of the efforts of cultural policy development in Africa and for promoting a Pan-African vision in the matter. It should be developed as a key regional partner for co-operation in cultural policy matters on the international scene, i.e. as regards the endeavours aimed at promoting cultural enterprise as a driving force for both cultural and economic development.

- **Inter-regional Workshop on the Establishment of an International Network of Observatories in Cultural Policies (Hanover, September 2000)**

As the project of the Observatory of Cultural Policies in Africa could usefully take into account the achievements of the reflection on the role of similar entities existing at the international level, it seems worthwhile to recall the recommendations of this workshop. They could be summarized as follows:

- as to the objectives of the network

- Develop the exchange and dissemination of information on policy-making and become a platform for access to information on main trends. The information should preferably be processed, classified and indexed in order to facilitate its use and retrieval. Another possibility would be to focus on providing meta-information.
- Promote the analysis, evaluation and future-oriented study of cultural policies by means of capitalizing on the experience and achievements of existing centres, think tanks, information services and networks.
- Enhance the knowledge base for cultural policy design and evaluation, by reducing knowledge gaps, bridging differences between institutions, concepts and approaches, particularly as regards interaction among researchers, policy makers and practitioners. The harmonization of statistics as well as the development of indicators will be key elements for improving the knowledge base.
- Facilitate the updating of cultural policies and their adaptation to recent geopolitical, economic, technological, scientific and cultural changes.
- Upgrade the role of cultural policies in development and co-operation as well as in promoting dialogue between cultures. Promote advocacy to this effect among policy makers and UNESCO Member States.
- as to the working procedures and operating guidelines
  - a. There should be regional focal points in order to balance the requirements of a decentralized structure and efficient co-ordination, and a realistic vision of the needs and capacities of different constituencies.
  - b. The network will need a steering committee, which should be set up in due course as a voluntary, self-monitoring group. In the meantime, the UNESCO Secretariat should set a follow up process in motion.
  - c. The network should have regular conferences on specific issues of topical relevance.
  - d. Joint studies should be carried out for the development of cultural indicators and statistics as well as on other priority;
  - e. The network should also focus on simple indexing of specialized knowledge, observatory activities, networks, etc.

- **Regional Experts Meeting on the Observatory of Cultural Policies in Africa (Pretoria, January 2001)**

The objective of this meeting was to discuss and suggest a strategy for setting up the Observatory. After a general discussion on the project, the meeting proceeded to a reflection on various aspects of this strategy, which are the following: objectives and expected results, activities foreseen, structure, resources, partnership, strategy of implementation and the process of the establishment of a regional Observatory.

According to the final report and recommendations of the meeting the objectives of the Observatory should be

1. to collect, maintain, analyze, disseminate and update information on cultural development

- and cultural life in Africa within a global context;
2. to serve as a knowledge-based policy analysis mechanism;
  3. to assess policy-development trends in order to establish early warning signs.

Its main expected result would consist in

1. producing and disseminating new knowledge on key policy issues;
2. sensitizing political and economic decision-makers to the importance of culture and cultural policy in the development of African societies;
3. creating and strengthening greater collaboration amongst African countries.

The main fields of activities of the Observatory were defined as follows:

1. research (including development of statistics and indicators);
2. documentation;
3. publication of newsletters, books, reports, etc.;
4. professional development of policy analysts and cultural practitioners.

As regards the structure and status of the Observatory, the meeting recommended that it should be an independent, professional, non-partisan, Pan-African, non-governmental organization with a light structure. It should be governed by an International Board or Steering Committee, composed of high-level specialists of the cultural policy field representing the various sub-regions of the continent. The Board should define the major orientations of the programme of the Observatory, approve its budget and supervise their implementation. The implementation of the programme should be carried out and co-ordinated by the Secretariat, to be established with a light structure and small technical staff under the leadership of the Executive Director of the Observatory.

With regard to the resources and funding strategy, the meeting recommended that the Observatory should strive to be self-reliant and sustainable by developing strategic networking and partnership with relevant bodies with a view of mobilizing human, financial, technical and material resources.

According to the participants of the meeting the main partners of the Observatory are the sponsoring agencies of the project, i.e. OAU, SADC, FORD, UNESCO, however, the Observatory should identify further organizations with which it can develop fruitful partnership within and outside Africa.

- **Launching Meeting of the Observatory of Cultural Policies in Africa (Cape Town (May 2001))**

This third meeting had for objective to put in place a mechanism that would allow the African Observatory to take off.

After having reviewed the results and the recommendations of the previous consultations, the Cape Town meeting proceeded to a general discussion on the problems and constraints of the development of cultural policies in Africa. In addition, a presentation was made of examples of already existing cultural policy observatories, outlining the services they offer in the form of

directories, publications, databases as well as information resources and exchange mechanisms. The roles, structures and functions of these observatories were also explored as examples to be adapted to the African context.

In view of the creation of the Observatory, beyond the study of the international experience, the meeting considered essential to proceed to the implementation of the following urgent tasks:

- Identification of existing information sources and resources and potential focal points;
- Identification of possible partners, establishment of links with them;
- Definition of the structure and focus areas such as information and monitoring, research and capacity building, co-operation, networking and advocacy.

To facilitate the co-ordination and monitoring of the launching of the Observatory the Cape Town meeting appointed a *Task Force*, which established a *work plan* for the period June – December 2001 with a view to:

- Consolidate the process, define focus and develop a strategic/concept document for the Observatory;
- Develop an interim website for the Observatory (to promote presence, information and interaction) and provide insights on hosting possibilities;
- Design of sample logos for Observatory;
- Consolidate information on existing observatories;
- Develop a project document;
- Define consultancy needs and elaborate corresponding terms of reference accordingly (potential needs to be considered: legal issues, technical requirements, directory of existing resources, policy and procedural issues, budget, marketing, sustainability, including important documents, etc.);
- Information/communication/liaison with national and other potential partners and institutions;
- Determine networking and partnership possibilities;
- Develop criteria for the composition of the Steering Committee and the Secretariat of the Observatory;
- Prepare and organize a review meeting of the Task Force.

##### **5. FIELD OF COMPETENCE**

The field of competence of the Observatory has to be defined in the spirit of the definitions of the Stockholm Conference, which instead of viewing it as a sectorial problem, considered cultural policy, as one of the main components of endogenous and sustainable development policy, which should be implemented in co-ordination with policies of other areas in an integrated approach. Therefore the Conference recommended to the Member States to “design and establish cultural policies or review existing ones in such a way that they become one of the key components of endogenous and sustainable development.”

It is in this perspective the Observatory should perform its tasks (information, research,

monitoring, capacity building, advocacy, networking and co-operation, etc.) in a wide interdisciplinary approach.

Its primary field of competence will be the monitoring of evolution of the cultural policy systems in Africa (legislation and copyright, administration, cultural institutions and infrastructures, financing and management, tax incentives and subsidies, information, statistics, research and training, co-operation policies, etc.). To this effect, however, it should take into account a series of complex challenges, issues and problems that African cultural policies cannot ignore if they are to address the international and regional realities, namely problems such as

- global cultural trends (under the impact of technological development and the media, economic integration and uniformization, urban development and environmental degradation, migration and tourism, problems of domination and sharing, equity and marginalization, digital divide, etc.);
- evolution of African cultures (situation and perspectives, common trends and specific problems, unity and diversity, tradition and modernity, endogenous development and globalization, identity and intercultural dialogue, etc.);
- cultural life (needs and aspirations, traditional values and new cultural patterns, cultural and art practices and cultural consumption, heritage and creativity, access and participation, intercultural exchange and co-operation);
- cultural diversity, pluralism and intercultural dialogue (cultural rights, cultural co-existence and governance, tolerance and understanding, culture of peace, cultural conflicts and conflict prevention, etc.);
- culture and economy (cultural industries and enterprises, market, income generating and job creating opportunities, management and valorization of cultural resources, etc.);
- interaction between cultural policies and policies in related areas (education, communication, social development, youth, gender, urban development, environment, etc.);
- culture and development (culture and African integration, poverty eradication, quality of life, place and role of culture in development, cultural approach to development);

It is evident that the Observatory cannot alone and at once deal with all these complex issues. Therefore it has to adopt a co-operation strategy for addressing these issues in complementarity with institutions specialized in these key areas.

## **6. OBJECTIVES OF THE OBSERVATORY**

As proposed by the Pretoria meeting the objectives of the Observatory should be as follows

1. To collect, maintain, analyze, disseminate and update information on cultural development and cultural life in Africa within a global context;
2. To serve as a knowledge-based policy analysis mechanism and as a resource centre;
3. To assess policy-development trends in order to establish early warning signs;
4. To mobilize expertise and provide advisory services.

In order to achieve this goals the Observatory, acting as a regional co-ordinating structure and resource centre, should first of all promote stimulate efforts for pooling existing data and filling

the information gaps concerning the common trends and specific situation, analyzing the problems of cultural policies in the context of international relations, globalization and new technologies as well as the specific political and development challenges of African societies.

On this basis it should develop integrated policy relevant information services, design and implement a co-operative research and publication programme.

It should also adapt, develop, test and disseminate methodological instruments with a view to design/ update, monitor and evaluate cultural policies, programmes and projects in Africa and their integration in and co-ordination with development strategies.

It should also stimulate the establishment of a network for information, research, training and co-operation among regional and national institutions, professional associations, individual experts and scientists interested in issues relating to cultural policy in Africa.

Relying on this resources it should develop regional capacities for analyzing, monitoring and forecasting cultural processes and assisting African governments, institutions and enterprises in designing coherent cultural development policies, programmes and projects relevant to the realities, needs and priorities of African populations.

In implementing these objectives priority should be given to developing activities and services corresponding to the needs of the African countries, while developing co-operation and partnership with other regions.

#### **7. EXPECTED RESULTS**

As proposed by the Pretoria meeting the expected results could be as follows

##### **Main Expected Results**

1. Production and dissemination of new knowledge on key policy issues;
2. Better incorporation of culture in development programmes;
3. Greater sensitization of decision makers reflected by the incorporation of cultural policies into the development process;
4. The encouragement of states as well as regional or sub regional cooperation in the updating of cultural policies.

##### **Additional Expected Results**

1. Cultural policy research enhanced;
2. Best practices documented and shared;
3. Cultural entrepreneurship stimulated;
4. Visibility of arts and culture concerns are enhanced;
5. Public opinion engaged.

In addition to this general output the observatory is expected to create a series of concrete products and operational services such as

- The Website of the Observatory
- Listserve

- Press review
- Publications (newsletter, books, research reports and documents, conference proceedings, directories, CDs, bibliographies, etc.)
- Advisory services and technical assistance
- Roster of experts
- Methodological tools
- Cultural system profiles
- National Cultural Assessments (NCA)
- Best practices
- African Cultural Policy Archive and Full Text On-line Reference Library
- Data bases

Finally as a result of these achievements and also as a condition for the long-term sustainability, the Observatory should become progressively a self reliant organization and a key partner of all endeavours initiated at the regional and international levels for the development of cultural policies in Africa.

#### **8. *GEOGRAPHICAL AND LINGUISTIC SCOPE***

Created under the aegis of the OAU, the Observatory should be a Pan-African organization covering all the sub-regions of the continent including North Africa. As it is essential to keep contact and develop dynamic interaction with the various groups of member states and other partners having different situations, needs, priorities, structures and traditions and using different working languages, a network of focal points should be established in the various sub-regions and linguistic areas. In specialized fields, such as heritage preservation, museum development, oral traditions, promoting cultural dialogue, music, dance, theatre, cinema, literature, book publishing, crafts, etc., the Observatory should rely on already existing specialized regional NGOs and networks. This decentralized structure is needed for efficient mobilization and co-ordination of all resources, partners and beneficiaries.

Its working languages should be English and French, however, as soon as possible and to the extent possible, it should develop its information services also in Arabic, Portuguese and Kiswahili. As a first step towards this objective an automatic translation facility should be created on the Observatory's website enabling its visitors to access the information not available in their usual working languages.

#### **9. *BENEFICIARIES, TARGET GROUPS AND CLIENTS***

As it was pointed out in chapter I. above, the creation of a key resource centre collecting, processing, analysing data and disseminating coherent and up-to-date information concerning the realities and trends of cultural life and cultural policies in Africa should benefit all categories of stakeholders of cultural development.

The experience shows that the most important beneficiaries and clients of the existing observatories are the public authorities, national and regional government services and municipal departments as well as policy and decision makers, planners, cultural administrators, managers

and practitioners who need information and research findings for designing, monitoring and evaluating cultural policies, programmes and projects. African regional and sub-regional organizations, intergovernmental and non-governmental, having mandate in the field of culture and the arts would also need the professional support and co-operation of the Observatory for implementing their activities.

In Africa, however, most of these potential beneficiaries and clients lack crucially resources for financing this type of activities. Therefore, when they succeed in including cultural projects among national development priorities, they rely on the support of regional banks, economic integration and international development organizations for funding their initiatives. As these organizations do not have information and expertise concerning African cultures and cultural policies, they could use the services of the Observatory for the implementation of the activities funded by them, and thus become important clients of the Observatory. The latter could also offer its services to these organizations for assessing the cultural relevance of their development projects and for integrating the culture/development interactions in their strategies.

Other important beneficiaries and partners should be national cultural institutions, academic research centres, universities and institutions providing training for cultural personnel, networks involved in the field of cultural development and professional and amateur art organizations and cultural associations.

Taking into account the growing importance of the technology and economy for cultural development, the Observatory should also provide support for private sector entrepreneurs and co-operatives promoting cultural industries, crafts and tourism, organizing cultural events and programmes as well as developing trade and distribution of cultural products and services.

Beyond the official and professional categories, great attention should be paid to the needs of the cultural leaders and agents working at the level of the third sector, civil society and community organizations.

Finally, the sponsoring agencies, the OUA, the Ford Foundation and UNESCO could also rely on the Observatory for implementing some of their cultural programme activities.

#### ***10. FUNCTIONS AND ACTIVITIES***

The Observatory should function as a professional institution, which implements its strategic objectives, by articulating the priority needs of the African States and their cultural life, its expected results and available resources, for offering policy oriented information, scientific criteria and operational services to the development of cultural policies in Africa, combining the principles of quality and efficiency.

Acting as a service-oriented resource centre it should constitute a tool for cultural policy development in Africa. As this task can not be realized, but on a longer period and in dynamic interaction of all those concerned, it should be considered as a process undertaken with a view

- To serve as a knowledge-based policy analysis mechanism and as a resource centre
- To assess policy-development trends in order to establish early warning signs
- To mobilize expertise and provide advisory services.

In implementing its objectives it could develop progressively and in a co-operative effort with its partners and competent specialized institutions the following functions and activities

- Information and clearing house (data collection, processing and dissemination)
- Research (studies, methods and indicators)
- Co-ordination
- Capacity building
- Training (in co-operation with institutions such as CRAC, AICCD and MADESA)
- Networking
- Regional and international co-operation
- Monitoring
- Evaluation
- Forecasting
- Think tank
- Ethical surveillance, alert and early warning
- Advocacy

The Observatory will act as a co-ordinating and monitoring body on issues relating to cultural policy in Africa. This means that the Secretariat is not expected to implement its programme alone, but in co-operation with other interested partners.

To this effect it will produce policy relevant information through forging links between research and policy-making communities. Thus the Observatory will carry out its core observatory and clearing-house role, linking existing institutions and facilities that study, document and promote cultural policies.

It will also promote capacity building with a twofold aim: to stimulate thinking about ways of broadening cultural policy frameworks and to provide training and advisory services for the design of cultural policies and the improvement of management and administration in and for cultural institutions.

One of its most important functions is related to advocacy, i.e. the promotion of public policies that recognize the central role of culture in development by mobilizing and sharing information and new knowledge in this domain, facilitating the elaboration of broader policy frameworks and strengthening local capacities for this purpose.

Through performing these functions and implementing these activities the Observatory will strive for linking national authorities and international institutions, academic bodies, public and private agencies, third sector bodies and foundations, individual experts, decision makers and artists throughout the continent and in all regions of the world to work together on the promotion of and cultural policies and practices designed to foster cultural diversity and dialogue, promote cultural rights and pluralism, preserve cultural heritage, enhance creativity, encourage participation in and guarantee access to cultural activities, stimulate intercultural and international co-operation and understanding as well as advocate the integration of cultural policies and a cultural approach in development strategies.

This effort will be aimed first of all at promoting co-operation within the continent itself, but the

Observatory should also act as regional focal point for international networks such as CULTURELINK and the International Network of Observatories in Cultural Policies.

The preparatory meetings considered that the Observatory should be expected to formulate policy recommendations and assure scientific and ethical surveillance. It was however felt that it should not take position in political matters, neither act as a watchdog nor condemn inappropriate national public policies and practices.

## ***II. PRODUCTS AND SERVICES***

### **• The Website of the Observatory**

As one of the main goals of the Observatory is to serve as a regional information gateway and resource centre concerning issues related to cultural policies in Africa, particular attention has to be paid to the development of its website. In fact it is the most practical instrument for compiling and disseminating information.

Based on the broad anthropological concept of culture adopted by the MONDIACULT Conference (Mexico City 1982) and on the interactions between cultural policies and development strategies implemented in other fields of economic and social development, the website should enable its visitors to access not only to the pages concerning the Observatory and its activities or information sources related to the narrower fields of the cultural affairs. It should enable them to navigate, by using the Observatory's website as a starting point, throughout the most important web resources concerning culture and development problems in Africa. Therefore it should contain links to the websites of the most important regional organizations and development banks, the United Nations institutions as well as the main bilateral and international development co-operation agencies. These links can also help those seeking partnership and financial support for cultural development projects.

Links should also be established with sites concerning media and education as these fields have a particularly strong influence on the efficiency of cultural development policies and initiatives.

The website should also offer as much information as possible about the cultural dimensions of the various conflicts existing between ethnic, linguistic or religious communities or between countries of the continent with a view to promote peaceful dialogue among them.

In the specific field of cultural policy issues the website should be a unique information source offering on-line interactive access to the Observatory's data bases on cultural policies and legislation, national authorities and institutions, international organizations and networks, research and co-operation projects, conferences and training opportunities, books and documents, possible partnerships and potential donors, etc.

In Africa the internet access is less developed than in any other continent, but most of the target groups of the Observatory are connected to the web. Taking into account the difficulties of communication through telephone or fax the possibilities offered by internet, the development of a website appears to be the best tool for disseminate information on new concepts, research challenges, trends, experiences and practice in the field of cultural development. The development of the Observatory's interim website was started in spring 2001.

As proposed in the experimental format, the website contains the following headings:

- ◆ About the Observatory

- ◆ Objectives and expected results
- ◆ Highlights and latest news
- ◆ Activities and services
  - Information
  - Research
  - Advisory services
  - Networking
  - Listserve
  - Databases
  - Publications
  - Newsletter
  - Press review
  - Resources
  - Bibliography
- ◆ Partners
- ◆ Useful links
- ◆ Reference documents
- ◆ Coming events
- ◆ Contact us

This structure will have to be improved and possibly restructured in the coming months, in particular on the basis of the results and findings of various consultancy missions foreseen with a view to mapping the existing information sources and main reference documents relating cultural policies in Africa.

Since July 2001, the website is hosted by CULTURELINK and can be accessed at the following provisional address: <http://www.culturelink.org/ocpa>. It is foreseen that its future domain name (<http://www.ocpa.org>) would be promptly registered and, as soon as the Observatory is set up and becomes operational, the site will be transferred to this final address to the country and institution hosting the Observatory's Executive Secretariat.

In collaboration with the Task Force, the Culturelink web master is constantly developing and improving the Observatory's home page. The existing data is enriched, the links are tested and a search facility was added for HTML documents. From the technical point of view it had to be designed taking into account the limitations of the internet technology prevailing in most African countries as well as the following requirements:

- accessibility (which depends on bandwidth)
- relevance of the scope, content and focus
- versatility/speed
- accuracy and quality
- up to date information
- and cost effectiveness.

For the time being the website offers access to information about the Observatory project, its objectives and expected results, its proposed fields of competence and activities, its proposed

status, structures, governance and staff on the basis of the recommendations made in this respect by the subsequent preparatory meetings (Kinshasa – August, 2000, Pretoria, January 2001 and Cape Town, May 2001).

It also contains information about the sponsors of the project, OAU, the Ford Foundation and UNESCO as well as useful links, through which a huge amount of information is already accessible on line: databases on ministries of culture, cultural institutions and networks, research centres and NGOs, possible partners and donors supporting cultural projects, bibliographies and full text reference documents relating cultural policy in general and in Africa in particular.

When the Observatory will be established, the website will permit to give information about its activities and access to the on-line services that it will develop.

In the future, mirror sites will have to be set up in different regions and continents allowing a faster access to the information from all parts of the world.

At a later stage, to further communication between its partner institutions and all those interested, the Observatory will open its web space to them for the exchange of ideas and non-commercial information relevant to the field of culture and their work. A web-based discussion forum could also be created, aiming to further active participation in reflection, exchange of experience and the development of joint projects designed to promote cultural policies integrated in sustainable human development strategies.

- **Listserve**

The listserve should be a type of forum enabling the partners/members of the Observatory to communicate regularly and effectively with the entire Network. There should be a moderator for the purpose of organizing the information, but it will be up to the members to make this service useful. Any announcements, news, information about events and research or any questions and/or issues that the members want to raise with the Network members can be posted on the listserve.

- **The OCPA Newsletter**

The newsletter should be published four times a year in English and French with a view to promote regular information exchange and dissemination about cultural policies and related issues in Africa. In the light of existing models the OCPA Newsletter could be divided into various sections such as

*Editorial* – expressing the viewpoint of OCPA on a timely cultural policy issue;

*Events* – presenting important events, conferences, seminars and meetings announced for the forthcoming months (title and topic, place, dates, programme and agenda, conditions for participation, working languages, organizers' telephone or fax number and e-mail address);

*Research in progress* – providing information on recent, current and planned research projects (project title, key themes, implementing institution or project co-ordinator, source of funding, completion date, contact details);

*Topical issues* – giving a summary review of available documentation on a given theme related to cultural policy published in various countries (with the relevant bibliographical references);

*Publications and documents* - providing a list of recently published or forthcoming books, journals and articles;

*Who is who?* - presenting African cultural organizations, networks, researchers, policy makers, experts;

*Forum* – offering a space for the readers to exchange views, dialogue or express their points of view, requests for information and partnership, and to publish news about networks and websites, etc.

- **Press review**

The Observatory could envisage the creation of an “internet news service” on African culture and cultural policy for development. It could consist in a daily press review accessible on its home page, a compilation of the daily news. It could be distributed once a month to a list-serve together with an analytical article on a “topical issue”.

This would enable the Observatory to animate its network of partner institutions and practitioners, researchers and students and provide them with fresh and relevant information on problems, ongoing debates, events, publications, best practices and news published in the press.

NB. According to the experience of the UNESCO Observatory of the Information Society, such a service requires one hour of work per day and has no financial implications since it uses secondary sources of information.

- **Publications**

The Observatory should produce, if possible in English and French, various types of publications such as

- books and proceedings of major conferences;
- directories (both in printed and CD format) with the data collected and processed on the database;
- methodological guides and tools, information on best practices;
- research reports and documents, studies.

The documents, reports and methodological guides and tools could also be made accessible free of charge on the Observatory’s website. The books, proceedings and directories, in principle, should enable the Observatory to generate income relying on its own resources and achievements, if they are well advertised and marketed among libraries, research centres, universities and professional networks of the industrialized countries. To achieve this goal a thorough marketing study has to be carried out as a part of the elaboration of the sustainable long-term financing strategy of the Observatory.

When establishing its pricing and sales policy, the Observatory should take into account the double requirement of

- making a whole use of the possibilities of generating income and resources through the commercialization of its products;

- making these publications available to the African institutions and specialists, which constitute its target group of beneficiaries and which in general are not in a position to pay for these products.

Consequently, special arrangements should be foreseen for the latter, such as lower prices, free copies for co-operating partners or a system of confidential code guaranteeing them free access to these documents on the Observatories website. These arrangements, however, should be reciprocal, that is the beneficiaries should act as counterparts and in return put at the disposal of the Observatory their products (information, data, studies, research reports, conference documents, publications, web site services, etc.) or accept to perform some tasks for the Observatory. These arrangements should also foresee appropriate dispositions for the protection of the Observatory's copyrights.

- **Advisory services and technical assistance**

The Observatory should develop capacities for offering technical assistance and advisory services to its partners, governments, NGOs, networks and cultural institutions in Africa for the elaboration, implementation and evaluation of cultural policies, programmes and projects as well as for the preparation of requests and project documents or the planning and organization of conferences, training sessions, research projects or information services. Development co-operation agencies may also need expertise for designing culturally appropriate strategies and projects.

The Observatory could become a key contact for any organization or institution, within and outside the region, in need of information, scientific data, contacts relating cultural policies in Africa and partnership for carrying out joint research and co-operation projects.

In some cases these tasks could be performed by the Secretariat of the Observatory relying on the competence of its professional staff and the information accumulated in the framework of its activities. In others, the Observatory could play an intermediary role by identifying specialized institutions, experts and consultants which can provide the services required.

If requested it could also offer support to its partners in negotiating partnership and financial support serving as a link between the initiators of cultural development projects and potential donors and sponsors.

If legitimated by the quality and efficiency of its work, the Observatory could gradually develop these services and act as an agency of mediation, lobbying and fundraising for cultural projects.

All these activities should permit to the Observatory to consolidate its professional prestige and generate income relying on its competence and resources.

- **Roster of experts**

In order to enable the Observatory to perform its tasks and implement its programme efficiently, a roster of specialists in the various fields of its activities should be created as a part of its data bases. This roster should be launched as soon as possible and enriched and updated constantly as a basic instrument for its work. It could be useful for organizing conferences, identifying experts implementing research projects and advisory services that it may be requested to provide, etc.

For building the roster a detailed questionnaire should be designed facilitating the retrieval according to a well differentiated and refined key word system. In designing this questionnaire and roster matrix, the Observatory could take into account existing models such as the repertory of experts established by the African Itinerant College for Culture and Development. The questionnaire should be sent out to all institutions identified in the framework of the consultancy foreseen for mapping the existing information sources and the potential partners. It could be also displayed on the Observatory's website enabling its visitors to register on-line.

- **Methodological tools**

Many African countries lack of professionals who have experience in planning and implementing cultural policy related tasks. When they wish to undertake such initiatives, they very often ask international organizations to provide them with reference documents and information about experiences gained by other countries in similar undertakings. One of the important tasks of the Observatory will be the adaptation or the development of methodological tools, indicators, questionnaires, guidelines, handbooks, checklists, forms and models (legislation, statutes, agreements, contracts, requests, project documents, training curriculum, professional profiles), for various purposes such as

- collecting information and statistical data on cultural policies;
- periodical inquiries on cultural trends and practices, cultural policies and institutions, etc.;
- designing databases, websites, information services and systems;
- mapping cultural resources;
- integrating a cultural approach in development strategies and projects;
- planning, monitoring and evaluating cultural policies, programmes and projects;
- drafting laws and regulations;
- intercultural communication and conflict prevention;
- drafting project documents, requests and corresponding budgetary estimates (for UNESCO, UNDP (Support for Policy and Project Development, SPPD), Ford Foundation, international and bilateral donors, etc.);
- organizing conferences, meetings and training sessions;
- preparation of reports on research projects, meeting and consultancy missions;
- establishment of administrative structures;
- setting-up research units, networks and NGOs;
- establishing nomenclature of cultural development professionals;
- creation of art associations and non profit organizations;
- management of cultural institutions and projects;
- creation and management of cultural enterprises and co-operatives;

- mobilizing partnership and financial resources, etc.

Most of these instruments and tools exist already and are used at the level of various organizations and can be more or less easily adapted to the needs and situations of the African countries. Others have to be elaborated progressively by the Observatory. The available tools should be accessible on the website of the Observatory in English and French and advertised in its publications in order to make them widely known by the potential users.

It should be noted that this service is closely linked with the collection and dissemination of “best practices”, which, through concrete examples offer also methodological guidance.

- **Cultural system profiles**

The cultural system profile is one of the existing instruments that could be used by the Observatory and its partners for mapping the situation and identify the trends of cultural policies in Africa, which is the starting point for any improvement in the matter. This short outline was elaborated by UNESCO to offer guidance to those who wish to establish a comprehensive diagnosis in the cultural policy field of their country, but do not have the substantial resources that the reviewing and evaluation of cultural policies require, as practiced in the countries of the Council of Europe. It is now being tested in various developing countries and is meant to be finalized in the light of this experience by the end of 2001.

In its present version it proposes the following headings:

### **1. Objectives and principles of cultural policy**

- 1.1 Stated cultural policy objectives (including a "vision statement" if possible)
- 1.2 Operating definitions of "culture"
- 1.3 Implementation: achievements and shortfalls
- 1.4 Methods and mechanisms of policy elaboration and evaluation

### **2. Historical perspective**

*Overview of the ways in which the above objectives and definitions have been discussed and formulated over the last 20 years (a longer period could be covered if necessary and if the information is available). This analysis could cover domains such as the following ( NB the list is purely indicative):*

- 2.1 Cultural pluralism
- 2.2 Culture and media
- 2.3 Encouragement of the cultural industries
- 2.4 Culture and the educational system
- 2.5 Cultural decentralization

### **3. Overview of cultural life**

*This should consist of a brief description of cultural practices, artistic activities, major political*

*and socio-economic trends affecting the cultural domain.*

#### **4. Legislation**

*Overview of key legislation in major cultural domains such as:*

- 4.1 Protection of cultural heritage, moveable and immovable, tangible and intangible
- 4.2 Cultural practice and creativity, by discipline, i.e. music, theatre, visual arts, book publishing and reading.
- 4.3 Copyright and neighbouring rights
- 4.4 Cultural industries
- 4.5 Media

#### **5. Governmental institutions and mechanisms**

- 5.1 Organizational chart of the ministry of culture (or equivalent)
- 5.2 Description of the system of 'governance', i.e. role of the parliament, special committees, arms-length bodies, breakdown of cultural competence at national, regional and/or local, municipal levels
- 5.3 Inter-ministerial or intergovernmental co-ordinating mechanism(s)
- 5.4 Mechanisms to promote public/private sector partnership
- 5.5 Monitoring and evaluation mechanisms

#### **6. Non-governmental bodies**

- 6.1 Foundations
- 6.2 NGOs and voluntary associations
- 6.3 Community based organizations and traditional decision-making structures

#### **7. Governmental support to the cultural sector**

- 7.1 Expenditures on cultural programmes by all government departments, broken down by domain if possible, as well as by source, i.e. central, provincial, local
- 7.2 Promotion of creativity: artists support schemes
- 7.3 Promotion of heritage conservation and awareness (museums, monuments, historic sites)
- 7.4 Encouragement of the cultural industries
- 7.5 Mechanisms to promote:
  - 7.5.1 Cultural diversity
  - 7.5.2 Gender equity
  - 7.5.3 Access and participation
  - 7.5.4 Export of cultural goods and services
- 7.6 Mechanisms and incentives to promote private sponsorship, loans, etc.

#### **8. Capacity-building for the culture sector**

8.1	Research and evaluation
8.2	Information and documentation
8.3	Training of administrators, managers, animators, mediators
<b>9.</b>	<b>Cultural diplomacy/international cultural co-operation</b>
<b>10.</b>	<b>Future perspectives</b>
<b>11.</b>	<b>Tables and statistics (if available)</b>
<b>12.</b>	<b>Sources of information, addresses of principal cultural organizations</b>
<b>13.</b>	<b>Bibliography</b>
<b>14.</b>	<b>Glossary (to be developed by the agency that prepares the profile)</b>

N. B. This outline could be possibly adapted to the needs and situations of African countries, for example to reflect the importance of traditional and popular cultures and forms of expression.

The Observatory should establish a network of correspondents in charge of complementing and updating of the national profiles.

- **National Cultural Assessments (NCA)**

Complementary to the Cultural system profile, this method is proposed as a prerequisite for any strategy of sustainable human development. It consists in a diagnostic exercises aimed at mapping the stock of major cultural values and resources, knowledge and practices or of updating this information as appropriate: this information is to serve in fact as a basis and source of information for nation-building and economic development, prior to any further undertaking. The purpose of NCAs should be to help design policies based on a culturally-sensitive approach to development, as well as narrower actions for cultural development. This exercise should be carried out on the basis of a number of substantive principles

- culture should be recognized as the reference framework for orienting individual and collective life ;
- NCA should be carried out through developing an interactive and inclusive popular consultative process and participation with a view to build consensus;
- NCA should identify the cultural resources of a given society and the emergencies concerning cultural issues;
- NCA should establish which cultural values make development programmes and projects succeed or fail;
- NCA should be a long-term process with permanent follow-up and updating of findings.

The possible results of such assessments might include:

- the establishment of an agreed cultural frame of reference for the development efforts of the different African societies;

- the promotion of culture as a vehicle of democratic values, and not a tool for domination;
- the adaptation of cultural institutions, as at present have only a poor conception of their relevance to the realities and needs of the populations.

N.B. At the moment no such outline is available for this method as for the Cultural system profile, however it could be carried out on the basis of the methodological proposals presented by UNESCO in the book “Change in Continuity. Concepts and Tools for Planning in a Cultural Approach (Paris, 1999).

- **Periodical surveys**

The main task and function of the Observatory is to analyze and monitor the evolution of cultural policies and related issues. This is possible only on the long term and on the basis of periodical and regular data collection. Therefore periodical surveys should be foreseen on selected key issues for generating series of comparable data enabling the Observatory to identify trends in the cultural field, that is, cultural practices and cultural policies. These survey should permit to collect information on emerging problems, measures and actions taken for addressing them, resources mobilized and outputs in order to analyze the relevance and efficiency of the public policy and action.

The data collected, organized in the data bases, should enable the Observatory to produce and publish statistical information, build indicators, analyze and forecast trends, identify needs and priorities, formulate policy recommendations and thus create scientific knowledge for policy design. The surveys could offer a basis for developing a warning system relating critical issues.

The topics, the scope, the depth and the periodicity of these surveys should be decided in relation with the establishment of a research agenda, in function of the priority information and research needs. They could be launched progressively taking also into account the availability of the scientific and methodological as well as financial resources needed.

For carrying out such surveys, appropriate methodologies and questionnaires should be elaborated using existing models.

- **Best practices**

The objective of this service is to generate knowledge by identifying and documenting selected cases, which illustrate innovative thinking and experience in strategic fields of cultural policy in Africa.

The aim of the exercise is to learn about relevant policies, legislation, administrative structures, mechanisms of financing, methods of management, co-operation projects in the field of culture in an inductive way, via specific cases. The process can lead to theoretical conclusions, policy suggestions after a sufficient number of cases have been collected. It could also put in evidence emerging problems and propose appropriate solutions to them.

The case descriptions, 10 to 15 pages in length, should be prepared according to pre-set standards for facilitating comparisons and internet presentations. Each document should contain a short introduction explaining the reason for inclusion into the collection of “Best Practices” of the

Observatory, then the analysis of the problem identified, the rationale of the action proposed for meeting the challenge, the description of the implementation of the action, an evaluation of the human and financial resources and partnerships mobilized in relation with the outputs as well as a summary of the main methodological conclusions and policy recommendations concerning the possible adaptations in other African countries and contexts. Quantitative data and statistics should preferably accompany the descriptions. In order to concentrate the efforts and generate significant information, this activity should be devoted each year to a priority issue selected by the Steering Committee of the Observatory. Each year ten to twelve studies should be prepared on significant cases by African scholars and practitioners. The contributions should then be published with an introductory study analyzing the common trends and main findings of the exercise. They should be also made available on the Observatories website.

As the launching of these series may require some time and involve expenses, during the first two years the best practice service could start on the basis of already available materials, prepared in relation with recent conferences and meetings such as the OAU Symposium on the Policies, Strategies and Experiences in the Financing of Culture in Africa (Abidjan, 5-9 June 2000) and other significant events.

- **African Cultural Policy Archive and Full Text On-line Reference Library**

As it was underlined in the preparatory consultations and meetings, the reflection on the role of culture and cultural policy in African societies and in their development has a long history. In fact this process started during the colonial period by various movements opposing an active resistance to colonial cultural oppression and thus led to the formation of large associations e.g. association of intellectuals of Bantu culture and the Negritude movement, the African Cultural Association, the Senegalese Cultural Association etc., or in the framework of the African art festivals organized under the aegis of the OAU (Dakar, 1966; Algiers, 1969, Lagos, FESPAC, 1977). This was particularly strengthened by major academic research projects such as the elaboration of the "General History of Africa" undertaken in the framework of UNESCO or the constitution of the Oral Traditions Associations in Southern Africa (OTASA, 1975).

After having achieved independence, all regions took an active part in developing cultural policies, but this process was limited by the divisions inherited from the colonial domination. For example some of the major initiatives such as the creation of the African Cultural Institute (ICA/ACI, Dakar) remained centred to French speaking countries.

Then, as mentioned above, a series of conferences of ministers for culture and a great number of experts meeting were organized by the OAU and UNESCO as well as in the framework of other organizations like ICA/ACI, CICIBA, SADC, ALECSO, ISESCO, IPN, EACROTANAL, CELTHO, the co-operation organizations of the French and Portuguese speaking countries, etc. and a set of important documents – resolutions of the OAU, declarations and recommendations, – have been adopted on fundamental principles and objectives as regards culture, cultural policies and their role in the development process of Africa. In some countries national consultations have been organized and important documents have been elaborated on national cultural policies.

This process of reflection was largely documented in reports, books and publications, but technical and financial constraints, linguistic divisions and the lack of an integrated regional network of information and co-operation seriously hindered their dissemination. As a result, there is no comprehensive or systematic information about what has been produced and where these

documents are available. Several important institutions have disappeared and their documentary base dispersed. The existing collections are incomplete, erratic, scattered, inaccessible, insufficiently known and unexploited.

Heading for the future, the Observatory should reconstitute the memory of the past. For filling this gap, it should map the main sources of information, locate the existing documentation relevant to cultural policy issues produced in past decades. As far as it is possible, it should gradually establish an African Cultural Policy Archive within its documentation services and set up an inventory of the documents available in other centres of information. The most important reference documents should be scanned and made accessible in the Full Text On-line Reference Library to be developed on the web site of the Observatory. Where such documents are already available on internet, as they are in the case of the normative instruments (conventions, recommendations, declarations and resolutions) adopted in the framework of UNESCO, it would be sufficient to establish a link to the relevant web pages.

As foreseen in the work plan drawn up in Cape Town by the Task Force established for launching of the Observatory, a consultant should be contracted in 2001 who would start setting up these services, and therefore would.

- Make a repertory of all relevant documents, in all linguistic versions, in UNESCO and the OAU;
- Identify and collect from the main regional organizations such documents that are not available in UNESCO and the OAU and obtain them in all available linguistic versions, thus supplementing the data concerning the Conferences and workshops, organized in the framework of various organizations such as
  - \* various regional organizations: ACI/ICA (African Cultural Institute), African Itinerant College for Culture and Development, ALECSO, BIL (Bureau Interafricain des Langues), CELTHO, CERDOTOLA, CICIBA, CRAC, CREPLA, EACROTANAL, IPN, OMMSA, OTASA, PREMA, SACIS, SADC, Société africaine de culture, URTNA;
  - \* Pan African Associations of Anthropologists, Architects, Book Publishers, Film Makers and Writers;
  - \* and festivals: FESPAC, FESPACO, FESPAD, FESPAM, MASA, PAFAM, PANAFEST, FESTAC;
- Copy and scan all documents collected in view of their inclusion in the documentary collection and in the website of the Observatory;
- Establish the full list of the documents identified with the exact references of their adoption.

As a first product of this exercise, the Observatory should prepare and put on its website a bibliography on cultural policies in Africa, as it has been done in UNESCO. See website:

[http://www.unesco.org/culture/development/highlights/bibliography/html\\_eng/index\\_en.shtml](http://www.unesco.org/culture/development/highlights/bibliography/html_eng/index_en.shtml).

This bibliography contains many references concerning Africa. In two parts it presents a list of some 1000 books, reports and documents, published between 1961-1988 and 1989-2001, respectively, by UNESCO or with its support, reflecting the evolution of the concepts in the fields of cultural policies, cultural development and culture and development.

- **Data bases**

The Observatory's Data bases should collect, process, organize and make accessible on-line reliable, coherent and up-to-date data and information in the cultural policy field and related areas. By the end of the 2003, it should become a fully operational instrument for developing policy-oriented information.

It should permit progressively to structure, analyze and make accessible the available, but presently scattered information on cultural life and policies of the African member states. Subsequently it should become a tool for observing and monitoring the changes taking place in this field and pointing out the emerging trends.

It should be designed as an interactive database, which would allow on-line updating by the users themselves and provide a mechanism for seeking, as well as for offering information on cultural policy and cooperation.

The construction of the database system should be envisaged in several steps such as:

- mapping of existing information sources;
- analysis of their contents and processing the data collected;
- identification of information needs and priorities;
- design of the database and linkages to existing databases;
- design questionnaires and carry out inquiries for collecting complementary data. Design of the necessary interactive applications.

Once it is established the technological development of the system, its content development, regular maintenance and evaluation will constitute a permanent task for the Observatory.

Without the intention of anticipating on the results of the subsequent stages of the preparatory work, the database should permit to stock, update and retrieve information on

- national authorities and institutions in the field of culture
- national cultural policies
- regional institutions and networks
- research projects (realized, on-going and foreseen)
- training possibilities (institutions, courses, fellowships, study tours, etc.)
- co-operation projects and agreements
- cultural industries and enterprises
- funding sources for cultural projects
- events (conferences, meetings, festivals, fairs)
- African scholars and experts
- publications and bibliography

- statistics

The Observatory's data base should be developed in close connection and co-operation with the databases already existing on cultural policies and related areas, accessible on internet. Where applicable every effort should be made to harmonize the various databases developed by the different African data bases.

To this effect the Observatory should negotiate contracts or co-operation agreements with the institutions operating such databases, for example with CICIBA or the Southern African Cultural Information System (SACIS), for using their facilities and data in exchange of taking care of the systematic enrichment and updating of the information concerning Africa.

Thus for example the Observatory's web site could mirror the interactive databases on cultural institutions developed by

- UNESCO: Key contacts: a window to culture - <http://www.unesco.org/culture/links/>
- Culturelink: (Database on cultural development and policy as well as on institutions and resources) - <http://www.culturelink.org/dbase/index.html> or
- the British Council:  
<http://www.britishcouncil.org/visitingarts/publications/southernafrica.html>)

## ***12. STATUS AND ORGANIZATION OF THE OBSERVATORY***

According to the recommendations of the three preparatory consultations and meetings, the Observatory should be an independent, international, non-governmental, Pan-African, professional, service oriented organization with an international non-governmental and non-partisan status.

In view of the establishment of the Observatory as a Pan-African NGO it seems urgent to contract a legal expert for elaborating its draft statutes concerning the dispositions regarding, in particular, to the following aspects: name, mission statement, objectives, functions, guiding principles, programmes, languages, structures, statutory organs, the composition, mandate, tasks and functions of the Steering Committee and the Executive Secretariat, the Executive Director and the Staff, supplementary organs and structures, the partners, the management, the resources, the budget, financial audit, the dissolution, amendment to the statutes, etc. This consultancy should also define policies and procedures for the recruitment of the staff and the corresponding job descriptions. This document shall have to be finalized taking into account the relevant legislation of the country in which the Observatory will be hosted

The Observatory should be governed by an international Steering Committee, composed of high-level specialists of the cultural policy field. The members should represent equitably the various sub-regions, that is Central, Eastern, North, Southern and Western Africa as well as the Arabic, English, French and Portuguese speaking countries. The representatives of the OAU, Ford Foundation and UNESCO as well as the Executive Director of the Observatory should be ex-officio members of the Steering Committee. The members of the Committee will be expected to actively contribute to the development of the Observatory and use their influence, intellectual authority, professional competence and personal prestige to mobilize partnership, technical and financial support to this effect. Preferably they should be able to work both in English and French. The membership of the Committee could be drawn, on a rotating basis, from

collaborating institutions.

It would be advisable to select, if possible, members with specific competencies, needed for the Committee's work, e.g. people knowledgeable in legal issues, financing and management methods and information technology.

The members of the Committee could be appointed by the Director-General of UNESCO in consultation with OAU and the Ford Foundation.

The Committee would have the mandate to define the major orientations of the programme of the Observatory, approve its budget as well as supervise and evaluate the implementation of the activities. It would also appoint the Executive Director of the Secretariat.

The programme approved will be implemented, under the leadership of an Executive Director, by the Secretariat of the Observatory, to be set up with a light structure. The Secretariat should have an efficient, flexible, dynamic, bilingual professional and support staff including the following people:

- Executive Director
- Research Co-ordinator/Editor
- Website Manager (half time)
- Documentalist/Translator
- Administrative Officer/Accountant (half time)
- Bilingual Secretary

If required by the activity programme and the funds needed for it are available, this permanent staff will be completed, on an ad-hoc contractual basis, by consultants and temporary staff.

The Executive Director will be in charge of the overall professional and administrative supervision and co-ordination of the planning and implementation of the activities of the Observatory, including the preparation of the programme and budget proposals and reports for consideration and decision by the Steering Committee.

In the framework of the programme and budget approved and in the light of the guidelines and orientations defined by the Steering Committee, the Executive Director will represent the Observatory in establishing contacts and negotiating with public authorities, partner institutions, specialists and donors on all issues relating to the implementation and development of its activities.

In consultation with the Steering Committee, the Director will also appoint the members of the Secretariat.

The Executive Director and the professional staff should be recruited at the regional level in open competition in order to ensure its independence and professional quality. Under the condition that these requirements are respected, member states, partner institutions or donors could put experts or support personnel at the disposal of the Observatory at their expenses for short or long term assignments. The support staff could be recruited locally.

In the framework of the project the professional staff should visit some existing observatories in other regions to study their work and establish personal working contacts with them.

### ***13. THE LOCATION***

In examining the possibilities of a location for the Observatory, the best possible solutions should be sought taking into account the possibilities of securing the financial and operational viability for its sustainable and long-term development. This requires a strong commitment of the host country/institution, which could offer support in terms of office space, basic running costs (electricity, water, communication as well as maintenance, cleaning, security and support services) and/or technical staff (accounting/administrative officer, secretary, documentalist/translator).

When negotiating with the possible hosts it should be kept in mind that according to the recommendations of the Pretoria meeting (January 2001), it should be “an independent, international, non-governmental, pan-African, professional organization with a non-partisan status”.

Thus among the criteria for identifying the host country/institution the following aspects should be taken into account

- Political and economic stability
- Conditions for independent work
- Good communication and transportation possibilities within the continent and with other regions
- Possible partnership/counterpart in terms of facilities, human and financial resources

During the preparatory consultations it was also underlined that, in order to ensure its autonomy, the Observatory should not be established within a government agency. If hosted by a University, the Observatory should avoid the risk of being oriented exclusively by academic concerns at the detriment of its initial service oriented mandate.

In the process of the preparation of the launching of the Observatory, a legal expert should elaborate a “Draft of host country agreement” to be signed, as soon as possible, with the competent government authorities of the host country with a view to regulate matters relating to the recognition of the Observatory as a Pan-African NGO and the location of its Executive Secretariat in the country. This agreement should define the privileges and immunities of the said Executive Secretariat and the obligations of the Government and the Observatory vis-à-vis the other party.

An other agreement or Memorandum of Understanding should be prepared in case the Observatory will be established in the framework of an already existing institution. This document should specify the legal, professional and financial arrangements and conditions concerning the functioning of the Executive Secretariat within the institution, which ensure an effective partnership with the institution, while guarantee the total autonomy of the Observatory.

### ***14. OFFICE SPACE AND FACILITIES NEEDED***

Taking into account the size of the staff proposed and the scope of the functions envisaged for the Observatory the following facilities may be required:

- 4 offices for the Executive Director and his staff
- 1 large room for the library and documentation centre with a reading space for visitors,

researchers and students, which can be used, if necessary, for organizing small meetings.

- Furniture, office equipment (communication and computing facilities, hardware, software, telephone, fax,) and a car for local transportation (see detailed list in chapter III. C).

N.B. With a view to enable the Observatory to perform its tasks efficiently, an expert in information technology should be contracted with a view to evaluate the technical requirements of the activities and services and to draft a plan for the acquisition of the technology needed, including hardware and software, on short and medium term. This plan should take into account it's the short and medium term objectives of the Observatory as well the technological level of the its partners and beneficiaries with a view to ensure the best possible combination between high standards of quality and performance and the compatibility with the working environment.

### *15. FUNDING STRATEGY*

As it was proposed by the Pretoria meeting (January 2001), the Observatory should strive to be a self-reliant and sustainable structure by developing strategic networking and partnership with relevant bodies with a view of mobilizing human, financial, technical and material resources.

This objective can be achieved progressively and partially:

- Progressively, because at the beginning the Observatory will need to be financed entirely from external resources and subsidies needed for its institution building. This is necessary for establishing its structure and credibility, developing its operational and professional capacities (for implementing projects or organizing conferences under contract) as well as creating its services (technical assistance, consultancy and advisory service for designing and evaluating programmes and projects) and products for sale (information, press reviews, newsletters, studies, reports and publications, etc.).
- Partially, because, as experience shows, most of the similar institutions existing in the world, even in the most industrialized countries, are mainly depending on the subsidies and contracts offered by public authorities, national and local, while their products are sold to libraries, universities and research centres. These possibilities should be explored and used as much as possible, but it is clear that this type of demand is very limited in the African context. In fact the Observatory should base its funding strategy primarily on the co-operation and partnership with international donors and act as implementing agency for their projects in the field of cultural policy and development.

With a view to elaborate a long term strategy for the financial viability of the Observatory and its development towards a progressive self-sustainability, an expert should be contracted during the preparatory phase in order to study the financing needs its establishment involves, and the development of its functions, and evaluate the possibilities of meeting these needs (host country/institution's contribution in terms of facilities as well as human and financial resources, support from the sponsoring agencies, other external funding). The strategy should also cover the possibilities of developing products and services enabling the Observatory to generate income and propose a marketing strategy for their commercialization.

In order to guarantee the sustainability of the project a realistic funding strategy has to be envisaged based on

- A long term commitment of the host country/institution which should ensure premises, basic running costs (electricity, water, communication as well as maintenance, cleaning, security

and support services) and eventually a part of the technical staff (accounting/administrative officer, secretary, documentalist/translator); N.B. The Executive Director and professional staff should, by preference, be recruited through open competition by the Steering Committee.

- A medium term (6 years) agreement with the sponsoring agencies (foundations, regional and international institutions, etc;) for securing a regular contribution for functioning and programme costs;
- A dynamic action for developing and diversifying partnership with other possible donors; for securing the long term financial stability of the Observatory;
- An increasing effort of marketing for generating progressively more and more income relying on the Observatory's own resources.

#### ***16. POSSIBLE DONORS AND PARTNERS***

UNESCO has various possibilities for supporting the establishment of the Observatory and the development of its activities:

- From the Regular Programme: support could be given for the salary of the Executive Director or other costs necessary for the functioning of the Observatory; contracts could be established for the implementation of activities foreseen in the Approved Programme and Budget;
- From the Participation Programme: support can be requested through the National Commissions for UNESCO of the African Member States and African NGO's for initiatives to be implemented by or in co-operation with the Observatory (research projects, meetings and conferences, training sessions, publications, consultancy missions, etc.);
- From the special funds handled and mobilized by the Africa Department for African development projects;
- Through the services in charge of mobilizing extra-budgetary funds for from UN agencies, regional and bilateral development co-operation agencies, foundations and the private sector.

N.B. It would be advisable to make the project widely known among the African Member States before the 31<sup>st</sup> session of the General Conference and submit a draft resolution inviting the Director-General to assist the project in the framework of the Programme and Budget of UNESCO for 2002-2003 and the Medium Term Strategy for 2002- 2007.

#### **The Ford Foundation**

The Observatory could be contracted by the Ford Foundation as an implementing agency for activities to be carried out in Africa such as the organization of the African regional preparatory meeting (2002) of the World Culture Forum (2003) or the training workshops for the training of cultural entrepreneurs.

#### **The Organization of African Unity**

The OAU could rely on the Observatory in implementing its cultural programme activities already financed within its approved budget. It should also facilitate and encourage the

development of partnership and co-operation between OCPA and the OAU Member States.

### **Other donors**

A preliminary list of possible donors and partners has already been established and included in the experimental website of the Observatory. Selected donors, such as the Swedish International Development Agency (SIDA), NORAD, FINNIDA, Prince Klaus Foundation and UNDP should be contacted when the brochure of the Observatory containing the strategic document of the project, to be commissioned according to the proposal of the Task Force, will be available.

### **Other partners**

In order to avoid duplication and create synergy with other existing regional organizations or specialized institutions having specific competencies and experience in a given area, for example for organizing training sessions and courses on cultural policies and management, the Observatory may seek co-operation with the Regional Centre for Cultural Action (CRAC, Lome, Togo) and university training centre concerned, while for carrying out training and research activities concerning the integration of the cultural approach in designing, implementing and evaluating development strategies, programmes and projects, it may rely on the African Itinerant College for Culture and Development AICCD, IDEP, Dakar). In the same way, when dealing with specific aspects of cultural policy such as dance, music, museum development, performing arts, heritage preservation, language and oral tradition, book publishing, film production, copyright, etc., the Observatory should seek co-operation with the organization specialized in the given field such as OMMSA, OTASA, PREMA, SACIS, the Pan African Associations of Anthropologists, Book Publishers, Film Makers and Writers, FESPAC, FESPACO, FESPAD, FESPAM, MASA.

### **III. PROGRAMME AND BUDGET PROPOSALS**

#### ***A. MEDIUM TERM STRATEGY (2002 – 2007)***

On the medium term the effort of the Observatory should be concentrated on consolidating its structures and activities, creating the information base and services needed for performing its tasks, develop a long-term research agenda, developing a publication programme and public information strategy, providing effective advisory services, creating a Pan-African platform for reflection on issues on cultural policy for development.

The medium term strategy of this action should be based on the following fundamental principles:

- Realism and sustainability: the activities and services should be developed step by step taking into account the real situations and in function of the capacities and resources available. All efforts should be made to ensure the progressive financial autonomy of the Observatory;
- Relevance: activities must reflect the real problems of the African societies and cultures, the specific situations and the priorities of African peoples and governments;
- Complementarity and efficiency: co-operation, effective partnership, pooling of the efforts and resources should be considered as a basis for guaranteeing the efficiency of the Observatories action;
- Participation: the programmes and activities should be designed and implemented with the active participation and contribution of the partners, beneficiaries and clients of the Observatory;
- Interdisciplinary approach: the problems of cultural policies in Africa should be addressed in a multidisciplinary and broad-based approach taking onto account the complex interactions between culture and development as well as between cultural and socio-economic development policies and strategies;
- Quality and professionalism: the activities must strive to enhance high level academic knowledge and professional capacities at the national and regional levels;
- Unity and diversity: the action of the Observatory should contribute to the creation of a pan-African vision of cultural policy issues while taking into account the diversity of situations and needs;
- Responsibility, transparency and accountability: these are basic principles to be respected by the Observatory for guaranteeing the efficiency of the Observatory and should be fully respected at all levels for taking and implementing decisions and the management of the resources.

Acting along these principles, the Observatory should strive to implement its objectives set for the medium term period 2002-2007 through the following steps:

**Objective 1: Consolidate the Observatory and develop it progressively into a self-sustained structure**

With a view to achieve this objective the Observatory should

- Establish its structures (Steering Committee and Secretariat);
- Register as a Pan-African NGO in its host country and in OAU and UNESCO;
- Conclude a host country agreement with the competent authorities;
- Launch the implementation of its programme and create its services;
- Create sustainable partnership with its target groups;
- Develop its capacities of planning, monitoring, implementing and evaluating projects;
- Market and provide services and products for generating resources;
- Organize a meeting for potential donors and mobilize resources for its long-term sustainability.

**Objective 2: Develop efficient information services and a coherent research agenda on cultural policies in Africa**

With a view to achieve this objective the Observatory should

- Map and link together existing information sources in an integrated regional information system for cultural policy;
- Develop, maintain and update its own information services;
- Establish cultural system profiles for all African member states where the situation makes it possible;
- Create a data base of best practices on 6 priority fields;
- Initiate and carry out two country cultural assessment projects (in co-operation with governments and development agencies);
- Adapt and develop methodological tools and guidelines;
- Analyze the data collected and establish information needs and research priorities;
- Develop a research agenda and co-ordinate the implementation of 12 co-operative research projects on priority issues such as cultural information; cultural policy and traditional cultures; culture and urban development; culture and education in Africa (in the framework of the OAU decade for education); cultural practices and participation; specific training needs and professional profiles; globalization, African cultures and cultural policies; culture and the private sector; cultural rights; culture and economic development: cultural industry and entrepreneurship; cultural statistics and indicators; cultural policy and popular initiative, financing culture; etc.

**Objective 3: Develop a Publication Programme and Public Information Strategy on Cultural Policies for Development in Africa**

With a view to achieve this objective the Observatory should

- Elaborate and implement a publication and public information strategy;
- Publish and disseminate
  - 24 issues of the OCPA Newsletter in English and French (on paper and by e-mail)
  - 20 studies, reports and best practices
  - repertories and reference documents in printed and electronic format (CD)
- Produce and disseminate public information material about the Observatory and the role of cultural policies in Africa.

**Objective 4: Provide politicians, cultural decision makers, practitioners and agents with the policy relevant information, knowledge, skills, methodological tools and techniques necessary for designing, implementing, monitoring and evaluating cultural policies, programmes and projects**

With a view to implement this objective, the Observatory should

- aggregate and disseminate policy relevant information, research findings and statistical data about the status and trends of cultural policies in the context of development problems and their foreseeable evolution;
- promote awareness as to the role and place of cultural policies in development strategies;
- create and disseminate methodological tools;
- promote the design, testing and dissemination indicators;
- provide and mobilize technical assistance and advisory services;
- co-operate in the organization of training sessions (in co-operation with CRAC, AICCD MADESA and other competent structures);
- assist in mobilizing partnership and resources.

**Objective 5: Create Regional Co-operation Networks for Research, Training and Information on Cultural Policies for Development in Africa**

With a view to implement this objective, the Observatory should

- Map existing networks, analyze their profile and capacities,
- Establish co-operation agreements with them in its areas of competence;
- Create a network of focal points in the various sub-regions, linguistic areas and field of competence;
- Link the various entities in a Pan-African network in cultural policies and related fields (ICT and media, culture of peace, education, etc.);
- Act as a regional co-ordinating centre for information, research and advocacy related

to culture and cultural policy;

- Act as an African regional focal point for international networks in cultural policies (in co-operation with Culturelink and the International Network of Observatories in Cultural Policies).

**Objective 6: Develop a platform of reflection, exchange of ideas, awareness creation and advocacy on issues relating to culture, cultural policy and culture and development issues in Africa**

With a view to implement this objective, the Observatory should organize, at least every second year a Pan-African conference, publish and disseminate their findings, in co-operation with OAU/African Union, on timely issues such as:

- The Construction of the African Union and Cultural Policies;
- Cultural Policy and Development Strategies in Africa (in co-operation with the African Itinerant College for Culture and Development);
- Culture and Peace in Africa: Cultural Rights, Diversity and Pluralism (eventually in co-operation with the regional centre to be established in Gaborone for the study of the role of culture in the conflicts and their solution in Africa).

**B. PRELIMINARY PROGRAM PROPOSAL FOR 2002 – 2003**

N. B. This programme proposal is based on the hypothesis that the activities foreseen in the Action Plan for the Task Force (preliminary studies, brochures, website) are effectively implemented by the end of 2001)

Activity	Date
<p><b>1. Establishment of the Observatory:</b></p> <p><b>1.1 Recruitment of the Observatory's team</b></p> <p><b>Professional staff</b></p> <p>Executive director</p> <p>Research co-ordinator</p> <p>Website manager (half time)</p> <p><b>Support personnel</b></p> <p>Documentalist/Translator</p> <p>Administrative officer /Accountant (half time)</p> <p>Bilingual secretary</p> <p>N.B. Other project staff and consultants will be contracted as and when necessary and possible for the implementation of project activities funded from additional resources.</p>	01-03/2002
<p><b>1.2 Purchase of equipments:</b></p> <p>Computers (5) linked in a local area network</p> <p>Laser printers (3)</p> <p>CD writer/burner (1)</p> <p>Scanner (1)</p> <p>External ZIP drive</p> <p>Software</p> <p>Insurance for the equipments</p> <p>Photocopying machine (2)</p> <p>Fax/telephone (2)</p> <p>Furniture, shelves and other office equipment</p> <p>Books and periodicals</p> <p>Car (purchase, insurance, maintenance, fuel, etc.)</p>	01-04/2002

<b>2. Meetings of the Steering Committee (one per year)</b>	05-06/2002 08-09/2003
<b>3. Development of the Observatory's information services</b> Mapping of the existing information sources Launching of the listserve Inventory of basic reference documents concerning cultural policies in Africa Creation of a full text reference library (hard copy and website) Development of the Observatory's website and database applications (consultancy) Launching of the press review Updating and enriching of the website with new applications, a data base and internet links on the basis of the activities listed above Filling data into data bases	03-07/2002 04-05/2002 04-07/2002 07-08/2002 04-07/2002 06/2002 continuous continuous
<b>4. Research and meetings</b> Consultancy for the development of a draft medium term research agenda Experts meeting to finalize the medium term research agenda Launching of two priority research projects (contracts) Workshop for co-ordinating and evaluating the research projects Launching of two new research projects (contracts) Workshop for co-ordinating the research projects Experts meeting (issue to be chosen by the Steering Committee)	05-06/2002 07-08/2002 09/2002 01- 02/2003 03/2003 07-08/2003 07-08/2003
<b>5. Publications</b> Publication and dissemination of 8 issues of the OCPA Newsletter in English and French (on paper and by e-mail) Publication and dissemination of 6 studies, reports Publication and dissemination of repertories and reference documents in printed and electronic format (CD)	Quarterly 03-12/2003 10/2002-08/2003

<p><b>6. Networking</b></p> <p>Identifying potential partners, experts, specialized networks, institutions, information sources, training centres and research services as well as possible donors</p> <p>Conclusion of co-operation agreements with these institutions</p> <p>Establishing a network of focal points for the Observatory in the various sub-regions and countries of the continent;</p> <p>Acting as focal point for international networks (CULTURELINK, International Network of Observatories in Cultural Policies, etc.)</p>	<p>Continuous</p> <p>Continuous</p> <p>06/2002/12/2003</p> <p>06/2002/12/2003</p>
<p>7. <b>Preparation of a Regional Conference</b> to be held in co-operation with OAU, on Cultural Policies and the Construction of the African Union (to be held in 2004).</p>	<p>06-12/2003</p>
<p><b>8. Missions</b></p> <p>Study tours</p> <p>Participation in meetings and conferences</p> <p>Networking</p> <p>Contacts with possible partners and donors</p>	<p>As required</p>
<p><b>9. Evaluation and planning for 2004-2005</b></p> <p>Consultancy</p>	<p>07-09/2003</p>

*C. PRELIMINARY BUDGET FOR 2002 – 2003*

**Project Budget for 2002-2003 (for the establishment the Observatory and for its activity programme)**

**Source of funds:** Ford Foundation, Swedish International Development Agency (SIDA) and UNDP

**Executing Agency:** UNESCO

**Budget:** US\$ **702.182**. (This contribution can be complemented pending on the requests presented to UNESCO by the partner countries and international organizations under the Participation Programme. In addition Member States concerned as well as partner institutions can contribute to the implementation of the project in kind, facilities as well as organizational support and human resources.)

**Activities (to be funded from external contribution requested):**

<b>BL 11</b>	<b>I . International consultants</b>	<b>MM</b>	<b>US\$</b>
	Consultants for research design	2	10.000
	Consultants in website development	2	10.000
	Consultant for project planning and evaluation	1	5.000
	<b>II. National consultants</b>		
	Executive director	24	72.000
	Research co-ordinator	24	48.000
	Website manager (half time)	<u>24</u>	<u>24.000</u>
	<b>Sub-total</b>		<b>171.000</b>
<b>BL 13</b>	Support personnel		
	Documentalist/Translator	24	24.000
	Administrative officer /Accountant (half time)	12	12.000
	Bilingual secretary	<u>24</u>	<u>14.400</u>
	<b>Sub-total</b>		<b>50.400</b>
<b>BL 15</b>	Duty travels		<u>60.000</u>
	<b>Sub-total</b>		<b>60.000</b>
<b>BL 16</b>	Missions for international and national consultants (travel and per diem)		<u>25.000</u>
	<b>Sub-total</b>		<b>25.000</b>
<b>BL 20</b>	Sub-contracts		
	Studies		25.000

	Research projects	<u>25.000</u>
	<b>Sub-total</b>	<b>50.000</b>
<b>BL 32</b>	Meetings and Group training	
	a) 2 meetings of the Steering Committee	20.000
	b) 2 experts' meetings	
	50.000	
	c) 2 research workshops	50.000
	<b>Sub-total</b>	<b>20.000</b>
<b>BL 40</b>	Equipments	
BL 40.1	Expandable equipments	5.000
BL.40.2	Non-expandable equipments	
	Computers (5)	10.000
	Laser printers (3)	2.000
	CD Writer/Burner (1)	600
	Scanner (1)	500
	External ZIP drive	600
	Software (estimate)	3.000
	Insurance for the equipments	500
	Photocopying machine (2)	2.500
	Fax/telephone (2)	1.000
	Furniture, shelves and other office equipment	20.000
	Books and periodicals	5.000
	Car (purchase, insurance ,maintenance, fuel, etc.)	20.000
	<b>Sub-total</b>	<b>60.000</b>
<b>BL 52</b>	Publications (Reports, books, newsletters and CDs and (translation, printing, etc.)	<u>60.000</u>
	<b>Sub-total</b>	<b>60.000</b>
<b>BL 53</b>	Miscellaneous (communication)	<u>25.000</u>
	<b>Sub-total</b>	<b>25.000</b>
<b>Total project budget:</b>		<u><b>621.400</b></u>

**Administrative overhead cost (13%)**

**80.782**

**Total contribution requested**

**702.182**

NB.

1. These figures do not contain the office rental cost nor other costs necessary for the running of the office, such as electricity, water, security and cleaning. (approx. \$ 25.000).
2. These costs can be reduced if an institution having its own human resources and facilities that can be put at its disposal of the Observatory can host it.
3. They could also be reduced if UNESCO would accept to renounce to the administrative overhead costs in favour of the project.
4. This budget includes substantial provisions for the purchase of non expandable equipment required for the installation of the Observatory. As this component is not recurrent, the **annual running and programme cost** of the Observatory can be estimated around \$ 320.000.

#### **IV. ANNEX**

##### **1. LIST OF MAJOR CONFERENCES AND REFERENCE DOCUMENTS CONCERNING CULTURAL POLICIES IN AFRICA**

###### **General and regional**

- \* *Cultural Manifesto of Africa, Algiers, 1969*
- \* *Final report of the Intergovernmental Conference on Cultural Policies in Africa, Accra, 1975*
- \* *, SIAO*
- \* *L'Harmonisation des politiques culturelles africaines, Actes des conférences de Libreville(1974) et de Freetown (1975), ICAM*
- \* *The Cultural Charta of Africa (adopted by the OAU Summit of Port Louis, 1976)*
- \* *Statutes of the African Cultural Fund (created by the OAU Summit of Freetown, 1980)*
- \* *Prospective Evaluation of Cultural Policies in Africa, ACI/UNESCO, 1981.*
- \* *Final Report of the World Conference on Cultural Policies (Mexico City, 1982)*
- \* *Declaration on the Cultural Dimensions of the Lagos Plan of Action (adopted by the OAU Summit of Addis Ababa, 1984*
- \* *Linguistic Action Plan for Africa, OAU, 1986*
- \* *First Conference of Ministers of Culture of the OAU, Port Louis, 1986*
- \* *La dimension culturelle du développement : recherche sur les pesanteurs socio-culturelles comme blocages des réalisations économiques (UDEAC/UNESCO, 1986)*
- \* *Accord culturel cadre pour la Communauté économique des Etats de l'Afrique de l'Ouest (CEDEAO, signé par les Chefs d'Etat et de Gouvernement le 9 juillet 1987)*
- \* *Le volet culturel de la Convention de Lomé (1987, pour le Secrétariat des Pays ACP)*
- \* *Second Conference of Ministers of Culture of the OAU, Ouagadougou, 1988*
- \* *Third Conference of Ministers of Culture of the OAU, Yaoundé, 1990*
- \* *Project of the African Cultural Common Market, 1990*
- \* *Mid-term Cultural Development Plan for Africa (OAU, 1991-1995)*
- \* *The Dakar Plan of Action for the Development of Cultural Industries in Africa (adopted by the OAU Summit of Dakar, 1992)*
- \* *Protocol Annex on Culture to the Abuja Treaty establishing the African Economic Community, OAU, 1993*
- \* *Fourth Conference of Ministers of Culture of the OAU, Cotonou, 1993*
- \* *The Cultural Dimension of Development in Africa: Decision-making, participation, enterprises, Abidjan, 1992*

- \* *Conférences et ateliers de sensibilisation et de formation, organisés dans le cadre de l'Institut culturel africain (ICA, 1975 - 1993)*
- \* *International Conference on Culture and Development in Africa, organized by the World Bank and UNESCO (Washington, 1992)*
- \* *Cultural Atlas of Africa*
- \* *International Seminar on Culture and Development Harare, 1994*
- \* *International Symposium on Conflict and Culture in Africa, Gaborone, 1995*
- \* *Meeting of Experts on the Establishment of a Cultural Information System in Southern Africa, Lusaka, 1995*
- \* *Our Creative Diversity, Report by the World Commission of Culture and Development (1995)*
- \* *Audience Africa Conference (UNESCO, Paris, 1995)*
- \* *The Cultural Dimension of Development: Towards a Practical Approach (UNESCO, 1995)*
- \* *The Culture of Maintenance in Africa (1995 - 1996)*
- \* *Session d'information des responsables nationaux de projets culturels en Afrique de l'Ouest, Lomé, 1996*
- \* *Meeting and Training courses organized in the framework of the African Itinerant College for Culture and Development (AICCD, IDEP, Dakar) established in 1996*
- \* *Pan- African Consultation on Cultural Policies for Development,, Lomé, 1998*
- \* *Intergovernmental Conference on Cultural Policies for Development, Stockholm, 1998, Final report, Agora on Visions on cultural C-operation and development in Africa, Par 102- 108 and Plan of action*
- \* *Change in Continuity : Concepts and Tools for Planning in a Cultural Approach (1999)*
- \* *Meeting of Experts for the Intellectual Preparation of the Pan-African Conference on Culture and Development in Africa, Lomé, 2000*
- \* *OAU Symposium on Policies, Strategies and Experiences in Financing Culture in Africa (Abidjan, 2000)*
- \* *SADC Inter-Ministerial Conference on the Place and Role of Culture in SADC Regional Integration Agenda (Maputo, November 2000)*

### **Country by Country**

- \* *Cultural Policies in African Member States: Present Situation and Trends, SHC-75/AFRICACULT/4 (24 pays)*
- \* *Situation and Trends of Cultural Policies in the Member States of Africa, CLT/MONDIACULT/REF.1/AFR (28 Sub-Saharan countries )*

- \* *Monographs on Cultural Policies in the Member States: African Countries* Algeria (1977), Cameroon (1975), Egypt (1972), Ghana (1975), Guinea (1979), Kenya (1975), Liberia (1974), Morocco (1981), Nigeria (1972), Senegal (1973), Sierra Leone (1979), Tanzania (1974), Togo (1975), Tunisia (1970), Zaire (1975)
- \* *Situation and Trends of Cultural Policies in the Arab Member States, CLT/MONDIACULT/REF.1/ARBR (6 North African countries)*
- \* *Cultural Charter of Benin, 1994*
- \* *Guide to Current States and Trends in Cultural Policy and Life in UNESCO Member States: Africa, CULTURELINK, Cultural Policy Databank, 1992*

*N.B. This list should be complemented by the data concerning the Conferences and workshops, organized in the framework of*

- \* *various regional organizations: ACI-ICA (African Cultural Institute), ALECSO, BIL (Bureau Interafricain des Langues), CELTHO, CERDOTOLA, CICIBA, CREPLA EACROTANAL, IPN, OMMSA, OTASA, SADC, Société africaine de culture, URTNA,*
- \* *Pan African Associations of Anthropologists, Architects, Film Makers and Writers*
- \* *and festivals: FESPAC, FESPACO, FESPAD, FESPAM, MASA, PAFAM, PANAFEST.*

## ***2. COMPOSITION OF THE TASK FORCE***

**Chair:** Chifunyise, Stephen

**Members :** Bakari, Imruh  
Dandjinou, Pierre  
Diouf, Marcel  
Kovács, Máté  
Mbuyamba, Lupwishi  
Mullagee, Fairuz  
Pwono, Damien  
Sagnia, Burama  
Segobye, Alinah  
Sibanda, Doreen

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