

PROVINCIAL GUIDELINES FOR WORKING WITH CAC'S



Written By: Zayd Minty, Creative City South

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DEFINITIONS

Community Arts Organisations: Are those organisations based in and/or providing a developmental service to communities using arts or heritage, beyond economic development alone

Arts and Culture Organisations: Organisations (or groups), formal and informal, which are using creative arts and/or heritage - either theatre, music, dance, visual arts, crafts, design, film, multi-media, literature, memory work or other art forms – to present, entertain, educate, train.

Cultural Ecosystem: the interlinked and interdependent system of cultural organisations, groups, sites, and places (as well as those non-cultural elements that support such systems) which lead to the creation of cultural value and/or the demand of cultural offerings.

Arts and Culture Network/Forum/ Federation: An organisational form for *action orientated collaboration*, with its actions directed to governments, civil society bodies (CBOs/NGOs), educational bodies, the private sector or to the public at large. Its main functions are coordination, support, advocacy, promotion .

PROVINCIAL CULTURAL PLAN FOR SUPPORTING ARTS AND CULTURE ORGANISATIONS

1. What is a Provincial Cultural Plan to Support Arts and Culture Organisations and why is it important?

The DSAC has suggested every province has a Community Arts Centre plan for the next five years, from 2021- 2026. What does this mean?

Government recognizes that culture is important for communities for multiple outcomes: social, economic, spatial/environmental, civic and cultural (see below). This is why **access to culture is regarded as a fundamental human right**. South Africa does not have the resources to provide access to culture for every person directly. But there are organisations already providing some of these services. It is therefore important for government to enable access to culture for communities by supporting these organisations.

Social

- Contributes to the well being of communities leading to better health, safety and inclusivity, especially for the most marginalised - youth, women, disabled, aged and vulnerable.

Spatial and Environmental

- Contributes to lively, safe sustainable built and natural environments which draw on local indigenous knowledge and heritage.

Economic

- Leads to prosperous communities, supported by local economic development - entrepreneurship, small business development, job creation and through tourism.

Civic

- Contributes to democratic and engaged communities who participate in enhancing their neighbourhoods through civic activity and advocacy.

Cultural

- Leads to culturally rich communities informed by their memory and heritage, who can draw on the arts to further local identities and intercultural dialogue.

A Provincial Cultural Plan would aim to support the Arts and Culture organizational ecosystem in a province to provide access to culture for its local communities. A plan would include: the current status of the

ecosystem, what the actions would be to improve it over five years, who would do it, how, when and with what budget.

Departments in government have to produce a score card which is broken into quarters, attached to a risk assessment. However not all departments have a detailed written plan linked to a score card which would help it to do its work better.

A plan is important to help capture the following:

1. **The current status of the provinces Arts and Culture organizational ecosystem** to be supported: ie, what does it look like (number, size, vitality), who does it serve and what are its challenges.
2. **The long-term goal/outcome (5 years):** What impact do we hope to achieve if we improve the A&C organisations ecosystem after 5 years.
3. **The annual objective (1 year):** What will we achieve annually in order to achieve the 5 Year goal/outcome. ie what will the steps (or outputs) lead up to.
4. **Linkages to the most relevant state policies affecting the work:** in the case of CAC's to include the District Development Plan (IUDF) and the DSAC's White Paper.
5. **Monthly outputs:** What will be the outputs every month (these can then be added up into quarterly targets).
6. **Budget:** How will the budget have available be allocated to achieve the plans outputs and objectives.
7. **Annual Evaluations:** What was achieved every year to help improve the next year (this is added to the plan every year).

A plan is therefore a **living document** (ie it must be used and kept updated) which serves as a **communication** tool for the officials/project manager/project team to help the following:

- The **Project Manager (or team)** to see the work flow over time and help achieve the plan.
- **Line manager/director** who oversees the work, to understand what stage the project is at.
- The **Senior staff member** who meets the National DSAC to be best informed to engage with national government.
- The **National DSAC official** who allocates funding for the province to understand what the province wants to and is achieving.
- The **Provincial Arts and Culture Network** which co-ordinates the local ecosystem to enable it to support the programme.

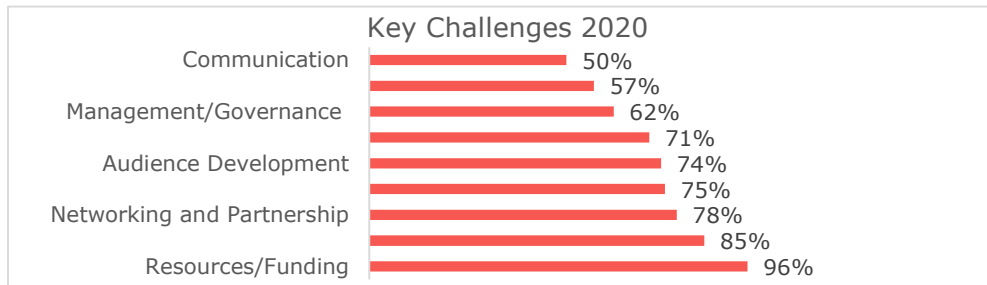
- The **District and/or Local Municipalities** the department may work with to know how to support it.
- Any **other** governmental, non-governmental, private sector or academic partners the province chooses to work with to achieve the plan.

2. What should such a provincial cultural plan do

"Give a man a fish, he'll eat for the day, teach him how to fish and he'll eat forever"

Based on the research done in 2020 by DSAC on Arts and Culture Organisations in Communities in provinces:

1. Provinces in South Africa **each have many Arts and Culture organisations** spread out over the province:
 - a. These are **active**, often **entrepreneurial**, many **do not fundraise** (it's difficult and there isn't much money), most are **formally registered** (ie are organized).
 - b. It is a **struggle for them to function**, but they often do so with little help from government.
 - c. **Social Cohesion events do not help these organisations** and are wasteful.
 - d. Organisations can be helped to be **better at doing what they already do** as individual bodies or as the provincial ecosystem.
 - e. Government must support the drivers of the ecosystem to allow the organisations to flourish, ie. it must improve the conditions to allow these organisations to help their communities
2. The role of provincial government is to **strengthen the functioning of the ecosystem**. To do this it does not have to create its own projects, instead it has to **support organisations to be better at what they do by addressing where they most need support**. The information for this support is in the databases provided by the DSAC research produced in 2019/20.
3. These are the **key challenges faced in four provinces** (Mpumalanga, Free State, Limpopo and N Cape).



The main challenges organisations have which provinces can help with are:

Main Challenges Faced	How Provinces Can Help
Resources/Incentive Finances /Funding to run their organisations/programmes	<p>Can allocate grant funding to A&C Organisations by putting out a call and distributing money annually. (see point 5)</p> <p>Can help organisations apply for funding by upskilling them and helping them become compliant (see skills).</p>
Access to Infrastructure: Property	<p>Can assist A&C Organisations by connecting them to relevant municipal officials who can provide them space.</p> <p>Can offer them access to provincial spaces, if these exist.</p>
Network and Partnerships	<p>Can be done by acknowledging organisations through a network (ie recognizing and appreciating them), meeting with them regularly and giving financial and in-kind support – this can be done by signing an MOU with them (see below)</p> <p>Can assist the A&C ecosystem by financial supporting a provincial cultural network to function and/or giving them accessible office space to work from. These Networks will establish the partnerships needed.</p> <p>Provinces can help partnership building especially with municipalities.</p>
Operating Skills: Staff Skills, Management/Governance,	<p>Can provide a tender for service providers to offer skills based on the needs of organisations in the area in relevant administrative, management financial, organizational skills, etc. (see research done already)</p>

Creative Skills and Audience Development Skills	Can provide a tender for service providers to offer creative and related skills based on the needs of organisations in the area.
Audience Development and Communication	Can acknowledge and market organisations in any provincial material – provincial websites, tourism brochures etc.

3. How to use the Research Provided to Develop a Cultural Plan

1. Make the Data Usable

A data base of all the organisations in the province have been provided. It explains:

- *where organisations are,*
- *what they do,*
- *whether they are registered or not, and*
- *what skills they need to be more effective.*

To make this usable, organisation of existing data, and in some cases additional data, is needed. The province can either do this inhouse, or with the help of a consultant. A request for proposals can be done under R100 000. This would require extracting material from the database to make it usable in the province (* marks material in the database) and adding additional material. This should form the contextual material in the provincial plan. It would include the following:

- *A map with each of the organisations plotted in their municipalities**
- *Detailed Information on each organisation:*
 - *What they do, their main culture forms**
 - *Any specific programmes they run (incl days and times if relevant)*
 - *How many people they serve in these programmes*
 - *The age groups of the people they serve in these programmes*
 - *Whether they have a space to work from (incl. street address)*
 - *Which areas and spaces they operate from in the province*
 - *How many staff they have*

- *Contact name, designation and contact details of key individual**
- *There is already detailed information in the databases of skills needs, which can be organized in a more user friendly and accessible way.*

2. Decide on which organisations to target and how

There are a number of ways organisations can be targeted and the province can choose the best way for itself from these.

- ***The provincial arts and culture networks can provide advice:*** *Networks have relationships with organisations in the province and can recommend which organisations or areas to best service and when to do this over the five years, depending on their needs and strengths.*
- ***The province can look at where organisations are clustered in the province:*** *Clustering means there are many organisations in the same area – this makes it easier to reach them at once, especially if it is not far for them to reach a central point. The province can decide to address the needs of organisations by addressing several different regions every year over the 5-year period, ensuring it covers the whole province over the period.*
- ***The province can decide which forms of art should be addressed in which year and how:*** *Another way to deal with needs is to decide how best to address these areas by discipline over the 5 years. This is especially important if you want to grow what is already a strength. There are 6 main art forms in the database (Theatre, Dance, Music, Visual Arts, Crafts, Multi-media), but there are different combinations of strengths of each depending on the province and districts within them. How to understand which areas to strengthen requires additional support from outside of the provincial government. Disciplinary experts can help guide choices. One way to appoint an impartial panel is by developing a partnership with the National Arts Council to provide such a service.*

4. What are the governmental linkages which can be made in the Provincial Plan?

The DSAC notes that plans from provinces for CACs do not include the above. These are seen as separate and provincial officials do not communicate how these are connected to the whole ecosystem. More especially it needs to connect to the intergovernmental system in each case.

- **National Development Plan:** Officials should recognise that CAC's add to building capabilities and furthering social cohesion, 2 key aspects of the NDP.
- **Sustainable Development Goals (SDG):** the UN "Global Goals" are major international commitment which South Africa has committed to. It addresses all key development issues through country and regional goal setting. The provincial SDG targets should reflect the cultural elements in for example in areas 4, 5, 8 11 and 15.
- **National Department of Sports, Arts and Culture:**
 - **Revised White Paper on Arts, Culture and Heritage (approved 2020)** - It is especially important to recognise intergovernmental relations in terms of roles and responsibilities.
 - **Mzansi Golden Economy Strategy**
- **COGTA: District Development Plan (IUDF):** this is a key area of connection for provinces, as they connect the provincial plans and strategies to a local government level. Provinces need to understand that their plans have to find convergence with what districts and local municipalities do. This ensures that there is a bottom up relationship between provincial plans and local needs.
- **Relevant provincial strategies and plan:** All existing policies that relate to CAC's should be summarised in 3 lines and the connection made to the CAC focus

What is a CAC Focus? - Provincial plans need to be informed by the scope of CACs and what they do, database and available research. They should recognise the importance of network and collaborations is very important and provinces need to buy into this concept.

5. Finances and Grant Making

If the province has a budget to developing art and culture, it needs to decide if it will do one or more of the following:

1. **Spend the money by procuring services to improve the skills base of organisations.** *This would require an RFP/RFQ or a tender which responds to the skills audit already done.*
2. **Distribute funds to organisations.** *This would require the province to have guiding principles and a strategy on how to do this. A strategy which is based on long term impacts, will allow the province to evaluate its grant making successes. There are different approaches which can be taken. Ideally this requires some additional research and advise. One way to learn how best to do this is to get guidance from those already doing funding distribution either:
 - a) Other provinces who have functioning funding distribution strategies and/or
 - b) asking advice from the National Arts Council and Arts and Culture Trust.
 - c) asking national DSAC to commission research on this as it can then draw on the best local and national knowledge*
3. **Support one provincial arts and culture network:** *It is advised that this is done in dialogue with national DSAC and is handled carefully as it can result in dependencies or antagonisms. (see point 5 above)*
4. **Run its own provincial programmes.** *Unless government already has an active and successful set of activities, this is not an area that province should attempt to do.*

6. Who should do the work and how?

The best way to ensure a plan can be developed and implemented is to have a provincial staff member whose job description entails the work:

- *Developing, Reporting and Evaluating the Plan*
 - *Developing the 5-year plan and ensuring it is updated annually. Includes decisions on what will be focused on annually (network support, organisation support, working with municipalities).*
 - *Reporting on the plan quarterly, annually and as needed.*
 - *Leading the evaluation of the plan annually (involving provincial staff, national DSAC, provincial network coordinator and any other key partners).*

- *Maintaining a relationship with the provincial arts and culture network (network)*
 - *Developing an MOU/SLA with the network (see below).*
 - *Ensuring the annual grant is paid over to the network so it can function (see below).*
 - *Drawing up an agenda for, and meeting the coordinator of the network monthly; writing formal minutes for each meeting; sending copies to the coordinator and the line manager.*
- *Developing and maintaining relationships with district and/or local municipalities (see below)*
 - *Identifying municipalities to work with.*
 - *Analyzing what opportunities exists and what needs can be addressed.*
 - *Meeting with municipal officials responsible and minuting these meetings, in order to establish a relationship and to maintain it over time.*
 - *Developing an MOU/SLA for approval with municipalities interested in working with the province, detailing the roles and responsibilities, and agreements on what to deliver.*
 - *Evaluating the relationship annually and reaffirm the MOU/SLA as needed.*
- *Conducting ongoing daily "research" and communication with and on the arts and culture organisations in the province*
 - *In order to build an understanding of the ecosystem, ongoing meetings with key organisations or visiting regions is necessary.*
 - *Reports and minutes of the above should be provided and these should inform the plan.*
- *Developing and maintaining relationship with national DSAC and other partners*
 - *Depending on protocols, the person would accompany senior staff to attend meetings with the national DSAC and provide any reports as required.*
 - *Depending on protocols, meeting with other partners such as the National Arts Council, universities and colleges.*
- *Commissioning Research and Evaluation*
 - *Procuring additional research as needed to develop the plan (see above).*

- *Procuring the services of a facilitator to evaluate the project annually including a joint evaluation meeting with partners and a report.*
- *Programme Implementation*
 - *Delivering the plan as per details.*
 - *Procuring service providers to provide training.*
 - *Ensuring grant making processes are done (see point 5). payments are made, and close off reports are provided.*

MUNICIPALITIES

1. Why Work with a Municipality to Support Arts and Culture Organisations?

Municipalities have access to:	Why is this important for Arts and Culture Organisations?	What is the challenge to be addressed
<p>a. <i>Municipal Property: Buildings & Land</i></p> <p>Municipalities own land or property which it either lets out to make money, or for social/community development use, or for tourism development</p>	<p>A&C Organisations need space to work from (practise/ rehearsal/ studios etc) to host events in (theatre, dance, music, markets), to sell things from (crafts shops, art galleries), to run educational programmes from</p>	<p>Municipalities are not letting A&C Organisation use empty/disused/ underused buildings –</p> <ul style="list-style-type: none"> • They don't know how to do it in the regulations • Or they only know how to let out for commercial use. • They don't have maintenance budgets or service agreements to maintain the building <p>A&C Organisations are struggling to get access to a space or having a problem with how a space is being used (eg they cant get access to it for a period of time to do a production)</p>
<p>b. <i>Economic Development Support Programmes:</i></p> <p>Municipalities sometimes support small business (SMME) development and local tourism. This can be in the form of programmes, budgets, marketing or infrastructure</p>	<p>See below</p>	<p>A&C Organisations do not know that an economic development or tourism support programmes exists in a municipality</p>

<p>Support can be in the form of budgets/programmes to help SMMEs be more effective in management. ie. for training support, or to help them register</p> <p>Support can also be in the form of marketing which the municipality may do of its tourism assets eg on its website or brochures it produces for the area.</p>	<p>A&C Organisations struggle with being effective businesses- eg. financial management, business registration, computer literacy</p> <p>Crafts-based, Visual arts or performance-based A&C organisations may be catering for tourist markets but struggling with <u>marketing</u></p>	<p>Municipalities may not understand A&C Organisations as small businesses or as tourism businesses and so are not creating support for them. This can be either support for training or marketing</p>
<p>Possible support can also be in the form of tourism orientated infrastructure along a road leading to a tourism site or at the tourism site</p>	<p>Crafts-based, Visual Arts or performance-based A&C organisations may be catering for tourist markets but struggling with <u>infrastructure</u></p>	<p>The Municipality may not know that it has organisations that need access to space to provide a consistent service to a tourist market</p>
<p>c. Social/Community Development Support Programmes</p>	<p>A&C Organisations may be offering a service for children/youth, old age, women to learn a skill, or keep them occupied or in a safe environment</p>	<p>Municipalities may offer a grants programme for a social or community development non-profits</p> <p>This municipal department could help in accessing buildings (see a.)</p>
<p>d. Heritage & Libraries</p> <p>Infrastructure</p>		

2. How to identify if you should Work with a Municipality

All municipalities are obliged to create an **Integrated Development Plan** (IDP) and a **Spatial Development Plan**. These are often on the internet or you can ask a municipality for a copy.

You can **search both the documents for the following words:**

- *Arts,*
- *Culture,*
- *Heritage,*
- *Tourism,*
- *Libraries,*
- *Economic Development,*
- *Social and/or Community Development.*

If the municipality has aspects in its plans related to any of these which are relevant to the table above then:

- *Copy them to a word document and make a note whether it is an opportunity for the A&C sector (see above).*
- *Check against your Arts and Culture Organisation Database for organisations in that municipality and what their needs are related to training, marketing, access to space, or grants etc.*
- *If there isn't a direct connection to needs, could this create an opportunity later? For example. is there a tourism infrastructure development programme of some kind even if non-arts related?*
- *Contact the municipality to find out who the person responsible for the area of responsibility is and set up a meeting, either telephonically or in person.*
- *Write a minute of the meeting including the person's name, contact details (telephone and email), designation, the work they are doing and whether it will support the A&C sector in the area, any other people the person suggests you contact and their details.*
- *If they have a work plan already for the upcoming year, set a reminder when to contact the person for their next time in the year they plan or when they are doing a programme. For example, do they annually do training for SMMEs, and can the A&C Sector attend?*

NETWORKS

1. What is the role of an Arts and Culture Network/ Forum / Federation in a province

These are some of the main roles of a network/forum/federation – whose function is around coordination, support, advocacy, promotion in and for a provincial cultural ecosystem. It would be the job of the coordinator to ensure these tasks happen

- Serves as a platform for **discussion, collaboration and learning** between arts and culture organisations.
- Provides **research** about the cultural ecosystem in the province including an updated database internally and externally
- Shares **information** about the provincial ecosystem as well as outside opportunities which will support it.
- **Builds capacity** amongst the organisations by **sharing knowledge and skills** - allows members to learn from each other and brings in others from outside to share.
- **Coordinates training** for its members, but does not provide the training itself.
- Holds **regular discussions** with/for members of arts and culture organisations about relevant issues.
- **Promote the arts and culture organisations** in its province to the province and outside it.
- **Engages with fundraising and financing agencies** to improve the flow of resources into the provincial cultural ecosystem.
- **Inputs into policies and strategies of government**, including provincial policies and strategies, IDPs and other local government strategies.
- **Holds government accountable** for its policies, strategies and performance.
- **Builds partnerships** with relevant bodies to support the ecosystem.
- Has a **formal constitution** and ensures it holds annual general meetings with election of office holders, regular monthly meetings of its office bearers (no more than 5), and is transparent with its information and financial state.
- Allows its work to be **evaluated by an independent body** to ensure it is acting in the best interests of its members.
- **Does not allow the body to become politicised, polarised or fall into disrepute.**

2. Developing a formal relationship between networks and provincial government

As a result of work done previously with the National DSAC and sectors, most provinces have a provincial arts and culture (or community arts) network or forum (except currently for Mpumalanga).

A formal relationship between Provincial Government and the Provincial arts and culture organisations to support cultural development and participation of communities in culture is needed.

An MOU/SLA should be signed which includes roles and responsibilities of both parties and includes an indication of what will be resourced (eg access to office space and grants), and the processes to ensure such resources can be accessed. A separate contract can itemise the financial allocation.

A provincial government official is advised to be allocated to work with the network amongst other responsibilities to support this area of work. Their job description (as indicated above) should include engaging & supporting the network including formal, monthly, minuted meetings with the Network coordinator, and ensuring the body is compliant and functioning. The official should not direct the functionings of the body or have any financial or officials' interests/benefits.

It is advised that government not to procure services from the network as this compromises its integrity and leads to confusion of roles

3. What grant should be provided for the network/forum / federation?

The province (and/or national DSAC) should provide an annual budget, timeously that covers:

- *Coordinators salary (one person only),*
- *Basic office costs (rent, electricity, water),*
- *Stationary and Printing,*
- *Communications (telephone, internet),*
- *Transport for the coordinator to travel to meetings in the province*
- *Reasonable costs related to workshops or meetings (materials and food),*
- *A stipend for office bearers which should cover attending a monthly meeting,*
- *Reasonable set up costs (eg laptop, desk, chair),*
- *Insurances,*
- *Auditing costs.*

These figures should be benchmarked along guidelines developed by national DSAC and not be excessive. A grant must be subject to audited statements, and documentation that proves it is functioning, including formal minutes of AGMs.

4. National DSAC's role in respect to Provincial Networks

National DSAC's role should include developing the guidelines for provincial network (and to ensure the regular evaluation and updating of these guidelines) including:

- *Template constitutions*
- *Template MOUs/SLAs between networks and provinces*
- *Template job descriptions and working conditions for coordinators*
- *Any other relevant templates/policies that may govern a network and its functioning*
- *Guidelines for costs related to coordinators salaries, stipends, travel etc for all provinces. This should be evaluated regularly to ensure it is in line with inflation and not excessive.*

In addition, the national DSAC can also provide relevant support to networks and provinces by developing:

- *An MOU/SLA template between provinces and municipalities*
- *A template cultural spaces policy framework which municipalities can adopt*

ⁱ Arrested Development song 1992, based on an ancient saying