

# **EASTERN CAPE COMMUNITY**

## **ARTS CENTRES**

### **POLICY**

# DOCUMENT CONTROL

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## **FOREWORD**

It makes me feel delighted to present to you the Eastern Cape Community Arts Centre policy on behalf of the Eastern Cape Department of Sport, Recreation, Arts and Culture.

This policy seeks to establish an enabling framework for the promotion and development of the community art centres within the province, as well as setting of touring venture programmes on arts and culture for the benefit of the cultural and creative industry of the province.

Culture has been recognised globally as catalyst for the social and economic development of the country. This policy needs to be seen in the overarching context of building a just and equitable society where citizens are enabled to enjoy the social and economic benefits that flow from access to and participation in community art centre that reflect their very own societies.

The policy is informed by the Revised White Paper on Arts, Culture, and Heritage as well as the National Policy Document on Community art centre development.

It is therefore for this reason the Department of Sport, Recreation, Arts and Culture has developed this policy to give strategic mainframe on the development arts programming and infrastructural support to the community art centres of the province.

Valuable contributions were made by all key stakeholders during the consultation processes, and all these comments have been taken into consideration and consolidated in the drafting of policy document.



**NONCEBA KONSTIWE**  
**MEC FOR SPORT, RECREATION, ARTS AND CULTURE**

**DATE:** 22/11/2022

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## **ACRONYMNS AND ABBREVIATIONS**

|                |  |
|----------------|--|
| <b>ACT</b>     | ARTS AND CULTURE TRUST                           |
| <b>AGMs</b>    | ANNUAL GENERAL MEETINGS                          |
| <b>BASA</b>    | BUSINESS ARTS SOUTH AFRICA                       |
| <b>CAC</b>     | COMMUNITY ARTS CENTRE                            |
| <b>CACGB</b>   | COMMUNITY ARTS CENTRE GOVERNING BODY             |
| <b>CSIR</b>    | COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH   |
| <b>DSAC</b>    | DEPARTMENT OF SPORT, ARTS AND CULTURE            |
| <b>DOE</b>     | DEPARTMENT OF EDUCATION                          |
| <b>DEAT</b>    | DEPARTMENT OF ENVIRONMENTAL AFFAIRS & TOURISM    |
| <b>DG</b>      | DIRECTOR-GENERAL                                 |
| <b>DOH</b>     | DEPARTMENT OF HEALTH                             |
| <b>DPLG</b>    | DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT    |
| <b>DST</b>     | DEPARTMENT OF SCIENCE AND TECHNOLOGY             |
| <b>DTI</b>     | DEPARTMENT OF TRADE AND INDUSTRY                 |
| <b>EC CACs</b> | EASTERN CAPE COMMUNITY ART CENTRES               |
| <b>ECPACC</b>  | EASTERN CAPE PROVINCIAL ARTS AND CULTURE COUNCIL |
| <b>GCIS</b>    | GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM  |
| <b>HSRC</b>    | HUMAN SCIENCES RESEARCH COUNCIL                  |
| <b>IDP</b>     | INTEGRATED DEVELOPMENT PLAN                      |
| <b>MBTC</b>    | MANDELA BAY THEATRE COMPLEX                      |
| <b>MPCC</b>    | MULTIPURPOSE COMMUNITY CENTRE                    |
| <b>NAC</b>     | NATIONAL ARTS COUNCIL                            |
| <b>NDP</b>     | NATIONAL DEVELOPMENT PLAN                        |
| <b>NGO</b>     | NON-GOVERMENTAL ORGANISATION                     |
| <b>PGDS</b>    | PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY       |
| <b>SALGA</b>   | SOUTH AFRICAN LOCAL GOVERNMENT                   |

## **1. RATIONALE FOR THE POLICY**

**1.1** Research globally has informed us that community-based arts programming that is implemented through community art centres can impact across a very wide range of government's economic, social and cultural priorities.

**1.2** Community arts centres are community-based facilities that are central in the promotion of artistic training, education and development.

**1.3** Community arts centres are regarded as the nerve centre for artistic development especially in the underdeveloped areas.

**1.4** In the field of **economics**, community arts centre programmes provide:

**1.4.1** Direct employment for artists, facilitators/trainers and facilities management, and the ability to create new job opportunities with low entry cost across a wide range of abilities and interests.

**1.4.2** The potential to assist tourism directly through the provision of programmes and indirectly by ensuring that local talent is developed to address the market.

**1.4.3** The opportunity to provide a local base for skills development and learnerships across the arts and culture.

**1.4.5** The presence of vibrant arts centres programming is a proven attractor of inward investment.

**1.5** In the field of **social policy**, community art centres programmes:

**1.5.1** can carry powerful messages to the community through - for example - exhibition or theatre in the field of health, crime, education.

**1.5.2** Can contribute directly to the maintenance and enhancement of public space through public art works and creative enhancement of the environment.

**1.5.3** Participation in arts and culture is also shown - internationally - to reduce the likelihood of crime or recidivism among youth and be a motivator towards positive lifestyles (health and moral regeneration) and an appetite for learning.

**1.5.4** There is mounting evidence that participation in arts and cultural activity also impacts directly and positively to improve educational performance.

**1.6** In the field of broad **"cultural" attitudes**, these community art centres provide:

**1.6.1** A potent focus for social cohesion, community identity and pride.

**1.6.2** Reinforcement to cultural traditions and continuity at a time when such continuity is under threat from globalised communication and media and the devastating effects of Covid 19 pandemic on intergenerational knowledge transfer.

1.6.3 A national mechanism at local level for the early identification and development of exceptional talent. In a world where the creative industries are an increasingly important part of the economy, the greatest waste is the unrealised potential of the unique talents that exist within all communities.

1.7 Finally, in terms of **arts and culture** policy itself, community art centre programmes provide:

1.7.1 The opportunity for local communities throughout the province to experience work of artistic excellence from other parts of the country and the world through exchange programmes.

1.7.2 The opportunity for all community members to explore their own creative potential across a range of art forms.

## **2. SCOPE AND APPLICABILITY**

2.1 This policy covers the administration and governance of the community art centres of the province.

2.2 The operations within the art centres is governed by the legislative, prescripts of the cultural and creative industry and put the MBTC at centre for the arts programming in these centres

## **3. CONSTITUTIONAL MANDATE**

The constitutional mandate of the policy is informed by Section 16(1) of the Constitution of the Republic of South Africa which states that – "Everyone has the right to freedom of expression which includes –

- freedom of press and other media;
- freedom to receive or impart information or ideas;
- freedom of artistic creativity ;and
- academic freedom and freedom of scientific research"

## **4. THE LEGISLATIVE FRAMEWORK**

### **4.1 Constitution of the RSA (Act No 108 of 1996)**

According to the Bill of Rights, section 2 of the Constitutions of the Republic of South Africa, everyone has a right to participate in his or her own culture.

### **4.2 The White Paper on Arts, Culture, and Heritage**

The Revised White Paper on Arts, Culture, and Heritage articulates a central role for community arts centres in the realisation of a governmental vision relating to access to culture and redress<sup>1</sup>, and locates them within the same framework of economic and social delivery outlined in this policy.

According to the White Paper, these community art centres serve two of the Ministry's most important principles i.e. providing access and redressing imbalances.

#### **4.3 The Cultural Institutions Act of 1998**

This Act provides guidelines and roles on the provision of subsidies to the cultural institutions and establishment of community Art centres as hubs for the development of the arts in the country.

### **5. THE PROBLEM STATEMENT**

All art centres of the province seem to be affected by one or more of the following challenges;

- 5.1** Lack of capacity building programmes for artists.
- 5.2** Lack of mentoring and coaching of artists.
- 5.3** Lack of support and advises for economic participation of artists.
- 5.4** Lack of access global markets.
- 5.5** Insufficient number of infrastructures accessible to communities.
- 5.6** Limited resourcing of the community Arts Centres
- 5.7** Lack of operational budget.
- 5.8** Lack of financial management skills for artists.
- 5.9** Lack of legalisation that supporting artists in the sector.
- 5.10** Lack of contracts of agreement between Department of Sport, Recreation, Arts and Culture (DSRAC), and relevant stakeholders such as Municipalities, Department of Local Government and Traditional Affairs (DPLG)
- 5.11** Remoteness of Arts Centres to viable economic hubs.
- 5.12** Lack of governance structures, definition of roles and responsibilities of stakeholders.

### **6. GOVERNANCE MODEL**

- 6.1** The policy proposes a framework for the governance and management of community arts centres as well as a framework of roles and functions across the three spheres of government in supporting the development of these community art centres and programming.
- 6.2** The policy recognises that there is a complex reality on the ground with regard to the governance and management structures associated with arts and culture centres, which varies across different forms of local government (metro, district, local) and across the province.
- 6.3** The policy therefore seeks to establish an accommodating framework within which different models can be incorporated within the framework of a single policy, informed by the principle of promoting community ownership and participation in the activities of arts and culture centres.



## **6.1 Governance**

An effective system of governance is a central pillar upon which the success or failure of community art centres rests. At the level of each community art centre, governance involves:

6.1.1 Providing leadership and vision for the Centre and setting the overall strategic direction of the art centre.

6.1.2 Recruiting and appointing a manager for the centre, providing technical support to the manager and centre staff.

6.1.3 Ensuring the development and approval of a business plan and monitoring and evaluating progress against this plan.

6.1.4 Promoting the Centre both within the community and to potential funders

6.1.5 maintaining accountability to the local community.

6.1.6 Determining centre policies with regard to finances, conditions of service, staff development, reporting, management of assets, leasing of space and so on.

6.1.7 Give oversight role and accountability with regard to financial management and controls.

These functions should be performed through the instrument of a Community Arts Centre Governing Body (CACGB) or Advisory board (as outlined below).

The CACGB or advisory board is not involved in the day to day management or administration of the centre, its staff or its programmes.

## **6.2 Management**

Management is the role of a Centre Manager and consists of the strategic and day-to-day management of both the building and the programmes that the centre provides for the benefit of the local arts community.

### **6.3 The Centre Manager is responsible for:-**

6.3.1 Strategic planning, in conjunction with the governance committee – including the development of a business plan.

6.3.2 Programme design and development (activities, events, exhibitions, workshops, skills development programmes, school programmes, etc)

6.3.3 Marketing and promotion of Centre activities and programmes.

6.3.4 Networking and development of strategic partnerships at local and provincial level.

6.3.5 The development and implementation of organisational policies relating to the recruitment and selection of staff (paid or volunteer), the acquisition and management of physical assets (building, equipment, materials) and so on.

6.3.6 Ensuring compliance with local, provincial and national legislation relating to occupational health and safety, fire and sanitation.

6.3.7 Budget management and financial accountability, fundraising, regular reporting to governing body and funders on centre activities and outputs.

6.3.8 Convening of regular governing body meetings and Annual General Meetings (AGMs).

#### **6.4 Models for Governance and Management**

Consistent with the definition of community art centres, this policy encompasses three possible options for the governance and management of art centres:

6.4.1 Those that are owned, operated and managed by provincial government.

6.4.2 Those that are operated and managed by the local community through a voluntary association, Non-Profit Company or Trust.

6.4.3 Those that are privately owned, operated and managed by an existing non-profit organisation or entity (Voluntary Association, Non-Profit Company or Trust).

Common to all three models is the ensuring of accountability and input from both the local community and government in the governance and management of Centres, so as to ensure relevance to community interests and needs, and linkage into wider governmental programmes of support and service delivery.

#### **6.5 Art centres owned, operated and managed by Provincial and Local government**

6.5.1 Provincial government may undertake responsibility for the management of centres in situations where the local community does not have the capacity or will to take on this responsibility, and where no existing organisation is able to take on this responsibility.

6.5.2 In situations where local government does not have the capacity to take on this responsibility, provincial government may fulfil this role.

6.5.3 Local or provincial government may also take responsibility for the management of Centres where they are in a start-up phase, or particularly large.

6.5.4 This situation should be reviewed on an annual basis with a view to transferring responsibility for management of the centre to the community or an independent organisation.

6.5.5 In such situations, local or provincial government should manage the affairs of the Centre through a Centre Manager appointed for this purpose (within a local government line function for LACCs) and establish a Centre Advisory Committee.

6.5.6 The formation of the CAC Governing Body should take place in accordance with legislation regarding community participation in local governance (Municipal Systems Act 2000, Ch. 4).

6.5.7 The role of the Centre Advisory Committee in such a situation is to ensure that centre activities and programmes are informed by local community interests and needs. Ideally, the Advisory Committee should – with appropriate capacity-building and support from government – mature to a point where it is able to form a fully-fledged Governance Committee and establish a Trust or Section 21 Company to manage the affairs of the Centre.

## **6.6 Centres Operated and Managed by the Local Community**

With regard to centres that are operated and managed by the local community, in order for the centre to fall within the purview of this policy, the community must:

6.6.1 Establish a governance committee through the convening of a well-advertised public meeting to this end, aimed at securing representation from a wide variety of stakeholders within the local community able to add value to the operations and activities of the Centre.

6.6.2 Establish this governance and management structure as a legal entity (a Trust or Section 21 Company)

6.6.7 Establish an agreement or agreements with local and/or provincial government that establishes terms of reference for this governance and management structure that are consistent with this policy and which outline financing and reporting arrangements between the Centre and local and/or provincial government

## **6.7 Centre Operated and Managed by an Independent Organisation**

6.7.1 In certain instances, local and provincial government may seek to recognise an existing non-profit organisation or entity as fulfilling the Local Arts and Culture Centre function within a particular area.

6.7.2 This may be so in instances where there is already an independently run arts and culture centre in place, or where an existing arts organisation is seen as ideally positioned to take on management responsibility for a planned arts and culture centre development.

6.7.2 In such instances, the independent organisation or entity needs to demonstrate that they have a Centre Advisory Committee or comparable advisory structure in place which is composed of a majority of representatives from the local community and is open to membership from the local community.

6.7.3 The entity must also convene Annual General Meetings, both as a mechanism to solicit input from the local community, as well as to elect or re-elect the membership of the Advisory Committee or similar structure.

## **7. KEY ROLE PLAYERS**

### **7.1 National Department of Sport Arts and Culture**

7.1.1 Supports to arts centres infrastructure through refurbishment and capital projects.

7.1.2 Gives direction on the constitutional framework within which the competencies for arts centres are articulated between provincial and local government.

7.1.3 Partially funds the arts programming of the province through flagship projects identified by the province.

7.1.4 Support capacity development of the community art centres of the province including the exchange programs for benchmarking purposes.

### **7.2 EC Department of Sport, Recreation, Arts and Culture**

7.2.1 DSRAC is the custodian of the policy that governs community art centres and will be responsible for its implementation on review every 3 years.

7.2.2 Supports the structure that monitors the delivery of programmes through the community arts centres.

7.2.3 It is the custodian of all DSRAC-owned art centres in the Eastern Cape and is responsible for the supply of human capital to manage the art centres

### **7.3 The Institutions of art**

7.3.1 Arts Institutions are custodians of the art centres of the province as they assist arts programming and registration for funding requests.

7.3.2 They further look at the touring ventures initiatives as part of marketing the craft produced at the art centres

7.3.3 They also advise the department on the best strategies to develop art centres for maximum use of digital platforms to showcase talent as well as scouting for partnership initiatives.

register the centre as non-profit institution.

## **7.4 Municipalities**

7.4.1 The municipalities play an active role in the management of the arts centre structures as well as that of ensuring the sustainability of the community arts centres.

7.4.2 they form part of the Steering Committee to drive arts activities and the policy recognizes three distinct types of municipalities local municipalities, district municipalities and metropolitan municipalities.

7.4.3 The policy recognizes that each of these has different levels of capacity and resource for engaging with community arts centres and programs.

7.4.4 It seeks to outline these responsibilities with distinct and common functions in respect of community arts centres. As such, both district and local municipalities are further encouraged to plan for the upgrading of existing infrastructure and the development of new infrastructure for arts and culture programming at a district and local level.

7.4.5 The Municipal Infrastructure Grant and more particularly the Special Municipal Infrastructure Fund provides an existing and clear framework within which conditional grants can be secured from national government for the development of innovative approaches to the development of social infrastructure such as community arts centres.

7.4.6 Municipalities must make provision for covering the costs of maintaining and managing community arts centres in the context of their IDPs. Budget allocations should ideally cover costs associated with infrastructure and rates associated with services.

## **8. ACCOUNTABILITY**

The following accountability shall apply:

8.1 Government institutions are responsible for supporting the community art centres with consideration to legislative, administrative and governance requirements.

8.2 The Heads of the districts are responsible for compliance with this policy.

8.3 All centre managers as employees and Structures who deal with administrative matters at the centre.

8.4 The institution management and staff are the custodians of the provincial art centres of the province and advise on infrastructure and arts programming.

## **9. IMPLEMENTATION**

It is the responsibility of the department to ensure that it develops systems, controls, and procedures in relation to the governance and management of community art

centres of the province, and these must be compliant to the directives as stipulated in this policy.

## **10. MONITORING AND REVIEW**

The Department of Sport, Recreation, Arts and Culture will monitor the implementation of this Policy by cultural and creative bodies using guidelines and appropriate procedures. For effective management, the policy shall be reviewed after three (3) years, or when the need arises depending on environmental changes and context or when dictated by policy or legislation.