



TERMS OF REFERENCE

**Short-term Consultancy:
Capacity Building for Community Art
Centres on Governance, Arts
Administration and Creative
Entrepreneurship.**

1. Background to the Assignment

ECPACC is the public entity of the Department of Sport, Recreation, Arts and Culture that is entrusted with the responsibility of fostering arts and promoting the culture of the Eastern Cape, to allow for the expression of the unique identity of the province and enable its artists to realise their potential to build an improved quality of life for themselves and their communities. The entity delivers on this mandate through the following focus areas: disbursement of funding to arts and culture projects in the following art forms; music, dance, drama, craft, film, languages; bulk buying and disbursement of craft material, beads, procurement and disbursement of musical instruments to artists; provision of study support to deserving students pursuing studies in arts, culture, film and language; provision of training and product development to arts, craft and film projects and formation of strategic partnerships in order to benefit industry players.

The Eastern Cape Provincial Arts and Culture Council in partnership with the National Arts Council has identified a need to capacitate the Department of Sport, Recreation, Arts and Culture (DSRAC) supported Community Art Centre (CAC) Managers and Artists representatives. This function is clearly captured in ECPACC's Annual Operational Plan, as part of its strategic objective of ensuring efficient management and development of arts and cultural facilities. For this to be attained, CACs need assistance with the formulation of clear strategies and proper governance systems that will result in the development and implementation of identified strategic programmes, towards making them Centres of Excellence.

2. Problem Statement

Despite several interventions and support rendered to Community Arts Centre, they remain stricken by various problems, which include the following:

- Lack of Governance Framework coupled with the lack of understanding of corporate governance, which is necessary to provide oversight function and ensure accountability for all key aspects and programme implementation in the art centres. Absence of governing bodies and lack of systems and policies that govern the management of art centres are a greatest source of all problems faced by the art centres.
- On the other hand, Arts Centres host artists whose existence in the centre is undefined. These artists have representative structures that tend to conflict with the centre managers, due to a number of reasons. One of these is the absence of a line of demarcation between the two 'authorities'. In some cases, artists, through their representative body, develop own programmes for which they fundraise and when funding gets approved, centre managers tend to claim the funding and insist on managing it on behalf of the centre. This does not sit well with artists whose efforts seem unrecognised and undermined.

- Lack of clear strategies, inadequate planning and programming skills continue to frustrate the potential of these centres and the artists that operate in them.
- Lack of resources mobilization (*financial and non-financial*) skills for the implementation and sustenance of programmes in the art centres. This is coupled with the lack of administrative and compliance documents (registration documents, tax clearance, etc.) which should equip art centres to effectively mobilise, receive, and account for external funding.
- Artists lack the requisite entrepreneurship; business development, markets and financial management skills to enable them to run their different art forms profitable and sustainable, which makes them to heavily rely on government grant funding support all times. Poor arts administration and management capacity
- Lack of capacity (managerial skills) from the centre managers to provide strategic direction; play advocacy role on behalf of the Artists operating within the Centres. It is not clear if the Centre Managers have relevant Operational Plans that should translate strategies into action. Thus, art centres do not have good quality of business plans.

3. Objectives of the Assignment

ECPACC seeks to appoint a suitably qualified service provider to assist with the implementation of a programme aimed at building the capacity of Community Arts Centre Managers as well as the Convenors of Artists Representative Structures, in order to bring about a balance in the understanding of governance and critical arts administration and management matters, thereby improving the running of the centres.

4. Scope of the Project

This assignment is envisaged to take place between the period of **August to December 2018** over a total of four (4) months. The following is a defined scope of work. Proposal should clearly outline the methodology, the process and the timeframes that it will take to implement the following:

No	Phases	Details
1.	Training	<ul style="list-style-type: none"> • This training component will cover all DSRAC funded art centre managers and two representatives from each of their respective artist representative structures. • Training will focus on the following topics: <ul style="list-style-type: none"> ✓ Corporate Governance ✓ Strategic & Operational Planning & Programming ✓ Arts Administration & Management ✓ Master Classes on Resource Mobilisation/ Fund raising

		✓ Basic Arts Entrepreneurship, Costing and Financial Management.
3.	Coaching and Mentorship	<ul style="list-style-type: none"> • 5 Art Centres will be selected as pilot centres to receive comprehensive practical and hands-on support: • Practical (Hands-On) Support towards Administrative Compliance (Registering legal entities, opening bank account, handle tax matters etc.) • Establishment of Governance Structures. • Setting up Internal Controls (Basic Policies) • Formulation of Strategic Plans
5.	Facilitate a Community Arts Centre Policy Dialogue & Lessons Learnt Session.	<ul style="list-style-type: none"> • Design and Facilitate a Session/ summit to create a policy and strategic dialogue with key stakeholders towards the improvement of Art Centre operations. • Showcase lessons learnt as a model of support to Arts Centres in the EC.

5. Eligibility Criteria

The service provider should possess the following competencies and expertise:

- A team with formal academic qualifications in the field of arts, and / or in business and public administration.
- 3-4 years' experience (or having managed not less than 4 projects) in the field of arts/business administration, corporate governance, research and local economic development.
- 2-3 years' experience (no less than 3 training projects) in skills development and conducting training programmes.
- Be conversant with the South African legislative framework on Arts and Culture.
- Flair for community/enterprise/ local economic development and a superior knowledge/ understanding of the functioning of Community Arts Centres in SA.
- Extensive understanding of corporate governance and proven experience of working with or serving in governance bodies both in the public sector.
- Proven track record for resource mobilization/ fundraising, with at least one (1) successful (approved) funding proposals.
- Experience in facilitating strategic discussions with high level local / provincial and national government stakeholders.
- Fluency in IsiXhosa and English
- Experience in producing strategic reports, Powerpoint presentations and
- Excellent writing, facilitation, analytical and lobbying skills.

6. Application Procedure

The deadline for submission of proposals is the **24 August 2018**. Service providers are expected to submit the following:

- a) A short but detailed proposal (not more than 4 pages) on the proposed approach/ methodology to the assignment, highlighting specific outputs and related costs for each phase.
- b) A company profile detailing similar experience and any portfolio of evidence.
- c) The proposals must be delivered at the ECPACC offices located at: No.16 Commissioner Street, Old Elco Building – Second Floor, East London.
- d) The proposal must correspond and be exact to the specification prescribed in this communication and be VAT inclusive.
- e) All enquiries regarding the specification should be directed to the Arts Development Manager via email **ONLY** at xncoko@ecpacc.co.za

7. Preferential Procurement Compliance Procedure

6.1 Preferential Points System

A preferential point system will be applied in the procurement of goods and services as prescribed in the PPPF Act, Section 2(a).

A 80/20 procurement point system will be applied on procurement of goods and services between R30 000 and R50 million where a maximum of 80 points are awarded for price and a maximum of 20 points are awarded for the bidder's B-BBEE status.

The preferential points awarded under the 80/20 threshold are awarded using the framework detailed below:

CRITERIA		POINTS
BID PRICE		80
B-BBEE CONTRIBUTION LEVEL		20
1	20	
2	18	
3	14	
4	12	
5	8	
6	6	
7	4	
8	2	
Non-compliant contributor	0	
TOTAL		100

A 90/10 procurement point system will be applied on procurement of goods and services above R50 million where a maximum of 90 points are awarded for price and a maximum of 10 points are awarded for the bidder's B-BBEE status.

The preferential points awarded under the 90/10 threshold are awarded using the framework detailed below:

CRITERIA		POINTS
BID PRICE		90
B-BBEE CONTRIBUTION LEVEL		10
1	10	
2	9	
3	6	
4	5	
5	4	
6	3	
7	2	
8	1	
Non-compliant contributor	0	
TOTAL		100

6.2 Compliance Documents required

- a. A detailed proposal with a Price Quotation.
- b. Valid and original SARS Tax Clearance Certificate.
- c. Valid and original Broad-Based Black Economic Empowerment (BBB-EE) Verification certificate.
- d. A complete Declaration of Interest (SBD 4) form, which may be obtained from the National Treasury website or from our office.
- e. Proof of registration on the National Treasury Central Supplier Database (CSD).

All procurement queries to be addressed Ms. Kholeka Sigasa at ksigasa@ecpacc.co.za or contact her at: Phone (043) 743 6187, Fax: 086 568 3721

8. Copyright & Intellectual Property Rights

All briefing material submitted to the consultant as well as all deliverables and products linked to this assignment are the intellectual property of ECPACC and shall never be distributed without written permission of ECPACC. All documents (published and unpublished) shall be treated as strictly confidential.

- As part of the Service Level Agreement, the service provider will be required to sign a confidentiality and indemnity agreements with ECPACC
- ECPACC reserves the right to interview short-listed service providers.
- The service provider may not cede or assign any part of its agreement nor subcontract any part of the work assigned to them without prior written consent and authorization of ECPACC.