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Title: Fostering Partnerships for developmental government

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Main disciplinary area: Community Arts Centres

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Abstract (add a descriptive paragraph of Output):

**Fostering partnerships for
developmental government:
the Department of Arts and Culture's
Community Arts Centres Programme**

Gerard Hagg

Social Cohesion and Integration

Overview of presentation

- Definitions
- Interdepartmental and intersectoral partnerships in developmental government
- DAC Culture in Community Programme (CIC)
- Complexities of partnerships in the CIC Programme
- Causes of failures in partnerships
- DAC strategies for fostering effective partnerships in the community arts centre sector

Definitions

“Developmental municipalities are municipalities committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”

D Atkinson & M Roefs 2003

Development is holistic and intersectoral, has a strong pro-poor bias and focuses on people's rights

Municipal Systems Act 2000

Developmental government at all levels enables municipalities to fulfill their obligations for holistic and sustainable service delivery

Definitions

“A partnership is a (formal) relationship between individuals or groups in which expectations and commitments are agreed beforehand, and which has at its heart a shared profit/risk element, and a relationship built upon completing a task or fulfilling an obligation”

R Tennyson, 1994

“Partnership is cooperation between the key social forces based on an exchange of clearly defined trade-offs by each constituency ... which in a long term perspective produces a higher value than that which each party can reach on its own”

Nedlac 1995

Community Arts Centre

A local facility that provides opportunities to communities to participate in arts activities, education and training, and production, at minimal cost to the user and with user involvement in management. Art in this context can refer to all forms and traditions of performing and visual art, film, literature as well as craft and related disciplines

Developmental government implies inter-governmental and intersectoral partnerships

“To succeed ... the government will need active partnership with civil society, and with business and labour in particular”

White Paper RDP

- Constitution
- White Paper on Local Government 1998
- Policy Framework for Municipal Services Partnerships 1999
- IDP Guidelines 1999
- Municipal Systems Act 2000

Features of partnerships

- Shared values and reciprocity
- Pooling of investments for higher return of concrete benefits
- Collaborative work towards shared objectives
- Fostering of trust and bonds
- Equal voice
- Shared responsibility
- Dynamic and complex
- Continuous negotiations and reconciliation of individual interests
- Continuous communication

Types of partnerships

- Public-Public Partnerships
- Public-Private Partnerships
- Public-Community Partnerships
- Community-Private Partnerships
- Public-Private-Community Partnerships
- Single-sectoral partnerships
- Multi-sectoral partnerships

Reasons for partnerships in government service delivery

- Achieve effective, fast-track and sustainable service delivery
- Economic imperatives: cost-recovery, scarce resources or sharing of costs
- Lack of capacity in government
- Perceived operational efficiency of private sector partners
- Pooling of resources and capacity for higher returns on investments

Community Arts Centres in South Africa

- Historical community arts centres 1950-
 - Cultural democratic struggle
 - Community-initiated and owned
 - Inadequate infrastructure, resources
 - Appr. 15 centres

- DAC CIC: RDP community arts centres 1996-
 - Youth socio-cultural and economic empowerment
 - Vibrancy and identity to residential areas
 - Government-initiated and owned
 - Inadequate equipment and staff
 - Appr. 41 centres

CIC Programme as intergovernmental and multi-sectoral partnership

■ “A national audit of such infrastructure will be undertaken co-operatively by all levels of government to guide future planning and the allocation of resources. This strategic partnership will involve provincial and local arts and culture forums and communities”

■ “The Ministry recognized that it cannot achieve this ambitious vision by itself. The Ministry will seek to develop relationships with the private sector, provincial and local authorities around the country, the international community, and various local communities themselves, to make this vision a reality”

White Paper on Arts, Culture and Heritage 1996

Complexities of multi-sectoral partnerships in CIC programme

- Different sectors with own objectives, policies, approaches, procedures
- Different parties in sectors: government (x4), civil society, communities, private sector
- Historical legacy: apartheid and post-apartheid
- Constitutional competences: Schedules 4 and 5
- Uneven partner capacity
- Context-specific nature

Frequent causes of partnership failure: the DAC experience

- Contributions not realising
 - Provincial non-compliance
- Driving force of partners decreases
 - DAC withdrawal
- Inadequate partnership management
 - No CAC office or officials
- Unequal power relationships
 - Government vs CBOs, artists
- Inequitable profit sharing
 - No benefits for CBOs, artists
- Conflict between partners
 - Municipality vs artists
- Lack of adequate incentives
 - Schedules 4 and 5
- Political insecurity
 - CAC low national priority
- Lack of trust and respect
 - Disillusion, non-compliance, corruption

DAC strategies for fostering effective partnerships and results

General approach:

- Multi-pronged, multi-trajectory
- Existing linkages into partnerships
- Focus on decision-makers
- Exploratory and facilitative partnership management

- National, provincial, local, multi-sectoral
- Nat-prov-local govt; historical CACs
- Senior officials, political leadership
- Continuous negotiations and visits

Institutional:

- Dedicated driver:
 - Find anchor partner
 - Iterative consultative policy formulation processes
- HSRC contract
 - Flemish government
 - Flemish support, NAC Local Culture Policy Network

DAC strategies and results (2)

Partner mobilisation:

- Search, analyse, negotiate, recruit
 - Continuous market research through team
- Within arts sector:
 - Government
 - National, Prov, local DACs
 - Non-government:
 - Historical arts centres, CreatesA, NISC, PISC, PACC, Artists-in-School programme

Outside arts sector:

- Government:
 - DoE, DEAT, DoW
- Non-government:
 - HEI, NGOs

DAC strategies and results (3)

Partnership cultivation process

- Visits to potential partners → All provincial and local
- Determine shared interests → Consultative processes
- Develop shared vision and objectives → Workshop and reports
- Declaration of expected return → Input from stakeholders
- Create space for continuous negotiations on trade-offs → Workshops, meetings
- Conclude agreements on roles and responsibilities → Minmec, Technical Committee, Directors Committees
- Show visible profitable returns → Activities in CACs, income
- Institutionalise local partners in clusters → Joint meetings

DAC strategies and results (4)

Capacity building:

- Investment in DAC national, provincial and local

- Capacity building of weaker partners

- Twinning and exchange programmes

- R3m budget allocation
- HR and time
- Policy formulation support

- NISC, PISC, local partners
- Provision of resources
- Training of arts centre managers, officials, management committees
- workshop consultation
- Communication system

- In South Africa
- In Flanders

DAC strategies and results (5)

Mobilise supportive linkages

▣ National programmes:

- Poverty Alleviation Fund
- Moral Regeneration Movement
- Ten Years of Democracy celebrations
- School Enrichment Programme

Roleplayers and stakeholders in sectors

- National Lottery Distribution Trust Fund
- Local Sport Councils
- NACSA, PANSA, VANSA

Initial lessons learnt

- Partnership cultivation requires dedicated drivers
- Cultivation is time and resource consuming
- Potential partners are generally willing
- Success depends on investment potential and profitable return
- Management of partnerships is complex
- Capacity for partnership management is scarce
- Sustaining partnerships requires visible results

Thank you!