

Observatory of Cultural Policies in Africa (OCPA)
Meeting of the Steering Committee
Maputo, 1-2 March 2004

Draft Report

Introduction

1. The meeting of the Steering Committee of the Observatory of Cultural Policies in Africa (OCPA) was held in Maputo, Mozambique, from 1 to 2 March 2004.

2. The aim of the meeting was to review the progress made in implementing OCPA's objectives and programmes since the OCPA Task Force Meeting (Maputo, May 2002), and also examine the orientations for Observatory's future development in the framework of its programme and budget for 2004 and 2005 as well as the Medium Term programme priorities.

3. The meeting was attended by

- the Steering Committee's President, Mr Pierre Dandjinou (Benin)
- the Steering Committee's members:
 - Fairuz Mullagee (South Africa)
 - Augustine Hattar (Tanzania)
 - Angeline S. Kamba (Zimbabwe)
 - Lupwishi Mbuyamba (UNESCO)
- invited guests: Mr Stephen Chifunyise, Chairperson, Children's Performing Arts Workshop (CHIPAWO, Zimbabwe),

Mr. Fernando Dava, Director - Instituto de Investigação Sócio-Cultural (ARPAC, Maputo),

Mr. Paulino Ricardo, (Mozambican National Commission for UNESCO, Maputo);
- Mr Máté Kovács, Consultant and Mr Pedro Cossa, Local Co-ordinator (Observatory of Cultural Policies in Africa – OCPA).

4. Two members of the Steering Committee, Mr Marcel Diouf (African Union) and Mr Renato Matusse (CONSADC, Mozambique) informed the Meeting that due to other urgent

matters they were not in a position to participate. Mr Kabya Tshikuku (DRC) and Ms Alinah Segobye (Botswana), who had been invited to attend the meeting, sent their apologies.

5. The final list of participants is attached to the present report in Appendix II.

Agenda and Work Programme

6. The meeting adopted its agenda and programme, which are attached to the report in Appendix I.

Working sessions

7. After the opening remarks by the President of the Steering Committee, the meeting proceeded to the discussion of the following issues:

Item 1: Review of the 2002 -2003 activities

8. The Committee examined this item on the basis of Document 2: Activity Report: May 2002 – March 2004, presented by OCPA. The report pointed out that the budgetary constraints did not permit to achieve the objectives according to the work plan and time table approved by the Task Force Meeting. Several of the activities could not be undertaken at all, while others could only be launched with several months of delay. Taking into account these constraints, it can be considered that the Observatory has developed its activities with dynamism and creativity in spite of the limited resources. It is now widely known and recognized as a unique regional resource centre in Africa in its field of competence.

9. The Committee reviewed the main activities realized: the development of OCPA information services (web site; OCPA News, the electronic information bulletin of the Observatory; list serve, data bases and documentation centre), participation in the organization of African regional meetings and other civilities, among others, those related to the establishment of the OCPA Secretariat in ARPAC (Institute for Social and Cultural Research, Maputo), the registration of OCPA as an International NGO in Mozambique, the communication strategy and the publication plan.

10. The Committee congratulated OCPA for the work accomplished in spite of the insufficient resources and formulated a series of recommendations that could contribute to the further development of OCPA:

a) The Committee should proceed to a definition of the role that its members could play for creating better conditions for

- i. advocating for OCPA and making activities and services better known in their countries and through their participation in international meetings;
- ii. connecting OCPA and the national authorities and institutions through providing OCPA with the contact addresses of key people in national administrations, universities and associations;
- iii. channelling information to OCPA about events, important policy actions, short case studies

b) OCPA should elaborate a communication strategy putting emphasis namely on

- i. What is OCPA?
- ii. What can OCPA offer in terms of information resources, research, advisory and other services to ministries of culture and other possible partners?
- iii. What can institutions and individuals interested do to become a partner of OCPA?

To this effect it was proposed to publish, as soon as possible, a new version of the OCPA brochure including the above.

c) Every effort should be made for accelerating the registration of OCAP as an NGO in Mozambique, which constitutes, in many aspects, a condition sine qua non for the recognition of OCPA as a potential partner for African countries and institutions as well as for international organizations and funding agencies, consequently to its sustainability. The registration request should be submitted without further delay with the support of ten founders preferably from different African countries, but, taking into account the time that collecting the necessary documents from abroad may take, external founders may be replaced by Mozambican nationals as it may be required.

d) OCPA should make a study about the possibilities contributing to its long-term financial sustainability, including income generating products and services, advertising, etc.

e) As soon as possible, OCPA should launch the publication of the books and documents foreseen in its publication plan and make available basic information and reference documents already accumulated not only on its web site, but also in printed version as many of the possible users do not necessarily have access to internet or do not have the habit to use it.

Visit to the Instituto de Investigação Sócio-Cultural (ARPAC, Maputo,) and the OCPA Secretariat

11. The participants of the meeting visited the Instituto de Investigação Sócio-Cultural (ARPAC, Maputo), hosting the OCPA Secretariat. They were received by Mr. Fernando Dava, Director of the Institute, who presented them the research activities and publications of ARPAC, concerning timely issues of the interactions between culture and problems of development in Mozambique. On this occasion, Mr Kovacs expressed his warm thanks to Mr Dava, in the name of OCPA, for hosting the OCPA Secretariat in ARPAC and recalled the possibility for ARPAC to use OCPA News and the OCPA web site for disseminating information about the activities of the Institute.

12. Then the participants were shown around the Institute and visited the office of the OCPA Secretariat, where Mr Pedro Cossa, local co-ordinator of the Observatory explained the activities carried out by the OCPA Secretariat.

Item 2: Recent developments (OCPA's possible involvement in the follow-up of important regional and international conferences and meetings)

13. The discussion on this item was introduced by Mr Lupwishi Mbuyamba, who informed the meeting about major regional meetings that have taken place since the Maputo Task Force Meeting in Africa concerning culture, cultural policy and cultural development.

14. He informed the Committee about the outcomes of the First Meeting of Experts for the Preparation of the Pan-African Cultural Congress (16 – 18 December, 2002, Nairobi, Kenya) and the Workshop on Culture and Development in the Programme of Action of the NEPAD (Abidjan, Côte d'Ivoire, 2 – 5 September 2003), and about new initiatives that are foreseen, such as the Regional conference of African intellectuals (Dakar, November 2004) and the regional consultation on "NEPAD and Culture".

15. He stressed that in the framework of the organization and follow-up of these events the role of OCPA and its functions have to be redefined. In fact these events and other new developments open new opportunities for the development of the Observatory. This requires a new vision of OCPA's role and functions.

16. More and more countries wish to involve OCPA in the realization of their endeavours, - formulation of their national cultural policy, organization of meetings, etc; - and OCPA has to be ready to respond their expectations. OCPA should become a centre of excellence creating knowledge and new ideas. To this effect, beyond providing information, it should create new knowledge, relevant research findings and methodological instruments necessary for cultural policy design and evaluation (for example a manual or a guideline for assessing and formulating

cultural policies). OCPA should develop its capacities and provide advisory services, but it should not envisage to act only as a conference organization agency.

17. In this perspective a great effort should be made for the rapid development of the OCPA information services (documentation centre, databases, reference library), the training activities and materials (programmes, content, expected results, professional profiles for trainees and trainers and in particular, to the launching of the OCPA publication series that can make more visible the results of OCPA' action. The publication of a periodical review with substantial articles should also be envisaged.

18. Opening the discussion on this introductory presentation, the chair and other Steering Committee members congratulated Mr Mbuyamba for the challenging ideas and vision on OCPA's future role and functions. They expressed also their agreement with his proposals concerning the priority activities and stressed, in particular the importance of launching the OCPA book series and a Journal of Cultural Policies in Africa.

Item 3: Work plan for 2004 and Item 4: Budget for 2004

19. The Committee examined these items jointly on the basis of Document 3: Proposed Work Plan and Budget for 2003 and 2004. The Committee approved the document and formulated recommendations stressing the following points

- A permanent staff should be recruited for the OCPA Secretariat as soon as the necessary funding can be secured;
- In the meantime, it benefits from the continuous support of the UNESCO Maputo Office, and, as it may be required, it could also be assisted by associating to its work the Members of the Committee or other external experts, who could work in Maputo on a temporary basis;
- Fundraising should be given a high priority in the programme for 2004, which should permit to elaborate a funding strategy for OCPA's sustainability. The programme should make explicit reference to this activity. This study should explore the various possibilities of fundraising and generating income, namely by integrating in OCPA's activities the objectives of major development frameworks (Millennium Development Goals, NEPAD, poverty reduction strategies, etc.) or programmes (such as SACPI). OCPA should seek co-operation with diversified partners (national authorities,

universities, artists, grass root initiatives, cultural events/festivals, industry, private sector, etc.) as a service provider.

20. The Committee decided to create three special task forces in charge of dynamizing and co-ordinating efforts to be taken with regard to priority issues, namely

- Task force on sustainable funding – led by Ms Angeline S. Kamba, seconded by Mr Stephen Chifunyise and Ms Fairuz Mullagee;
- Task force on arts and festivals –led by Mr Augustine Hattar, seconded by Mr Renato Matusse and Mr Paulino Ricardo;
- Task force on culture and development – led by Mr Pierre Dandjinou, seconded by Mr Marcel Diouf and Mr Lupwishi Mbuyamba.

22. The Committee also gave its support to the proposals concerning the OCPA publication series and other concrete products and outputs (CD-ROMs, etc) that can generate income and make OCPA's results visible.

Item 5: Preliminary work plan and budget for 2005 and medium term programme priorities

23. The Committee examined this item on the basis of Document 4: Preliminary programme proposals for 2005 and Medium Term Priorities. The Committee approved the document and formulated recommendations stressing the following points:

- As the budget for 2003 does not permit to recruit a permanent staff, this should be a priority in all efforts aiming at fundraising.
- The activities destined for the implementation of the funding strategy and the follow-up to the donor's meeting should be clearly explicit in the programme and budget for 2005.

24. As to the Medium Term Priorities, the Committee invited OCPA to integrate the main recommendations and conclusions of the meeting in the document "Medium Term Strategy" of the Observatory and send the draft to the Committee members for comments in view of establishing an up-dated version of the Strategy.

Item 6: Networking

25. The Committee examined this item on the basis of Document 5: Networking and considered that the document should be extended to the issue of partnership (donors, sponsors, private sector, etc.) and finalized as a strategy guideline in the matter. It should be

complemented by a model of Memorandum of understanding that could be negotiated with the focal points and partners. This document should contain clear definitions as to the objectives, means and modalities of the co-operation between OCPA and its partners.

26. It was understood that virtual networking should be complemented, when appropriate and possible by physical networking and encounters that can develop personal contact and solidarity feeling between the members of OCPA and its partners.

27. The Committee recommended to extend the network to the most dynamic sub-regional professional associations (like Southern African Theatre Institute – SATI) and universities.

Item 7: Miscellaneous

28. At the proposal of the Chairperson, the Committee discussed the issue of benchmarking, and reviewed the ways and means of evaluating and measuring the progress and the accomplishment of the targets set in the work plans of OCPA.

Closing of the meeting

29. In the closing meeting, the Committee discussed and finalized the terms of reference of the Task force in charge of sustainable funding on the basis of the draft presented by Ms Angeline S. Kamba. It was agreed that the two other task forces will also prepare their terms of reference and circulate them by end March 2004.

30. In discussing the future work of the Committee, the meeting recommended to foresee one Committee meeting per year fixed tentatively for the same period of the year.

31. In his closing remarks the Chair expressed his thanks to the participants, to OCPA and to the UNESCO Office for their contribution to the successful organization of the meeting.

Appendices

Appendix I: Terms of reference of the Task force in charge of sustainable funding

Appendix II: Working Documents

Document 1: Programme and Agenda

Document 2: Activity Report: May 2002 – March 2004

Document 3: Proposed Work Plan and Budget for 2003 and 2004

Document 4: Preliminary programme proposals for 2005 and Medium Term Priorities

Document 5: Networking

Document 6: List of Participants

Terms of reference of the Task force in charge of sustainable funding

- 1) Oversee the production of the Strategic Funding Document;
 - i. Guidelines, terms of reference, study;
 - ii. Comments on the draft;
 - iii. Selection of (expert) consultant;
- 2) Facilitate the contribution by other members of the Steering Committee to the development of a donors' database
- 3) Identify and approaching donor organizations known to have special interest in culture and development projects:
 - i. Establish contacts with key persons;
 - ii. Briefing them as to OCPA and its financial needs;
 - iii. Presentation of an OCPA Work Plan, budget and M/T Plan.
- 4) Oversee the production of specific project proposals, as may be called for by such donors/partners;
- 5) Take a lead in the continuous quest for means of ensuring OCPA's long term sustainability through income generating;
- 6) Supervise or co-ordinate the production of financial reports that may be required by potential donors and OCPA Steering Committee;
- 7) Secure assistance from other members of the Steering Committee, who may be strategically positioned to approach donors or partners;
- 8) Keep Cairperson and Steering Committee informed of progress.

Working Documents

1. Document 1: Draft Agenda and Programme
2. Document 2: Activity Report: May 2002 – March 2004
3. Document 3: Proposed Work Plan for 2003 and 2004
4. Document 4: Preliminary programme proposals for 2005 and Medium Term Priorities
5. Document 5: Networking
6. Document 6: Provisional List of Participants and Invited Guests

Observatory of Cultural Policies in Africa (OCPA)
Meeting of the Steering Committee
Maputo, 1-2 March 2004

Draft Agenda and programme

Monday, 1 March

10.00 Opening Session

Opening remarks of the Meeting by the Chairman of the Committee and the Director of the UNESCO Maputo Office

10.30 Item 1: Review of the 2002 -2003 activities

10.30 Coffee break

12.00 Item 2: Recent developments (OCPA's possible involvement in the follow-up of important regional and international conferences and meetings)

13.00 Lunch break

14.30 Item 3: Work plan for 2004

15.30 Coffee break

16.00 Item 4: Budget for 2004

17.30 Break for dinner

Tuesday, 2 March

09.00 Item 5: Preliminary work plan and budget for 2005 and medium term programme priorities

10.30 Coffee break

11.00 Item 6: Networking

12.00 Item 7: Miscellaneous

12.30 Closing of the meeting

13.00 Lunch

Observatory of Cultural Policies in Africa (OCPA)

Meeting of the Steering Committee Maputo, 1-2 March 2004

Activity report May 2002 - March 2004

(Background to Item I of the Draft Agenda: Review of the 2002 -2003 activities)

General observations

The Maputo Task Force Meeting approved the Work Plan for 2002 in the double hypothesis that, on the one hand, an amount of US\$ 150.000 would be available for the establishment of OCPA and for the implementation of its programme activities, and, on the other hand US\$ 150.000 would be secured through OCPA to the preparation and organization of the Pan African Cultural Congress planned by the African Union. Further support was foreseen for OCPA and the follow-up of the Congress for 2003.

In reality, between May 2002 and October 2003, a total of US\$ 80.000 was made available for both projects

- A contribution of US\$ 50.000 from the Ford Foundation (used mainly for the Experts Meeting organized for the preparation of the Pan African Cultural Congress);
- A financial support of US\$ 30.000 from UNESCO for the establishment of OCPA and the launching of its activities.

This situation did not permit to achieve the objectives according to the work plan and time table approved by the Task Force Meeting. Several of the activities could not be undertaken at all, while others could only be launched with several months of delay. Taking into account these constraints when analyzing the progress made, it can be considered that, within its possibilities, the Observatory has developed its activities with dynamism and creativity in spite of the limited resources. It is now widely known and recognized as a unique regional resource centre in Africa in its field of competence.

Main activities realized:

1. Development of the OCPA web site

The OCPA web site was launched in July 2001 as a World Wide Web resource centre, and developed since then in co-operation with Culturelink, Zagreb, at the following address <http://www.imo.hr/ocpa>.

Special attention is paid to the relevance of the content, concentrating on the focus and scope, as well as the accuracy and quality of the information provided. Updated on a daily basis, the site currently consists of some 85 Web pages (HTML format) and 100 documents (MS Word and Adobe PDF format). Beyond this, it provides easy access to a great number of other relevant information sources and web sites.

It is aimed at progressively mapping the existing information sources on culture and development problems in Africa and giving an overview of the main reference documents concerning cultural development policies and initiatives in the region, as well as helping those seeking partnership and financial support for their cultural development projects.

The 'resources' section presently links to 130 reference items (events, projects, publications, information sources) and 135 institutions of interest, including a selected listing of 70 relevant African and international cultural and artistic non-governmental organizations and some 40 African cultural policy documents such as working papers, reports, conclusions and recommendations.

As a result of the regular development of the resources of the web site, it does not contain any more empty headings or pages.

N.B. A full report on the web site development is posted on the OCPA web site at: [OCPA WWW Resource Centre - Status and Development](http://www.imo.hr/ocpa/activities/web2003/index.html), <http://www.imo.hr/ocpa/activities/web2003/index.html>.

2. OCPA News, the electronic information bulletin of the Observatory and OCPA List Serve

This service started in July 2001 through the distribution of a simple mail without a specific format or structure, when a series of news and web resources were identified and sent to the OCPA webmaster for inclusion in the web site.

Published under the heading OCPA News and with a cover page since January 2002, the information bulletin became more regular and was distributed more or less once a week until October 2002. Since then, it is produced twice a month. Until February 2004, 102 issues have been distributed; altogether they represent some 1,800 pages of information;

Each issue has now 15 to 20 pages; presenting the information items under the following main headings: contents table, OCPA activities and OCPA web site resources, event and project in Africa, African institutions and resources, News and resources from other regions, cultural news in the African press, news from information bulletins of other networks.

Initially these news items were sent to the members of the Task Force and participants of the preparatory meetings. Presently, the bulletin is sent to more than 1,600 addressees (less than 500 in February 2003) in Africa and worldwide.

Since last April, it is distributed in an html format. Since August, OCPA news is distributed through UNESCO's mail service in a short version not exceeding 100 kB, indicating the address of OCPA web page where the full version is posted.

The short information items, presented either in English or in French, sometimes in both languages, are generally followed by the indication of the source, the contact addresses or the web page where further information can be obtained. In absence of the necessary funds and capacity for translation, the production of separate English and French versions is presently not envisaged.

For improving the readability of the bulletin, in the light of the feedback received to the inquiry launched in the 100th issue, the presentation has been improved through better separating the items and using different font colours, when the same item is published both in English and French. In fact the feedback to the inquiry was very limited, but fundamentally positive. The critical remarks, also constructive, concerned mainly the issue of readability.

3. Development of the OCPA data bases and documentation centre

The development of these services started in July 2003, after the establishment of the OCPA Secretariat in ARPAC (Maputo), but they are still in an experimental phase.

For the time being three ACCESS databases are developed on

- cultural institutions, organizations and networks;
- cultural specialists;

- cultural policies of the African countries.

As to the first two categories, the information is being collected since July 2003 through sending questionnaires mainly by e-mail to the institutions and specialists included in the OCPA list serve, but there are only a few of them, which reply. In December 2003, the questionnaires were published in OCPA News and posted also on the web site. In the light of the experience gained, the content and the presentation of the questionnaires and the database have been several times reviewed. The view of the Steering Committee could greatly help to improve them further.

Some data are filled in the data base using the information identified through other contacts and through that contained in OCPA News or available on internet.

Presently, these databases contain some 100 entries on institutions and almost 200 on specialists, however most entries do not yet contain full information on the contact addresses and professional profiles of the institutions or specialists concerned.

The development of the documentation centre and the database on national cultural policies in Africa is even more difficult. Ministries in charge of Culture and UNESCO National Commissions as well as specialized institutions and specialists, regional and international organizations have been repeatedly invited to send documents on national cultural policies and related issues to the OCPA Secretariat, but have failed so far to do so. This request was also circulated in OCPA News and is posted on the web site. For the time being the result of these attempts is very limited even if we know that many countries of the continent do not have national cultural policies.

4. Participation in the organization of African regional meetings, such as

- **First Meeting of Experts for the Preparation of the Pan-African Cultural Congress, 16 – 18 December, 2002, Nairobi, Kenya**, - preparation of a project document concerning the Pan-African Cultural Congress; report posted on the OCPA web site;
- **Regional Consultation on the training needs in Africa in the field of cultural policies and management** (Nairobi, 19 December 2002) - preparation of the report;
- **Workshop on Culture and Development in the Programme of Action of the NEPAD** (Abidjan, Côte d'Ivoire, 2 – 5 September 2003), - financial contribution from the OCPA budget, preparation of the final report;
- **The meeting of the Steering Committee of the Observatory** (Maputo, 1 – 2 March 2004);
- **The International Seminar on Cultural Indicators of Human Development in Africa** (Maputo, 3 – 5 March 2004).

Other activities

5. **Identification of institutions concerned and potential partners** (continuous) and regular, two-way exchange of e-mail information newsletters with some 80 international networks and specialized institutions interested in cultural policy and co-operation);

6. **Design of a brochure** in English and French (produced in 2002, up-dated in September 2003, widely distributed to possible partners and in international events such as the Maputo Task Force Meeting (Mozambique, May 2002), the 2nd African Union Summit (Mozambique, July 2003), the

SADC Summit/Council of Ministers (Tanzania, August 2003) and the 32nd session of the General-Conference of UNESCO (October 2003);

7. Design of OCPA logo, business card and letterhead on the basis of the projects selected by the Maputo Task Force Meeting: the products were transmitted to the UNESCO Maputo Office in December 2003, but for the time being they could not be used as they were presented in an appropriate format;

8. Publication of a special dossier in the April 2002 issue of the Culturelink Review presenting the OCPA project document and a progress report on the OCPA web site; since June this material is ready for publication as the first volume OCPA series since June, its printing has been delayed due to the problem of the logo;

9. Preparation of project proposals to be submitted for funding to the Ford Foundation (July 2002, October 2003 and February 2004);

10. Establishment of a list of documents on cultural policy and cultural development in Africa published since the 1960's (400 titles representing almost 15.000 pages of documents) – August 2002;

11. Recruitment of an international consultant (Máté Kovács) for the preparation of the launching of the OCPA Executive Secretariat in Mozambique (January 2003);

12. Elaboration of the criteria for the recruitment of the OCPA Executive Secretariat Staff and preparation of the detailed job descriptions for the Executive Director, the Research Co-ordinator/Editor, the Documentalist/Translator, the Website Manager, the Administrator/Accountant and the Bilingual Secretary (February 2003);

13. Preparation of the OCPA Work Plan and Budget for 2003 (February 2003);

14. Preparation of a project proposal for mobilizing extra-budgetary funds for a regional programme for training cultural management specialists (February 2003);

15. Elaboration of the draft host country/agency agreement for the establishment of the OCPA Executive Secretariat in ARPAC – Institute for Social and Cultural Research, Maputo (February 2003 and launching the procedure for its conclusion, October 2003);

16. Launching of the OCPA Executive Secretariat (March 2003) in ARPAC – Institute for Social and Cultural Research, Maputo;

17. Recruitment of a local co-ordinator – Pedro Cossa (March 2003);

18. Purchase of basic equipments for the OCPA Secretariat

19. Finalizing the Statutes of OCPA (February 2003), translation of the statutes in Portuguese and launching of the process of registration of OCPA as an NGO in Mozambique (October 2003);

20. Preparation of a publication plan including the following possible volumes:

- A dossier on OCPA (text ready for publication in English and French since June 2003);
- A volume with the reports of the preparatory meetings of OCPA (texts available);
- A study on the African Music by Manda Tchebwa (text available);
- A bibliography on cultural policies and cultural development in Africa;
- A volume of the issues of OCPA News circulated in 2002 and 2003 (texts available);
- A collection of reference documents related to cultural policies in Africa;

- The proceedings of the Intergovernmental Conference on Linguistic Policies in Africa (Harare, 1997) - (texts available);
- Proceedings of First Meeting of Experts for the Preparation of the Pan-African Cultural Congress, Nairobi, December 2002) and the Workshop on Culture and Development in the Programme of Action of the NEPAD (Abidjan, September 2003) - (texts available);

Observatory of Cultural Policies in Africa (OCPA)

PROPOSED WORK PLAN

FOR

2003 AND 2004

Maputo, 28 February 2004

Activity Plan

a) Activities to be financed from proposed OCPA budget

Activity	Date
<p>1. Consolidate the Structure of the OCPA Secretariat</p> <p>1.1 Recruit a junior assistant/documentalist</p> <p>1.2 Recruit legal adviser for registration of OCPA and host country agreement</p> <p>1.3 Consultants</p> <ul style="list-style-type: none"> • International consultant for co-ordinating the project • National consultant acting as local co-ordinator • Consultant for study on OCPA's long term financial viability and fundraising <p>NB. Other project staff and consultants can be contracted when the funds necessary for the implementation of project activities are mobilized.</p>	<p>03/2004</p> <p>03/2004</p> <p>12/2003 – 10/2004</p> <p>12/2003 - 10/2004</p> <p>04/2004 – 09/2004</p>
<p>1.4 Organize one meeting of the Steering Committee</p>	<p>03/2004</p>
<p>2. <u>Development of the Observatory's information services</u></p> <ul style="list-style-type: none"> • Continue to Map the existing information a sources • Develop basic documentary collection through repeated request to Member States as well as to UNESCO, AU, SADC, CICIBA, etc. and printing document available on internet • Make them accessible together with the OCPA News issues on the OCPA web site • Publish OCPA News twice a month • Establish the OCPA web site under its own domain name http://www.ocpanet.org • Develop the list serve the list serve (from 1500 to 2000) • Establish an inventory basic reference documents concerning cultural policies in Africa • Create a full text reference library (hard copy and web site) • Develop the Observatories web site and database applications (consultant contract and consultation in Zagreb) • Up-date and enrich the web page; complement it with a data base and a list of internet links reflecting the information gathered and the contacts established 	<p>Continuous</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p> <p>04-07/2004</p> <p>Continuous</p> <p>03-09/2004</p> <p>03-09/2004</p> <p>03 -06/2004</p> <p>01 -12/2004</p> <p>Continuous</p>

<ul style="list-style-type: none"> • Filling data into data bases 	
<p>3. Research, meetings and training sessions</p> <ul style="list-style-type: none"> • Organization, in co-operation with Interarts and UNESCO, of a Workshop on Cultural Indicators for Development in view of the Preparation of the Congress on Cultural Rights and Human Development (Barcelona 08/2004) • Research activities on cultural indicators for development (2 contracts) • Studies on cultural policy profiles of African countries (10) in co-operation with International Agency of Francophony and PALOPS • Organization of 2 training workshops for artists, cultural administrators, entrepreneurs and managers (in co-operation with The Mont des Arts and Institute for Cultural Enterprise) 	<p>03/2004</p> <p>04 – 10/2004</p> <p>04 – 10/2004</p> <p>04– 10/2004</p>
<p>4. Publications</p> <ul style="list-style-type: none"> • Publish and disseminate 4 volumes of the OCPA publication series (possible titles: OCPA Dossier, Language Policy and African Music, proceedings of preparatory meetings as well as of the Proceedings of the Nairobi and Abidjan meetings, OCPA News 2002 – 2003 issues, bibliography and reference documents of African cultural policy) • Publish and circulate OCPA News electronic information bulletin twice a month • Publish a bibliography and a selection of reference documents on African cultural policy on OCPA web site 	<p>05-12/2004</p> <p>Continuous</p> <p>05-09/2004</p>
<p>5. Networking</p> <ul style="list-style-type: none"> • Identify and contact potential partners, experts, specialized networks, institutions, information sources, training centres and research services as well as possible donors • Establish a network of focal points for the Observatory in the various sub-regions and countries of the continent; • Negotiate and establish co-operation agreements with these institutions and focal points <p>Act as focal point for international networks (CULTURELINK, International network of Observatories in Cultural Policies, etc.)</p>	<p>Continuous</p> <p>02 - 10/2004</p> <p>02 - 12/2004</p> <p>Continuous</p>

<p>6. Missions</p> <ul style="list-style-type: none"> • Study tours • Participation in meetings and conferences • Networking • Contacts with possible partners and donors 	<p>As required</p>
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b) Activities foreseen in UNESCO's programme and budget for 2004 – 2005 to be implemented in 2004 with the involvement of OCPA

Total amount US\$ 52.000

1. Sub-regional Meeting (Nairobi, 2004) on “The Place of Culture in Development Processes
2. Elaboration of a Manual of Cultural Management
3. Elaboration of the study on “The Role of Cultural Events (festivals) in Regional Cultural Integration in Africa (to be confirmed)
4. Elaboration of a Model project on Cultural Diversity and Development
5. Organization of the Seminar on Cultural Indicators of Development in Africa

c) Participation of the Interarts Foundation in the organization of the Seminar on Cultural Indicators of Development in Africa

<p>Contribution to the travel costs of the participants in the Seminar on Cultural Indicators of Development in Africa</p>

Observatory of Cultural Policies in Africa (OCPA)

Meeting of the Steering Committee Maputo, 1-2 March 2004

Preliminary programme proposals for 2005 and Medium Term Priorities

A. Preliminary programme proposals (November 2004 - December 2005)

1. The preliminary programme is submitted for consideration to the Steering Committee taking into consideration the following elements

- i. The OCPA objectives and Medium Term Strategy as defined in the OCPA Project Document approved by the Maputo Task Force Meeting;
- ii. The outcome of recent regional meetings organized in Africa in OCPA's field of competence, in particular
 - the First Meeting of Experts for the Preparation of the Pan-African Cultural Congress (Nairobi, 16th – 18th December 2002);
 - the Workshop on Culture and Development in the Programme of Action of NEPAD (Abidjan, 1 - 5 September 2003):
- iii. The resources expected from the Ford Foundation and UNESCO;
- iv. The progress made in the previous period (2002 – 2004).

2. As indicated in the project proposal submitted for funding to the Ford Foundation for 2005, **the priorities** of the Observatory in this period could be as follows:

- Providing services for promoting cultural policies for development and their integration in human development strategies (production and dissemination of information, developing research and methodological instruments – such as indicators - for need analysis, designing, monitoring and evaluating cultural policies, advisory services, etc.);
- Promoting reflection on cultural rights in Africa (as related to the preservation of cultural heritage and identities, promoting participation in cultural life and creativity,

enhancing cultural pluralism and understanding as a factor of national cohesion and peaceful coexistence);

- Continuing training of African artists and creators as well as cultural agents (administrators, managers, producers and entrepreneurs) in new management methods and strategies for performing efficiently their tasks;
- Integration of a cultural perspective in planning, implementing and evaluating sustainable human development strategies in the framework of NEPAD, the valorization of cultural resources, such as traditional African knowledge systems (in view of the follow-up of the Regional Consultation on “NEPAD and Culture “;
- Acting as a centre of excellence and catalyser for promoting networking and synergy among existing African regional and professional cultural organizations by linking them together and linking them to international co-operation networks;
- Developing and diversifying partnership with professional and funding agencies for ensuring progressively the sustainability and financial autonomy of the Observatory.

These priorities are also in line with the conclusions of the Nairobi Expert meeting and can contribute to the follow-up of the Pan African Cultural Congress.

3. As to the results expected by end 2005, the programme is supposed to permit OCPA to

- a) consolidate the Observatory’s status (as a Pan African NGO) and strengthen its permanent structure;
- b) develop the Observatory’s project implementation capacity and diversify partnership for securing its sustainability;
- c) become a key Pan African resource centre through the further development of its information services as;
- d) move from collection and dissemination of information to the production of new data and knowledge through extending its scope of activities, namely in the field of research and developing methodological instruments, consultancy and advisory services as well as training in order to offer an efficient support to knowledge based policy making and capacity building in the field of culture;
- e) develop expertise, through interdisciplinary co-operation, namely in the field of cultural indicators of development, with a view to integrate a cultural perspective in national and regional human development strategies;
- f) develop quality products and services that secure the Observatory’s visibility and its professional recognition as a centre of excellence and key partner in its field of competence;
- g) become a key instrument of networking in Africa and interregional co-operation.

4. Preliminary Programme Proposals

Activity	
7.	Salaries (staff costs for OCPA Secretariat)
8.	Consultants fees (co-ordination and elaboration of funding strategy)
9.	Contracts for a) research activities and studies, especially on <ul style="list-style-type: none"> • national cultural policies • cultural indicators • cultural rights b) development of information services, namely <ul style="list-style-type: none"> • OCPA web site • OCPA News (electronic bulletin) • Data bases • OCPA Documentation Centre c) advisory services to Member States
10.	Documents and publications Research reports and information documents, studies, meeting reports and proceedings, etc., namely those in pipeline, already included in the publication plan
11.	Travel and meetings (including training sessions) Contacts with partners/donors, preparation and organization of meetings and training sessions, namely <ul style="list-style-type: none"> • A donors meeting (early in 2005) • A regional experts meeting on cultural rights in Africa • Two sub-regional training sessions for cultural development personnel (administrators, managers, artists and entrepreneurs, etc) in sub-regions not covered in 2004
12.	Miscellaneous (Communication, translation, equipment, etc.)
13.	Indirect costs (Administration 13% of programme costs)

4.1 Activities foreseen in UNESCO's programme and budget for 2004 – 2005

Activities to be implemented in 2005 with the involvement of OCPA

Total amount US\$ 15.000

1. Follow-up of the Sub-regional Meeting (Nairobi, 2004) on “The Place of Culture in

Development Processes
2. Publication of the Manual of Cultural Management to be developed in 2004
3. Publication of the study on “The Role of Cultural Events (festivals) in Regional Cultural Integration in Africa

B. Medium Term Priorities

Under this Item of the Agenda may wish to revisit and, if necessary, up-date the OCPA Medium Term Strategy, in the light of new developments and the lessons learnt from the past two years.

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 AU 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;
- Analyse 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 AU 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
 - directories 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, analyse 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 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).

Observatory of Cultural Policies in Africa (OCPA)

Meeting of the Steering Committee Maputo, 1-2 March 2004

Networking

(Background to Item VI of the Draft Agenda)

I. Background

As it appears in the conclusions and recommendations of the preparatory consultations, networking constitutes a central issue for the Observatory of Cultural Policies in Africa as an objective, a priority task, an expected result as well as a condition and key instrument for its development.

In fact the preparatory meetings underlined that 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.

It was also stressed 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.

Based on these guidelines, the OCPA project document emphasized that, with a view to implement efficiently its objectives and perform its tasks, OCPA should develop close co-operation, both at the regional and international levels, with other organizations and networks acting in its fields of competence.

“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.”

Networking appears also as a basic requirement following fundamental principles for the medium-term strategy, namely as regards:

- 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 into 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;

One of the main objectives of this strategy is entirely devoted to this issue.

In fact, under “Objective 5: Create Regional Co-operation Networks for Research, Training and Information on Cultural Policies for Development in Africa, the strategy underlines that, the Observatory should

- Map existing networks, analyse 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).”

In addition, networking is also necessary for enabling OCPA to act as a centre of excellence and catalyser for promoting networking and synergy among existing African regional and professional cultural organizations.

Present situation

Over the last two years, OCPA has developed contacts with many African institutions, organization and networks in the various fields of culture working at the various national, sub-regional and regional levels.

There are over one thousand African institutions and specialists whose addresses are included in the OCPA list serve and who receive regularly OCPA News.

With many of them, it has developed a two-way exchange of information. There may be some thirty, which regularly send their information bulletin or their occasional news items to OCPA. We receive more and more requests to include announcements about their activities realized or about coming events.

This is encouragement as during the first one and half years the feedback was very limited.

This new development shows that more and more African organizations and specialists become aware, not only of the existence of OCPA, but also of its capacity to make their projects and realizations known.

In some other cases, it appears that the information disseminated through OCPA News or requested directly has helped in connecting people and promoting co-operation between them.

More recently, several people have manifested interest in co-operating with OCPA and expressed their wish to actively contribute to the development of its activities, namely as correspondents or focal points.

Priority for the next phase: establishment of a network of focal points

On the basis of the contacts thus established, it is now time to move further towards setting up a network of focal points for OCPA in the various sub-regions, linguistic areas and field of competence. This decentralized structure is needed for efficient mobilization and co-ordination of all resources, partners and beneficiaries.

For creating this network of focal point the first task is to **identify partner institutions**, in the various regions and fields of culture, which could effectively and efficiently act as focal points for OCPA in their specific geographical and linguistic area or in their activity field.

In 2002, an attempt was made for mapping existing networks, analyse their profile and capacities, but unhappily it could only cover a limited number of potential partners and some of them have also disappeared or provisionally suspended their activities.

In selecting potential focal points, OCPA should consider their representativity, professional profile and quality, reliability, capacity and readiness to perform the tasks involved in animating a two way communication between OCPA and those working in the area of culture in their region or in their activity field.

Priority should be given to networks and organizations, which have already a co-ordinating role in their area. In some cases small dynamic organizations or well-informed individuals can also be considered as partners.

After careful selection, OCPA should conclude an agreement with each focal point concerning the objectives and modalities of their co-operation. In this perspective, it appears urgent to settle OCPA's legal status as an NGO.

The objectives and tasks of the focal points

Fundamentally, the objectives of the network would be to contribute, on the basis of mutual interest and reciprocity, to common goals, and more specifically to

- Channel two way information exchange between OCPA and its target groups in the various fields and region
- Share knowledge, experience, expertise and resources
- Promote complementarity and efficiency
- Promote synergies through coordination, co-operation and partnership
- Strengthen the recognition of the central role of culture and of the importance of cultural policy in African societies

To this effect focal points could agree to

- exchange data and information materials for their information services (newsletters, data bases, documentation centres, web sites, list serves, etc.);
- promote information about their respective organizations, their goals, services, activities and publications;

- inform about and associate each other to their projects and activities;
- undertake joint projects, etc.

The scope of the network

Created under the aegis of the AU, the Observatory's network of focal points should be extended to all the sub-regions of the continent including North Africa.

The network should enable OCPA 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.

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 such as OMMSA, OTASA, PREMA, SACIS, the Pan African Associations of Anthropologists, Book Publishers, Film Makers and Writers, FESPAC, FESPACO, FESPAD, FESPAM, MASA, etc.

The problem of **sub-regional focal points** is more difficult as there are only very few or no organizations having the profile corresponding to subject area and the criteria of selection.

They are as follows

Region	Organization
West Africa	Congress of Cultural Actors in West Africa – CCAWA/ Concentration des acteurs culturels d'Afrique de l'Ouest – CACAO, Porto Novo
	Groupe 30, Dakar, Animating also the regional network of focal points RICAFE and the web site AFRICINFO
Southern Africa	SADC Secretariat, Gaborone SADC National Commission (CONSADC), Maputo
Central Africa	International Centre for the Bantu Civilizations (CICIBA), Libreville
North Africa	Arab League Educational, Cultural and Scientific Organization (ALECSO), Tunis
	Islamic Educational, Scientific and Cultural Organisation (ISESCO), Rabat
East Africa	Eastern African Centre for Research on Oral Traditions and African National Languages (EACROTANAL) , Zanzibar
Indian Ocean	Indian Ocean Commission (IOC), Mauritius

The support of sponsoring agencies, African Union, UNESCO and the Ford Foundation is indispensable for the success of setting up such a network. On the one hand, they could endorse OCPA in its contacts and negotiations with potential focal points, in particular with intergovernmental organizations. On the other hand, they could make OCPA benefit from the wealth of knowledge and information being concentrated in their central services and field offices about culture, cultural projects and cultural policies in Africa.

At the same time the OCPA network could render useful services to these organizations by channeling information to them and mobilizing partners for promoting their objectives.

The views of the Steering Committee could help for improving the definition of these preliminary proposals concerning the OCPA networking plan and broaden the information on possible focal points.

Observatory of Cultural Policies in Africa (OCPA)

Meeting of the Steering Committee Maputo, 1-2 March 2004

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