Final Report

Introduction

1. The meeting took place in Nairobi, from on 13 February 2005. It was convened with a view
   (i) to examine the report about the activities realized by OCPA since the last session of the
   Steering Committee (Maputo, March 2004), the Draft Programme;
   (ii) to take decisions on the Draft Programme and Budget proposed for 2005;
   (iii) to spell out new orientations for the future development of OCPA in the light of a) the
   registration of OCPA in Mozambique as an international Pan African non governmental
   organization and b) the recommendations of the Meeting of the Task Force on Cultural
   indicators (Nairobi, 12 February 2005).
2. The meeting was attended by
   a. the Steering Committee’s President, Mr Pierre Dandjinou (Benin)
   b. the Steering Committee’s members:
       Marcel Diouf (African Union)
       Augustine Hatar (Uganda)
       Angeline S. Kamba (Zimbabwe)
       Lupwishi Mbuyamba (DRC)
       Fairuz Mullagee (South Africa)
   d. The members of the Task Force
       Fernando Dava (Mozambique)
Paul Nchoji Nkwi (Cameroon)
Zagba Oyortey (Ghana)
e. Representatives of the OCPA Secretariat: Máté Kovács, International Co-ordinator and Pedro Cossa, Local Co-ordinator.

5. One member of the Steering Committee (Renato Matusse) as well as the chair (Stephen Chifunyise) and two members (Alioune Sall, Alinah Segobye) of the Task Force informed the Meeting that due to other urgent matters they were not in a position to participate.

6. The final list of participants is attached to the present report in Appendix VII.

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Item 1: Opening addresses

7. The meeting was inaugurated by Pierre Dandjinou, Chair of the Steering Committee, who welcomed the participants and reminded that as OCPA is now to be established as an independent NGO, thus it is urgent to reconsider and adapt OCPA’s policy, structure and staffing as it may be needed and propose solutions likely to guarantee its long term sustainability.

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Item 2: Agenda and Work Programme

8. Following to these opening remarks, Lupwishi Mbuyamba presented the proposed agenda and programme. These documents, as adopted by the Committee, are attached to the present report in Appendix I.

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Working sessions

9. Subsequently the meeting proceeded to the discussion of the following issues:

Session 1

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Item 3: Registration of OCPA as a Pan African International Non Governmental Organization

10. In presenting this item, Lupwishi Mbuyamba and Pedro Cossa informed the Meeting about the work realized by the Secretariat in view of the official registration of OCPA as a Pan African International NGO in Mozambique, which became effective on 9 December 2004 in the framework of a ceremony when the funding members signed officially the finalized OCPA Statutes.

11. It was reminded that this new situation raises some issues that require decisions on behalf of the Steering Committee (organization of the regional conference, the mandate and composition of the Steering Committee, fiscal duties and responsibilities, host country agreement, etc.). Some concerns were expressed about the role and the rights of the different categories of members.
12. It appeared that some issues need further clarification, but it also was reminded that the Statutes give the Steering Committee the mandate to resolve problems arising from the interpretation of the Statutes. Various problems can also be clarified by adopting bylaws or internal regulations with detailed dispositions and definitions that can be adapted by the Steering Committee to the evolving needs of OCPA.

13. Actions proposed in relation with Item 3

The Secretariat should

- 3.1 finalize the host country agreement and take the necessary steps towards its approval by the competent authorities of Mozambique;
- 3.2 draft bylaws complementary to the statutes;
- 3.3 append a list of founding members to the statutes (namely Marcel Diouf, Máté Kovács and Damien Pwono and eventually other specialists).

14. The Steering Committee expressed its appreciation to Lupwishi Mbuyamba and the OCPA Secretariat for the effort that permitted the conclusion of the registration process.

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Item 4: Administration Structure

15. Máté Kovács recalled the initial proposals adopted in this respect in the OCPA project document adopted in the 2002 Maputo Task Force Meeting: OCPA should be governed by a Steering Committee and have a light administrative structure that is an Executive Secretariat operating with a reduced staff including the following

- Executive Director
- Research Co-ordinator/Editor
- Website Manager (half time)
- Documentalist/Translator
- Administrative Officer/Accountant (half time)
- Bilingual Secretary

16. This administrative structure is basically confirmed in the Statutes of the Observatory, which foresees also the establishment of a regional conference of members that takes the overall decisions.

17. The Maputo meeting appointed the Executive director a. i., but in absence of the necessary funding the Secretariat was established only in March 2003.

18. In spite of the relevant recommendation of the 2004 Maputo Steering Committee Meeting insisting on the importance of the recruitment of a permanent staff for the OCPA Secretariat, the latter has been operating with a staff limited to the executive director a. i. (part time), the local co-ordinator (part time) and a junior documentalist (full time). The Secretariat benefited also from the efficient professional input and from the administrative and organizational backstopping of the Maputo UNESCO Office as well as from the hospitality of ARPAC for which the Secretariat expresses its thanks.

19. Since the end of the last year OCPA’s status has basically changed (on 9 December 2004 OCPA is registered as an independent NGO, on 31 December 2004, Mr Mbuyamba retired from UNESCO and from the Maputo Office of UNESCO), thus the issue of the
20. All these facts make it urgent and necessary that the question of the administrative structures be re-examined by the Steering Committee in view of seeking appropriate new solutions.

21. At the end of the presentation Máté Kovács informed the Committee that he wished to withdraw from the post of the Executive Director a. i.

22. The Committee expressed its gratitude to Máté Kovács for his continuing contribution made since May 2002 for the successful launching and developing of OCPA and took note of with satisfaction that he was ready to co-operate with the project in an other form.

23. It was pointed out that the important issue of the structures should be examined and possible solutions should be envisaged in relation with the resources (human, finance and material) available or likely to be mobilized reasonably.

24. OCPA needs continuity and stability, thus OCPA should rely on the key resource persons who have run the project until now and, if needed and possible, recruit additional staff.

25. In the light of the needs the following **organigramme** has been proposed

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Regional Conference
     ↓
Fiscal Council ↔ Steering Committee
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Executive Secretariat
    Executive Director → Consultants (short term)
Research Co-ordinator
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Web site Manager Administrative Bilingual Documentalist/Translator
   (part time) officer (part time) Secretary
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**Item 5.1: Report of activities for 2004**

26. Presented by Lupwishi Mbuyamba and Máté Kovács, the report provided a summary of

   a) the results and shortcomings as to the implementation of the decisions and recommendations adapted by the Steering Committee at its last session
b) other activities realized by OCPA in 2004

27. In assessing the results the report pointed out that the greatest part of the Work Plan and budget for 2004 approved by the Steering Committee was implemented, however several of the substantial activities could not be undertaken at all and had to be postponed with the corresponding budget to 2005. In spite of these problems it can be considered that, within its possibilities, the Observatory has developed its activities successfully, in a dynamic and creative manner. OCPA is now widely known and recognized as a unique regional resource centre in Africa in its field of competence.

28. Good results were achieved namely as to the registration of OCPA as an NGO, the development of the OCPA web site under its own domain name, the regular production and distribution of OCPA News (26 issues), the development of the list serve containing more than 4200 addresses (1500 at the beginning of 2004), the progress made in building the data bases, the successful organization of three meeting, the representation of OCPA in international meetings organized by partner organizations, producing and disseminating publications (2) and a periodically up-dated flyer, preparation of manuscripts (5) of new publications, preparation of various documents (project proposals, reports, model co-operation agreement with partner organizations, elaboration of methodological instruments (draft model programme for sub-regional training sessions, draft guidelines for designing national cultural policies), etc.

29. As to the shortcomings, it can be regretted, in particular, that the resources available did not permit to recruit a permanent staff for the Observatory. Due to the same financial constraints and to various other circumstances beyond its control, OCPA could not implement some priority activities, namely the study on the long-term financial sustainability of OCPA, the research projects concerning the national cultural policy profiles and the publication of already existing manuscripts, the realization of the on-line full text reference library on African cultural policies.

30. The report does not reflect the invaluable (but non budgeted) support, received from ARPAC and Maputo UNESCO Office in terms of premises, services, as well as professional, administrative and organizational input and backstopping for which the Steering Committee reiterated its thanks.

31. Actions proposed and decisions concerning Item 5.1

- 5.1.1 After having discussed the report, the Steering Committee expressed its satisfaction for the work realized by the Secretariat and adopted the report with the following recommendations:
- 5.1.2 In the future the accounts attached to the report should be certified by an auditor and signed by the chairman;
- 5.1.2 OCPA should publish the report in an attractive form to be used as a hand out promotion material including some photos or graphics illustrating some achievements of OCPA;
- 5.1.3 A draft bylaw (internal regulation) should be prepared and should contain proposals concerning the OCPA financial regulations and auditing system and foresee the appointment of a treasurer;
5.1.4 OCPA should envisage drafting a Manual of Financial and Administrative Procedure. (The Steering Committee noted that Paul Nkwi (PAA) would be ready to prepare it for OCPA for a modest fee.)

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Item 5.2: Report of the Task Forces

(i) Task Force on Cultural Indicators

32. The report of this task Force was presented by Paul Nkwi, who drew the attention of the Steering Committee namely on the following recommendations:

1. Interarts Foundation’s proposal to organize a Euro-African Campus for promoting cultural co-operation in Dakar in September 2005 should be strongly considered. This should lead to eventual adoption of long-term cooperation of capacity building

2. The establishment of a technical committee based on the experience of the Task Force. Bringing on board new expertise from other areas or disciplines would strengthen the new committee. The setting up of a roster based on OCPA database of cultural institutions and specialists should also be considered.

3. Considering the participation of OCPA in the conference of African intellectuals, though minimal, proactive steps should be taken for its full participation in the second conference due to hold in Brazil. This will offer an occasion to reconnect with the Diaspora.

4. Given the present importance given to culture by the African Union, OCPA should establish more active steps in working with the AU on a number of critical areas of policy and action.

5. With respect to the African Cultural Report, the Task Force recommended, that while waiting for the invitation of Prince Claus Fund for any collaborative efforts, OCPA should proactively prepare the TOR and the list of experts. At the invitation of the Pan African Association of anthropologists (PAAA), a special session will be organized during the 15th PAAA Annual conference (Yaoundé, 8-12 August 2005) on the feasibility of such a report.

6. OCPA would avail itself for the World culture Report whenever this does take place.

7. With respect to Research, the task force, emphasized applied and field research but recommended that every year, OCPA should choose a theme, which will be circulated for possible research interest among African scholars or culture experts. The Task force is recommending that the theme for 2005 should be Culture and the MDG. A number of themes were also suggested for the years to come, namely, Culture and Agriculture, Culture and Gender Equity, Culture and Wealth Creation. OCPA will collaborate with ILO for the organization of training on Cultural Management and Entrepreneurship. However, the following areas for applied research were also suggested: HIV/AIDS, Poverty, Children’s Right, Education, Agriculture and conflict and their interaction with African cultures

8. On publication, it was proposed that all OCPA publications should be serialized; copyrighting all its publications is very important. Efforts should be made to assist local cultural producers to protect their rights.
9. In order to spread the good practices in cultural policy formulation, it is being recommended that OCPA produced five regional reviews of cultural policies (Central, West, Eastern, Southern and Northern Africa).

10. It was also being suggested that OCPA finalize guidelines for policy definition and formulation, which would serve as tool for governments and regions desiring to develop their policies. There is need to develop database of managers and executives of policy in the respective countries. OCPA should be encourage to broker meetings on international cultural policy so that OCPA should become routinely an African “think-tank”

11. Given that OCPA’s dissemination tools have been the website, books and published reports, it is being suggested the CD-ROM should be used as an additional tool for dissemination. Although publishing a journal required resources and dedication and sustainability, it is being suggested that the publication of a Journal (Revue) should be considered. The establishment of a documentation centre in Maputo should also have outlets in other countries.

12. With respect to 2005 Programme of Activities, the Task Force placed special emphasis on capacity building and recommended that a series of training programmes should be designed, and the courses outline developed. The work done by the ex-Itinerant College could serve as a basis in addition to its own strategy.

13. In order to create greater visibility, it was proposed that OCPA seek representation with major international bodies such as the African Union, AIF (Agence Internationale de Francophonie), CPLP and other multi-lateral and bilateral cooperation agencies.

14. A Memorandum of Understanding should be signed between CODESRIA and OCPA so that to offer its next round of themes and scholarships consideration should be given to culture and development.

15. Efforts should be made to out-source funds from potential donors in the north, such as NORAD, DANIDA and SIDA.

33. Action proposed and recommendations concerning Item 5.2

- Item 5.2.1 At the end of the discussion on these proposals, the Steering Committee expressed its thanks to the Task Force for the tasks performed successfully as well as for the recommendations presented.
- Item 5.2.2 The Committee decided to give due consideration to these recommendations in the future development of OCPA structures and activities.

(ii) Task Force on Sustainable Funding: This sub-point was discussed in relation with Item 7.

(iii) Task Force on Culture and Development: It was convened that the objectives of this task force should be clarified.

(iv) Task Force on Arts Festivals: Augustine Hatar informed the meeting that there will be a proposal circulated in one month time

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Item 6: Programme of activities for 2005
34. The draft programme and budget for 2005 and the updated proposed work plan and budget for the first four-month period of the year 2005 were presented by Lupwishi Mbuyamba and Máte Kovács. The proposal, prepared for the Ford Foundation in October 2004, was based on the assumption that OCPA will function as in 2003 and 2004 and that, with the contribution offered by the Ford Foundation for 2005 and with the carry over of funds remaining from 2004, it will have at its disposal the amount of US $ 205000 (including US$ 20000 that will be taken by UNESCO for administrative costs. NB. This amount was fixed by the Ford Foundation, but UNESCO may require a higher amount, cca. US$ 26000).

35. In the meantime it appeared that new expenditures are to be foreseen, namely those related to the need of strengthening the administrative structure of OCPA and the establishment of the OCPA Secretariat in its new premises. It seemed also necessary to propose new activities that seem important for a rapid progress in matters of regional networking and building partnership with other African organizations (assessment of African cultural organizations).

36. Actions proposed and recommendations concerning Item 6

- 6.1 Following a debate concerning the staff requirements, the Committee designated Lupwishi Mbuyamba as executive director of OCPA. The chair was requested to confirm this decision in an official letter.
- 6.2 Subsequently the Committee recommended to appoint Máte Kovács as research co-ordinator and Pedro Cossa as administrative officer.
- 6.3 The new version of the programme and budget has to be established in the light of the decisions and recommendations of the meeting. This draft should be finalized in consultation with the Steering Committee by 15 March.
- 6.4 Some preparatory work (with budgetary provision) for the African Cultural Report should figure in the Programme of Activities for 2005.
- 6.5 OCPA should urgently prepare a preliminary study about the evaluation of African Cultural institutions in view of the preparation of the AU meeting on this subject.
- 6.6 The Secretariat should prepare a budgetary estimate presenting the total of needs for 2005, which would permit to set also the fundraising target.
- 6.7 The implications of this decision should be reflected in the budgetary proposals.

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Item 7: Resource Mobilization

37. Following to the presentations by Angeline Kamba and Fairuz Mullagee and the subsequent debate the meeting adopted the following decisions and recommendations

- 7.1 OCPA should be involved in projects related to priority issues (HIV/AIDS, Governance, etc.) that can mobilize substantial financial support.
- 7.2 The creation of a trust fund (endowment) should be considered.
- 7.3 People should be aware of the existence and the profile of OCPA through which public relations can be developed.
- 7.4 On the basis of these ideas the Secretariat should start to work on a strategy and on substantial projects that could be submitted to potential donors.
- 7.4 PR, public information and image creation should be combined with the funding strategy.
7.5 OCPA News should periodically include points of views and short articles about timely cultural issues.

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Item 8: Partnerships

38. In presenting this point Lupwishi Mbuyamba, informed the meeting about the perspective of developing partnership in the various regions namely with

- UNESCO – it should be consolidated in a co-operation agreement and in the framework of a contract involving some funds (US$ 60000) could be asked for institutional support.
- African Union – it would be important to contact important personalities for their patronage (such as Graça Machel, Amadou Makhtar M’Bow and eventually Oumar Konaré himself)
- South, Latin and North America – useful contacts are engaged with the Observatory of cultural policies of São Paulo and the Montreal Centre for policies for Arts
- Asia – our contacts are less developed
- Arab World – ALECSO and ISESCO, MECCAD (Jordania)
- Europe – Culturelink, Conference, Interarts Foundation, Africa Initiative, Creative Exchange
- Ford Foundation will set up an Office in Dakar specialized in culture.

39. Marcel Diouf pointed out that the African Union is in a process of transition and restructuring, so the co-operation will have to be discussed when it will be decided who does what in the Secretariat. OCPA and AU should sign a Memorandum of Understanding, and OCPA should request an observatory status).

40. One of the priorities will be the co-operation with OCPA in view of the meeting on the evaluation of African cultural institutions. He recommended developing co-operation with other African institutions (CELTHO, ACALAN, Arab African Cultural Institute). Relations with Asia and the Caribbean should be strengthened. The effective representation of North African Arab Countries in the Steering Committee should be solved. He also underlined the need for OCPA to take into account the African Diaspora and its institutions as possible partners, in fact according to its new policy the African Union tends to consider the diaspora as the 6th region.

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Item 9: Evaluation of African Cultural Institutions

41. Lupwishi Mbuyamba explained that the idea of evaluating the potential partner organizations came from the need expressed by OCPA to become an umbrella organization promoting the co-operation with and between them. For that OCPA should know what is their status and what are their programme implementation and co-operation capacities for identifying centres of excellence.

42. The terms of reference of the evaluation study were presented by Paul Nkwi (See annex VIII), who recalled that OCPA is proposing to undertake a major review of the various cultural institutions on the continent so as to assess their capacities and to identify opportunities for the development of these institutions.

43. The terms of reference for the proposed study include detailed suggestions under the following headings
• Rationale
• Scope of the Evaluation
• Objectives
• Activities
• List of selected institutions
• Methodology
• Time frame
• Team

44. It was proposed to address this proposal to the AU, but probably there is a need to harmonize the objectives of AU and OCPA approaches as AU and OCPA have interest in different categories of institutions.

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Item 10: Networking

45. Lupwishi Mbuyamba and Máté Kovács reminded that a strategy of networking was adopted in the previous session of the Committee. Since then a Draft Model Agreement Concerning the Establishment of a Sub-regional Focal Point for OCPA, which can be adapted in each case.

46. Proposed actions and decision concerning Item 10

• 10.1 The Secretariat should proceed with the preparation of concrete proposals that should be examined in consultation with the Chair.

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Item 11: Establishment of a technical and/or Scientific Committee

47. Proposed actions and decision concerning Item 11

• 11.1 The Secretariat should prepare a draft proposal.

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Item 12: African Cultural Report

48. Angeline Kamba the importance of this project and recalled that this item was discussed earlier.

49. Proposed actions and decision concerning Item 12

• 12.1 The proposal of the African Report should be developed quite independently from the outcome of the World Cultures report. (Angeline Kamba and the OCPA the Secretariat should follow this issue in co-operation with other specialists concerned such as Mr P. Nkwi.)

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Item 13: Next events

50. Lupwishi Mbuyamba informed the meeting about the events of particular interest for OCPA, foreseen in the coming months, which are as follows

- AU meeting on the Evaluation of African Cultural Institutions (March-April 2005)
- Journées de l’entreprise culturelle JEC (Dakar, May 2005)
- Conference on NEPAD (May –June 2005)
- Conference of Ministers of Culture preparing the AU Summit
- 2nd World Culturelink Conference (Zagreb, June 2005)
- AU Summit on Education and Culture (Khartoum, January 2006)
- Yaoundé PAA Assembly (Yaoundé, August 2005)
- Euro African Campus – Interarts/OCPA (Dakar, September 2005)

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Item 14: Any Other Business

- **Skype – internet telephony**

51. In order to facilitate easy, cheap and efficient communication among the Steering Committee Members of OCPA it was suggested that they install the free internet telephony software on their computers. (To be downloaded at [http://www.skype.com/](http://www.skype.com/)). In cases the local environment does not permit the live conversation, Skype still makes possible to exchange written instant messages.

- **Patronage**

52. Proposed actions and decision concerning Item 14

- **14.1 Members of the Committee should send as soon as possible their proposals for famous personalities who could be invited to give their patronage to OCPA.**

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Item 15: Conclusions

53. The closing session took place in presence of Mr Silverse L. Anami, Director of Culture, Ministry of Gender, Sports, Culture and Social Services, who greeted the participants by saying Karibuni (welcome in Swahili). He confirmed to the Steering Committee the interest of the Ministry in co-operating with OCPA. He also spoke about the role of the culture Commission in the Kenya Constitution Review process and the advocacy developed in favor of the recognition of the importance of culture in development by Ms Wangari Mathai, Kenyan Nobel-prize winner. He informed the meeting about the progress of the Kenyan national cultural policy.

54. At the end of the discussions concerning the various agenda items, the Steering Committee adopted recommendations (listed under the relevant agenda points) concerning the orientations for OCPA’s future development.

55. In his closing remarks the Chair expressed his thanks to the members of the Committee, the Task Force and the OCPA Secretariat, for their contribution to the successful organization and work of the meeting.

56. He also expressed his gratitude to the sponsor organizations (AU, UNESCO and the Ford Foundation) for the continuing support that made possible the establishment of OCPA and the development of its activities.

57. Finally the chair he addressed a special vote of thanks to Mr Silverse L. Anami, Director of Culture for the support given by the Kenyan Ministry of Gender, Sports, Culture and Social Services to the organization of the meeting of the Steering Committee. Welcoming the active
participation of the Ministries representatives in the meeting, the chair considered that this can create a good start for a fruitful co-operation between OCPA and the cultural specialists and institutions of the host country.
List of documents

Annexes
Annex I - Programme and Agenda
Annex II - Report of activities for 2004
Annex III – Draft Programme of activities for 2005
Annex IV - Terms of Reference for Assessment of African Cultural Institutions
Annex V - Draft Model Agreement Concerning the Establishment of a Sub-regional Focal Points for the Observatory of Cultural Policies in Africa (OCPA)
Annex I

Observatory of Cultural Policies in Africa
Observatoire des Politiques Culturelles en Afrique

2nd Meeting of the Steering Committee
Nairobi, 13 February 2005

Programme and agenda

9:00  Item 1 - Opening remarks—Pierre Dandjinou
Item 2 - Adoption of the Agenda and Programme—Lupwishi Mbuyamba

9:30  Item 3 - Registration of OCPA as a Regional Pan African Non Governmental Organization—Lupwishi Mbuyamba and Pedro Cossa
Item 4 - Administration Structure—Máté Kovács

10:30  Coffee Break

11:00  Item 5.1 - Report of activities for 2004—Lupwishi Mbuyamba and Máté Kovács
Item 5.2 - Report of the Task Forces: (i) Cultural Indicators; (ii) Sustainable Funding; (iii) Culture and Development; (iv) Arts Festivals—Paul Nkwi
Item 6 - Programme of activities for 2005—Lupwishi Mbuyamba and Máté Kovács

12:00  Lunch Break

13:30  Item 7 - Resource Mobilization—Máté Kovács and Pierre Dandjinou

14:00  Item 8 - Partnerships—Lupwishi Mbuyamba and Marcel Diouf
   a) UNESCO
   b) African Union
   c) Africa
   d) South, Latin and North America
   e) Arab World
   f) Europe
14:30 Item 9- Evaluation of African Cultural Institutions- Lupwishi Mbuyamba and Paul Nkwi

Item 10 - Networking-- Lupwishi Mbuyamba and Máté Kovács

15:30 Item 11 - Establishment of a technical and/ or Scientific Committee—Lupwishi Mbuyamba

16:00 Coffee Break

16:30 Item 12 - African Culture Report – Angeline Kamba

Item 13 - Next events- Lupwishi Mbuyamba and Pierre Dandjinou

Item 14 - Any Other Business

17:00 Item 15 - Conclusions-Pierre Dandjinou
Annex II

Observatory of Cultural Policies in Africa
Observatoire des Politiques Culturelles en Afrique

2nd Meeting of the Steering Committee
Nairobi, 13 February 2005

Activity report 2004
(Background to Item 5.1 of the Agenda)

I. Implementation of the decisions and recommendations of the Steering Committee (Maputo, 2004)

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. channeling information to OCPA about events, important policy actions, short case studies.

No such specific definitions were formulated by the Committee, however OCPA has been providing the members with a stock of OCPA documents and publications for this purpose:

- the periodically up-dated OCPA flyer (E/F/P),
- the OCPA Dossier(E/F) and
- the strategy document (Cultural Indicators of Human Development: Towards an African perspective - in E/F/P/Sw).

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

i. What is OCPA?

ii. What OCPA can offer in terms of information resources, research, advisory and other services to ministries of culture and other possible partners?

iii. What institutions and individuals interested can do to become a partner of OCPA?
• No formal strategy has been elaborated, but OCPA was very active in this respect. The main communication instruments are OCPA News (distributed to some 4200 addressees) and the OCPA web site on which around 5000 page views are currently registered monthly, generated by visitors from 140 countries worldwide.

• Furthermore the publications, mentioned above under point a), have been distributed in various meetings and conferences in several hundred or thousand copies. Due to this action OCPA is widely known and recognized as a key organization in the field of cultural policy and development in Africa. Although the OCPA brochure has been regularly up-dated and widely disseminated. It has not yet been complemented by the chapter “What OCPA can do for you?”.

c) Every effort should be made for accelerating the registration of OCPA as an NGO in Mozambique, which constitute, in many aspects, a condition sine qua non for the recognition of OCPA as a potential partner for African countries and institutions.

• Following the recommendation of the 2004 Steering Committee meeting, special attention was given to accelerating the registration process of OCPA as an NGO in Mozambique. The registration request and all supporting documents were then submitted to the Ministry of Justice of Mozambique and an authorisation was granted on 19th August 2004 for OCPA to be registered in Mozambique as a Pan African regional non-governmental organization with its headquarters in Maputo city in Mozambique.

• After the Minister’s authorisation, a local Notary was contacted for an official registration ceremony of OCPA, which took finally place on 9 December 2004.

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

• The study and mission were included in the revised programme and budget of OCPA for 2004, the Task Force prepared proposed terms of reference for their implementation. As the project has not yet been launched, the amount foreseen for it is carried over to the proposed programme and budget for 2005,

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.

As mentioned above, three publications have already been produced in 2004

• the periodically up-dated OCPA flyer (distributed in E/F/P in several thousands of copies),

• the OCPA Dossier(1500 copies in E and 1000 in F)
• the strategy document (Cultural Indicators of Human Development: Towards an African perspective (available in E/F/P/S/Ar/Sw/Catalan, printed in E and F in 1500 copies

Publications to come (manuscripts established require final editing before production):
• Manda Tchebwa: Musiques africaines (OCPA/AU/UNESCO joint publication ready for printing)
• OCPA Reader of basic reference texts on cultural policies in Africa (320 pages, including decisions, recommendations and declarations adopted at the international and African regional levels by competent organizations as well as an historical overview of the priorities of African cultural policies throughout the last four decades and a bibliography of some 600 document concerning the subject);
• For an Observatory - compilation of the reports of the four preparatory meetings of the launching of the OCPA project.
• The Proceedings of the Workshop on Culture and Development in the Programme of Action of the New Partnership for Africa’s Development - NEPAD (Abidjan, Côte d’Ivoire, 2 – 5 September 2003),
• The Proceedings of the International Seminar on Cultural Indicators of Human Development in Africa (Maputo, 3 – 5 March 2004),

f) 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;

• At the request of various member states OCPA provided information, prepared comments and proposed resource persons for the elaboration of cultural policies and programmes in Botswana, the Seychelles, Kenya, Angola, Côte d’Ivoire, Togo, Sierra Leone, Angola or for setting-up cultural policy observatories (ACP Secretariat, Brussels and OAS, Washington).
• OCPA has also produced a draft Guideline for the Design and Evaluation of National Cultural Policy.

g) A great effort should be made for the rapid development of the OCPA information services (documentation centre, databases and reference library), the training activities and materials (programmes, content, expected results, professional profiles for trainees and trainers).

• The information services and data bases have developed rapidly. It is foreseen to improve the structure of the data bases for making them fully operational. The reference library has not been launched. The project is postponed to 2005.
• A model programme for sub-regional training courses has been elaborated, a two training workshops organized. Initially foreseen for November 2004, they are to take place from 14 to 18 February 2005 in Nairobi.

h) 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
i. Task force on sustainable funding – led by Ms Angeline S. Kamba, seconded by Mr Stephen Chifunyise and Ms Fairuz Mullagee;

ii. Task force on arts and festivals – led by Mr Augustine Hatar, seconded by Mr Renato Matusse and Mr Paulino Ricardo;

iii. Task force on culture and development – led by Mr Pierre Dandjinou, seconded by Mr Marcel Diouf and Mr Lupwishi Mbuyamba.

- The first Task Force elaborated the proposed terms of reference for the study and mission,
- The two other task forces did not take any action.

i) Committee examined the item 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.

- The document was complemented in the light of the recommendations by a draft agreement of co-operation with focal points and other partners.

***

II. Activity report

A. General observations

The greatest part of the Work Plan and budget for 2004 approved by the Steering Committee was implemented, however several of the substantial activities could not be undertaken at all and had to be postponed with the corresponding budget to 2005. In spite of these problems it can be considered that, within its possibilities, the Observatory has developed its activities successfully, in a dynamic and creative manner. It is now widely known and recognized as a unique regional resource centre in Africa in its field of competence.

B. Registration of OCPA as a Pan African International NGO: See point I.c. above

C. OCPA Bank Account

After the official registration OCPA opened a bank account, which may be used only for deposits and not for withdrawals.

OCPA bank accounts are as follows:

a) Account in Meticais (Mozambican currency): 1131603431007
b) Account in American Dollars: 1131603431015

SWIFT CODE: BSTMMZMA

Name and address of the Bank: STANDARD BANK, Av. Julius Nyerere No. 1380, R/C, Maputo – Mozambique.

D. Development of the OCPA web site

The OCPA web site, launched in July 2001 and established under its own domain name (http://www.ocpanet.org/) in April 2004, has been regularly enriched and up-dated. (See the December 2004 report by Culturelink (Zagreb) on the Development of the OCPA web site as a World Wide Web resource centre, http://ocpa.irmo.hr/activities/web/2004/index.html).

Updated on a regular basis, the site currently consists of some 125 Web pages (HTML format) and 150 documents (MS Word and Adobe PDF format). Beyond this, it provides easy access...
to numerous other relevant information sources and web sites. The web site is 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 website's 'resources' section presently links to 140 reference items (events, projects, publications, information sources), as many institutions of interest, including a selected listing of 70 relevant African and international cultural and artistic non-governmental organizations and some 60 African cultural policy documents such as working papers, reports, conclusions and recommendations. The 'news' section lists current announcements, while the index and full listing of some 120 past announcements have been archived for reference purposes.

The site also includes over 50 issues of OCPA News, the e-bulletin of the Observatory published regularly every fortnight. These issues contain hundreds of news items, announcements and pieces of information.

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

Published since July 2001, OCPA News has been produced regularly twice a month. Until February 2005, 125 issues have been distributed; altogether they represent some 2400 pages of short news items giving access to more detailed information documents and sources.

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.

As to the OCPA list serve, the number of addresses has almost tripled in over the past year. Presently, the bulletin is sent to more than 4200 addressees in Africa and worldwide in an html format through UNESCO’s mail service in a short version 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.

There is an improvement in the interactivity communication with the OCPA partner as people realize that OCPA News can be useful for them in making known their projects and achievements

F. Development of the OCPA data bases and documentation centre

After the first session of the Steering Committee, the development of these services has been considerably accelerated.
For the time being three ACCESS data bases 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 data base 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 data bases contain some 1000 entries on institutions and also 1000 on specialists. Due to the effort of verification, the greatest part of the entries contain full information as to the contact addresses and could be complemented with data on professional profiles of the institutions or specialists concerned.

In the development of the documentation centre and the data base on national cultural policies in Africa we continue to be blocked by the absence of reaction from the potential partners. 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.

In the future it is recommended to concentrate on the operationalization of the data base and to preparing, according to a one year plan, of monthly thematic information up-dates (by subject field, organization, country or region, etc.) with bibliographic references or links to important summary documents, press articles as well as to selected institutions, organizations and events related to the topic).

OCPA currently has the documents on the national cultural policies from 15 countries: Benin, Botswana, Ethiopia, Guinea, Kenya (being finalized), Lesotho, Malawi, Mauritius, Mozambique, Nigeria, Seychelles (being finalized), South Africa, Tanzania, Uganda (being finalized) and Zimbabwe.

G. OCPA’s participation in the organization of African regional meetings in 2004:

- The International Seminar on Cultural Indicators of Human Development in Africa (Maputo, 3 – 5 March 2004).
- The Task Force INTERARTS/OCPA on Cultural Indicators of Human Development in Africa (Maputo, 6-7 August 2004)
• Culture and Development in Africa Seminar & Entrepreneurship Development Workshop (Nairobi, Kenya, postponed from November 2004 to 14-18 February 2005)

Through these meetings OCPA co-operated actively with the Interarts Foundation in the preparation process of the Congress on Cultural Rights and Human Development (Barcelona, 26 August 2004) and seven cultural specialists, members of the OCPA Steering Committee and of the INTERARTS/OCPA Task Force participated in the Barcelona Congress. In the meeting this group was complemented by four other delegates from Africa and the Diaspora.)

H. OCPA was also invited to participate in other meetings such as:


• First Conference of Intellectuals from Africa and the Diaspora (Dakar, 7 - 9 October 2004)

• International Seminar on Training in Cultural Policy and management for Cultural Diversity and Development (Girona, 29 August – 1st September 2004)

• Colloque sur l'apport des industries culturelles au développement économique des pays du Sud (Ouagadougou, 3-5 November 2004)

I. Other activities

• Identification of institutions concerned and potential partners (continuous) and regular, two-way exchange of e-mail information newsletters with some 100 international networks and specialized institutions interested in cultural policy and co-operation);

• Production and distribution of a periodically up-dated OCPA flyer in English, French and Portuguese to possible partners and in international events such as the Conference of Ministers of Culture of the Portuguese Speaking Countries (Maputo, May 2004), the Regional Consultation of African National Commissions for UNESCO (Maputo, Mozambique, May 2004);, the SADC Summit/Council of Ministers (Mauritius, August 2004) and the meeting listed above.

• Publication of an OCPA dossier in English (1500 copies) and French (1000 copies) in co-operation with Culturelink (Zagreb) 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;

• Preparation of project proposals to be submitted for funding to UNESCO and the Ford Foundation (March 2004);

• Two mission of an international consultant (Máté Kovács) for the preparation of the launching of the OCPA Executive Secretariat in Mozambique (January 2003);

• Preparation of the Report to the Ford Foundation on the implementation of the OCPA project in 2003-2004 (October 2004)
• Preparation of the **OCPA Work Plan and Budget for 2005** (November 2004);

• Preparation of a **model of sub-regional training programmes for cultural policy and management specialists** (September 2004);

• Finalization of the **draft host country/agency agreement** for the establishment of the OCPA Executive Secretariat in ARPAC – Institute for Social and Cultural Research, Maputo (July 2004);

• **Work of the OCPA Executive Secretariat** (March 2003) in ARPAC – Institute for Social and Cultural Research, Maputo with the collaboration of a **local co-ordinator** (Pedro Cossa) and a junior documentation specialist (Yonese Plinio).

***

J. RESEARCH AND PUBLICATION

1. **Documentary research and compilation of the proceedings of meetings** in view of preparing books and documents to be published in the OCPA Publication Series

2. **Launching of the OCPA publication series**

**Already published**

- **Observatory of Cultural Policies in Africa.** A booklet of 50 pages published in English and French in June 2004 constituting the first volume of the OCPA Publication Series with detailed information on the background, the objectives, the expected results and the services and planned projects of OCPA as well as a report on the progress made in developing the OCPA web site;

- **Cultural Indicators: An African View.** a strategic document on elaborating cultural indicators of human development in Africa, drafted, within the framework of a follow-up to the International Seminar held on this issue (Maputo, 2-5 March 2004), by the Task Force on Cultural Indicators of Human Development in Africa in its meeting (Maputo, Mozambique, 6-7 August 2004) organized by OCPA, UNESCO, Intertarts and Forum Barcelona 2004. Published in English and French and also accessible on the OCPA web site in English, French, Spanish and Swahili.

**Other volumes ready for final editing and printing in the OCPA Publication Series**

- A study on the African Music by Manda Tchebwa (text available);

- A volume with the reports of the preparatory meetings of OCPA (text available, 66 p.);

- A volume of the issues of OCPA News circulated since July 2003-2004 (texts available);

- A volume (OCPA Reader) of basic reference texts on cultural policies in Africa (320 pages, including decisions, recommendations and declarations adopted at the international and African regional levels by competent organizations as well as an historical overview of the priorities of African cultural policies throughout the last four decades and a bibliography of some 600 document concerning the subject);

- The proceedings of the Intergovernmental Conference on Language Policies in Africa (Harare, 1997) - (texts available);

***

III. PROBLEMS AND SHORTCOMINGS

The resources available do not permit to recruit permanent staff for the Observatory.

Some activities, planned or undertaken with external partners, could not be launched and implemented, as scheduled, as the decisions fall beyond the control of the Observatory or UNESCO, acting as executing agency.

Thus, the African Union is still expected to decide when the Pan African Cultural Congress will take place and when the amount obligated for this purpose has to be transferred.

The Task Force is awaited to decide how it proposes to realize the study on the long-term financial sustainability of OCPA and the related consultancy for negotiating with possible donors and partners (activity decided by the Steering Committee and entrusted to a special Task Force).

Until these decisions are taken it is difficult to establish the final balance of this phase of the project. All remaining funds will be used in the coming months for priority activities such as research on cultural indicators, publications, African Cultural Policy Reference Library.

***

Summary of expenditures in 2003-2004

| Total project budget from Ford Foundation: | US$ 250,000 |
| Amount utilized in 2003 | US$ 43,000 |
| Amount allotted in 2004 | US$ 181,000 |
| Programme support cost | US$ 32,500 |
| Available | US$ 4,500 |

Activities (to be funded from external contribution requested):

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>BL 11 I. International consultants</td>
<td>US$</td>
<td>US$</td>
<td>US$</td>
</tr>
<tr>
<td>International co-coordinator</td>
<td>10,400</td>
<td>17,000</td>
<td>27,400</td>
</tr>
<tr>
<td>II. National consultants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local project co-ordinator</td>
<td>6,000</td>
<td>6,600</td>
<td>12,600</td>
</tr>
<tr>
<td>Sub-total</td>
<td>16,400</td>
<td>23,600</td>
<td>40,000</td>
</tr>
<tr>
<td>BL 13</td>
<td>Support personnel</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Address: 11, Rua Comandante Augusto Cardoso, Maputo, Mozambique
Telephone: +258 1 301015 Fax +258 1 312272 P. O. Box 1207
Email: ocpa@tvcabo.co.mz, ocpaculture@yahoo.co.uk, ocpa@unesco.org
Web: http://www.ocpanet.org
<table>
<thead>
<tr>
<th>BL</th>
<th>Description</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
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<tr>
<td>Bilingual junior assistant (full time)</td>
<td>7.000</td>
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<td></td>
<td></td>
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<td>Sub-total</td>
<td></td>
<td>7.000</td>
<td>7.000</td>
<td></td>
</tr>
<tr>
<td>BL 15</td>
<td>Duty travels</td>
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<tr>
<td>BL 16</td>
<td>Missions for international and national consultants (travel and per diem)</td>
<td>8.000</td>
<td>13.000</td>
<td>21.000</td>
</tr>
<tr>
<td>Sub-total</td>
<td></td>
<td>8.000</td>
<td>13.000</td>
<td>21.000</td>
</tr>
<tr>
<td>BL 20</td>
<td>Sub-contracts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designer for publications</td>
<td>2000</td>
<td>2000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal adviser for registration and host country agreement</td>
<td>1.000</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds destined to the study on sustainable funding for OCPA as decided by the Steering Committee USD/21.000</td>
<td>21.000</td>
<td>21.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracts for web site development with CULTURELINK</td>
<td>5.000</td>
<td>10.000</td>
<td>15.000</td>
<td></td>
</tr>
<tr>
<td>Sub-total</td>
<td></td>
<td>5.000</td>
<td>34.000</td>
<td>39.000</td>
</tr>
<tr>
<td>BL 32</td>
<td>Meetings and Group training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial participation to the Abidjan Workshop on Culture and NEPAD</td>
<td>5.500</td>
<td>5.500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 experts meeting on cultural indicators+ Task Force Meeting</td>
<td>12.000</td>
<td>12.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting of the Steering Committee</td>
<td>11.000</td>
<td>11.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 training session in East and Central Africa</td>
<td>30.000</td>
<td>30.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support to the Pan African Congress</td>
<td>34.000</td>
<td>34.000</td>
<td></td>
<td></td>
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<td>Sub-total</td>
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<td>5.500</td>
<td>87.000</td>
<td>92.500</td>
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<tr>
<td>BL 40</td>
<td>Equipments</td>
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<td>BL 40.1</td>
<td>Expandable equipments</td>
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<td>3.000</td>
<td></td>
</tr>
<tr>
<td>BL.40.2</td>
<td>Non-expandable equipments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>---------------------------</td>
<td>-------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sub-total</td>
<td>3.000</td>
<td>3.000</td>
<td></td>
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<table>
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<tr>
<th>BL.52</th>
<th>Publications</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sub-total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| BL.53   | Miscellaneous (communication) | 500   | 4.200 | 4.700 |
|         | Sub-total                  | 500   | 7.000 | 7.500 |

|                   | Total expenditures         |       |       |
|                   | Programmes support cost (13%) | 8.000 | 24.500 | 32.500 |
|                   | Non obligated              | 4.500 | 4.500 |
|                   | Total project budget       | 43.000 | 206.000 | 250.000 |

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**Observatory of Cultural Policies in Africa**  
**Observatoire des Politiques Culturelles en Afrique**

**Meeting of the Steering Committee**  
**Nairobi, 13 February 2005**

**PROPOSED WORK PLAN AND BUDGET FOR OCPA**

**NOVEMBER 2004 – DECEMBER 2005**  
(Background to Item 6 of the Draft Agenda)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consolidate the Structure of the OCPA Secretariat</td>
<td>To be fixed</td>
</tr>
<tr>
<td>1.1 Consultants</td>
<td>11/2004-12/2005</td>
</tr>
<tr>
<td>• International consultant for co-ordinating the project</td>
<td></td>
</tr>
<tr>
<td>• National consultant acting as local co-ordinator</td>
<td></td>
</tr>
<tr>
<td>NB. 1. It being understood that the tasks of the International and Local Co-ordinators, Web site manager, Documentalist/translator and Administrative officer /Accountant will be performed by the UNESCO Office in Maputo and its consultant(s) on a part time basis until the funding necessary for the recruitment of a permanent staff can be secured.</td>
<td></td>
</tr>
<tr>
<td>2. Other project staff and consultants can be contracted when the funds necessary for the implementation of project activities are mobilized.</td>
<td></td>
</tr>
<tr>
<td>1.2 Elaboration of an OCPA strategy for sustainable funding and fundraising mission</td>
<td>12/2004-02/2005</td>
</tr>
<tr>
<td>1.4 Organize one meeting of the Steering Committee</td>
<td>03- 06/2005</td>
</tr>
<tr>
<td>2. Information services</td>
<td></td>
</tr>
<tr>
<td>2.1 Develop the OCPA Documentation Centre</td>
<td></td>
</tr>
</tbody>
</table>

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Ford Foundation contribution for 2004 – 2005  
US$ 150,000

Balance from 2004:  
Contribution to the Pan African Cultural Congress  
US$ 30,000

Restitution of the salary paid to Ofelia in 2004  
US$ 21,000

Unspent amount (after deduction of US $ 1,500 for administrative costs for UNESCO-Maputo)  
US$ 4,500

Total:  
US$ 205,500
Continue to Map basic reference documents concerning cultural policies in Africa in the existing information a sources (UNESCO, AU, SADC, CICIBA, etc.) in Member States.

Enrich the documentary collection through repeated request to information sources identified as well as to and printing document available on internet.

2.2 Develop the OCPA web site ([http://www.ocpanet.org](http://www.ocpanet.org)) in cooperation with Culturelink (Zagreb) namely as to

- its structure and linguistic balance
- new computer applications (data base)
- its contents and resources (documents, information items, news, links)

2.3 Develop the list serve the list serve (from 3500 to 5000)

2.4 Create a full text reference library (hard copy and web site)

2.5 Complement the OCPA data bases of

- institutions
- specialists
- cultural policies

3. **Research, meetings and training sessions**

- Organization, in co-operation with Interarts and UNESCO, a Euro African Campus (Dakar) for promoting South North cultural co-operation projects 03-06/2005
- Research on cultural indicators for human development in Africa (implementation of the strategic proposals adopted by the Task Force (2 contracts) 12/2004-04/2005
- Studies on cultural policy profiles of African countries (10) in co-operation with International Agency of Francophony and PALOPS 02 – 12/2005
- Contribution to the AU Pan African Cultural Congress or organization of a training workshop in Western or Central Africa for artists, cultural administrators, entrepreneurs and managers (in co-operation with The Mont des Arts and Institute for Cultural Enterprise) 06 – 10/2005

4. **Publications**

- Publish and disseminate 4 volumes of the OCPA publication series (possible volumes: African Music, Towards an Observatory - Reports from Preparatory Meetings, OCPA Reader and Bibliography on Cultural Policy in Africa, Language Policy, Proceedings of the Regional Workshop on Culture and the NEPAD (Abidjan 2003) and International Seminar on Cultural Indicators of Human Development in Africa (Maputo, 2005) 01-12/2005
- Publish and disseminate OCPA News, the electronic information bulletin twice a month Continuous
- Publish the volume OCPA News 2003 – 2005 issues (76 - 123) Continuous

5. **Networking**

- Identify and contact potential partners, experts, specialized networks, institutions, information sources, training centres and research services as well as possible donors Continuous
### Missions for

- Study tours
- Participation in meetings and conferences
- Networking
- Contacts with possible partners and donors

**Note:** Missions are continuous as required
**Observatory of Cultural Policies in Africa**  
**Observatoire des Politiques Culturelles en Afrique**

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**2nd Meeting of the Steering Committee**  
**Nairobi, 13 February 2005**

**Proposed Budget for November 2005 – December 2005**

**Background to Item 6**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford Foundation contribution for 2005 – 2005</td>
<td>US$ 150,000</td>
</tr>
<tr>
<td>Balance from 2005: Contribution to the Pan African Cultural Congress</td>
<td>US$ 30,000</td>
</tr>
<tr>
<td>Restitution of the salary paid to Ofelia in 2005</td>
<td>US$ 21,000</td>
</tr>
<tr>
<td>Unspent amount (after deduction of US$ 1,500)</td>
<td>US$ 4,500</td>
</tr>
<tr>
<td>Total</td>
<td>US$ 205,500</td>
</tr>
</tbody>
</table>

**Available budget:**  
US$ 185,872.

**Activities (to be funded from external contribution requested):**

<table>
<thead>
<tr>
<th>BL 11</th>
<th>I. International consultants</th>
<th>MM</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>International Co-ordinator</td>
<td>To be fixed</td>
<td>17,000</td>
</tr>
<tr>
<td></td>
<td>II. National consultants</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Local project co-ordinator</td>
<td>14</td>
<td>8,400</td>
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<tr>
<td></td>
<td><strong>Sub-total</strong></td>
<td></td>
<td><strong>25,400</strong></td>
</tr>
<tr>
<td>BL 13</td>
<td>Support personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bilingual junior assistant (full time)</td>
<td>14</td>
<td>9,400</td>
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<tr>
<td></td>
<td><strong>Sub-total</strong></td>
<td></td>
<td><strong>9,400</strong></td>
</tr>
<tr>
<td>BL 16</td>
<td>Missions for the OCPA staff, international and national</td>
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<td>7,000</td>
</tr>
<tr>
<td>Item</td>
<td>Cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultants (travel and per diem)</td>
<td>7,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BL 20</strong></td>
<td>7000</td>
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<td></td>
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<tr>
<td>Sub-contracts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCPA Strategy for Sustainable Financing and Fundraising</td>
<td>20,000</td>
<td></td>
<td></td>
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<tr>
<td>Study and mission</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Studies for cultural indicators</td>
<td>12,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCPA Newsletter and technical support</td>
<td>7,000</td>
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<td></td>
</tr>
<tr>
<td>Reference library</td>
<td>7,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract for web site development with CULTURELINK</td>
<td>7,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data base specialist</td>
<td>1,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>54,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BL 32</strong></td>
<td>153,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings and Group training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Euro African Campus+1 meeting of the Steering Committee+ Donors’ Meeting</td>
<td>25,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution to the Pan African Cultural Congress or Training session in West Africa</td>
<td>30,000</td>
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<tr>
<td><strong>Sub-total</strong></td>
<td>153,800</td>
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<td></td>
</tr>
<tr>
<td><strong>BL 40</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BL 40.1</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Expandable equipments</td>
<td>1,200</td>
<td></td>
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</tr>
<tr>
<td>BL 40.2</td>
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<td></td>
<td></td>
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<tr>
<td>Non-expandable equipments</td>
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<td></td>
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</tr>
<tr>
<td>Photocopying machine (1)</td>
<td>1,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax/telephone (2)</td>
<td>500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance and maintenance for the equipments</td>
<td>500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture, shelves and filing cabinets, fans</td>
<td>1.000</td>
<td></td>
<td></td>
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<tr>
<td><strong>Sub-total</strong></td>
<td><strong>4.700</strong></td>
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<td></td>
</tr>
<tr>
<td>BL 52</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Publications</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reports, books, newsletter and CDs and (translation, proof reading,</td>
<td>28.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>printing, mailing, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designer for publications</td>
<td>2.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>30.000</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BL 53</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administrative costs (10%) and Miscellaneous (communication)</strong></td>
<td>20.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>20.000</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total project budget</strong></td>
<td><strong>205.500</strong></td>
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<td></td>
</tr>
</tbody>
</table>

NB. These figures do not contain the office rental cost or the other cost necessary for the running of the office, such as electricity, water, security and cleaning.
Observatory of Cultural Policies in Africa
Observatorie des politiques culturelles en Afrique

2nd Meeting of the Steering Committee
Nairobi, 13 February 2005

TERMS OF REFERENCE FOR ASSESSMENT OF AFRICAN CULTURAL INSTITUTIONS
(Background to Item 9)

Introduction:
The cultural dimension or more accurately the cultural imperative of development is one that is no longer in contention at a global level. In Africa however the fragile economic systems seem to have made planning for culture almost nonexistent. At a time when the volume of trade in cultural goods on a global level has moved into trillions of dollars, Africa somehow still lags behind. Particularly vulnerable in this situation are those important institutions for researching and documenting local cultural resources for the purposes of national development. Most cultural institutions in Africa now function at less than optimal levels. This worrying trend has been identified by OCPA as one that needs redress. OCPA is therefore proposing to undertake a major review of the various cultural institutions on the continent so as to assess what has gone wrong and to identify opportunities for the development of these institutions.

In the immediate aftermath of independence, many African governments created institutions and organizations for researching and collating information and documenting various traditional and cultural knowledge systems. These institutions were intended to serve as model centres of excellence. Subject to the availability of human and financial resources, these investigations and pursuit of knowledge were designed to cover both the tangible and intangible heritage of communities. Medicine, architecture and agriculture are but a few examples of these multidisciplinary efforts. Almost inevitably, the more demonstrative and symbolic aspects of African cultures particularly, those that pertained to music, song theatre dance and the visual arts gained prominence at the expense of other knowledge systems. Arguably, this was due to the use of the expressive arts as community symbols and means through which local aesthetic systems were fused in the pursuit of national identities. The by-product of this development was that African culture has almost become synonymous with dance and music.

Rationale
The rationale for the establishment of these centres of learning included the recent history of devaluation of African cultures under colonialism and the pressing unique development
challenges of the continent. **Expediency, relevance and validation** were therefore essential guideposts to the pursuit and re-evaluation of ‘African knowledge’.

It is the contention of this proposal that the centres of excellence can provide the much-needed stimuli and systems to help the continent out of its present situation. But, for this to happen a process of systematic review, which seeks to establish the needs of these centres, identifies good practice models and importantly how to galvanize the centres to respond effectively to the development challenges of the continent.

**Scope of the Evaluation**

- Examination of Mission Statements
- Review of systems for establishing Accountability
- Evaluation of Management practices
- Examination of Governance structures
- Review of Programmes and activities
- Evaluation of levels of local participation
- Assess existing Linkages between specific institutions and other centres of learning and activity
- Financial and human resources

**Objectives**

The objectives are the following

a) To establish a network of sub-regional focal points for OPCA
b) To set up a regional cooperative network for publication of a variety of products including the first African culture report

**Activities**

A. The consultants will carry out the following activities

1. Evaluate key African cultural institutions, research centres and networks
2. Analyze their objectives, their assets and other resources as well as the contents, scope and methods of their work;
3. Analyze their research and co-operation capacities as well as communication facilities;
4. Evaluating their documentation centres and databases;
5. Analyze their capacity to mobilize expertise and competence necessary for OCPA’s medium term development goals
6. Examine the possibilities of developing synergies, effective partnership and co-operation between them and OPCA.
7. Develop a strategic proposal for the progressive integration of these institutions into the long term and sustainable development of the Observatory.

The selected institutions to be evaluated would include the following

<table>
<thead>
<tr>
<th>West Africa</th>
<th>Dakar: CODESRIA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Porto Novo: EPA</td>
</tr>
<tr>
<td></td>
<td>IFAN, Dakar, CAD, University</td>
</tr>
</tbody>
</table>

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Address: 11, Rua Comandante Augusto Cardoso, Maputo, Mozambique  
Telephone: +258 1 301015  Fax +258 1 312272  P. O. Box 1207  
Email: ocpa@tvcabo.co.mz, ocpaculture@yahoo.co.uk, ocpa@unesco.org  
Web: http://www.ocpanet.org
Methodology
The methodology would include desk reviews, interviews, programme reviews, stakeholder conversations.
Consultation with Government ministers, scholars etc.
Carry out an inquiry by mail and electronic mail for identifying the capacities of key institutions of relevance for the Observatory’s future work.
Undertake visits or missions as may be necessary to selected priority institutions

Time frame
Before 31 December 2005, upon completion of the present assignment, the Consultants shall submit to OCPA/SC a detailed report on the implementation of the contract. It will, contain the both the conclusions and recommendations for the attention and adoption of OCPA/SC
The Consultants shall prepare a work plan and budget for approval and adoption by the OCPA steering committee

Team
The evaluation team will be composed of two persons from the SC and two from the Technical and Scientific Committee. The following names are being suggested:

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Máté Kovács</td>
<td>OCPA</td>
</tr>
<tr>
<td>Prof. Mbuyamba,</td>
<td>OCPA</td>
</tr>
<tr>
<td>Prof. Paul Nkwi,</td>
<td>OCPA Technical/Scientific Committee</td>
</tr>
<tr>
<td>Mr Zagba Oyorherty</td>
<td>OCPA Technical/Scientific Committee</td>
</tr>
</tbody>
</table>
Observatory of Cultural Policies in Africa
Observatoire des Politiques Culturelles en Afrique

Meeting of the Steering Committee
Nairobi, 13 February 2005

Draft Model Agreement Concerning the Establishment
of a Sub-regional Focal Point for
the Observatory of Cultural Policies in Africa
(Background to Item 10)

The Observatory of Cultural Policies in Africa, 201, Rua do Bagamoyo, Maputo, Mozambique (hereinafter: OCPA), represented by (name), Chairperson of the OCPA Steering Committee (or his representative, name and title), and

The Organization, postal address (hereinafter: short name or acronym), represented by (name and title of the representative of the Organization);

Recalling that the Observatory was set up in 2002 with the support of the African Union, the Ford Foundation and UNESCO with a view to monitor cultural trends and national cultural policies in the region and enhance their integration in human development strategies through advocacy, information, research, capacity building, networking, co-ordination and co-operation at the regional and international levels;

Recalling that, at its meeting held in Maputo on 1 and 2 March 2004, the OCPA Steering Committee reconfirmed the Observatory’s Medium Term Strategy, which states that the strategy underlines that the Observatory should establish co-operation agreements with competent organizations with a view to create a network of focal points in the various sub-regions, linguistic areas and field of competence;

Bearing in mind that the main aims and activities of the Focal Point are
.......................................................................................................................................................
......................................................................................................................................................;

Taking into account the interest expressed by the Organization in co-operating with OCPA for promoting its objectives in (sub region);
Agree that the Organization will act as a focal point for OCPA in (sub region) and will ensure liaison between the OCPA and specialists and institutions (national institutions and international organizations, research and training centers, networks, clearing houses, documentation and information services, public or private) in the region or in the specific field activity for which it is acting as focal point.

1. Overall goal

OCPA and the Organization will co-ordinate their efforts with a view to enhancing the overall goal of promoting cultural policies for development in Africa and their integration in regional and national human development strategies.

2. Basic Principles

This co-operation will be based on the following principles

- Reciprocity: the co-operation will be developed on the basis of mutual interest in the respect for shared goals and specific concerns of both parties,
- Complementarity and efficiency: co-operation, effective partnership, pooling of the efforts and resources should be considered as a basis for guaranteeing the efficiency of their joint action;
- Participation: the programmes and activities should be designed and implemented with the active participation and contribution of the partners and beneficiaries of OCPA and the Organization;
- 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 joint action led by OCPA and the Organization should contribute to the creation of a Pan-African vision of cultural policy issues while taking into account the diversity of situations and needs.

3. General Objectives

In this perspective the co-operation between OCPA and the Organization will aim at the following general objectives

- Protect cultural heritage, artistic creation and creativity;
- Promote cultural diversity and intercultural dialogue;
- Enlarge participation and access;
- Strengthen the recognition of the central role of culture and of the importance of cultural policy in African societies;
- Advocate for appropriate funding for the preservation and development of African cultures;
- Promote African cultural industries and other cultural resources for Africa’s
development.

4. Operational Objectives and Tasks

To this effect OCPA and the Organization agree to

- Develop two way information flow with a view to better serve the needs of their respective target groups in the various fields and regions, namely through exchange of data, documents, publications, newsletters);
- Share existing knowledge, experience, expertise and resources;
- Promote synergies through co-ordination, co-operation, networking and partnership;
- Organize joint meetings, projects and training sessions for improving reflection, research and information services, as well as for building new knowledge and capacities.

5. Obligations and Privileges

5.1 The Organization will

- act as a focal point in (sub region) for OCPA
- Stimulate a growing co-operation with OCPA of (sub region) for which it is acting as focal point,
- Channel two-way information between OCPA and the cultural institutions and specialists of the region/field of activity for which it is acting as focal point, namely through
- Disseminate information about OCPA activities and promote OCPA products
- Collect and deliver to OCPA documents, contact, addresses, news items, information and data for its documentation centre, list serve, newsletter, data bases and publications;
- Make appear in its official papers, publications and electronic information services the following reference “Focal point for OCPA in (sub region).

5.2 OCPA will

- Register the Organization’s members, if required, as members of the OCPA Network;
- Send OCPA News and other publications and products to the members and partners of the Organization;
- Disseminate information in OCPA News received from the Organization;
- Endeavour to associate the Organization with the activities of different Focal Points and networks participating in the programme of OCPA in Africa or in other regions of the world.

5.3 OCPA and the Organization will

- Inform each other about their activities, realized, ongoing and planned, and associate each other, when relevant and possible to their projects

Address: 11, Rua Comandante Augusto Cardoso, Maputo, Mozambique
Telephone: +258 1 301015  Fax +258 1 312272  P. O. Box 1207
Email: ocpa@tvcabo.co.mz, ocpaculture@yahoo.co.uk, ocpa@unesco.org
Web: http://www.ocpanet.org
• Include each other in their mailing lists and exchange their newsletters and publications;
• Include data about each other in their respective data bases;
• Make accessible to the other party data available in their respective data bases;
• Disseminate information about each other’s objectives and activities through their respective information services;
• Include a link to their respective web sites in their home pages;
• Provide, if required, technical and professional advice to the other party for developing its activities and services,
• Periodically review and evaluate their co-operation.

6. Reservations
6.1 Subject to the terms of this Agreement, the Organization shall assume all expenses linked to the execution of activities undertaken by the Focal Point, unless a specific contract provides a contribution for special tasks and activities.

6.2 Neither the Organization nor any member of its staff employed for the execution of the activities linked to the Focal Point shall be considered an agent, representative or member of OCPA’s staff, nor shall they enjoy any benefit, immunity, remuneration or reimbursement if not clearly foreseen in this Agreement; moreover, they shall not be authorized to present themselves as being part of OCPA, nor make statements on OCPA’s behalf, nor commit OCPA to any expense of any nature or to any other obligation.

6.3 The Organization shall be entirely responsible for taking any measures it deems necessary to insure itself against loss, injury or damage incurred during the execution of these activities.

7. Validity and Duration
The present Agreement shall enter into force for a period of 2 (two) years on the date of both signatures having been appended. It may be cancelled by either party subject to 60 (sixty) days’ written notice to the other party.

8. Renewal
Any renewal of the present Agreement shall be effected by an exchange of letters between the parties two months before the expiration of the present agreement.

9. Settlement of dispute
In the event of a dispute, the parties shall make a good faith effort to settle it amicably. In the event that an amicable settlement cannot be reached, any dispute arising out of or relating to this Agreement shall be settled by a sole arbitrator appointed by mutual agreement, or failing this, by the Court of Justice in the Republic of Mozambique at the request of either party.

10. In witness whereof, the undersigned, duly authorized to that effect, have signed this Agreement in ……. copies [*] in the English language.
### Preliminary list of possible sub regional focal points in Africa

<table>
<thead>
<tr>
<th>Region</th>
<th>Possible Sub Regional Focal Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Africa</td>
<td>Dakar: CODESRIA</td>
</tr>
<tr>
<td></td>
<td>Porto Novo: EPA</td>
</tr>
<tr>
<td>East Africa</td>
<td>Zanzibar: EACROTANAL</td>
</tr>
<tr>
<td>Central Africa</td>
<td>Libreville: CICIBA</td>
</tr>
<tr>
<td></td>
<td>Kinshasa: MONT DES ARTS</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>Maputo: ARPAC</td>
</tr>
<tr>
<td></td>
<td>Cape Town: AFRICAN FUTURES</td>
</tr>
</tbody>
</table>

### Preliminary list of other possible correspondents (partners)

<table>
<thead>
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<th>Region</th>
<th>Possible Correspondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>London: Creative Exchange</td>
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<tr>
<td></td>
<td>Barcelona: Interarts</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>Zagreb: CULTURELINK (international network)</td>
</tr>
</tbody>
</table>

Annex V - Terms of Reference for Assessment of African Cultural Institutions