

ARTERIAL NETWORK PROJECT CALL:

IN-SERVICE TRAINING FOR CULTURAL ENTREPRENEURS

The Arterial Network is an informal, dynamic network of individuals, institutions and donor partners working to support the effectiveness and growth of the African arts and culture civil society and to enhance the sustainability of creative industries in Africa.

Project

The Network invites interested parties to apply to organise a 7-10 day, in-service training programme for 20-25 African cultural entrepreneurs.

Problem statement

Africa is blessed with unique creativity and outstandingly talented artists. However, there is a desperate shortage of the skills required to translate this creativity and talent into sustainable, even profitable, enterprises. Some of the consequences of this are that talented artists die as paupers, or they leave the sector for other income-generating work, or they leave the continent or their countries of birth to pursue their careers elsewhere. This results not only in a loss of talent and creativity, but also in the loss of income and human capital for the continent.

There is thus an urgent need, to equip artists with basic business skills, but, more importantly, to develop a cadre of skilled cultural entrepreneurs who can promote, market, manage and export the intellectual property of creative people of the African continent, locally, regionally and globally.

Aims of Project

1. to provide hard skills, basic training and insights for cultural entrepreneurs already active in the field for at least two years, to help them to build more effective cultural enterprises
2. to identify and set up relationships between cultural entrepreneurs trained through the programme and local and international mentors to help them to develop further
3. to identify the challenges and possibilities of working as cultural entrepreneurs on the African continent, and to develop programmes to respond to these
4. to introduce cultural entrepreneurs working in various environments to appropriate methods and technology to improve their work
5. to contribute towards the emergence of a continent-wide network of cultural entrepreneurs

Participant target

1. 20-25 cultural entrepreneurs – individuals or small businesses operating in the cultural field who aim to earn their livelihood in this

area - with a minimum of two years experience (i.e. not entry level candidates at this point) drawn from Francophone and Anglophone regions

2. the selection of the groups should aim for an equal number of men and women, preferably between 25-45 years old
3. the range of experience among candidates should include marketing, publicity, artist managers, festival directors, independent producers, promoters, etc

Recommended format of the Project

1. the training course should be 7-10 days in length.
2. it should combine practical and theory sessions.
3. the course should be held in a major African city where there are examples of cultural entrepreneurship to draw on
4. each participant should have an experienced mentor (one-on-one, or one-on-two) in her/his country, or the country where the course is held and/or an international mentor (this requires participants to have email as a minimum form of communication)
5. training should be provided in basic technology: e.g. internet, skype to facilitate national, regional and international communication
6. the course should provide a practical outlet for participants to run a project under the guidance of mentors, and to receive practical feedback to their efforts
7. the course should be taught generally by experienced cultural entrepreneurs and related professionals

Expected outcomes

1. a model of a cultural entrepreneurship course that could be developed further and repeated annually
2. practical and theoretical training for at least 25 cultural entrepreneurs
3. better skilled cultural entrepreneurs inspired to work better and more effectively within their countries and who could teach and mentor others
4. the beginnings of an informal African Network of Cultural Entrepreneurs

Tasks required of the Implementing Agency (the Applicant)

The successful applicant will be required to

1. design the content, structure and implementation of the course to realise the aims listed above
2. undertake all the logistical arrangements including venue hire, accommodation, flights, internal transport, ticket bookings, catering, etc
3. contract the tutors, mentors and teaching assistants
4. assist the Arterial Network in recruiting participants, and liaise with each subsequently
5. manage all relationships with partners related to the project
6. maintain sound records of all income and expenditure and provide narrative and financial reports on the project to the funder contractee

7. monitor the mentoring relationships over at least a twelve-month period

Budget

The budget should include flights and accommodation for at least 25 cultural entrepreneurs from African countries, the design and teaching of the course, venue and equipment hire, mentors, S&T, accommodation and catering for the participants and tutors, a project coordination fee, materials, practical project costs, local transport, auditing, etc.

Criteria

The criteria to be used when evaluating applicants will include:

- a. the vision, content and structure of the course and the consistency of these with the project's projected outcomes
- b. the track record of the applicant with record to managing projects generally and projects of this nature in particular
- c. the recommendations of the referees and of Arterial Network members
- d. historical relationships between the applicant and associated funders i.e. to ensure that associated funders have at least not had poor experiences of the applicant
- e. the proposed budget and whether it is consistent with the budget approved by the Task Team and funders.

The Arterial Network reserves the right to visit and interview project applicants, and further reserves the right not to appoint an implementing agency.

Time framework

The project should be implemented between 1 June and 30 November 2008.

Contract

The successful applicants will enter into a direct contracting relationship with a funder who will fund or manage the project on behalf of a variety of funders if necessary.

Applications

Applications are to be sent to The Secretariat, Arterial Network, c/o The Africa Centre, PO Box 137, Lynedoch, 7603, Stellenbosch, South Africa or to info@afriacentre.net no later than 16 May 2008. Please ensure that the applications address the criteria above and in the notes below. Include two reference letters from credible sources, with the contact details of the referees.

NOTE:

DECISION-MAKING PROCESS FOR PROJECTS AND IMPLEMENTING AGENTS

Projects and project managers under the Arterial Network banner are decided upon in the following manner:

1. The Task Team, associated donor or Arterial Network member or partner proposes a project as an Arterial Network project.
2. The Task Team considers each proposal and decides
 - a. to approve the project as an Arterial Network project
 - b. to lend its support to the project but not for funding as an Arterial Network or
 - c. to reject the project (See criteria for evaluating projects under 7 below)
3. Projects (their aims, projected outcomes, country of implementation, budget, etc) approved by the Task Team are presented to the associated donor partners for consideration. Funders may agree to fund a project multilaterally or as a single donor. The Task Team may seek new donors or different donors for projects approved by the associated funders' collective where necessary, and may seek new donors for projects that the associated funders' collective is unable to support. The associated funders' collective includes those funders who funded the original Arterial Network conference, or who joined this collective voluntarily as a partner in the Arterial Network or one of its projects. These funding partners include (but is not limited to) HIVOS, DCCD, Stromme Foundation, Prince Clause Fund, Doen, Africalia, Pro Helvetia and the Dept of Arts and Culture of the Netherlands Ministry of Foreign Affairs.
4. As a matter of principle, all projects will be open for tender by implementing agencies. Once a project has been approved by the Task Team for funding and one or more funders have expressed their commitment to cover the entire budget, the Task Team calls for agencies to implement the project. (Those projects that have been proposed to the Arterial Network by an implementing agency, and which is approved for funding, will generally be assigned to the implementing agency, provided that the funders and Task Team approve of its capacity to implement the project). The call for implementing agencies may be done in a variety of ways, including, but not limited to
 - a. via the Arterial Network D-Group, newsletter, website and associated contacts
 - b. via funders to their existing partners
 - c. the arts community and media in the country in which the project may be planned for implementation
 - d. pro-actively headhunting suitable implementing agencies to apply by anyone associated with the Arterial Network
5. The call will include an outline of the project, the aims, the projected outcomes, the target market, the tasks required of the implementing agency, the time frameworks, reporting responsibilities and the deadlines. Applicants are to respond to each of these reflecting their capacity to manage all aspects of the project, and in addition, need to provide an indication of their track record of financial and managerial probity. At least two referees from credible organisations or people should accompany the application.
6. After the deadline for submission of applications, the Secretariat will summarise the applications, and submit the summary along with copies of the application to the Project Evaluation Committee before a fixed deadline. The Committee will comprise members of the Task Team and representatives of the associated funders' collective, particularly those directly involved in funding that project. Implementing agencies must be agreed by consensus (rather than majority vote) within the Project

Evaluation Committee. In the event of there being no suitable applicant, the Project Evaluation Committee may headhunt and recommend a particular agency to implement the project, possibly in a different country or region to the one originally agreed upon.

7. The criteria to be used when evaluating applicants to manage projects will include:
 - a. the vision, content and structure that it will apply to the project and the consistency of these with the project's projected outcomes
 - b. the track record of the organisation with record to managing projects generally and projects of this nature in particular
 - c. the recommendations of the referees (to be checked by the Secretariat) and of Arterial Network members
 - d. historical relationships between the applicant and associated donors i.e. to ensure that associated donors have at least not had poor experiences of the applications
 - e. the proposed budget and whether it is consistent with the budget approved by the Task Team and donors.

If necessary, the Project Evaluation Committee may require representative of the Arterial Network to interview and/or visit selected applicants to gain further insight into their capacity to deliver.

8. Based on the applications received, members of the Project Evaluation Committee rank the applicants and submit their rankings to the Secretariat before a fixed deadline, which are then distributed with related comments to all members of the Committee. Through discussion via email and/or telephone conferences, the Committee arrives at a decision by consensus to award the project (subject to further negotiation with the selected party if necessary) to a particular implementing agency.

9. The funders supporting the project will select one of their number (if more than one) to be the contracting party on their behalf, and this funder will enter into a direct contracting relationship with the approved project applicant, and will oversee the management and reporting of the project as it would any of its other projects.

10. Each stage of the application and decision-making process will be governed by a fixed deadline to ensure efficiency.