

This section considers some of the principles of Community Cultural Development and the key ideas flowing from those principles that inform the planning and management of community cultural development arts projects. These ideas are offered from the perspective of the project organiser.

Community Cultural Development Practice

Community cultural development projects are often about people working together for agreed purposes in the context of new relationships within unfamiliar cultural settings. Community cultural development informed projects are therefore inherently concerned with the way participants relate to each other and the cultural integrity of those relationships.

In community cultural development arts projects, it is the cultural integrity or process of the project that creates the possibilities for meaningful engagement, empowerment and intellectual connection. This in turn enables cultural development to take place. Furthermore, the cultural integrity of the project is in itself a powerful contributor to the quality of the artwork or cultural production that will emerge from the process.

Community Cultural Development Principles

Respect

For tangata whenua status of Maori

For the culture and heritage of a community

For the environment

Partnerships

Leadership from a range of people within and outside the community

Building relationships of trust and mutual benefit

Shared decision-making

Cultural Diversity & Development

Willingness to recognise and work with different cultural perspectives

Making no distinction between cultural development and economic and social development

Putting it in to Action

The following is offered as a checklist of key ideas and questions that will be useful to consider when planning and managing a community cultural development arts project.

Research

- What are the issues or situation that create an opportunity for a project?
- Are there any other related initiatives happening or being planned?
- What is the history and circumstances of the community or place that might impact on the possibility of establishing a project?
- What might be an appropriate art form in which to explore these issues?
- When and where might the project happen?

Gathering Support

- Who needs to know about and endorse the project?
- Who are the key people that might actively support the project?
- How do key people see a project working and being 'owned' by local people?
- How might a project management group be established and how will it work?
- Involve people with the knowledge, skills and enthusiasm to make the project successful.

Designing the Project

Agree what the vision and aims of the project are.

- Who will manage the project?
- What will be the roles and responsibilities of the project management group and its members?
- When will the group meet and how will it work?
- What specific tasks need to be undertaken in order for the project to be successful?
- Create a project timeline.

Project Budget

- Establish a realistic budget.
- Appoint people to be responsible for fundraising and financial management.
- Allow for a contingency fund.
- Investigate what the options for financial support might be.
- Identify when applications can be made and how this might affect the timing of the project?
- Commence the project only when you have an adequate level of funding.

Managing the Project

- Meet regularly to evaluate the project as it proceeds in relation to the aims and timeline.
- Invite and provide constructive feedback to ensure that the project will achieve its aims.
- Be flexible and deal with issues as they arise.
- Monitor the wider environment in relation to developments that might impact on the project.
- Monitor expenditure and if necessary, seek additional funding.
- Identify and assign any new tasks that are required for the project to meet its aims.
- Decide how the project will be evaluated at its conclusion.
- Record all key decisions including changes to budget, timeline or activity.
- Circulate records of management group decisions.

Selecting an Artist/Project Worker

- Establish a clear Brief or Job Description for the artist/project worker including a statement about how they are expected to work and the special skills they will contribute to the project.
- Ensure that the artist/project worker understands and supports the vision and aims of the project.
- Establish a written Agreement with the artist/project worker.

Artist/Project Workers' Agreement

Consider some or all of the following items for inclusion in your agreement:

- Names of the parties to the Agreement.
- Purpose of the Agreement.
- Duration.
- Responsibilities of the artist/project worker.
- Who does the artist/project worker report to?
- Identify a principal contact person.
- Payment details.
- Insurance provision.
- Transport provision.
- Workspace provision.
- Administration services.
- Materials budget or provision.
- Requirement to attend project management meetings.
- Documentation and evaluation responsibilities.
- Who will own the final work and the 'working drawings' created?
- Expectation regarding any artwork eg. durability.
- Dispute and arbitration procedures.
- Termination procedures.

Communication

- Identify what needs to be communicated to whom at what time?
- Who will do this work?
- What are the communication options eg. local newspapers, notice boards, and publications of other organisations that can be used to promote the project?
- What communications will the project need to generate ie. meetings, press releases, emails, posters, and information fliers?
- What budget is required for communication?

Celebration

- What sort of event is appropriate to mark the achievement or realisation of the project?
- Who will organise this event and where will it take place.

- Who will have a role in the event?
- Who needs to be invited and acknowledged?
- What is the budget for the event or celebration?
- Does the event need to be documented, how might this be done?
- Will participants have an opportunity to contribute to the projects' overall evaluation – if so, how?

Project Conclusion & Evaluation

Evaluate the project. Important perspectives will be those of: participants, the artist/project worker and the management group. Different evaluation processes may be required for each.

Key evaluation questions include:

- Did the project achieve its aims?
- What were the most important outcomes or achievements of the project?
- Was the timeline adequate?
- Was the budget adequate?
- Were the management and support systems adequate for the project?
- What were the key issues or difficulties encountered?
- Could some of the difficulties been avoided, if so how?
- What did you gain or learn from the project?
- What did the community gain or learn from the project?
- Did any community issues emerge from the project?
- How are things different for the community?
- With whom and how should the evaluation findings be shared?

Prepare a project report based on evaluation findings.

Prepare a final budget for the project report.

Circulate a project report to key stakeholders, including funders.

Share the key issues from the project report with the wider community.