

Review of Norwegian support to the project: “Promoting Inter Cultural Collaboration between TaSUBa, University of Stavanger and Stavanger School of Culture”

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med Hege Myrland Larsen og Gudrun Leirvaag

Norad collected reviews

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Review of Norwegian support to the project:

**“Promoting Inter Cultural Collaboration between
TaSUBa, University of Stavanger and Stavanger
School of Culture”.**

NOTA-Project II

**Report for Norad
Ann Margret Hauknes,
with Hege Myrlund Larsen and Gudrun Leirvaag**

SUMMARY

Background:

Three institutions form the partnership in the NOTA- project II;

- Bagamoyo College of Arts (BCA). The college changed its name in 2007 to TaSUBa.
- Stavanger School of Culture (SSC)
- University of Stavanger – Department of Music and Dance (UiS)

The project also collaborates with the Norad Programme for Arts in Education (ACE), managed by the Norwegian Centre for International Cooperation in Higher Education(SIU), and Fredskorpset (FK) Norway.

The NOTA-project started in 1998 and the first phase ended in December 2003. Phase two was designed in order to contribute to the various institutional capacity building initiatives taking place at BCA, and focus on strengthening BCA's capacity to implement its Strategic Plan.

The goals of the NOTA project II are to;

- promote cultural collaboration between Tanzania and Norway, and
- contribute to transforming TaSUBa into an effective and efficient Executive Agency.

The purposes of the NOTA project II are to;

- strengthen institutional capacity of TaSUBa to implement the Strategic Plan, and
- build a sustainable collaboration between partner institutions.

The expected outputs of the NOTA project II are;

- Strengthened Institutional Capacity of TaSUBa
- Strengthened inter-cultural collaboration between Tanzania and Norway

Review:

According to the Terms of Reference (TOR), the purposes of carrying out the external review are to assess;

- The progress of the implementation of the Strategic Plan at TaSUBa
- The necessary links between the Strategic Plan at TaSUBa and the NOTA Project II and
- The management's efforts in order to transform TaSUBa to become a more business-like, transparent and modern institution;
- The activities that come under part 2 of the project. "To promote cultural collaboration between Norway and Tanzania;
- The contribution of the collaboration with Fredskorpset (FK) Norway and the Norwegian Centre for International Cooperation in Higher Education (SIU) in achieving the intended purposes of the project.

The review team has outlined the findings and recommendations regarding the continuation of support to the NOTA-Project II and gives recommendation on whether there is a need for redrafting the Project Document and/or the Contract. A main focus of the review has been on the progress of the implementation of TaSUBa's Strategic Plan (2008-2011) and includes an assessment of whether the Strategic Plan is a good enough management tool.

The review has been conducted by two Norwegian consultants and one Tanzanian based consultant; Ann Margret Hauknes, Hege Myrlund Larsen, and Gudrun Leirvaag. The methodology applied has been a combination of desk study of relevant documents and strategies, and meetings and interviews in Tanzania and Norway conducted in November and December 2008.

BCA/TaSUBa: BCA was a government training institution under the Ministry of Information, Culture and Sports (MICS). It is one of the very few educational institutions in Africa offering practical higher education in dance, drama, music, fine arts and stage technology. The Executive Agencies Act from 2007 states officially that TaSUBa is established to take over the functions currently performed by the BCA in the Ministry. TaSUBa has been established to develop, preserve and promote Tanzanian arts and culture. In order to do so the institute will have to achieve the following objectives; To offer high quality training programs, learning facilities, multi-media, arts and culture production, to undertake consultancy services and research in arts and culture and to facilitate an efficient management of the Institute resources.

The transformation into an Executive Agency is a major change for the institution and means, among other things, that they are now a semi-autonomous body with a responsibility for generating income to the institution. There is a transformation phase from 2008 to 2011 and a Strategic Plan for TaSUBa has been developed.

Project activities NOTA: Activities within the Project are chosen in order to contribute to reaching the goals concerning strengthening institutional capacity for BCA, to implement the Strategic Plan and to build a sustainable collaboration between the partner institutions. Activities are presented and commented on in the report according to the main goals of NOTA;

- Activities that contribute to transforming BCA into an effective and efficient Executive Agency” (by way of strengthening Institutional Capacity of TaSUBa).
- Activities that contribute to promote cultural collaboration between Norway and Tanzania, involving staff, students and artists.

The general experiences, results and key findings are presented according to the questions mentioned in the Terms of Reference (TOR) and in connection to the presentation of the project-activities in the report.

Conclusive remarks and recommendations:

The Strategic Plan is the main management tool for TaSUBa at the moment, but must be combined with a business plan, with a special focus on financial capacity building. There is a need to be very specific on how the institution can work towards the new financial reality, the need to get income from new sources and by new ways. This must be combined with an analysis of the capacity of the institution to do so.

The review team was asked to comment on sustainability and possible actions to increase the income revenue generation activities and has listed suggestions in the report, partly as a result from interviews. Suggestions include that one should make use of the tourist industry, and make use of the traditional music and dance traditions and promote this through international summer schools etcetera. The most secure possible income source would be to make use of the new Theater and Flexible Hall buildings for rentals. In connection to this, TaSUBa needs to get a better system for maintenance and care taking of equipment in place. TaSUBa have already themselves made suggestions for possible actions in the Strategic Plan, such as increased student fees, fees for short courses, film, theatre and visual arts productions, consultancy and research. It is difficult to make a very good assessment of the sustainability when it comes to the management’s efforts in order to transform TaSUBa to become an Executive Agency, budget trends and revenue generation including external courses and sponsors at this early stage of the new institution. However, the status of TaSUBa is high in Tanzania. There is a will to closely follow up TaSUBa from Ministerial levels with some development support in the first period and guidance towards self-reliance.

The NOTA’s involvement and influence in the Strategic Plan as a tool to reaching the goals, should strategically and based on an analysis as mentioned in the report, gradually continue in an advisory role in areas where strength in own organization can be made available.

Ideally and eventually NOTA should make itself redundant when instrumental and practical involvement is concerned and local counterparts are made self-reliant. However, the exchange programs should be encouraged to continue and always only in accordance with TaSUBa's Strategic Plans, needs and set programs. The review team has pointed out that some adjustments regarding the implementation of activities that should be made in the last phase of the project, a few can be mentioned also in this summary;

- The support by NOTA on the management development should be monitored closely in the coming years as this is the contribution that has not been strong enough to this point,
- TaSUBa must make sure that job descriptions of staff correspond with the new challenges of the institution, especially concerning roles, expectations and responsibilities,
- Consider cooperation on guidance or supervision with for instance the University of Dar es Salaam on the research and documentation work,
- Make sure that employment contracts, salaries and position are clarified for returning ACE-students
- Consider changing the system where performances are first presented in Bagamoyo and then in Stavanger and continue to focus on professional projects with the potential of continuing also outside the NOTA-collaboration,
- Install a system with local counterparts at TaSUBa to make sure that any competence brought to TaSUBa by visiting staff (such as Fredskorpset) will be preserved at the institution and be made use of. All activities should have to include advice and transfer of knowledge to local colleagues as support to increased capacity among the teaching staff and in accordance with the Strategic Plans.
- Install mechanisms to make sure that knowledge gained through the project is also spread to those not directly taking part in activities

The overall conclusion of the review of the NOTA project is positive. The project contributes in many ways to TaSUBa;

Capacity development: The level of teaching, the level of students and the level of final production has been raised substantially on account of the project. To continue support for the further development of the curriculum, for the teaching staff and the students; all are crucial at this point for TaSUBa as an institution.

Research and documentation: The research and documentation work that is done cannot continue at this point without the support of NOTA. It is important for TaSUBa to provide quality research as a subject in order to raise the academic level and focus on the traditional art forms especially when the institution has to be more respected, competitive and to stand out also internationally as one of its kind.

Management development: The support by NOTA on the management development should be monitored closely in the coming years as this is the contribution that has not been strong enough to this point

- The project contributes also generally towards cultural cooperation between Norway and Tanzania through a number of activities.

- The efficiency of the program is satisfactorily. The outputs in relation to the inputs are higher than could be expected. Particularly is this due to the partner institutions' willingness to contribute to the project with staff within their own budget, and also because the NOTA project has been able to attract other contributions through their collaboration with partners such as Fredskorpset and the ACE program to supplement the funding from MFA.

- The effectiveness of the program is reviewed as satisfactorily at this point. The outcome related to the stipulated objectives in the Project Document has been met and the purposes of the project have been meaningful and are expected to be achieved. However, the support by NOTA on the management development is not showing clear results and must be looked into.

It is therefore recommended to continue the project for the period 2009-2011. There is no need to redraft the Project Document or the Contract. Revisions of budget and activities can be done, and are done, through the annual work plans and budgets. There should however be a plan for "phasing" out the project at the end of the support period, with a focus on sustainability both for the cross-cultural cooperation between Tanzania and Norway, between the partner institutions and for TaSUBa itself.

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1. INTRODUCTION

The following report is a result of the mid-term review of the cooperation within the NOTA project II, for the period 2006-2008.

1.1 **NOTA II: Contract, goals, purpose and expected outputs**

The contract for support to the NOTA-Project II was signed in August 2006 after completion of the previous project period, and on basis of the Final Program Document: "NOTA-Project Autumn 2006-spring 2011". The contract is between the Norwegian Ministry of Foreign Affairs (MFA) and the three partner institutions; Bagamoyo College of Arts (BCA)*, Stavanger School of Culture (SSC) and the University of Stavanger, Department of Music and Dance (UiS). *(Bagamoyo College of Arts changed its name in 2007 to Taasisi ya Sanaa na Utamaduni Bagamoyo - TaSUBa).

The goals of the NOTA project II are to;

- promote cultural collaboration between Tanzania and Norway, and
- contribute to transforming TaSUBa into an effective and efficient Executive Agency.

The purposes of the NOTA project II are to;

- strengthen institutional capacity of TaSUBa to implement the Strategic Plan, and
- build a sustainable collaboration between partner institutions.

The expected outputs of the NOTA project II are;

- I. Strengthened Institutional Capacity of TaSUBa
 - An effective and efficient management that will lead the agency in a business-like direction
 - A strengthened financial capacity
 - Improved training programs for both long- and short courses.
 - A proposed Bachelor of Arts degree curriculum is also expected to be developed and submitted to the National Council for Technical Education for validation.
 - A comprehensive research and documentation program to be in place.
- II. Strengthened inter-cultural collaboration between Tanzania and Norway
 - The number and scope of cultural exchange activities would be strengthened in terms of reaching a bigger target group.
 - Framework for exchange activities and partnership will be developed.
 - An "International semester" at TaSUBa for Bachelor students from UiS will be established.

See annex 2 for the contract of NOTA II.

1.2 **Review**

As stated in the Terms of Reference, according to Norad (Norwegian Agency for Development Cooperation) and their appraisal of the project document, the project period 2006-2011 was seen as too long because of the awaiting new Strategic Plan for BCA. The Royal Norwegian Embassy (RNE) was recommended to do an analysis of the new strategy before Norway entered into a more comprehensive commitment to a new phase of the NOTA. However, as it could take a long time before the strategy was formally approved by the Ministry of Information, Culture and Sports (MICS) in Tanzania, it was finally decided to enter into the contract about the NOTA Project II. A paragraph in the contract stated that there should be an external review of the project at spring 2008. This was later postponed until autumn 2008, due to the delay of the new Strategic Plan which came out in March 2008. Further support for the period 2009-2011 will depend on this external review.

The Terms of Reference (TOR) defines the purpose, the context and the intended use of the review.

The purposes of carrying out the external review are to assess;

- i. The progress of the implementation of the Strategic Plan at TaSUBa
- ii. The necessary links between the Strategic Plan at TaSUBa and the NOTA Project II and
- iii. The managements efforts in order to transform TaSUBa to become a more business-like, transparent and modern institution
- iv. The activities that come under part 2 of the project. “To promote cultural collaboration between Norway and Tanzania
- v. The contribution of the collaboration with Fredskorpset (FK) Norway and the Norwegian Centre for International Cooperation in Higher Education (SIU) in achieving the intended purposes of the project.

The assess period shall be from the contracting period 2006-2008.

The review team shall outline the findings and recommendations regarding the continuation of support to the NOTA-Project II and give recommendation on whether there is a need for redrafting the Project Document and/or the Contract.

A main focus of the review shall also be on the progress of the implementation of TaSUBa’s Strategic Plan (2008-2011). The review team shall assess whether the Strategic Plan is a good enough management tool.

See annex 1 for the full Terms of Reference.

1.3 Methodology

The review has been conducted by two Norwegian consultants and one Tanzanian based consultant;

- Ann Margret Hauknes (Norwegian consultant and team leader)
- Hege Myrlund Larsen (Norwegian consultant)
- Gudrun Leirvaag (Local consultant)

The methodology applied has been a combination of;

- Desk study of relevant documents and strategies.
- Meetings and interviews in Tanzania and Norway (in November and December 2008).

Interviews have been conducted with in total 47 people, all with different roles within the NOTA program in Norway and in Tanzania or with a role as stakeholders in Tanzania.

Some of them are key informants, such as the chair of the NOTA board, the leaders of the three partner institutions and the NOTA coordinators. Others represented participants in the project in many ways both in Norway and Tanzania; teachers, tutors, ACE-students, exchange students, Fredskorpset (FK) – participants and other relevant informants. Some of these interviews were conducted as group interviews.

More people were interviewed in Tanzania than in Norway because of the focus the review team had not only on the NOTA project itself, but also at the progress of TaSUBa and the implementation of the Strategic Plan. At TaSUBa we therefore interviewed as many representatives from the management as well as section leaders as possible. In addition we captured the viewpoints of other relevant stakeholders in Tanzania, such as the Ministry of Information, Culture and Sports, the National Arts Council, the University of Dar es Salaam, the Bagamoyo District Council, as well as representatives from the private arts business sector.

In Bagamoyo the consultants also attended a performance; “Midnight in Bongo”, a play that is not a direct result of the NOTA project but involving one of the FK-participants. In Stavanger the consultants had the opportunity to attend the performance “Tanzanian Sky”, which was the main activity of NOTA’s artist exchange program this year. Some of the musicians in this performance were included in the group of people interviewed.

*See annex 3 for the Field Program with a list of people interviewed.
See annex 6 for an overview of all background documents.*

1.4 Structure of the Report

This report consists of five chapters and six attachments, as well as an executive summary.

- In chapter 2 the NOTA project - including cooperation agreement, partners and activities is presented.
- In chapter 3 important facts about BCA/TaSUBa are presented
- In chapter 4 experiences, results and key findings are presented in relation to some key issues from TOR
- In chapter 5 conclusive remarks and recommendations are given.

2 NOTA II

In this chapter the NOTA project is presented, including the cooperation agreement, partners, activities and finances.

2.1 NOTA Background and Organization

The NOTA project started in 1998 as an aid project that later developed into a cooperation project with three partner institutions in Bagamoyo, Tanzania, and Stavanger, Norway. The first phase of the NOTA-project ended in December 2003. Both the mid-term review and the final evaluation conducted in 2002 and 2003 respectively recommended a continuation of the project.

Phase two of the NOTA-project was designed in order to contribute to the various institutional capacity building initiatives taking place at BCA, and focus on strengthening BCA’s capacity to implement its Strategic Plan in order to eventually become an effective and efficient Executive Agency.

The Project Document received and approved for support by the Norwegian Ministry of Foreign Affairs (MFA) in August 2006, is the basis for the Contract between MFA and the partner institutions. The contract sets forth the terms of procedures for MFAs assistance to the project. The main contact between MFA and partner institutions is between the Royal Norwegian Embassy in Tanzania and the Project Manager of NOTA. Annual Work Plans, Annual Budgets and Semi Annual reports are to be submitted to the Embassy.

The MFA financial grant for the period autumn 2006 to spring 2008 is NOK 3 mill. Further support of NOK 4,5 mill. for the period autumn 2008 to 2011 will depend on the external review of the Project.

Three institutions form the partnership in the NOTA- project II;

- Bagamoyo College of Arts (later TaSUBa)
- Stavanger School of Culture
- University of Stavanger – Department of Music and Dance

The project also collaborates with the Norad programme in Arts and Cultural Education (ACE), managed by the Norwegian Centre for International Cooperation in Higher Education (SIU), and Fredskorpset (FK) Norway, to be able to accomplish the project plan.

The project organization of NOTA aims at a balanced organization, the partners of the project being of equal importance. All major decisions are made in cooperation and agreement between the partners. The International NOTA Board is the top organ of the project, and the forum in which the major decisions are made. The International NOTA Board gives mandate to the National NOTA Boards. The daily running of the project is done by the two NOTA Coordinators in their respective countries. They report to their national boards. The Norwegian coordinator is also the Project Manager.

2.2 NOTA Activities 2006-2008

Activities within the Project are chosen in order to contribute to reaching the goals concerning strengthening institutional capacity for BCA, to implement the Strategic Plan and to build a sustainable collaboration between the partner institutions.

NOTA has developed a substantial system for planning and reporting on their activities. A document called "Framework for Partnership" was created on basis of the approved Project Document and the signed Contract with MFA. The document provides detailed descriptions of the project, the goals, purpose and expected outputs, the funding structure and financial regulations, the contributions and benefits from and for partners, the organizational structure and regulations, and to some extent the framework for the activities chosen. Steering documents for the program have been made annually;

- Annual progress report for 2006.
- Semi-Annual report and an Annual Progress Report for 2007.
- In 2007 the system of yearly meetings with the International Board in January and with the Embassy in May was reestablished. Minutes from these meetings includes activity schedules and budgets.
- Activity Schedule and Budget for 2008

Because the 2008 Annual Progress Report has not been made, the NOTA Project Manager therefore made an activity report for the whole funding period, from autumn 2006 to the end of 2008. The activity report also includes names of participants in each activity.

A gender balance is sought in the NOTA project and the overview of activities shows a balance among students and staff taking part in activities.

See annex 4 for full activity overview 2006-2008.

The main activities relating to the goals and purposes of the project are commented on below:

2.2.1 Goal one of NOTA II

"To contribute to transforming BCA into an effective and efficient Executive Agency" (by way of strengthening Institutional Capacity of TaSUBa)

The NOTA- project II has focused on the following capacity building activities in the period 2006-2008:

i. Teaching:

- Workshops for training TaSUBa teachers in preparing teaching and learning resources were held in June 2007 and June 2008.
- Three TaSUBa staff has been sponsored for post-graduate studies in Tanzania, for the following degrees: Master in Music, Master in Fine Arts, and Diploma in Secretarial Studies.

ii. Curriculum:

- A review of the curriculum in terms of subject contents was done in June 2007.
- A workshop to develop a curriculum for new short courses was held in January 2008 and the curriculum was developed but the short courses are not yet implemented.

iii. Management:

The Program for Management Education and Training has been developed by a consultant involved in NOTA since the start of the Project. In 2006 he worked as a senior FK-participant at BCA to assist in the transformation towards the institution becoming an Executive Agency. His role is to provide TaSUBa with tools and methods which the institution itself shall implement in accordance to institutional needs.

The Management Program has two phases – “Basic management education” and “Management training under supervision”. A planning workshop was held in Bagamoyo in April 2008. The next training workshop is planned for December 2008 when the new management should be in place. The aim of the Management Program is to raise competence to develop TaSUBa through clarifying content of core values, develop common understanding of organizational culture and norms through lectures, discussions on cases and exercises.

Interview results: In some interviews there has been expressed concern about what management training model would be the best, in-house or studies elsewhere? There has over the years already been a number of workshops (including some organized by the Ministry for all Executive Agencies under establishment) and sporadic training efforts, but sometimes with limited effect to changing of the mindset towards more businesslike behavior. Patterns seem to repeat themselves and implementation of plans seems to be somewhat of a problem. In all interviews with management staff at TaSUBa it was expressed the institution’s need for management guidance in the phase they are in now, guidance that is also practical, in terms of how to implement already planned activities.

iv. Documentation and Research:

One of the main activities NOTA have worked with is to build up a Traditional Music and Dance Archive at TaSUBa. (A Research Unit at TaSUBa is a requirement for accreditation to offer Bachelors degree.) The following activities have been done so far;

- Computer, video editing software, equipment for recording, storing and editing research audio and video material and folk music archiving system for digital categorization and storing have been procured
- Workshops in audio-visual editing and in documentation and research techniques have been organized.
- Two Documentation and Research Officers appointed (in 2007 and 2008),
- A Research Agenda for BCA was made in 2007 and a Research Agenda for TaSUBa Traditional Music and Dance Archives were made and approved by the International NOTA board in January 2008.
- The Documentation and Research Officers are on field trips two or three months every year to document cultural heritage. So far over 200 hour of video has been recorded and catalogued.

Interview results: Through interviews with teaching staff at TaSUBa, it was expressed the need for the documentation and research work to be done in collaboration with teachers in traditional music and dance, so that they also be given the opportunity to participate on field visits. Documentation by video is not always enough for them to use the material in their teaching. Students should sometimes also be given this opportunity. In addition there were suggestions to look at the possibility to bring in local traditional musicians and dancers who popularly are regarded “Masters”, for short term teaching at TaSUBa.

Comments: It is not clear whether there is done an extensive review of already existing documentation nationally and internationally and there is not yet any cooperation on guidance or supervision with for instance the University of Dar es Salaam (UDSM). Perhaps this should be looked into especially in terms of sustainability for the activity also after the NOTA-project. The NOTA assistance in building up of the Research Unit is however, strongly contributing towards fulfillment of the requirements needed for the new status of the college. In addition the documentation will preserve cultural knowledge and heritage from the whole country and enhance ownership and pride. The material can be promoted by TaSUBa, utilized for further research, cooperation with other higher institutes in social science at home and abroad - and can play a great role in the business management and fund raising.

2.2.2 Goal two of NOTA II

“To promote cultural collaboration between Norway and Tanzania”

The following activities have been organized involving staff, students and artists:

Staff exchange:

10 members of staff from SSC went on study trip to Tanzania for ten days in November 2007.

Interview results: Interviews with the members taking part in the study trip, revealed that the trip had been well organized with a varied program of activities, both at BCA and in Zanzibar and Dar es Salaam. They found the visit very useful and a separate program was tailor-made for each of them in addition to the joint activities. Especially it was mentioned the importance of staff from partner institutions visiting the other partner, to gain ownership of the project and to know what background and reality their visiting students and FK-participants come from in order to receive them in a better prepared manner.

Comments: The same kind of group staff visit has not been organized from Bagamoyo and should perhaps be looked at as a possibility. Through interviews with staff in Bagamoyo it was clear that some of the staff felt that the collaboration did not directly affect them.

Student exchange:

- Bagamoyo+Stavanger:

Visits of 2 weeks duration in each country was organized 3 times in 2006-2008, involving a total of 12 facilitators and 48 students in Music and Dance, equal numbers from each country.

Interview results: Students interviewed taking part in the exchange expressed the importance of both the personal and professional benefits for them, and also the challenges that made them develop into better artists. All students interviewed in Bagamoyo, who had not yet had a chance to be part of this, said it was a motivation to work harder to try to be among the students selected for the exchange. Even though the students normally work together towards a joint performance, some of the teachers interviewed argued that the exchange should sometimes start in Stavanger, not always in Bagamoyo, so that the final performance with a higher quality is showed in Bagamoyo. One of the facilitators having taken part in this also in the first NOTA-phase stressed the importance of experience and how the exchange project has improved over the years and the quality of the performances is getting much higher. Interviews show also that when focus is on artistic and professional quality, the cross-cultural exchange is benefiting from it.

- ACE students:

The “ACE-students” are Tanzanian students funded by the ACE-program (The Norad Program in Arts and Cultural Education) coordinated by SIU (Norwegian Centre for International Cooperation in Higher Education). Three former students from TaSUBa/BCA are currently studying for a BA in Dance and Dance education for three years at UiS from 2006 to 2009. The BA is a “sandwich” degree where one semester is spent at the University of Dar es Salaam to study teaching theory.

Interview results: The ACE program had a mid-term review in 2008 where the three students were interviewed, and the students were also interviewed as part of this review of the NOTA-project II. The impression from these interviews shows that the level of the students, artistically and in terms of teaching methodology has improved as a result of their studies. The program was also relevant to acquired additional skills, knowledge and competence for each of them. The studies within the ACE program is also very relevant for TaSUBa as they require that all teaching staff possess minimum qualification of a Bachelor’s degree if they are to offer Bachelor degrees themselves. Therefore this ACE program is very relevant for TaSUBa’s institutional needs.

Comments: The ACE-students from Tanzania are contracted to teach at TaSUBa for two years after they complete their degree in Stavanger. Thereby the ACE project plays a part in TaSUBa's thrive to become a centre of excellence; it is of utmost importance that the three students will be employed at TaSUBa after graduation. There might however, be some difficulties with this. The students do have a contract with TaSUBa at this point. But new teaching positions are often difficult to get accepted by the Ministry and the contracts signed are for these students to be employed as volunteers, while salary has not been decided. The students interviewed also reported on a potential tense situation, which seems very real to the students, about going back and be better educated than their former teachers and now be their equal colleagues. The NOTA-Project II should therefore be aware of this problem and make sure that any clarifications regarding both employment contracts, salaries and position at the institution is well prepared before the students return.

A new application from NOTA for extended support from the ACE-Program 2009-2011 has been submitted to Norad, but not yet formally approved.

- International semester in Bagamoyo:

Two students from UiS had their International semester at TaSUBa in the period January-April 2008.

Interview results: This was a new activity and the dance student interviewed had positive experiences but also suggests some improvements for future students. The integration and collaboration with the local students were not as good as it could have been, and the stay was not challenging enough artistically. The student exchange model was regarded as better, where students work together towards a performance as a more concrete way of collaboration. Also, they were not able to take full advantage of the teaching and training offered at TaSUBa because of climatic (tropical) conditions. In retrospect the students realize they could have been more proactive at TaSUBa to suggest changes themselves.

Comments: Since this is the first time this activity had been done, there seems to be room for improvement from all sides, both the sending and receiving institutions should make a program better suited for the students, and also be better at preparing the students on what they can expect.

- Artist Exchange (Tanzanian Sky)

The "Tanzanian Sky" project involved musicians and dancers from Norway and Tanzania and included the following activities:

- Study trip to Bagamoyo in January 2008 for key people from Stavanger, selection of participants to the project and thereafter Composition and Choreography made by those.
- Rehearsals in Bagamoyo in October 2008 followed by performance at Bagamoyo Arts Festival 14th of October 2008 for an audience of approximately 1.800 and performance at the Old Fort in Stone Town, Zanzibar, for an audience of approximately 200.
- Rehearsals in Stavanger in November 2008 followed by informal concert by the musicians at Café Sting, main performance of Tanzanian Sky for an audience of approx 300 in Sandnes Culture House, and another performance by the Tanzanian musicians was held in "Grottene" in December.

Documentation of the project: The whole process in Tanzania was filmed by and will be edited to a documentary for TV. The performance in Stavanger was also filmed and will be edited to a professional DVD and a CD recording of "Tanzanian Sky" is made. Three of the musicians also recorded a demo for promotional use for possible professional collaboration projects in the future.

Interview results: Interviews with some of the participants in the project show both positive and negative experiences. The balance was perhaps not ideal in this project as both the composer and the choreographer was Norwegian, and that the music genre was Western, improvisational with African elements.

Again, the same comment from the Tanzanian side about wanting to show the better product in Tanzania, and not show an “unfinished” piece of work in Tanzania before going to Norway to prepare for a second and much better performance there.

Comments: This is the first time NOTA works with a professional performance from start to finish which is important for showing the results to an outside audience and it creates a much needed visibility to the project. This project, or similar professional projects, could also have the potential of living its own life outside of the NOTA collaboration, perhaps as productions on tour in Norway and in Tanzania.

2.2.3 FK-activities

The cooperation with Fredskorpset aims towards both NOTA goals, to strengthen cultural cooperation between Norway and Tanzania, and to strengthen institutional capacity at TaSUBa and thereby help transforming the institution to an effective agency. The first FK-period was already done during NOTA-Project I. The second FK-period was from 2005 to 2006 and concerns partly this review’s time frame. The third FK-period was from 2006-2007 and the fourth FK-period started in 2008 with South North participants while the North South participants have been appointed, but starts in 2009. In total 14 South-North participants and 10 North-South participants for the three periods have taken part. The number of activities is extensive and is presented in detail in the attachment 4 to this report.

The South-North participants were during their stays at Stavanger School of Culture involved in a number of different workshops and performances reaching several thousand school children as well as children in kindergartens. They also taught students at the University of Stavanger in subjects like dance, music and arts education. In addition they participated in concerts, shows and exhibitions organized through the SSC but also had private engagements with choirs, the symphony orchestra and others. One of the FK-participants (senior) was the current CEO of TaSUBa, having a different program.

The North-South participants were during their stay in Bagamoyo involved in different areas;

- Teaching in the subject areas of music, drama, dance, graphic design and multimedia.
- Being involved in auditions for new students and exams for present students.
- Being involved in performances, exhibitions and giving lectures within Bagamoyo and elsewhere, reaching several thousands of audience.

In addition one FK participant (senior) has been involved in the implementation of BCA becoming an Executive Agency. The same participant is now involved in the management training of TaSUBa on behalf of NOTA-Project II. One of the FK-participants starting in 2009 will have a special responsibility to manage TaSUBa’s new theatre and flexible hall buildings.

Interview results:

The FK-participants presently working in Norway and in Tanzania were interviewed. The Tanzanian FK-participants report professionally gained skills especially in teaching methods. This has resulted in increased self assurance/confidence and also a widened mind and new knowledge about own culture and how it is perceived by others. They have been conducting workshops and performances and teaching as part of their contract. They show an amazing attitude towards taking own initiatives to do church concerts, cooperate with other artists and in general exploring the possibilities and improving themselves. The follow-up from SSC seems to be very close and their activities well planned and integrated in the school. The participants hope that they can be of use for TaSUBa after their stay in Norway, having new motivation to study more and would like to get an opportunity to do so. The ultimate goal is however to be employed at TaSUBa.

The Norwegian FK-participants are teachers at TaSUBa and also participate in preparing and instructing performances and are sometimes actors/musicians/dancers themselves. They have met some challenges to adjusting their teaching to the reality they find different from what they are used to at TaSUBa: less equipment, less background knowledge from students for instance on theoretical subjects, difference in motivation of some of the students, different system with information and planning of activities. They focus on preparing students for exams but also for life after college. They are sometimes given a lot of responsibility while their position within the institution is not so clear – equal to permanent teachers?

Comments: The FK-arrangement as such and clearly the Norwegian FK-participants seem to be so important to the institution that there should by now have been a system in place for transfer of knowledge to bringing some of what they teach on also after they have left. Perhaps install a system where each FK-participant partly work in pair with a permanent teacher? This way, the challenges for the FK-participant would be lessened as they would learn from the permanent teacher. Also the permanent teacher would learn from the FK his/her teaching methods and perhaps more theoretical approach so that these could in the end be somehow combined and developed for future tuition.

3 BCA/TaSUBa 2006-2008

BCA was a government training institution under the Ministry of Information, Culture and Sports. It is one of the very few educational institutions in Africa offering practical higher education in dance, drama, music, fine arts and stage technology. BCA aspires to be a dynamic, creative, innovative and transparent institution for high quality training, research and professionalism in the arts.

BCA changed status and name on November 2 2007. By order from the President's Office, Public Service Management, the institution became an Executive Agency and is from that date known as TaSUBa.

BCA/TaSUBa has in the period 2006-2008 made a number of written planning documents, particularly due to the transformation process the institution is going through. Annual reports on progress have not as such been available for the review team. Information on activities and progress is therefore mainly based on interviews and will be presented in more detail in chapter 4 relating to our assessment of the implementation of the Strategic Plan. A system for annual reports will however be in place from 2009, as part of the public report system for the Executive Agency. Different documents have been assessed, being part of what can be said to demonstrate important turning points for the institution. They have been part of the process leading up to, and can be said being the basis of, the current Strategic Plan;

Turning point one: 2002

- A Strategic Plan for the Development of the Bagamoyo College of Arts existed already for the period 2003-2006.
- The Strategic Plan was made after the COWI reports from 2002 and 2003 reviewing respectively the BCA and the NOTA-Project I. This was also made after a fire in 2002 burnt the BCA Theatre Building down. In addition a stakeholders workshop and an expert workshop were conducted in the course of 2002.

Turning point two: 2005

- A Master plan for the whole BCA campus site was approved by the Government in 2005. Assessed needs of the institution, its environment, students, staff and management were considered and gave guidelines to BCA to develop the campus towards becoming a fully equipped and functional institution promoting the arts in East Africa.
- By 2005, BCA became fully registered with the National Council for Technical Education (NACTE) and a new curriculum was approved. The college is now technically accredited to offer a Bachelors Program but will have to fulfill regulations on level of qualification for the teachers.

- Towards the end of 2005, a decision was made by the then Ministry of Education and Culture, now Ministry of Education and Vocational Training, that BCA be transformed into an Executive Agency as part of the Government's Public Service Reform Program.
- A Business Analysis Report was also made in 2006 to prepare for the changes ahead.

Turning point three: 2007

The Executive Agencies Act from 2007 states officially that TaSUBa is established to take over the functions currently performed by the BCA in the Ministry of Information, Culture and Sports.

Governance, responsibilities, powers, accountability and other matters relating to TaSUBa is specified in the Framework Document of TaSUBa, dated March 2007. It states that TaSUBa has been established to develop, preserve and promote Tanzanian arts and culture. In order to do so the institute will have to achieve the following objectives;

- To offer high quality training programs, learning facilities, multi-media, arts and culture production.
- To undertake consultancy services and research in arts and culture.
- To facilitate an efficient management of the Institute resources.

TaSUBa is managed by a Chief Executive Officer (CEO) officially appointed in February 2008. The rest of the management team has not yet been officially appointed. A new management structure has been made but only partly implemented so far.

The Permanent Secretary for Ministry of Information, Culture and Sports is responsible for policy and strategic management and oversees the interests of the Ministry and the Government in general. There is a Ministerial Advisory Board (MAB) to advise the Minister on the Performance of TaSUBa. The members of the MAB can also serve as important resources for the management of TaSUBa. The institutional representation in the advisory board of TaSUBa, are beneficial in relation to helping to secure the position of TaSUBa as an important and prioritized national culture institution in Tanzania.

The MAB had one meeting so far, in May 2008. The next meeting will be in March 2009 where an updated budget and a business plan will be among the items to be discussed, as well as recommendations from this review.

The transformation into an Executive Agency is a major change for the institution and means, among other things, that they are now a semi-autonomous body with a responsibility for generating income to the institution (only salaries are covered in full by the government). They will themselves cover recurrent expenses and later also development related costs. There is a transformation phase from 2008 to 2011 and the Framework Document covers this period.

4 EXPERIENCES, RESULTS AND KEY FINDINGS

The purposes of carrying out the external review, according to the Terms of Reference (TOR), have been to assess five different questions. The general experiences, results and key findings are presented according to these questions in this chapter. (In chapter 2, where the NOTA-activities are presented, interview results and comments are given more specifically for each activity.) In addition, the TOR focused on different tasks to be undertaken by the review team. The tasks dealing with risk factors, risk management, financial management and anticorruption measures are commented on in this chapter.

The review team focused on the following three elements in general;

- The NOTA-Project II itself as a starting point for the review, since this is what is funded from the MFA.
- TaSUBa and the development of the institution according to the new challenges.
- The link between the NOTA-project II and TaSUBa, is NOTA II achieving not only its separate goals but also helping the development of TaSUBa?

4.1 Implementation of the Strategic Plan

Question one: What is the progress of the implementation of the Strategic Plan?

The new Strategic Plan for TaSUBa was approved in March 2008. The Strategic Plan has a focus especially on stakeholders and customers, because of the institution's need to develop its income generating activities due to their new organizational position as an Executive Agency.

The Strategic Plan has identified 3 Key Result Areas, and within each area strategic objectives, and a timetable for when the activities should be finalized has been identified. The review team has through interviews with the CEO and other Key Informants gone through these Key Result Areas to assess the progress of the implementation of the Strategic Plan, with a focus on activities to be implemented by 2008.

Although the institution is now an Executive Agency, and the new Strategic Plan has been approved, the organizational structure is not fully in place for this to be implemented. The new management has not officially been appointed, except the CEO, and people are so far "acting" in their positions and will only partly be part of the new management. This contributes to making the progress somewhat slower than could be expected. In addition, the first budget under the new regime is for the Tanzanian financial year 2008/2009, and started 1st July 2008. This also will make it difficult for some of the planned activities to be implemented already at this point. On the other hand, the majority of activities that were planned to start or to be finalized in 2008 prove to have been done.

Key Result Area 1: Infrastructure Development

Progress in 2008:

- Three student's hostels and CEO's house construction started, to be finalized by 2009.
- The New Theatre Hall and Flexible Hall were officially opened in October 2008.

The Master Plan projects that still are to be realized in the coming years are only in the plans of TaSUBa, awaiting approval in the Government budgets for the respective years.

Key Result Area 2: Improving of Training and Research Programs

Progress in 2008:

- Curriculum for short courses developed

Most of the strategic objectives have a longer perspective than the review period, until 2009, 2010 and 2011. Some of these areas have been started/are in process, but not all of them. Some depend on development support. Others depend on work done in the internal organization only and they will all be important in the transformation process. According to the CEO there is an organizational challenge to change the attitude, "the mind-set" and "drive" within the organization towards developing the institution in a businesslike direction, at least at the speed that is expected.

Some of the income generating activities in this field are already in place by the institution, but only in a very limited way, and mainly as a result of reactive approach of the institution rather than a proactive approach. The management of TaSUBa is aware that promotional activities must be started, but would need guidance on this starting point.

Key Result Area 3: Effective and efficient management of TaSUBa

Progress in 2008:

- Training needs (teaching staff), assessment undertaken by 2008.
- Two members of teaching staff doing their Masters Degree funded by the NOTA-project II.

- Three former BCA students are doing their Bachelors Degree at the UiS, as part of the ACE program, they are as part of their contract to be working at TaSUBa from 2009-2011.
- One member of non-teaching staff is currently doing her Diploma in Secretarial Studies funded by the NOTA-project II.
- Although management is permanently not in place, a workshop will be conducted in December 2008 and followed by further training in 2009. This is organized by the NOTA-project II.
- The CEO has also been funded by the NOTA-project II for his planned PhD.

It is clear that the management of the institution and their staff are both interested and willing to do the training needed for them to gain the skills necessary and important in a transformation process like they are in. However, it is equally clear that this is a process that takes time and where the institution needs funding as well as guidance.

It is also clear that the training done for the teaching staff through the NOTA-Project II is very positive for the institution and for the staff who are getting this opportunity.

It should be further followed up how the management training should be organized in future for the best possible effect as this is an important area for the institution in order for them to reach their goals. For instance it should be considered whether the management training rather be done “in-house” than by letting staff members be supported to study elsewhere, whether it is good to use local trainers or what is being used at the moment, to use trainers from Norway through NOTA.

4.2 Links between the Strategic Plan and the NOTA Project II

Question 2: Which are the necessary links between the Strategic Plan and the NOTA Project II?

The links between the Strategic Plan of TaSUBa and the NOTA Project II seem to be complete. NOTA had as one starting point to find the needs of BCA where the NOTA project could be of assistance. Later the collaboration developed into a more equal partnership where the respective partner organizations take equal part in developing the plans for the project.

In the NOTA Project II, the program has been designed in order to contribute to the various capacity building initiatives taking place at BCA/TaSUBa, and focuses on strengthening the institution’s capacity to implement its Strategic Plan and become an effective and efficient Executive Agency. Especially NOTA have focused on capacity building for teachers, staff and also students. This is natural since the Norwegian partner institutions are educational institutions and this is where they have their main expertise.

The experience through all the activities with student and staff training programs has in general been assessed as very positive by all parties involved. It is also clear that the long-term and systematic approach of the project is what has the best effect and that the quality of teaching is improving. This is absolutely crucial in order to attract the best students and in general to survive as an institution now that it has to operate on a more competitive level in terms of income generating activities.

It is of course a challenge that the NOTA-Project has not been able to involve all students and all staff of TaSUBa in their activities, one should therefore take care to install mechanisms to make sure the knowledge gained is spread to those not directly taking part.

The work that is done on research and documentation would not have happened at this point without the support and guidance received through the NOTA project. This is also solely financed by the Project at this point. This provides the institution with an activity that is crucial as basis for their further development towards excellence, however small in the starting phase.

The efforts on the management training side are where it is more difficult to see the immediate effect, although NOTA did link their activity also to this. It is clear that there is a need for institutional guidance on planning, information, marketing, fundraising and other issues.

4.3 Transformation of TaSUBa

Question 3: Do the managements efforts contribute to transform TaSUBa to become a more business-like, transparent and modern institution?;

According to plans for 2008 most items are followed up and implemented. The phase forward is very challenging for the institution and it will possibly take some time to reach the position where they will want to be and need to be. The review team's opinion is however that the management does its level best!

In all interviews conducted with the management, the section leaders and others, there was a clear motivation to move forward in the right direction and it is obvious that the transformation process generates a new way of thinking, new awareness and will to achieving the goals.

It seems that the most important issue for the institution as a whole is to receive more professional guidance in how to move forward in the best way. It is a major transformation process for an institution with no previous experience as an autonomous body.

It will be especially challenging to plan carefully in order to reach the targets of income generating activities. There is a capacity question concerning how many external/extracurricular activities the staff and students can deal with on the side of the teaching and studying without affecting the quality of the core activities of the institution. One should note that there could be a danger for any educational institution if it has to be too focused on what activities could earn income. Such activities can then negatively affect the focus and quality of the teaching and the actual curriculum and core activities might be disregarded.

In addition there are some very basic requirements of the institution that need to be in place, such as instruments and other equipment that in some areas are lacking or too few. Also there is a need for the institution to get in place a system for maintenance and care taking of equipment already in place.

Internal information seems to be a point where things can be improved. Many of the staff interviewed at TaSUBa does not feel well informed about the changes that are happening and are therefore insecure about their own future in the organization. This can also affect work ethics. In a situation where the institution is asked to have a focus outside the institution it is of equal importance to have a focus internally, to make sure the organization itself is strong enough to meet the challenges they are currently facing. Information, involvement, participation are key words for transparency.

It is further important for the institution to make sure that the job descriptions for the new management team as well as the heads of units correspond with the new challenges, especially concerning roles, expectations and responsibilities.

4.4 Cultural collaboration between Norway and Tanzania

Question 4: The activities that come under part 2 of the project. "To promote cultural collaboration between Norway and Tanzania;

There have been a substantial number of exchange activities with staff, students and artists over very many years. It is quite clear that both the people directly involved and indirectly involved have had very positive experiences, both professionally and personally, with the exchange program.

The program is very well known within the respective communities and to some extent the cultural collaboration goes beyond what is happening within the partner institutions. A large number of audiences in both Stavanger and Bagamoyo have been able to watch performances as a direct result of NOTA.

In interviews with participants, many focus on the “exchange of ideas” as the most positive experience for them. They focus on the combination of learning something that is for their profession directly and that learning from a different culture is of benefit for them as persons. Everybody interviewed as part of this review express a confidence in this cross-cultural cooperation, no doubt as a result of it being long term cooperation relationship between the institutions. Whether it results in a cultural collaboration that goes beyond the project period is a challenge that is discussed in chapter 5, but a basis for a sustainable cooperation has no doubt been cemented in the period towards 2008.

4.5 Fredskorpset and the ACE program

Question 5: The contribution of the collaboration with Fredskorpset (FK) Norway and the Norwegian Centre for International Cooperation in Higher Education (SIU) in achieving the intended purposes of the project.

The contribution from Fredskorpset has been longer than the contribution by the ACE program and is the one showing the clearest results towards achieving the intended purposes of the project. The FK-participants are involved in so many ways, both towards strengthening the institutional capacity and in promoting cultural understanding. Through all interviews conducted, both South and North participants mentioned the FK and ACE involvement as extremely important contributions to the institutions.

The goal of the Norad Programme in Arts and Cultural Education (ACE) is to contribute to the strengthening of cultural education institutions and to the professionalization of artists and art forms in selected countries in the South. Currently three former BCA students are studying for their Bachelors Degree at UiS financed by the program, and with a contract to go back to TaSUBa to teach for two years. The studies within the ACE program are therefore very relevant for TaSUBa as they have a requirement of teaching staff to get better qualifications and in that respect this program is very relevant for TaSUBa’s institutional needs.

4.6 Risks

How does the project deal with the risk factors?

The agreed risk factors from the Project Document have been dealt with the following way;

- Risk: The Ministry’s process to recruit a new management for TaSUBa might be slow and this can affect implementation of the project particularly with new activities.

This has been a fact. The new CEO was formally appointed in February 2008 and the new management team has not yet been formally appointed. This has delayed the management training that was planned for an earlier stage.

- Risk: New people might be recruited to BCA/TaSUBa with no interest in NOTA.

This might still be a risk, but it seems minimal. There is a general interest for NOTA within the institution and the CEO shows a strong commitment to the cooperation.

- Risk: The NOTA project depends on only a few people within the Norwegian institutions.

The risk has been reduced as more people are involved in total. In addition there are clear written procedures about the activities of the project making it easier if someone else would have to take over.

- Risk: Implementation on activities requires expansion of the physical infrastructure at the BCA/TaSUBa described in the Master Plan.

Expansion of the physical infrastructure at the BCA/TaSUBa as described in the Master Plan, and of importance to the project, is being implemented as planned so far.

- Risk: The possibility of not getting continuous funding from the ACE program and/or Fredskorpset.

Fredskorpset has given funding until 2010 but that is also the last period. Norad however, has not formally announced the decision about continuous support to the project after the last application to the ACE.

Other risk or problem zones that might counteract or hinder a successful implementation of the Strategic Plan could be;

- The inexperience of TaSUBa of having to work towards income generating activities after having since its origin been fully funded by the Government. This is a totally new situation for the college, now as an Executive Agency, and might take time to change.
- The capacity of the institution to manage having so much external activity will be challenged. There is a danger of losing focus when too many activities and too many contacts are to be followed up.
- A hierarchical (top heavy) structure of the institution could be a hindrance for a joint institutional effort to successfully implement the Strategic Plan.
- A tendency for the institution to be re-active instead of pro-active in their external activities.
- Teachers and Students sometimes express the opinion; What's in it for me? There must be created a common understanding about how they could and why they should contribute towards income generation activities for the institution. A joint motivation and will for change must be sought.

4.7 Finances, management, audits and anti-corruption measures.

4.7.1 NOTA 2006-2008

NOTA-Project II started only in autumn 2006 and the financial year 2008 is at this point not yet over. The review team has had access to the financial report and audit reports for 2007 and budgets for 2008. To get a full financial overview the review team asked the NOTA project manager to compile budgets and accounts on expenditure for all three years in one document. This is attached to the report.

NOTA-Project II gets its income mainly from the MFA with a support of 1.500.000 NOK pr year, for administrative costs and for approved activities. In addition there is a support from Fredskorpset and Norad – through the ACE program - directly for activities funded by them. The partner institutions also contribute to the Project, mainly by letting their own staff be involved in the project at no cost for NOTA.

The Norwegian side of the Project is responsible for the economy and the money is therefore transferred to the NOTA project's own account from the Embassy. The Tanzanian coordinator makes written requests for regular transfers, based on the agreed activities, budget and actual expenditure, the CEO approves and cheques are signed by two designated persons.

Some discrepancies in the financial reports of NOTA Bagamoyo were found in 2007 and explained in a cover letter from the NOTA organization to the Embassy, when submitting the annual audited accounts for 2007. The actual economic discrepancy was – according to the NOTA Project Manager - of TZS 9.896, which is roughly NOK 50. The main problem seems to be an inadequate job done by the external auditing firm. There was also a loan made by TaSUBa of TZS 1.525.000 and a transfer to TaSUBa for administration costs of TZS 2.379.516 not mentioned in the audited accounts. Further on there were allowances paid to participants in meetings etcetera when full-board accommodation was offered. Receipts showing that the loan has been paid back will be provided in the 2008 accounts. NOTA asked the Embassy to accept that the TZS 2.379.516 had been used to cover running costs of TaSUBa.

The inadequacy of the audited accounts was pointed out by internal control. The Norwegian Project Manager and the Norwegian NOTA Board were dissatisfied with the job done by the external Tanzanian auditing firm, and the Norwegian and Tanzanian NOTA coordinators went through the accounts together, checking every entry and receipt, and providing detailed accounts. The fact that the internal control raised questions and that it was decided to double-check the accounts show that there is a good internal control.

In a letter dated 15th of October 2008 the Embassy also stated that they appreciated the way the NOTA board had responded to the financial statements of the Tanzanian auditing company.

Experience with three external Tanzanian auditing/accounting firms has shown that the competence and integrity is not of the standard that is expected in Norway. In the view of the Norwegian NOTA management, accurate internal accounting and control of the Tanzanian NOTA accounts is therefore fundamental. Future accounts will be provided in detail by the two NOTA coordinators together, checking all entries and receipts. They will first submit them to the National Boards, then to an external auditing firm. The audit report will then be submitted to the National Boards, and then both the accounts and the audit reports will be submitted to the Embassy for approval.

In Bagamoyo the financial management is taken care of by the NOTA coordinator and the TaSUBa accountant. All expenses have to be signed by the CEO at TaSUBa. The TaSUBa accountant is trained in accounting. The Tanzanian NOTA board, consisting of the TaSUBa management and the NOTA coordinator, has the overall responsibility for the accounts. The accounts are also audited by an external Tanzanian accounting/auditing firm.

In Stavanger the financial management is taken care of by the NOTA manager and a professional accountant at Stavanger Municipality. All expenses have to be signed by the chairperson of the Norwegian NOTA Board. The accounts are audited by the auditing firm used by Stavanger Municipality.

The budgets made in the Annual Activity Schedule and Budgets are very detailed, thereby improving the economic control. After the yearly meeting with the Embassy in 2007, a system was implemented within the computer based accounting system for dividing the expenses into sub-activities. This has improved the budget control, as it can be seen at any time what amount has been spent for each activity. All financial statements show a surplus that is carried forward to the next financial year and the budget control from the project management seems to be very good. As far as it can be seen the assessment is substantiated by a comparison of actual expenditures vs. budgeted expenditures in Annex 5 of the report. Discrepancies between budget and actual expenses are mostly the result of changes in the timing of activities, which are explained in the yearly Implementation Status Reports and well as in the annual reports.

Anti-corruption is mentioned at under point "XIX Ethical rules and corruption" in the Framework for Partnership. The dangers for corruption within NOTA are mainly in recruitment and selection processes and with economical fraud. There are clear rules and a very strong focus on having fair and transparent recruitment and selection processes, also in the Framework for Partnership, and these processes are mostly done in cooperation between the partners. These principles will reduce the risk of corruption in this field.

See annex 5 for full financial overview 2006-2008

4.7.2 BCA/TaSUBa Finances 2006-2008

The review team wanted to look into the financial development of TaSUBa in addition to the organizational development in this important transformation phase, as these are interconnected. This has proved somewhat difficult. Some figures were provided by TaSUBa regarding the financial year 2007/2008, as well as the application for funding from the Ministry for 2008/2009, but this is not sufficient to make any thorough assessment of the financial development of the institution.

Some information has been found also after requests to the Ministry. Before BCA became TaSUBa, the financial accounts were audited as part of the Ministry's audited report. For the period 2006-2008 this was still the case. The review team had asked for copies of the two annual reports for 2006/2007 and 2007/2008 at the MICS and the request was forwarded to the Ministry Internal Audit Office.

After several attempts by the review team, which included two meetings with the Director of Culture and one meeting with the Internal Auditor, it was clear that audit reports could not be released without the Permanent Secretary's consent. An official request made by the Norwegian Embassy resulted in that the extract from the internal audit report for the period January to March 2008 was made available. The Embassy will further request the full audit reports for the two years in question and also request a meeting with the Permanent Secretary. Information regarding this will not be available for this report.

The extract from the internal report concluded that *"The MICS Controls and operations for the 3rd quarter of January to March 2008 were satisfactory based on the strategic and annual plans of the Ministry and requirements of relevant regulations, though some areas needed improvements.*

- The newly formed Agency (TaSUBa) should put into operation some important departments and units and strengthen others, some of which were already established in its Organization Structure but not yet in operation: procurement; internal audit; accounts (strengthen), management (strengthen).

- The number of applicants for enrollment to TaSUBa programs last year was 500 out of which only 40 were enrolled (8% of applicants). To be able to utilize this opportunity of high demand and others, we suggest that TaSUBa outsource the service of business plan research and write up.

- Preparation and use of accounts coding system; consolidation of existing 4 bank accounts into a few as possible and operating of petty cash system and financial controls not in operation in TaSUBa we suggest to be installed and implemented."

The report appreciated cooperation gotten during the audit, especially responding to last audit recommendations, timely presenting to them departmental performance reports and TaSUBa's timely response to their enquiries.

When asking the CEO of TaSUBa whether he had been informed of the report and had been able to take recommendations into consideration, it was made clear that TaSUBa had neither seen the report nor being informed about its recommendations. The audit report also stated some limitations to the governments audit plan due to insufficient number of own staff and lack of skills in the audit team for parts of the audit.

The first financial year for TaSUBa as the new institution is 2008/2009 and started 1st July 2008. After this first year TaSUBa will have its own external audit report by the Controller and Auditor General. The funding from the Ministry will from this financial year be for salaries as before, for development costs and, to a limited extent, recurrent costs only in the transition period up to 2011. Although the idea of establishing executive agencies is to make them self reliant in the long run, this will take some time and the government will not stop funding these agencies abruptly. Over the past two years, Government development funding has been increasing: In 2006/2007 (TSZ 800 Million) 2007/2008 (800 million) and 2008/2009 (930 million) in support of the process of establishment of the Executive Agency.

To cover recurrent costs TaSUBa must explore other income generating activities. So far they have raised the student fees substantially and have other planned income sources such as raised fees for an increased number of short courses/paid courses. In addition the CEO of TaSUBa points out that there are a number of ways of generating income that have been put in place which were not there five years ago. The fact that TaSUBa is now a semi-autonomous institution is by itself an advantage. Ways of generating income include also the Theatre and Flexible Hall, Consultancy services, production of arts products for sale. The Director for Culture at the Ministry mentioned that NOTA's contribution to Capacity Building is important in this phase where the institution have to sell their services in a different way than before.

In addition the institution does have some expenses which are covered through the cooperation agreement with NOTA and to a more limited extent with other partners in other countries. The contribution from NOTA is at this point very important to the institution, and some of the activities do rely on this funding. NOTA is not contributing to development funding but recurrent expenditure with particular emphasis on two Key Result Areas of TaSUBa's Strategic Plan, where contributions towards Capacity Building is the main role of the NOTA Project.

Financial management and anti-corruption measures at TaSUBa was also looked into by the review team. Four people where by the CEO explained to be responsible for the financial management. These are; the CEO, the Accountant and two members of the Management. The same four people are the cheque signatories of which The CEO and one member of the management are category A and the Accountant and another member of the management are category B. A cheque can be paid by the bank if it has one signature of category A and another signature of category B or two signatures of category A. The channel in command is that all payments are authorized by the CEO who is also the accounting officer.

An Ethics Committees has been established at TaSUBa as part of the government's efforts of fighting corruption. The main responsibility of the ethics committee is to make sure that TaSUBa delivers its services in the most efficient way with high level of integrity. The CEO of TaSUBa is not a member of this committee.

5 CONCLUSIVE REMARKS AND RECOMMENDATIONS

5.1.1 Is the Strategic Plan a good enough management tool?

The Strategic Plan is the main management tool for TaSUBa at the moment, but must be combined with a business plan, with a special focus on financial capacity building.

There is a need to be very specific on how the institution can work towards the new financial reality, the need to get income from new sources and by new ways. This must be combined with an analysis of the capacity of the institution to do so.

The NOTA's involvement and influence in the Strategic Plan as a tool to reaching the goals, should strategically and based on an analysis as mentioned above, gradually continue in an advisory role in areas where strength in own organization can be made available. Ideally and eventually NOTA should make itself redundant when instrumental and practical involvement is concerned and local counterparts are made self-reliant.

However, the exchange programs should be encouraged to continue and always only in accordance with TaSUBa's Strategic Plans, needs and set programs.

5.1.2 Sustainability and possible income sources for TaSUBa

How to assess the sustainability when it comes to the management's efforts in order to transform TaSUBa to become an Executive Agency, budget trends and revenue generation including external courses and sponsors?

It is difficult to make a very good assessment at this point. The institution became an Executive Agency 12 months before this review, the Executive Officer was appointed 8 months before this review and the TaSUBa's management team has not been formally appointed, the first budget year of the Executive Agency is the current one and trends have not been possible to analyze.

Income revenue generation must be in focus, and will be in focus from 2009. In March 2009 the Ministerial Advisory Board of TaSUBa will meet and discuss a Business Plan and an adjusted budget. However, the status (and pride) of TaSUBa as a unique National cultural institution in Tanzania, is regarded high in general among people. There is a will to closely follow up TaSUBa from Ministerial levels with some development support in the first period and guidance towards self-reliance.

It is considered important to improve academic national qualifications in Culture and Arts and to facilitate for an environment conducive for that (ref. Government's ongoing constructions in accordance with the Master Plan). This is promising when sustainability and moral support for future is concerned.

The review team was asked to comment on possible actions to increase the income revenue generation activities. TaSUBa have already made suggestions for possible actions in the Strategic Plan and focuses on income sources such as student fees, fees for short courses, film, theatre and visual arts productions, consultancy and research. The business plan for 2009 should be very concrete in terms of what to do to increase the institutions income, how to do it and the budget for it. In the internal audit that was made available from the Ministry, there was a suggestion for TaSUBa to "*outsource the service of business plan research and write up*". The review team supports this suggestion.

A couple of problems have been mentioned earlier in this report that can affect the possible success of these plans. One is the institutional capacity to handle too many external projects without affecting the core activities of TaSUBa as an educational institution. A risk in developing different projects with the use of teachers and students can be that they are perhaps not willing to do so, unless they get their share of the income. Many teachers already have second jobs because the income they get from TaSUBa is not high enough for their needs. Many students and their families or employers already struggle with the increased student fees. These opinions have been voiced by both staff and students through interviews and this should be discussed openly at TaSUBa. Activities that would naturally fit into the curricular activities for the students should be sought, for instance activities that are paid for by outside customers, but where students get the chance to practice their teaching skills (for instance training sessions for children).

Another problem that needs to be overcome is TaSUBa's tendency in the past to be more reactive than proactive when it comes to external contacts, and also the institutions minimal experience with marketing and fund-raising skills. A focus on learning and developing marketing and fund-raising skills and practice firstly for the management but perhaps also as part of curricular ICT activity is important. Getting the message out about what TaSUBa, their staff, teachers and students can contribute to the outside society is crucial. An awareness of what TaSUBa can offer should be raised within all levels of the institution, and there should be an open and active discussion about this to get the concrete possibilities identified. Some of the ideas that have been mentioned through interviews include;

- Make use of the tourist industry of Bagamoyo. Offer cultural programs for the hotels and tour-operators, ask the hotels to exhibit visual art that are for sale and try selling visual art also to the hotels.
- Conduct Thematic Theatre performances at the college or elsewhere for development partners, international organizations, Antiquities department on culture heritage, UNESCO, at tourist hotels etc.
- Make use of what is special at TaSUBa internationally, namely the traditional music and dance traditions that are taught and also now documented. Organize International summer school in traditional music and dance, seminars and practical teaching.
- Concerts and exhibitions showing student's work but also inviting a famous visiting artist that are sponsored by i.e Alliance Francaise, British Council, Russian Cultural centre and/or others.

What seems to be the most secure possible income source at this point is to make use of the new Theatre and Flexible Hall buildings for rentals. The venues can be used for a number of activities; festivals, concerts, performances, shows, exhibitions. Not only for the school's own activity but be used as a regular art centre also for others. In addition to the activities in the venue one should make sure to make some money also on selling artifacts to visitors, refreshments or products for sale. More commercial local activities in the venue could include conferences, balls, weddings, fashion shows, cinema etcetera.

5.1.3 Continuation of Support to the NOTA-Project II

The overall conclusion of the review of the NOTA Project II is positive. The Project contributes in many ways to TaSUBa;

- Capacity development
- Research and documentation
- Management development (partly)

The level of teaching, the level of students and the level of final production has been raised substantially on account of the Project. Interviews with participants in the different activities, teachers, students, tutors and management in all partner institutions, confirm this. In addition this has been claimed in interviews with external stakeholders such as representatives from the cultural sector and the artist industry both nationally and regionally as well as by the University of Dar es Salaam who receives many of their students from TaSUBa. To continue support for the further development of the curriculum, for the teaching staff and the students; all are crucial at this point for TaSUBa as an institution.

The research and documentation work that is done cannot continue at this point without the support of NOTA. It is important for TaSUBa to provide quality research as a subject in order to raise the academic level and focus on the traditional art forms especially when the institution has to be more respected, competitive and to stand out also internationally as one of its kind.

The project contributes also generally towards cultural cooperation between Norway and Tanzania through a number of activities as mentioned and through a wide network of friendships.

There are already some "spin-off effects" from the project, collaboration that has started outside the NOTA Project but nevertheless as a result of this. There are also so many links created between people in the two societies in Stavanger and Bagamoyo that a form of collaboration will always exist. Sustainable institutional cooperation should be planned for in the last phase of the project. All institutions express a will to do so, even if in a less extensive way. The Norwegian institutions managements express a higher interest in a continuous collaboration because of the increased artistic level one has now reached. It should therefore be of importance to also disseminate the results of this long-term collaboration and for instance try to create joint student productions and also joint professional productions financed by external partners for touring both in Tanzania and in Norway.

The efficiency of the program is satisfactorily. The outputs in relation to the inputs are higher than could be expected. Particularly is this due to the partner institutions' willingness to contribute to the project with staff within their own budget, and also because the NOTA project has been able to attract other contributions through their collaboration such as Fredskorpset and the ACE program to supplement the funding from MFA. The effectiveness of the program are reviewed as satisfactorily at this point. The outcome related to the stipulated objectives in the Project Document has been met and the purposes of the project have been meaningful and are expected to be achieved in most areas. However, the support by NOTA on the management development should be monitored closely in the coming years as this is the contribution that has not been strong enough to this point, and is only starting now.

It is therefore recommended to continue the project for the period 2009-2011. There is no need to redraft the Project Document or the Contract. Revisions of budget and activities can be done, and are done, through the annual work plans and budgets that are now developed each year and approved by the International Board. These are also presented to and discussed with the Embassy. There should however be a plan for "phasing" out the project at the end of the support period, with a focus on sustainability both for the cross-cultural cooperation between Tanzania and Norway, between the partner institutions and for TaSUBa itself.

ANNEX 1: TERMS OF REFERENCE

FINAL TOR - REVIEW

Project name : Promoting Inter-Cultural Collaboration between TaSUBa, University of Stavanger and Stavanger School of Culture
Project number : TAN-0065
Agreement name : NOTA-Project II
Agreement number : TAN 05/034

1 BACKGROUND

The cooperation between Taasisi ya Sanaa na Utamaduni Bagamoyo (TaSUBa) - previously Bagamoyo College of Art, University of Stavanger (UoS) and Stavanger School of Culture (SSC), referred to as NOTA, started in 1997 and has been supported financially by Norway in the period 1998 to 2004. The cooperation has been centred on music training through workshops and exchange activities for students and teachers in modern music, in particular.

Norad made an appraisal of the first Project Document for the second phase of NOTA (the NOTA-Project II) received from NOTA in 2005. However, as it took a long time to close the previously Project (finally closed by completion document 15 March 2006), the Embassy decided to have a new appraisal done of the revised Project Document for the period 2006 – 2011 and Norad carried out a new appraisal of the NOTA Project document in March 2006 and the final project document was submitted 1 August 2006.

According to Norad's appraisal, the project period was seen as too long because of the awaiting new Strategic Plan for Bagamoyo College of Art (now TaSUBa). The Royal Norwegian Embassy (RNE) was recommended to do an analysis of the new strategy before Norway entered into a more comprehensive commitment to a new phase of the NOTA. However, as the strategy had to be approved by the Ministry of Information, Culture and Sports, which one assumed could take a long time, it was finally decided to enter into a new Contract about the NOTA-Project II with a paragraph stating that there should be an external review of the Projects at spring 2008 that should assess the progress of the implementation of the Strategic Plan and the management's efforts in order to transform TaSUBa to become a more business-like, transparent and modern institution (§7.3). Further support to NOTA should depend on the outcome of this review.

The MFA and TaSUBa, UoS and SSC entered into a Contract about the NOTA-Project II 22 October 2006. The goals of NOTA Project are to promote cultural cooperation between Tanzania and Norway and to contribute to transforming TASUBA into an effective and Executive Agency. The purpose of the Project is to strengthen institutional capacity of TaSUBa to implement the strategic plan and build a sustainable collaboration between partner institutions.

The outputs of the Project are to:

I. Strengthened Institutional Capacity of TaSUBa:

- An effective and efficient management that will lead the agency in a business – like direction
- A strengthened financial capacity
- Improved training programs for both long- and short courses.
- A proposed Bachelor of Arts degree curriculum is also expected to be developed and submitted to the National Council for Technical Education for validation.

- A comprehensive research- and documentation program to be in place.

II. Strengthened inter-cultural collaboration between Tanzania and Norway:

- The number and scope of cultural exchange activities would be strengthened in terms of reaching a bigger target group.
- Frameworks for exchange activities and partnership will be developed
- An 'International Semester' at TaSUBa for Bachelor students from UiS will be established.

The final version of the Strategic Plan 2008 – 2011 came out in March 2008 after Bagamoyo College of Art was approved as an executive Agency. Because of the delay of the new Strategic Plan it was decided in the Annual meeting between RNE and representatives from the NOTA-Project II in May 2007 to postpone the review to autumn 2008. The external review shall assess the progress of the implementation of the Strategic Plan and the management's efforts in order to transform TaSUBa to an executive agency in the period 2006 – 2008.

The Review team should consist of one or two independent Norwegian consultants and one independent Tanzanian consultants. The Norwegian consultants should be identified by Norad and approved by the Embassy, Norad and the Embassy should identify the Tanzanian consultants. The Embassy shall coordinate the review.

2 PURPOSE; CONTEXT AND INTENDED USE

The purposes of carrying out the external review are to assess i) the progress of the implementation of the Strategic Plan; ii) the necessary links between the Strategic Plan and the NOTA-Project and iii) the management's efforts in order to transform TASUBA to become a more business-like, transparent and modern institution; iv) the activities that come under part 2 of the project: "To promote cultural collaboration between Norway and Tanzania; v) the contribution of the collaborations with Fredskorpset (FK) Norway and the Norwegian Centre for International Cooperation in Higher Education (SIU) in achieving the intended purposes of the project. The assess period shall be from the contracting period 2006 – 2008. How the Project deals with the risk factors mentioned in the Contract should also be included in the appraisal.

The Review team shall outline the findings and recommendations regarding the future support to the NOTA-Project II and give recommendations on whether there are a need for redrafting the Project Document and on any corrective actions deemed necessary to ensure the delivery of the outputs of the programme within the given programme period.

3 SCOPE OF WORK

The main focus of the review shall be on the progress of the implementation of TaSUBa's Strategic Plan (2008 – 2011).

The review team shall undertake the following tasks:

- 1) Assess the efficiency of the program. The consultant shall view the outputs in relation to resource-use (inputs).
- 2) Assess the effectiveness (outcome) of the programme related to the stipulated objectives in the Project Document and look into whether the purposes of the programme have been achieved or is expected to be achieved.
- 3) Assess the collaborations with FK Norway and SIU in connection with the stipulated objectives in the Project Document and whether they add support in achieving the purposes of the project.
- 4) The review teams shall specifically look into the following strategic objectives: i) transforming TaSUBa into an Executive Agency, ii) achieve an efficiently and effectively TaSUBa

management, iii) achieve efficiently and effective training programmes, iv) accomplish comprehensive research and documentation programme, v) strengthen the financial capacity of TaSUBa, vi) strengthening cultural exchange activities and vii) sustained collaboration between partners.

- 5) Assess how the Project deals with the agreed risk factors: implementation of the Strategic Plan, management and capacity and physical infrastructure. The team shall also look into how identified challenges have been dealt with so far and to what extent they prevail, have been solved or increased.
- 6) Assess the risk management, especially when it comes to capacity and financial management, and identify other possible risks or problem zones that may counteract or hinder a successful implementation of the Strategic Plan.
- 7) Assess the sustainability when it comes to the management's efforts in order to transform TaSUBa to become an executive agency (more business-like, transparent and modern institution), budget trends and revenue generation including external courses and sponsors. The team shall comment on possible actions to increase the income revenue generation activities.
- 8) Evaluate the progress of the implementation of TaSUBa's Strategic Plan.
- 9) Assess the necessary links between the Strategic Plan and NOTA-Project
- 10) Look into the financial management and audit functions of the programme and the findings of the audits already carried out.
- 11) Look into the anti-corruption measures installed for the programme, and give recommendations for improvements if found necessary.

Based on the above, the Review team shall outline the findings and recommendations regarding the continuation of support to the NOTA-Project II and give recommendation on whether there is a need for redrafting the Project Document and/or the Contract. The review team shall assess whether the Strategic Plan is a good enough management tool.

4 IMPLEMENTATION OF THE REVIEW

The review shall be performed by a team of two (3) persons; preferably two Norwegian/international consultant and one Tanzanian consultant. One of the Norwegian Consultants shall be the leader.

The team should together possess skills and experience in the following fields:

- A thorough understanding of cultural sector in Tanzania
- Knowledge of institutional capacity issues and financial management of development programmes
- Experiences from similar studies
- Experience from culture collaboration and partnerships with local and international partners;
- Knowledge of programme evaluation, risk analysis and impact assessment

The methodology to be applied will include:

- Meetings and interviews with TaSUBa, University of Stavanger, Stavanger School of Culture and the Ministry of Information, Culture and Sports if necessary
- Desk study of relevant documents and strategies.

Documents available from the Embassy:

- 1) Programme Document "Promoting Inter-Cultural Collaboration between TaSUBa, UoS and SSC 2006 – 2011", received 1 August 2006.
- 2) Contract between the Norwegian MFA and TaSUBa, SSC and UoS regarding support to the NOTA-Project II, dated 22 October 2006.

- 3) TAASISI YA SANAA NA UTAMADUNI BAGAMOYO (TaSUBa) Strategic Plan (2008 – 2011)
- 4) COWI/Swedish Embassy in Dar es Salaam: “Review of Bagamoyo College of Arts”, May 2002
- 5) COWI/International NOTA Board/NORAD: “Final Evaluation of NOTA project”, December 2003
- 6) Bjarne Birkeland/NOTA: “Students’ assessment of the Bagamoyo College of Arts”, December 2006
- 7) NOTA: “Framework for Partnership”, January 2008

5 TIMING AND REPORTING

The consulting and report writing should take place during three weeks, tentatively week 44, 45 and 46.

During the two first weeks period, the review team shall study all the necessary literature concerning the programme, interview people, compile and analyse the collected information and present the first findings for the Embassy. A draft report should be submitted not later than one week after completion of the field work, i.e. by 14 November. The final report shall be presented not later than one week after the RNE, Norad/MFA and the partners involved in the NOTA-Project II have commented on it. The report shall be presented in both electronic and paper version, and should not exceed 15 pages plus relevant annexes. There should be an executive summary and a summary of conclusions and recommendations. The report should be submitted in the English language in soft format only for the draft, and in soft format in addition to 10 hard copies for the final report.

6 DATE, LOCATION AND SIGNATURE

Svein Bæra Minister Counsellor, Royal Norwegian Embassy	Date

ANNEX 2: CONTRACT NOTA-PROJECT II

CONTRACT

between

**THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS (MFA)
and**

**Bagamoyo College of Arts, Stavanger School of Culture and the University of
Stavanger, Department of Music and Dance
regarding**

**Support to the NOTA-Project II; co-operation between Bagamoyo College of
Arts (BCA), Stavanger School of Culture (SSC) and University of Stavanger
(UiS)**

Bagamoyo College of Arts, Stavanger School of Culture and University of Stavanger have in letter dated June 24th, 2005 requested MFA for financial support to the Nota-Project II. On the basis of the final Program Document received August 1st, 2006 the MFA has decided to comply with the request. MFA and the three institutions; BCA, SSC and UiS, hereby referred to as the NOTA-board*, agree as follows:

1. Scope and objectives

- 1.1 This Contract sets forth the terms and procedures for MFA's assistance to the project as outlined in the Agreed Project Summary in Annex I and further described in the Project Document "NOTA-Project Autumn 2006-Spring 2011", received August 1st 2006.

All communication to MFA in regard to this Contract shall be directed to the Norwegian Embassy in Dar es Salaam. Regarding the organisation structure as outlined in Annex 1 (§1.1) the coordinator, who has the authority as "Project Manager", shall be the Embassy's main contact partner relating to the NOTA-Project. The Project Manager will be based in Norway. The Project Manager will cooperate closely with the Coordinator in Tanzania. The Coordinators, who are both secretaries for the NOTA-Board, have the key responsibility for monitoring and evaluation, and will submit Annual Work Plans, Annual Budget and Semi Annual Reports to the Embassy.

* The NOTA-Board is the decision-making unit in the NOTA-project's organisation structure. The daily running of the Project shall be decentralised by having one Coordinator on each side. The Coordinators are secretaries for the Board and shall make activity and financial reports to the NOTA Board through respective bodies. One of the Coordinators shall have an overall authority as "Project Manager".

- 1.2 The Goals of the NOTA-Project II is to promote cultural collaboration between Tanzania and Norway and to contribute to transforming BCA into an effective and efficient Executive Agency..

The Purposes of the Project is to strengthen institutional capacity of BCA to implement the strategic plan and build a sustainable collaboration between partner institutions.

2. Contributions of MFA

- 2.1 MFA shall, subject to Parliamentary appropriations, make available a financial grant not exceeding NOK 3 mill. (Three millions Norwegian Kroner) be used exclusively to finance the Project during the period autumn 2006 to spring 2008. Further support of NOK 4,5 mill. (Four millions fivehundredthousand Norwegian Kroner) for the period autumn 2008 – 2011 will depend on an external review of the Project, which shall be done at spring 2008.
- 2.2 Upon completion of the Project, or of termination of this Contract, any unutilised funds, including accrued interests, shall be returned to MFA, unless the Parties have agreed in writing upon the utilisation of such funds.

i. Obligations of The NOTA-Board

The NOTA-Board shall:

- 3.1 Carry out the Project on the basis of Annex I, the budget, the time schedule and the Project Document. Any revisions have to be agreed upon in advance in writing,
- 3.2 effect purchases for the Project in such a manner as to obtain the most favourable terms with regard to price, quality, delivery date and maintenance facilities, and to keep the same insured,
- 3.3 provide counter part and other funding according to budget,
- 3.4 meet all additional expenses that may be necessary for the completion of the Project,
- 3.5 ensure that Project funds are properly accounted for and keep available for immediate inspection all accounting records, systems and all relevant documentation,
- 3.6 keep MFA informed as to the name of the auditor of the Project and keep MFA informed about plans for major organisational changes,
- 3.7 provide copies to MFA of reports submitted to authorities relevant pertaining to the Project,
- 3.8 promptly inform MFA in writing of any condition which interferes or threatens to interfere with the successful implementation of the Project,
- 3.9 be responsible for entering into sub-contracts with partner organisations for the successful implementation of the Project,

- 3.10 organise activities in such a way as to combat corruption and irregularities, refuse any form of gift, offer, payment or benefits that entail illegal or corrupt practice,
- 3.11 guarantee that funds made available in accordance with this Contract are not used in violation of relevant UN conventions and resolutions of the UN Security Council.

4. Disbursements

- 4.1 The total amount of the Norwegian contribution is NOK 3,0 mill. to be used to finance the first period of the Nota-Project II; 2006 to spring 2008. The first disbursements (NOK 750 000) will take place upon the signing of this contract. The grant for 2007 – 2008 shall take place upon semi-annual written requests from The NOTA-Board based on the financial needs of the Project, and with exception of the first request, on approved work plans and budgets. The remaining amount of NOK 4,5 mill. for the second period; autumn 2008-2011, depends on the review that shall take place at spring 2008.

Further, along with the requests, except the first request, The NOTA-Board shall state the cash balance of the Project and submit statement of bank balances for the Project from the bank.

When determining the amount to request, The NOTA-Board shall take into account unspent disbursed amounts and income from all sources as well as any accrued interests.

- 4.2 Funds will be transferred upon MFA's approval of the request to the following account:

Account no.: 3201.27.07079
Name: Sparebank 1 SR-Bank
Address: Postboks 218, 4001 Stavanger
Organisation no.: 937895321

The NOTA-Board shall immediately, in writing, acknowledge receipt of the funds. The date of the receipt shall be stated.

5. Reporting

The NOTA-Board shall submit the following reports/documentation to MFA: The annual Progress report, periodic reports, audit reports and final report

- 5.1 The annual progress/narrative report, which shall include the following information:

- A description of actual outputs compared to planned outputs (normally defined in annual work plans),
- a brief summary of the use of funds compared to budget,
- an assessment of the efficiency of the Project (a measure of how efficiently resources/inputs are converted into outputs),
- an explanation of major deviations from the plan,

- an assessment of problems and risks (internal or external to the Project) that may affect the success of the Project,
- an assessment of the need for adjustments to activity plans and/or inputs and outputs, including actions for risk mitigation.
- a brief assessment of achievements in relation to purpose

The reports under 5.1 shall be submitted to the Embassy within April the following year.

5.2 The final report, which shall include the following information:

- a final report for the whole Agreement period, as well as audited financial statements for the final year of agreement.
- The topics listed in Clause 5.1 above and Clause 6 below.
- an assessment of the effectiveness of the Project, i.e. the extent to which the purpose has been achieved,
- an assessment of impact (if possible), i.e. the changes and effects positive or negative, planned and unforeseen of the Project seen in relation to target groups and others who are affected,
- an assessment of the sustainability of the Project, i.e. an assessment of the extent to which the positive effects of the Project will still continue after the external assistance has been concluded.
- a summary of main “lessons learned”.

5.3 MFA shall respond in writing within four weeks after the receipt of the reports and documentation. MFA shall approve the work plans and budgets in writing.

6. Audit

6.1 The annual financial statements of the Project shall be audited by an independent professional accountant (auditor) or a recognised auditing firm acceptable to MFA. The audit shall at least cover the issues mentioned in the Terms of Reference in Annex II to the Contract. The NOTA-Board shall submit to MFA the audit report and any other report from the auditor significant to the implementation of the Project no later than July the following year. Since the funds to the NOTA-Project will be transferred into a Norwegian account and hence a Norwegian auditor/auditing firm will do the audit, the BCA shall submit its annual audited financial statements to the NOTA-Board within March the following year. The financial statement from BCA shall be audited by an independent professional accountant/auditing firm acceptable to, and approved by MFA. The NOTA-Board shall comment upon the auditor’s findings. MFA shall respond within four weeks upon reception of the report.

6.2 MFA may appoint an independent auditor to undertake audit if deemed necessary. Audits may also be carried out by the Norwegian Auditor General as and when deemed necessary.

7. Meetings and reviews

7.1 The Embassy, UiS, SSC and BCA shall hold annual review meetings to examine the progress of the Project. Those meetings should take place within May each year. Exact dates and venue of such meetings shall be decided by mutual agreement between the partners concerned and co-ordinated with BCA. Annual meetings should take place in Tanzania. The meetings shall be called and chaired by the NOTA-Project’s Project Manager. The Project Manager shall prepare

necessary documents for such meeting, including an agenda, implementation status report, which is based on agreed work plan, activity plan for the coming year, budget and updated financial statements concerning the Project, and submit them to the Embassy three weeks in advance.

The purpose of these meetings is to discuss the progress of the Project, including results and fulfilment of agreed obligations, to discuss and, if feasible, approve documentation submitted according to Clause 5 above, as well as to discuss issues of special concern for the implementation of the Project, e.g. risk management. Central elements of the discussion and all decisions from the consultations shall be recorded in Agreed Minutes.

- 7.2 A mid-term review focussing on progress to date and the effectiveness of the Project, i.e. the extent to which the Purpose are being/have been achieved, shall be carried out by July 2009. An assessment of the Project's impact may also be included in the review.

A final project review focusing on future plans and sustainability of the Project shall be carried out by November 2011.

- 7.3 MFA reserves the right to carry out independent reviews or evaluations of the Project as and when MFA deems it necessary. The cost for such reviews will be covered by funds over and above the Grant.

An external review of the Project shall be carried out in the spring of 2008 in order to assess the progress of the implementation of BCA's Strategic Plan, to assess the necessary links between the Strategic Plan and NOTA-Project II and to assess the management's efforts in order to transform BCA to become more business-like, transparent and modern institution. How the Project deals with the risk factors mentioned in Annex I (§2.6) should also be included in the appraisal. The cost of the evaluation shall be covered by the Grant. Costs for external consultants hired by the Norwegian Embassy and costs outside the project will be covered by the Embassy. The Embassy will initiate and be in charge of the review, while the Embassy and the NOTA-Board shall discuss the Terms of Reference for the review. Further support will depend on the independent review.

8. Corruption

The Parties declare their commitment to counteract corrupt practices in the execution of the Contract. Further, the Parties commit themselves not to accept, either directly or indirectly, as an inducement or reward in relation to the execution of the Contract, any kind of offer, gift, payments or benefits, which would or could be construed as illegal or corrupt practice.

9. Breach of Contract

- 9.1 If the NOTA-Board fails to fulfil its obligations under this Contract, or if any major organisational changes are found to be contradictory to the objectives of the Project, MFA may, upon consultations with The NOTA-Board cancel this Contract and claim repayment or withdraw the total or a portion of the funds provided to the Project.
- 9.2 MFA will cancel this Contract or portion of this Contract and have the right to demand the cancellation of any contract financed under this Contract with immediate effect if it determines that corrupt or fraudulent practices were engaged in by representatives of The NOTA-Board or of a beneficiary of the aid funds during procurement or during the execution of the contract without

The NOTA-Board having taken timely and appropriate action satisfactory to MFA to remedy the situation.

10. Entry into force – Termination - Disputes

- 10.1 This Contract shall enter into force on the date of its signature, and shall remain in force until both Parties have fulfilled all obligations arising from it. Whether these obligations shall be regarded as fulfilled, shall be determined in consultation by the Parties.
- 10.2 Notwithstanding the previous clause, each Party may terminate the Contract upon three months' written notice.
- 10.3 In any case of termination of the Contract The NOTA-Board shall exert its best efforts to bring the Project to an end in a rapid, orderly and economical manner as regard to the use of the funds from MFA, and The NOTA-Board shall not commit the Project economically as regard to the use of funds from the date of the receipt of the notice of termination. Any unspent funds not committed for by the date of the receipt of the notice of termination, shall be returned to MFA without delay.
- 10.4 If any dispute arises relating to the implementation or interpretation of this Contract, the Parties shall consult with a view to reaching a solution.

Any disputes that cannot be solved amicably shall be referred to the competent Norwegian court and settled in accordance with Norwegian law. The court venue shall be Norway.

This Contract is drawn in duplicate with one copy for The NOTA-Board and one for MFA.

Place:

Date:

Place:

Date:

For the Norwegian Ministry of
Foreign Affairs:

For the NOTA-Board;
Bagamoyo College of Art

For the NOTA-Board;
Stavanger School of Culture

For the NOTA-Board;
University of Stavanger

Annexes:

- Agreed Project Summary
- Terms of Reference for Audit

ANNEX I: AGREED PROJECT SUMMARY

1. Identification of the Project

- Project Title/Name: NOTA-Project II, co-operation between Bagamoyo College of Arts and Stavanger
- Implementing institution: Bagamoyo College of Arts, University of Stavanger and Stavanger School of culture.
- Norwegian and/or other Partner institution: Fredskorpset and Norwegian Centre for International Cooperation in Higher Education (SIU).

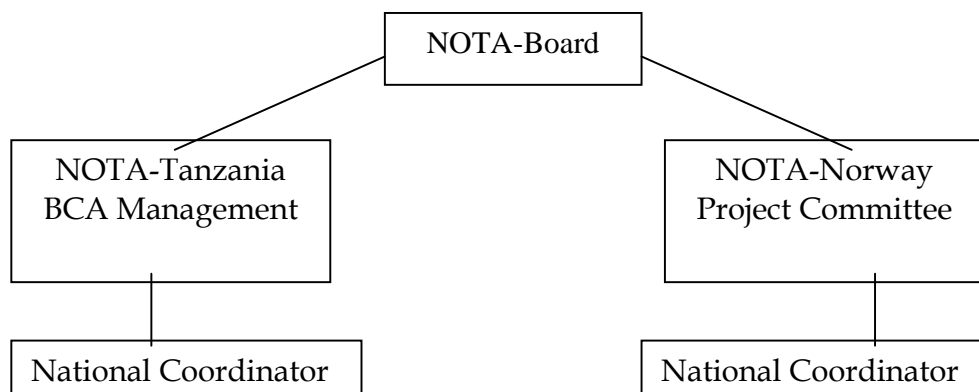
1.1. Organisation Structure

The organisation consists of:

I) A *NOTA-Board of five persons*; the heads of the three partner institutions (or persons appointed by them), plus one from each country appointed by the project committee in Norway and the BCA management in Tanzania. The *NOTA-Board* is the decision-making unit in the structure.

II) A *Project Committee* both in Tanzania and Norway, which should manage activities.

III) One *project coordinator* from the two countries. One of the co-ordinators shall have an overall authority as *Project Manager*.



2. Description of the Project

2.1 Goal

Based on lessons learned in Phase I, this phase aims at achieving two main goals as follows:

- To promote cultural collaboration between Tanzania and Norway.
- To contribute to transforming BCA into an effective and efficient Executive Agency.

2.3 Purpose

The purpose of this project is to:

- I. strengthen institutional capacity of BCA to implement the strategic plan
- II. build a sustainable collaboration between partner institutions.

2.3 Outputs

I. Strengthened Institutional Capacity of BCA:

- An effective and efficient management that will lead the agency in a business – like direction

- A strengthened financial capacity
- Improved training programs for both long- and short courses.
- A proposed Bachelor of Arts degree curriculum is also expected to be developed and submitted to the National Council for Technical Education for validation.
- A comprehensive research- and documentation program to be in place.

II. Strengthened inter-cultural collaboration between Tanzania and Norway:

- The number and scope of cultural exchange activities would be strengthened in terms of reaching a bigger target group.
- Frameworks for exchange activities and partnership will be developed
- An 'International Semester' at BCA for Bachelor students from UiS will be established.

2.4 Inputs

- Funds from MFA, Fredskorpset, SIU, BCA, UiS and SSC.
- Exchange of personnel from South to North and from North to South

2.5 Main indicators

1. Strengthened institutional capacity of BCA

Strategic objectives	Indicators (activities)	Estimated time (Within)
Transform BCA into an Executive Agency	<ul style="list-style-type: none"> ▪ Business plan ▪ Framework documents 	2006
Efficiently and effectively BCA management	<ul style="list-style-type: none"> ▪ Train BCA management, heads of departments, accountants and supplies officer 	July 2007
Efficiently and effectively training programmes	<ul style="list-style-type: none"> ▪ Train teachers in preparing teaching and learning resources ▪ Sponsor BCA researchers for post-graduate studies ▪ Review curriculum for existing courses ▪ New curriculum for a Bachelor of Arts degree ▪ Curriculum for new short courses ▪ Teaching and learning equipment 	July 2007 and July 2008 From second half of 2007 until July 2011 Within July 2009 Dec. 2007 and Dec. 2008 July 2007 and July 2008 Dec. every year
Comprehensive	<ul style="list-style-type: none"> ▪ Employ research and 	Continually until

research and documentation programme	<p>documentation officer</p> <ul style="list-style-type: none"> ▪ Train teachers in cultural research and methodology ▪ Train teachers in camera and audio-visual editing ▪ Documentation equipment ▪ Research agenda ▪ Document cultural heritage 	<p>July 2011</p> <p>July 2007 and July 2008</p> <p>Dec. 2006 and Dec. 2008</p> <p>2006</p> <p>2006</p> <p>Dec. 2007, 2008, 2009 and 2010</p>
Financial capacity of BCA strengthened	<ul style="list-style-type: none"> ▪ Workshops on advocacy and outreach ▪ Marketing strategies ▪ Promotion materials ▪ Strengthened existing income generating activities ▪ New income generating activities 	<p>2006 and Dec. 2007</p> <p>July 2007</p> <p>2006, July 2007, 2008, 2009, 2010 and 2011.</p> <p>Continually until Dec. 2010</p> <p>Continually until Dec. 2010</p>

2. Strengthened inter-cultural collaboration between Tanzania and Norway.

Strengthened cultural exchange activities	<ul style="list-style-type: none"> ▪ Framework for exchange activities ▪ Staff exchange ▪ Student exchange ▪ SIU-students ▪ Artists exchange 	<p>2006</p> <p>Dec.2007, July 2008, Dec. 2009 and July 2010</p> <p>From 2006 until July 2011</p> <p>From 2006 until July 2009</p> <p>Dec.2007, Dec. 2008 and Dec.</p>
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	<ul style="list-style-type: none"> ▪ International semester, Bagamoyo ▪ Outreach productions 	<p>2009</p> <p>July 2008, July 2009, July 2010 and July 2011</p> <p>Dec. 2007, Dec. 2008, Dec. 2009</p>
Sustained collaboration between partners	<ul style="list-style-type: none"> ▪ Framework for partnership ▪ Strategy for partnership development ▪ Reviewed organisational structure of the collaboration ▪ Reviewed regulations of the board. ▪ Management training course. ▪ NOTA website ▪ Framework for receiving foreign students within Stavanger institutions ▪ Curriculum for a course in intercultural activities in music, dance and drama. ▪ Fundraising strategy ▪ Project Trust Fund 	<p>Dec. 2006</p> <p>July 2007</p> <p>July 2008</p> <p>July 2008</p> <p>July 2007</p> <p>Dec. 2006 and July 2007</p> <p>2006</p> <p>Dec. 2007</p> <p>Dec. 2009</p> <p>July 2010</p>

2.6 Major risk factors (internal and external)

Implementation of BCA's Strategic Plan

There is a risk of slow recruitment of new management to BCA which could affect the activities within the Project (Implementation of the Strategic Plan).

Management and capacity

With UiS and SSC one of the risks is that the running of the NOTA-Project has depended on few people.

In the process of BCA becoming an executive agency, new management that include Chief Executive, Director of Studies, Business Support Manager and Finance Manager will be employed through open recruitment. This might be a risk if totally new people from outside BCA with no interest in the NOTA-Project are recruited.

Physical infrastructure

Smooth implementation of the various activities of the project will require expansion of the physical infrastructure at BCA as reflected in the master plan document. This shows that the success of the NOTA-Project also depends on relative rapid implementation of the Strategic Plan.

3. Overall Budget

N0	Project year	Total budget (NOK)	Co-financing (NOK)				
			Norwegian Embassy	UiS	SSC	BCA	Others*
1	2006	1,436,500	750,000	60,000	25,000	4000	597,000
2	2007	2,618,000	1,500,000	195,000	85,000	2000	836,000
3	2008	2,511,000	1,500,000	185,000	35,000	5000	786,000
4	2009	2,542,000	1,500,000	185,000	110,000	1000	746,000
5	2010	2,158,000	1,500,000	215,000	120,000	1000	322,000
6	2011	856,000	750,000	70,000	35,000	1000	

* SIU, Fredskorpset and Stavanger Municipality

Total cost of the Project NOK 12,121,500. The amount requested from the Embassy is NOK 7,500,000 for the entire period.

Funding from Norway the first period; 2006- 2008:

1	2006	750,000
2	2007	1,500,000
3	2008 (first half-year)	750,000

Funding for the second period; 2008-2011 depends on the review of the Project, which shall be done at Spring 2008.

ANNEX II: TERMS OF REFERENCE FOR AUDIT

The auditor shall carry out the audit in accordance with any national legislation for Non-Governmental Organisations as well as International Standards on Auditing.

The objective of the audit is to audit 1) the annual financial statements of the Project as defined in Annex I to this Contract as well as 2) compliance with certain contractual obligations. The auditor shall be given a copy of the present Contract, and decides himself whether to submit one or two reports.

The audit report(s) shall state the auditor's opinion/findings as to:

- Whether the financial statements and the cash/bank/financial position present fairly, in all material respects, the income and expenditures of the Project,
- whether the funds have been deposited in a separate bank account in the name of the organisation and that accrued interest are reflected in the statement from the bank,
- whether the audit has uncovered material weaknesses in financial systems of financial control or accounting,
- whether the audit has uncovered any illegal or corrupt practices,
- whether funds have been used exclusively to cover Project expenditures,
- whether receipts and use of funds are properly accounted for.

The above list does not preclude the organisation or the auditor from addressing further issues.

The auditor shall also submit a management letter to the organisation upon completion of the audit. The letter should address deficiencies noted in the system of internal control.

ANNEX 3: FIELD PROGRAM

Final Field Program NOTA evaluation:

Evaluation team:

Ann Margret Hauknes (Norwegian consultant and team leader)

Gudrun Leirvåg (Local consultant)

Hege Myrlund Larsen (Norwegian consultant)

STAVANGER 1:

Thursday November 6th:

1. Preliminary interviews done by team leader with Acting Project Manager, Egil Ovesen, and Chair of the international NOTA board, Dag Jostein Nordaker.
Identifying background documents needed.

TANZANIA

Thursday November 20th:

(In Dar es Salaam)

2. 08.00 AM. Meeting with the Norwegian Embassy in Dar Es Salaam,
Participants: The three consultants, Mr Baera and Mr Heide from the Embassy.

- *(Followed by transfer to Bagamoyo)*

(at Travellers)

3. Upon arrival: Preliminary meetings between the Norwegian and local evaluators (Ann Margret, Hege and Gudrun)
4. 04.00 PM. Interview with Mr Filemon Mwakalindile, NOTA coordinator in Bagamoyo

Friday November 21st:

(at TaSUBa)

5. 09.00 AM. Interview with Mr Juma Bakari, Chief Executive of TaSUBa
6. 10.30 AM. Management team/ Mr.Mwaswale Jonas (supplies officer)
7. 10.30 AM. Head of department: Ms Rhoda Mitanda (music)
8. 10.30 AM. Head of department: Mr Felix Sesosa (stage technology)
9. 10.30 AM. Head of department: Haji Maeda (library)
10. 10.30 AM. Head of department: Mr Brighton Maganga (fine arts)
11. 02.00 PM. Local Stakeholder: Ms Stella Moshi (cultural officer Bagamoyo District Council)
12. 03.00 PM. Local Stakeholder: Mr Jhikoman Siza Manyika (private reggae artist)

Saturday November 22nd:

(at Travellers Lodge)

13. 08.00 AM. Interview with head of marketing and theatre halls. Mr. Nkwabi Ng'hangasamala
14. 09.00 AM. Interviews with staff sponsored by NOTA for further studies (Group interview):
 - b. Mr Juma Swafi (former Academic Officer/Coordinator of Studies)
 - c. Ms Emma Liwewa (former Vice Principal)
 - d. Ms Tuntule Mponda (Chief Executive's Secretary)
15. 10.00 AM Interviews with traditional performance teachers (Group interview with translator) (Gudrun + translator):
 - e. Basil Mbatta (drum teacher)
 - f. Elizabeth Buriani (dance teacher)
16. 10.00 AM. Interview with FK- representative 1: Gunhild Brønne Bjørnstad (Ann Margret/Hege)

- *14.00 PM: Performance at TaSUBa: Midnight in Bongo*

Sunday November 23rd:

(at TaSUBa)

17. 11.00 AM. Interview with selected students: 1st year: Mr. Godfrey Msokwa
18. 11.00 AM. Interview with selected students: 2nd year: Mr. Imani Raymond Ngonyani
19. 11.00 AM. Interview with selected students: 3rd year: Ms. Mgole Musiba
20. 12.00 AM. Interviews with students selected for the student exchange (Group interview)
 - g. Ms Consolata John Kangonga
 - h. Mr Justin Godfrey Kaosia

(at Travellers Lodge)

21. 02.00 PM. Interview with FK-representative 2: Silje Spurkeland

Monday November 24th:

(At TaSUBa)

22. 09.00 AM. Group interview: Research and Documentation centre
 - i. Research officer Mr Hussein Masimbi
 - j. Assistant research officer Mr Amani Taramo
23. 11.00 AM. Interview with member of staff: Coordinator of Studies Mr Michael Kadinde

- *Getting necessary documentation from TaSUBa*

24. 05.00 PM. Short debriefing meeting between the consultants

Tuesday November 25th:

- 08.00 AM, *Travel to Dar es Salaam*
- (In Dar es Salaam)

25. 10.00 AM. Interview with representative from the private business sector involved with TaSUBa: AFRIKA SANA, Ms. Ailinda Sawe
26. 12.00 PM. Interview with the University of Dar es Salaam, Dr. Frowin Paul Nyoni, Head of faculty for Fine and Performing Arts and chairperson of National Arts Council (BASATA)
27. 02.00 PM. Interview with the Director for Culture, Professor H.Mwansoko

Wednesday November 26th:

(In Dar es Salaam)

- *Getting necessary documentation from the Ministry*
28. 12.00 AM. Short preparation meeting between the consultants
 29. 02.00 PM. Debriefing meeting with Norwegian Embassy in Dar es Salaam, Participants: The three consultants, Mr Baera and Mr Heide from the Embassy.

**In total 28 people interviewed during 6 days in Tanzania.
All interviews done by the full team of consultants unless stated otherwise.**

STAVANGER 2:

Sunday November 30th:

- 19.30 PM: *Performance at Sandnes Kulturhus: Tanzanian Sky*

Monday December 1st:

30. 10.00 AM. Interview with acting project Manager Egil Ovesen and chairperson Dag-Jostein Nordaker
31. 12.30 PM. Interview with Principal at Stavanger School of Culture, Hans W. Bræin and Roald Hindal, Stavanger School of Culture
32. 02.00 PM. Interview with chairperson Dag Jostein Nordaker
33. 03.00 PM. Interview with the South-North FK-participants
 - a. Mr Chance Ezekiel
 - b. Mr John Gambula
 - c. Ms Mariam Nyambasi

Tuesday December 2nd:

34. 09.00 AM. Interview with student taking part in the student exchange Mr Ivar Hellesnes (classical trombone)

35. 09.45 AM. Interview with one of the Tanzanian artists in Tanzanian Sky (Hege):
 - Mr John Mponda (ngoma, dance and song)
36. 09.45 AM. Interview with one of the Norwegian artists in Tanzanian Sky (Ann Margret):
 - Mr Tor Yttredal (saxophone)
37. 10.30 AM. Interview with two of the staff having taken part in staff exchange:
 - a. Mr Jan Magnus Dahle (Head of Department at Stavanger School of Culture)
 - b. Ms Agnethe S. Teige (clarinet teacher at Stavanger School of Culture)
38. 11.30 AM. Interview with one of the supervisors for the student exchange:
 - Ms Leith Symington exchange (dance education teacher at UiS)
39. 12.00 PM. Interview with one of the two students having taken their international semester in Bagamoyo (Hege)
 - Mr Axel Ydesen Johansen (Dance student)
40. 12.45 PM. Interview with Head of the Department of Music and Dance at the University of Stavanger (Ann Margret)
 - Mr Jens T. Larsen
41. 01.15 PM. Interview with the three Tanzanian students studying for a BA in Dance Education at UiS as a part of the ACE programme (Hege)
 - a. Mr Msamiru Kaabuka
 - b. Mr Davidy Mponda
 - c. Ms Beatrice Taisamo
42. 02.00 PM. Interview with consultant for Programme for Management Education and Training at TaSUBa
 - Mr Bjarne Birkeland (employed at Stavanger Municipality)

In total 19 people interviewed during 2 days in Stavanger.

All interviews done by the two Norwegian consultants unless stated otherwise.

Dar Es Salaam

21st of January 2009:

Follow-up meetings done by local consultant, Gudrun Leirvaag.

43. 09.00 AM. 2.interview with the Director for Culture, Professor H.Mwansoko

44. 10.30 AM. Meeting with Governments Chief Internal Auditor, Mr. Emanuel Maina

(A meeting with the Permanent Secretary had also been requested, but not taken place when this report was written.)

ANNEX 4: OVERVIEW NOTA ACTIVITIES

OVERVIEW OF THE MAJOR NOTA ACTIVITIES OCTOBER 2006 TO NOVEMBER 2008

STRENGTHENED INSTITUTIONAL CAPACITY OF TaSUBa

1.1 To have BCA transformed into an executive agency:

- BCA officially became the executive agency called “TaSUBa” on the 2nd of November 2007

1.2 To have TaSUBa management operate efficiently and effectively:

- Planning workshop in April 2008
 - Participants:
 - Mr Bjarne Birkeland
 - Mr Juma Bakari
 - Mr Dag Jostein Nordaker

1.3 To have training programmes operate efficiently and effectively

- Workshop for training TaSUBa teachers in preparing teaching and learning resources was held 11th to 16th of June 2007
 - 1 Facilitator:
 - Mr Godwin Kaduma
 - 17 Participants
 - All Heads of Departments
 - Two teachers from each department
 - One member of administration
 - The participants later had the responsibility of training the rest of the teachers
- Workshop for training TaSUBa teachers in preparing teaching and learning resources was held in June 2008
 - Participants
 - Two/three teachers from each department
- Sponsor TaSUBa teachers for (post-) graduate studies
 - The following teachers have been sponsored for post-graduate studies in Tanzania
 - Ms Emma Liwewa (Master in Music, University of Dar es Salaam, 18 months)
 - Mr Juma Swafi (Master in Fine Arts, University of Dar es Salaam, 18 months)
 - Ms Mponda (Diploma in Secretarial Studies, Public Service Training Institute, 18 months)
- Review of curriculum for existing courses:
 - A review of the curriculum in terms of subject contents was done in June 2007 on the initiative of TaSUBa.
 - Participants
 - Heads of Departments
 - Representatives from each department
- Develop a curriculum for new short courses

- A workshop was held in January 2008. This resulted in a new Curriculum for short courses
 - Facilitators:
 - Mr Allan Lugoma (TaSUBa)
 - Ms Christa Komba (TaSUBa)
 - Advisor:
 - Mr Dag Jostein Nordaker
 - Participants:
 - Heads of Departments
 - One/two more representatives from each department
 - Ms Silje Louise Spurkeland (FK-participant)
 - Ms Gunhild Brønne Bjørnstad (FK-participant)
 - Graduates of BCA/TaSUBa
 - Secretaries
 - Guest of Honour:
 - Mr Juma Bakari
- Procure teaching and learning equipment:
 - Computer and video editing software was procured in October 2006

1.4 To have a comprehensive Documentation and Research Programme

- First Documentation and Research Officer Appointed in January 2007
- Second Documentation and Research Officer appointed in June 2008
- A four-day workshop of Documentation and Research techniques was held in 2007
 - Facilitator:
 - Ms Ruth Anne Moen from “Nettverket for norske folkemusikkarkiv”
 - Participants:
 - Ten members of staff
- Later workshops have focused on the two documentation and research officers
- Two week workshop in audio-visual editing was held 6th to 17th of November 2006
 - Facilitator:
 - Mr Kaj Hjertenes from NRK (Norwegian Broadcasting Company)
 - Participants:
 - Ten staff at BCA
 - One FK-participant (Ms Kirsten Suhr-Knudsen)
 - One other international volunteer
- Equipment for recording, storing and editing research audio and video material has been procured
- The folk music archiving system of FIOLO has been bought for digital categorisation and storing
- A research agenda and research projects were made in January 2008 and approved by the International NOTA board the same month
 - Participants:
 - Mr Hussein Masimbi
 - Mr Dag Jostein Nordaker
- The Documentation and Research Officers are on field trips two or three months every year to document cultural heritage

- So far over 200 hour of video has been recorded and catalogued

1.5 To have the financial capacity of TaSUBa strengthened

- An entrepreneurship workshop was held in December 2006
 - Facilitators:
 - Two local consultants
 - Participants:
 - All staff at TaSUBa
 - Mr Bjarne Birkeland (FK Senior participant)

TO HAVE CULTURAL EXCHANGE ACTIVITIES STRENGTHENED

2.1.1 Develop framework for exchange activities:

- The Framework for exchange is a part of the Framework for Partnership, adopted by the International NOTA board in January 2008.

2.1.2 Staff Exchange:

- 10 members of staff from Stavanger School of Culture went on study trip to Tanzania for ten days in November 2007.
- Participants from Stavanger School of Culture:
 - Mr Jan Magnus Dahle (Section leader)
 - Ms Gunvor Elise U. Garnes (music for young children)
 - Mr Henning Rød Haugland (Rhythmic Piano Teacher)
 - Ms Elisabeth Sæthre Helgøy (Office staff)
 - Ms Kristin Bringaker Kleppa (Brass and primary school music teacher)
 - Ms Bjørg Løining (Office staff)
 - Ms Ingeborg Løseth (Drum teacher)
 - Ms Janken Olsen-Hagen (brass and primary school music teacher)
 - Ms Gunhild Seim (Trumpet teacher, jazz ensemble/big band leader)
 - Ms Agnethe S. Teige (clarinet teacher)
- The staff exchange included choices of the following activities:
 - Traditional ngoma (drumming and dance)
 - Drumming in ensemble
 - Visit at the local municipality
 - Visit at the Norwegian Embassy
 - Visit at the Department for Information, Culture and Sports
 - Visit at primary schools
 - Visit at orphanage
 - To spend a day practising with a brass band in Dar es Salaam, playing traditional songs by ear
 - To rehearse together with a local reggae band
 - Information on how TaSUBa and NOTA is run
 - Visit at Dhow Countries Music Academy

2.1.3 Student Exchange:

October 2006 (Bagamoyo) and March 2007 (Stavanger):

- Facilitators:
 - Mr Tor Yttredal (UiS, Music – jazz)
 - Mr Andreas Bjørneboe (UiS, dance)

- Mr Abraham Bafadhil Abdulrahaman (TaSUBa, drama)
- Ms Mary Chibwana MArtin (TaSUBa, traditional dance)
- Students from UiS:
 - Ms Linn Hoftun (dance)
 - Ms Marthe Høstmark Løve Mathisen (dance)
 - Ms Cesilie Kverneland (dance)
 - Ms Raith Windrati (dance)
 - Mr Steinar Egenberg Refsdal (saxophone – jazz)
 - Ms Helga Jacobsen (song - jazz)
 - Mr Finn Magnus Fjell Hjelland (music)
 - Mr Marius Munthe-Kaas (drum kit)
- Students from TaSUBa:
 - Mr James Kristom Komba
 - Ms Harima Abdul Lous
 - Ms Asmah Shida Abdallah
 - Ms Adelina Ndumbaro Simon
 - Mr Edgar Nazar Calistuce
 - Mr Hemed Issa Maeda
 - Mr Edward Luswaga Tomas
 - Ms Joyce Matiga Filbert

October 2007 (Bagamoyo) and March 2008 (Stavanger):

- Facilitators:
 - Ms Leslie Leith Symington (dance)
 - Mr Torbjørn Dahl (music)
 - Mr Allan Lugome (music)
 - Ms Elisabeth Buriani (dance)
- Students from UiS:
 - Ms Eva Bortne (classical trumpet)
 - Mr Thor Øyvind S. Nordby (classical euphonium and trombone)
 - Ms Ninni Staff Ingjær (dance)
 - Ms Linn Marie Holt Zachariassen (dance)
 - Mr Arnfinn Neverdal (classical violin)
 - Ms Susanne Bjørgum Torgersen (dance)
 - Ms Ingeborg Beate Dahlstrøm Jönsson (dance)
 - Ms Miriam Hjelmeland Førde (dance)
- Students from TaSUBa:
 - Ms Khadija Ushindani Mbegu
 - Ms Renalda Arbogasti Mtaki
 - Ms Janeth Elitumaini Mafie
 - Mr Chance Ezekiel
 - Mr Athaman Kibope
 - Mr Amarido Charles Kilinda
 - Mr Laurent Roberth Keegan
 - Mr Jeremina Wami

October 2008 (Bagamoyo):

- Facilitators:
 - Mr Nils Christian Fossdal (music)
 - Ms Leslie Leith Symington (dance)
 - Mr Allan Lugome (music)

- Ms Mary Chibwana (dance)
- Students from UiS:
 - Mr Ivar Hellesnes (classical trombone)
 - Ms Annette Maria Kaarud (classical song)
 - Mr Theodor B. Onarheim (bass – jazz)
 - Mr Bendik Andersson (drum kit – jazz)
 - Ms Ragnhild Rossebø Hansen (dance)
 - Ms Ida Cathrin Utvik (dance)
 - Ms Ragnhild Synnøve Bjaanes (dance)
 - Ms Maria Kristine Grande Knudsen (dance)
- Students from TaSUBa:
 - Mr Kashesi Leonard Makena
 - Mr Justin Godfrey Kaozya
 - Ms Josephine James Bukombe
 - Mr Shaban Jabil Bakari
 - Ms Consolata John Kangonga
 - Mr Melkiades Christian Banyanka
 - Mr Hussein Said Mkambala
 - Mr Kauzeni Joseph Lyamba

2.1.4 SIU students:

- 3 former students from TaSUBa/BCA are studying for a BA in Dance and Dance education for three years at UiS from 2006 to 2009:
 - Mr Msamiru Kaabuka
 - Mr Davidy Mponda
 - Ms Beatrice Taisamo
- After graduating they are bound by a two-year contract with TaSUBa to work as teachers there. The goal is to permanently employ them as government teachers at TaSUBa

2.1.5 Artist Exchange

- The “Tanzanian Sky” project involved the following activities:
 - Study trip to Bagamoyo in January 2008 for Mr Tor Yttredal, Mr Wayne Brasel and Mr Svein Folkvord
 - Composition of “Tanzanian Sky” by Wayne Brasel
 - Making of choreography to “Tanzanian Sky” by Andreas Bjørneboe
 - Rehearsals in Bagamoyo from 4th to 13th of October 2008
 - Performance at Bagamoyo Arts Festival 14th of October 2008 for an audience of approximately 1.800
 - Performance at the Old Fort in Stone Town, Zanzibar, on the 17th of October 2008 for an audience of approximately 200.
 - The whole process from the first rehearsals in January to the performance in Zanzibar was filmed by a professional journalist and will be edited to a documentary for TV.
 - Rehearsals in Stavanger 26th to 29th of November 2008
 - Informal concert by the musicians at Café Sting on 29th of November 2008
 - Performance of Tanzanian Sky for an audience of 296 in Sandnes Culture House 30th of November 2008. The performance was filmed with three cameras and will be edited to a professional DVD.
 - CD recording of “Tanzanian Sky” in Dreamlab Studio on 1st and 2nd of December 2008
 - Performance by Tanzanian musicians at “Grottene” in “Folken”, Stavanger on 3rd of December 2008

- Demo recording in Dreamlab Studio by Tor Yttredal, Maulidi Mohamedi and Anania Ngolija on 4th and 5th of December 2008
- Participants:
 - Mr Wayne Brasel (guitar and composer)
 - Mr Tor Yttredal (saxophone)
 - Mr Svein Folkvord (bass)
 - Mr Stein Inge Brækhus (drum kit)
 - Mr John Mponda (ngomas and song)
 - Mr Maulid Mohammed Selemani (ngoma, percussion and marimba)
 - Mr Anania Ngolija (kalimba (thumb piano) and song)
 - Mr Andreas Bjørneboe (choreographer and dance)
 - Ms Katja Bjørneboe (dance)
 - Mr Msamiru Kaabuka (dance)
 - Mr Davidy Mponda (dance)
 - Ms Beatrice Taisamo (dance)
- Participation in Pasjon 2008. NOTA participated with four actors in Pasjon 2008, performed in Stavanger in March 2008 for a total audience of several thousand over several performances in Stavanger Cathedral
 - Participants from NOTA
 - Mr Nkwabi Ng'ang'semala
 - Mr Msamiru Kaabuka
 - Mr Davidy Mponda
 - Ms Beatrice Taisamo

2.1.6 International semester in Bagamoyo

- Two dance students from UiS had their International semester in Bagamoyo January to April 2008:
 - Ms Tanya Therese Bryhn Romano
 - Mr Axel Ydesen Johansen

TO HAVE A SUSTAINED COLLABORATION BETWEEN PARTNERS

- Contract signed with NOTA coordinator in Bagamoyo in January 2006
- A Framework for partnership was approved by the international board in 2008
- The Tanzanian and Norwegian NOTA coordinators have been working together in both counties on a regular basis.
- Annual meeting with the Embassy has been held in 2007 and 2008
- International NOTA Board Meetings have been held in 2007 and 2008

Network building:

- Participation in FK Forum 2006 and 2008
- Participation in various FK events
- Participation in ACE network meeting
- Participation in 2006 and 2007 of Rikskonsertene's yearly network meetings on Music Cooperation with Developing Countries.

Spin-Off Effects:

- Kom & Kor (Stavanger Municipality Employees' Choir) consisting of 50 Employees at Stavanger Municipality performed at the Bagamoyo Arts Festival and had drumming and dance lessons at TaSUBa in October/November 2006. This tour was self-financed by the members of the choir.

- Hussein Masimbi (former NOTA FK-participant) has taken part in several tours of secondary schools in Norway organised and financed by Rikskonsertene's "The Cultural School Bag" (DKS) projects.

FK-ACTIVITIES WITHIN THE NOTA-PROJECT 2005 – 2006 (FK PERIOD 2)

South-North participants:

- Ms Maureen Mvuoni
- Mr Philip Njaidi
- Ms Emma Liwewa (FK senior)
- Mr Elangwa Mtahiko (FK senior)
- Mr Juma Bakari (FK senior)
- Activities:
 - Two-day "ngoma workshops" in 17 primary schools
 - Approximately a total of 850 pupils actively involved in the workshops
 - Approximately a total of 4250 pupils in the audience at the performances
 - Two-day "ngoma workshops" in 6 lower secondary schools
 - Approximately a total of 300 pupils actively involved in the workshops
 - Approximately a total of 1500 pupils in the audience at the performances
 - One-day workshops in 6 kindergartens
 - Workshops at 4 schools with 3rd grade school band projects
 - Workshop with string players between four and eleven years old
 - Christmas Show on the 15th of December at Stavanger Train Station Hall
 - Participation in exhibition of fine arts for culture school pupils
 - Performance in the Stavanger Concert House as a part of the "Dance Party" of the culture school
 - Performance at the "Dandelion Festival" on the 13th of June
 - Teaching at the University of Stavanger in:
 - Dance classes at the Department of Music and Dance
 - For teacher/drama/music students at the Department of Education
 - Private engagements, for instance at the international Maijazz festival in Stavanger together with Brazz Brother and Stavanger Symphony Orchestra
- Results:
 - To a smaller or larger degree the pupils at the visited primary and secondary schools have gained in one or more of the points below:
 - Having learned about traditional dances, songs and rhythms from Tanzania.
 - Having learned a little bit about Tanzania (society, government, geography, wildlife etc).
 - Having developed an ability of cultural understanding.
 - Seeing the connection between different subject areas.
 - Having been able to participate in a work where the experience is in the main focus.
 - Performing of a performance with dance, song and rhythm for fellow pupils.
 - Pupils of other subjects at Stavanger School of Culture and at the University of Stavanger experiencing Tanzanian ngoma.
 - Audience in Stavanger attending performances of Tanzanian ngoma

North-South Participants:

- Ms Kirsten Suhr-Knudsen

- Main activities:
 - Teaching graphical design and multimedia.
 - To a certain degree Kirsten had to define her own work and teaching, as she was the first teacher in this subject.
- Other activities:
 - Making of film, animation, still pictures and sound effects to a multimedia performance with the title “Once upon a dot com”. The performance was made for Tanzania’s stand at “The World Summit of information Technology history” in Tunis. Prior to this it was performed at the Bagamoyo Arts Festival.
 - Making of multimedia for performances at BCA.
 - Training of permanent staff at the ICT-department being trained in graphical software, video editing, animation and presentation.
 - Making various graphical designs for BCA and NOTA.
- Results:
 - Students receiving professional tuition in graphic design and multimedia.
 - Professional participation and influence on everything from auditions to exams for students.
 - The multimedia performance at “The World Summit of Information Technology History” put ITC on the map in Tanzania, resulted in more funds for ICT in Tanzania and resulted in the moving of the responsibility for ICT from one department to another.
 - Students starting to make their own multimedia for performances at their exams at BCA.
 - Some permanent staff at the ICT-department being trained in graphical software, video editing, animation and presentation.
 - Designed the logo for the NOTA-project.
 - Design of NOTA’s webpage (www.nota-project.org).
 - Design and cover for ‘TRAMO’, a CD produced by NOTA.
- Ms Silje Marie Skeie
 - Main activities:
 - Teaching in aural training, music harmony and composition, music theory, guitar, piano, bass and violin.
 - Directing choir and sometimes also the college brass ensemble.
 - Other activities:
 - Recording of the college choir in Radio Tanzania in August for use at multimedia performance at Tanzania’s stand at “The World Summit of information Technology history” in Tunis.
 - Directing of choir, brass band and jazz band at the Bagamoyo Art Festival in September.
 - Miscellaneous performances with the brass band internally at the college, as well as on the International Workers Day on the 1st of May and during the presidential election.
 - Performances with choir at internal arrangements at the college and at the graduation ceremony.
 - Implementing and marking of exams.
 - Preparing and auditions for next years Diploma-students.
 - Presentation of music for primary school pupils on visit to the college.
 - Network gatherings with other FK-participants, arranged by TAMWA.
 - Results:
 - Students receiving professional music tuition, both in theory and practice.

- The college brass band and, in particularly, the choir reaching a higher level than before.
 - Various performances of the college choir and various bands (see above).
 - Professional recording of the college choir.
 - Professional participation and influence on everything from auditions to exams for students.
- Ms Anna Songe-Møller (FK Senior)
 - Activities:
 - Teaching second year major and minor students in acting and directing
 - Influencing the students to work hard and see that serious, purposeful and disciplined work is necessary to be a successful actor or director.
 - Results:
 - Students receiving professional music tuition, both in theory and practice.
 - Students that have grown both as actors, directors and individuals because of Anna's devoted and caring mentorship.
 - Three performances that were performed at the 25th Bagamoyo Arts Festival.
 - Performances at two secondary schools, with approximately one thousand youths in the audience at each school.
 - During the audition for SIU scholarships, Anna's contact with the Norwegian NOTA management helped reassure that the advertisement and application process for the scholarships were as open as they were supposed to be. This helped NOTA in getting the best possible students in a fair and transparent process, which is fundamental in the success of this programme.
- Mr Bjarne Birkeland:
 - Activities:
 - Joined the Agency Implementation Team as a member and took part in the process of BCA becoming an Executive Agency. Regretfully, this process was at an early stage, so the team worked mainly on a revision of the business analysis during my stay.
 - Organisational development. Bjarne performed a "Student assessment" to let the student express how satisfied they were with the teaching at the College. The findings were presented at a workshop to all students and all teachers.
 - Teaching: 3rd year students Arts Management
 - Meetings: Bjarne took part in meetings with the Swedish embassy regarding the Business analysis document. He also joined a meeting in Dodoma regarding National cultural development in Tanzania. He had regular meetings with principal BCA.
 - Seminars: Took part in seminars regarding development of new curriculum, Agency Implementation, entrepreneurship.
 - Results:
 - Students receiving professional tuition in Arts Management
 - Participation in the making of BCA's business analysis document
 - Presently Bjarne has become involved in NOTA's work with Organisational Development at TaSUBa (formerly BCA), and uses his experience from his FK period in this work. He is involved in planning, as well as in coaching and consulting.
- Follow-up work by all participants:
 - 10 performances by Silje Marie Skeie, Kirsten Suhr-Knudsen, Philip Njaidi and Maureen Mvuoni at:
 - two schools in Bagamoyo

- two schools in Dar es Salaam
 - Dhow Countries Music Academy
 - Lugoba Secondary School
 - one School in Tanga
 - two schools in Lushoto
 - Bagamoyo College of Arts
 - Approximately 2.500 persons attended the above performance altogether.
- Kirsten Suhr-Kudsen (together with Leonard Buriani, Bona Masenge and Shaaban Juma in the Norway part):
 - A 20 minute multimedia performance in Bagamoyo, with dancers and live band. The name of the performance was “A Mzungo comes to Africa” and it is a description of the arrival of a white girl in Africa and her meeting with a new culture. It was a mixture of traditional and modern, and of African and European.
 - An adaptation of the same performance, featuring the current FK-participants in Stavanger as dancers, was performed at Stavanger School of Culture at meeting for all teachers; at The University of Stavanger, Department of Music and Dance as an open performance and at Tou Scene, where it was performed as a part of the series “Tou Natt”. The title of the performance was changed to “Inn i det ukjente”. At Stavanger School of Culture the performance was following a 20 minute presentation of the status of NOTA and the FK exchanges.
 - A large exhibition with photos from Bagamoyo printed using various graphical techniques was also made. It was first exhibited at Tou Scene in connection with the performance there, and was later moved to the foyer at Stavanger School of Culture.
- Anna Songe-Møller
 - Two travelogues and one final narrative report to her colleagues at the University of Stavanger.
 - Lectures and slide shows for colleagues and students at the drama division of the Department of Education at the university.
 - A portrait interview in Stavanger Aftenblad 30th of December 2006 with the title “Mama Tanzania”.
 - Lecture on the 20th of March 2007 for all scientific employees at the University of Stavanger to inspire them for international work.
 - Lecture on the 12th of December 2007 at a women’s group under YWCA. The title of the lecture was: “With the heart at the right place”.
 - Although not strictly a part of the follow-up work, she has been as a second mother to the new Tanzanian FK-participants and SIU-students in Stavanger, frequently inviting them for dinners at her home, on boat and fishing trips and to her family’s chalet.
 - She has invited the three present FK-participants to sit-in on drama classes at the Department of Education at the University of Stavanger together with South-African FK-participants in a different project.
 - Anna was the artistic director for “Pasjon 2008”, a medieval mystery play in Stavanger. In this huge production she used the three present FK-participants and one of her drama colleagues from BCA as actors in the main play at the Cathedral. This also received press coverage in Stavanger Aftenblad.
- Bjarne Birkeland:
 - Bjarne has had presentations for employees in Stavanger Municipality, telling about Tanzania, Bagamoyo College of Arts and our project. The reception has been very positive.

- Bjarne has also presented the latest developments of the project to the management in Stavanger Municipality and is working on presenting a paper to the city council. This will be due in august 2008.
- Juma Bakari:
 - Meetings with colleagues and the entire college community. These meeting included:
 - The management team.
 - Heads of Departments.
 - All staff.
 - College Baraza, which involves all staff and all students.
 - During the information work a description was made of the various aspects of the work done in Norway in relation to FK and the NOTA-project in particular.

FK-ACTIVITIES WITHIN THE NOTA-PROJECT 2006 – 2007 (FK PERIOD 3)

South-North participants:

- Ms Bona Masenge
- Mr Leonard Buriani
- Mr Shaaban Bakari
 - Activities:
 - Two-day “ngoma workshops” in 18 primary and lower secondary schools
 - Approximately a total of 900 pupils actively involved in the workshops
 - Approximately a total of 4500 pupils in the audience at the performances
 - One-day workshops in seven kindergartens
 - Workshops at schools with 3rd grade school band projects
 - Workshop for 7th grade pupils as a part of the KOM-project run by Stavanger School of Culture together with three primary schools in Storhaug district.
 - Participation in Stavanger Municipality’s Nordic refugee Conference on the 15th of January 2008
 - Teaching at the University of Stavanger in:
 - For teacher/pre-school/drama/music students at the Department of Education (two days)
 - “Music crossing borders” course (two days)
 - Participation in Pasjon 2008 as a part of Cultural city of Stavanger 2008. Rehearsals in February and March and daily performances for one week in Stavanger Cathedral together with professionals and amateurs
 - Results:
 - To a smaller or larger degree the pupils at the visited primary and secondary schools have gained in one or more of the points below:
 - Having learned about traditional dances, songs and rhythms from Tanzania.
 - Having learned a little bit about Tanzania (society, government, geography, wildlife etc).
 - Having developed an ability of cultural understanding.
 - Seeing the connection between different subject areas.
 - Having been able to participate in a work where the experience is in the main focus.
 - Performing of a performance with dance, song and rhythm for fellow pupils.

- Pupils of other subjects at Stavanger School of Culture and at the University of Stavanger experiencing Tanzanian ngoma.
- Audience in Stavanger attending performances of Tanzanian ngoma

North-South participants:

- Ms Silje Louise Spurkeland
- Ms Gunhild Brønne Bjørnstad
- Mr Eirik Folkedal
 - General activities:
 - Teaching music (Silje), drama (Gunhild) and dance (Eirik), both theory and practice
 - Implementing and marking of exams.
 - Preparing and auditions for next years Diploma-students.
 - Preliminary results:
 - Students receiving professional music tuition, both in theory and practice.
 - Several performances in and around TaSUBa
 - A comprehensive summing up of this period will be made when the participants finish their contract in February.

FK-ACTIVITIES WITHIN THE NOTA-PROJECT 2008 – (FK PERIOD 4)

South-North participants:

- Ms Mariam Nyambasi
- Mr Chance Ezekiel
- Mr John Gambula

- Activities October to December 2008:
 - Two-day “ngoma workshops” in four primary schools
 - Approximately a total of 200 pupils actively involved in the workshops
 - Approximately a total of 1000 pupils in the audience at the performances
 - Workshops at 4 schools with 3rd grade school band projects
 - Performance at six school concerts together with Brazz Brother and Stavanger Symphony Orchestra
 - Workshops in Tanzanian dance, drumming and song for piano pupils at Stavanger School of Culture in their project week (approximately 250 pupils).
 - Teaching at the “Music at Life’s Beginning” at Stavanger School of Culture
 - Rehearsals and performances with Norwegian Folk Music-pupils and Sand. The performances was held at as a part of three longer performances for primary school pupils in Stavanger
 - Performance at Bergeland Upper Seconday School as a part of a charity event for street children in Kenya.

- Preliminary results:
 - To a smaller or larger degree the pupils at the visited schools have gained in one or more of the points below:
 - Having learned about traditional dances, songs and rhythms from Tanzania.
 - Having learned a little bit about Tanzania (society, government, geography, wildlife etc).

- Having developed an ability of cultural understanding.
- Seeing the connection between different subject areas.
- Having been able to participate in a work where the experience is in the main focus.
- Performing of a performance with dance, song and rhythm for fellow pupils.
- Pupils of other subjects at Stavanger School of Culture experiencing Tanzanian ngoma.
- Audience in Stavanger attending performances of Tanzanian ngoma

North-South participants:

- The three new North-South participants were appointed in September 2008 in a collaborative process involving all three partner institutions. They will start their work in February 2009 in the field of teaching dance, teaching music and manage the new theatre and flexible hall buildings

Stavanger 8th of December 2008, Egil Ovesen
Acting Project Manager

ANNEX 5: OVERVIEW NOTA FINACES 2006-2008

	Budget 2006 (MFA)	Actual accounts 2006	Budget 2007 (MFA)	Actual accounts 2007	Budget 2008 (MFA)	Stipulated accounts 2008
NOTA budget and account comparison 2006 to 2008 in NOK						
Component 1: Strengthened Institutional Capacity of TaSUBa						
1.1 To have BCA transformed into an Executive Agency						
1.1.1 Support the Agency Implementaion Team in developing business plan and framework document	58000		104500	0	0	0
1.2 To have BCA management operate efficiently and effective						
1.2.1 Train BCA management, heads of departments, accountants and supplies officer	0		127000	0	99731	80000
1.3 To have training programmes conducted efficiently and effectively						
1.3.1 Train BCA teachers in preparing teaching and learning resources	0		26000	41445	16170	16170
1.3.2 Sponsor BCA teachers for postgraduate studies	0		75000	54300	100000	100000
1.3.3 Review curriculum for existing courses	0		31000	13604	0	0
1.3.4 Develop a curriculum for a Bachelor of Arts degree	0		0	0	5000	0
1.3.5 Develop a curriculum for new short courses	0		0	10235	48768	36260
1.3.6 Procure teaching and learning equipment	40400		30000	2210	40000	40000
1.4 To have a comprehensive research and documentation programme						
1.4.1 Research and documentation officer	12000		96500	26052	37000	32600
1.4.2 Train teachers in cultural research methodology	0		42000	6112	42433	33267
1.4.3 Train teachers in camera and audiovisual editing	56000		0	0	19814	0
1.4.4 Procure documentation equipment	40000		20000	33609	20000	22480
1.4.5 Develop research agenda	5000		5000	0	2948	670
1.4.6 Develop research projects	23800		5000	0	0	0
1.4.7 Document cultural heritage	0		45000	16306	96568	96568
1.5 To have financial capacity og BCA strengthened						
1.5.1 Conduct workshops on entrepreneurship	28800		72000	24560	7630	0
1.5.2 Design marketing strategies	0		10000	0	0	0
1.5.3 Produce and distribute promotion materials	10000		35000	0	15000	15000
1.5.4 Strengthen existing income generating activities	10000		21000	0	0	0
1.5.5 Create new income generating activities	10000		50000	0	0	0

Component 2: Strengthened intercultural collaboration between Tanzania and Norway						
2.1 To have cultural exchange activities strengthened						
2.1.1 Develop framework for exchange activities	10000		0	0	0	0
2.1.2 Staff exchange	0		187000	114036	0	16546
2.1.3 Students exchange	190000		346500	386173	530536	500000
2.1.4 SIU-students	0		0	0	0	0
2.1.5 Artist exchange	0		0	31124	431781	450000
2.1.6 International semester, Bagamoyo	0		0	30528	48643	21004
2.1.7 Prepare and present outreach productions	0		0	0	0	0
2.2 To have a sustained collaboration between partners						
2.2.1 Develop framework for partnership	31000		0	0	0	2623
2.2.2 Create and implement a strategy for partnership development	0		0	0	0	0
2.2.3 Review organisational structure of the collaboration	0		0	0	0	0
2.2.4 Review regulations of the board	0		0	0	0	0
2.2.5 Conduct a management training course for the project team and the board	24000		25000	21932	0	0
2.2.6 Create a NOTA website linked to the involved institutions	10000		25000	0	20000	0
2.2.7 Develop framework for receiving foreign students within the Stavanger institutions	10000		3500	0	0	0
2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama	0		3500	0	0	0
2.2.9 Develop a fundraising strategy	0		0	0	0	0
2.2.10 Create collaboration Trust Fund	0		0	0	0	0
Annual meeting	0		39000	36473	55637	5000
Board-meeting	0		60500	32910	85663	89322
Administration	181000		336000	396502	350000	350000
Evaluation	0		0	0	0	500
Network building	0		0	4482	0	2994
Miscellaneous	0		0	-21182	80000	80000
Expences from 2006	0		0	63355	0	0
Transfer to TaSUBa administration account and similar transactions/expences	0		0	14223	0	0
Loan to TaSUBa	0		0	7625	0	0
VAT in Norway	0		0	22488	0	0
TOTAL:	750000	402811	1821000	1369102	2153322	1991004

Exchange rate: An approximate exchange rate of NOK 1 = TZS 200 has been used

Reservations:

1. The accounts for 2006 have not been divided into sub-activities.
2. Because the Bagamoyo accounts for 2007 were scrutinized into great detail by the two NOTA coordinators in September 2008, the subdivision of the Bagamoyo accounts into activities is slightly different from the one presented in the annual report for 2007 to the Embassy.
3. Some of the expences in the months of December and January have been accounted for in the wrong economic year
4. The stipulated accounts for 2008 are still estimates, particularly of the student and artist exchange. Some of the numbers are based on the amounts transferred to TaSUBa.

Stavanger 06.12.08, Egil Ovesen, Acting Project Manager

ANNEX 6: OVERVIEW BACKGROUND DOCUMENTS

The following background documents have been used by the review team:

Documents mentioned in the TOR:

- 1) Programme Document “Promoting Inter-Cultural Collaboration between TaSUBa, UiS and SSC 2006 – 2011”, received 1 August 2006.
- 2) Contract between the Norwegian MFA and TaSUBa, SSC and UiS regarding support to the NOTA-Project II, dated 22 October 2006.
- 3) TAASISI YA SANAA NA UTAMADUNI BAGAMOYO (TaSUBa) Strategic Plan (2008 – 2011)
- 4) COWI/Swedish Embassy in Dar es Salaam: “Review of Bagamoyo College of Arts”, May 2002
- 5) COWI/International NOTA Board/NORAD: “Final Evaluation of NOTA project”, December 2003
- 6) Bjarne Birkeland/NOTA: “Students’ assessment of the Bagamoyo College of Arts”, December 2006
- 7) NOTA: “Framework for Partnership”, January 2008

Other documents made available from NOTA upon request from the consultants:

- Concerning each year;

2006:

- Reports and meetings:
- 8) NOTA: Annual Progress Report for 2006
- Financial reports:
- Not provided since the project only started at the end of 2006

2007:

- Reports and meetings:
- 9) NOTA: Agreed Minutes from the International Board meeting 2007 (January 2007) with annexes
 - 10) NOTA: Minutes from the annual meeting between the Ministry of Foreign Affairs/The Royal Norwegian Embassy in Dar Es Salaam and the partners of the NOTA project phase 2, May 2007
 - 11) NOTA: Semi Annual Report for the first half of 2007 (December 2007)
 - 12) NOTA: Annual Progress Report for 2007
- Financial reports:
- 13) Financial Statements 2007 for NOTA Bagamoyo (September 2008)
 - 14) Revisjonsuttalelse for NOTA prosjektet 2007 (Rogaland revisjon), August 2008
 - 15) Årsoppgjør NOTA prosjektet 2007 (Rogaland revisjon), August 2008

2008:

- 16) NOTA: Agreed Minutes from the International Board meeting 2008 (January 2008?) with appendices
- 17) NOTA: Detailed Activity Schedule and Budgets for 2008
- 18) NOTA: Minutes from the annual meeting between the Ministry of Foreign Affairs/The Royal Norwegian Embassy in Dar Es Salaam and the partners of the NOTA project phase 2, June 2008
- 19) NOTA website
- 20) Examples of Money Transfer to TASUBA from NOTA

- For the whole period;

- 21) TaSUBa – Programme for Management and Education. (Date? Bjarne Birkeland)
- 22) Bagamoyo College of Arts: Research Agenda, January 2007
- 23) The Research agenda for TaSuBa Traditional music and dance archives (January 2008, Dag-Jostein Nordaker)
- 24) NOTA: Report on the years 2000-2003.
- 25) Final narrative report for the NOTA project to “FK” (Fredskorpset) for 2005-2007

Other reports also mentioning the NOTA project:

- 26) CMI Report: The NORAD Programme in Arts and Cultural Education. A review of the first phase 2002-2004
- 27) CMI Report: The NORAD Programme in Arts and Cultural Education. A mid-term review of the Programme period 2006-2008/9

Documents made available from TaSUBa upon request from the consultants:

- 28) Strategic Plan for the Development of the Bagamoyo College of Arts 2003-2006
- 29) Bagamoyo College of Arts, Master Plan, May 2005
- 30) Bagamoyo Institute of Arts. Draft Business Analysis Report
- 31) Executive Agencies Act, TaSUBa order 2007
- 32) Ministry of Information, Culture and Sports Development. TaSUBa Framework Document, March 2007
- 33) Budget overview from TaSUBa for budget year 2007/2008
- 34) Budget overview from TaSUBa for application of Funds to the Ministry for budget year 2008-2009

Documents not yet made available after request to the Ministry:

Financial reports for Bagamoyo College of Arts /TaSUBa for budget years 2006-2007 and 2007-2008.

ANNEX 7: OVERVIEW ACRONYMS USED IN THE REPORT

ACE	= Norad Programme in Arts and Cultural Education
BCA	= Bagamoyo College of Arts
CEO	= Chief Executive Officer (at TaSUBa)
FK	= Fredskorpset Norway
MFA	= Ministry of Foreign Affairs (Norway)
MAB	= Ministerial Advisory Board (for TaSUBa)
MICS	= Ministry of Information, Culture and Sports (Tanzania)
NORAD	= Norwegian Agency for Development Cooperation
RNE	= Royal Norwegian Embassy (Dar es Salaam)
SSC	= Stavanger School of Culture
SIU	= Norwegian Centre for International Cooperation in Higher Education
TaSUBa	= Taasisi ya Sanaa na Utamaduni Bagamoyo
TOR	= Terms of Reference
UDSM	= University of Dar es Salaam
UiS	= University of Stavanger, Department of Music and Dance

