

## FRAMEWORK FOR PARTNERSHIP

JANUARY 2008

### I. Description of the NOTA-project

1. The NOTA-project is a mutual, inter-cultural collaboration-promoting network involving:
  - a. Taasisi ya Sanaa na Utamaduni Bagamoyo (TaSUBa) [English meaning: *Bagamoyo Institute of Arts and Culture*].
  - b. Stavanger Municipality, represented by Stavanger School of Culture (SSC).
  - c. The University of Stavanger (UiS), Department of Music and Dance.

### II. Goals, purpose and outputs

1. The goals, purpose and outputs of NOTA are described in the Project Document (01.08.06).
2. The goals of the NOTA-project are twofold:
  - a. To contribute to transforming TaSUBa into an effective and efficient agency.
  - b. To promote cultural cooperation between Tanzania and Norway.
3. The purpose of the project is to strengthen institutional capacity of TaSUBa, to implement the strategic plan and build a sustainable collaboration between the partner institutions.
4. The intended outputs of the NOTA-project are twofold and related to the goals:
  - a. Strengthened institutional capacity at TaSUBa. The focus of NOTA is more on building competence than on infrastructure or equipment.
  - b. Strengthened inter-cultural collaboration between Tanzania and Norway.

### III. Funding and sustainability for the partnership

1. The Ministry of Foreign Affairs (MFA)/The Royal Norwegian Embassy in Dar es Salaam is the main financial contributor of the NOTA project. A five year contract was signed in October 2006.
2. The project is also in partnership with:
  - a. Fredskorpset (FK).
  - b. Norwegian Centre for International Cooperation in Higher Education (SIU).
3. The collaboration between the partners should continue past the end of the present phase of the contract with MFA.

### IV. Contributions of partners

1. Taasisi ya Sanaa na Utamaduni Bagamoyo contributes:
  - a. The working time that the principal and the other members of the national and international NOTA board use for NOTA related meetings, work and other activities.
  - b. Working time for staff involved in any of the NOTA activities. The only exception being the next point (c):
  - c. Students, staff and teachers from the Stavanger institutions taking short courses as a part of the NOTA project will be charged fees as Tanzanians.
  - d. Students from UiS that are doing their international semester at TaSUBa will not be charged to join the ordinary classes as this is a part of the NOTA-project.

- e. TaSUBa will not charge “administration fees” or any similar fees to run activities that are a part of NOTA. The only exception are the set administration fees in the FK-budget that do not have to be accounted for
2. Stavanger Municipality contributes:
  - a. The working time that the principal of Stavanger School of Culture and the other member of the national NOTA board use for NOTA related meetings, work and other activities.
  - b. Office facilities and the working time of a municipality accountant.
  - c. Working time for full time staff involved in artist exchange.
  - d. Working time for staff involved in workshops, training and other activities for NOTA and TaSUBa.
3. The University of Stavanger contributes:
  - a. The working time that the Head of the Department of Music and Dance use for NOTA related meetings, work and other activities.
  - b. At least 100 hours of working time for the working chairperson of the national and/or international NOTA board(s) if this person is a full time employed at UiS. This time will be use for NOTA related meetings, work and other activities.
  - c. Working time for supervisors of the student exchange.
  - d. Working time for full time staff involved in artist exchange.
  - e. Working time for staff involved in workshops, training and other activities for NOTA and TaSUBa.

#### V. Benefit for partners

1. Taasisi ya Sanaa na Utamaduni Bagamoyo benefit:
  - a. New viewpoints through international cooperation.
  - b. A raised competence through workshops, training, further education and other NOTA activities.
  - c. The opportunity of eight students and two supervisors to every year be a part of the student exchange.
  - d. The opportunity for staff to take part in artist exchanges.
  - e. Norwegian FK participants that will teach at TaSUBa.
2. Stavanger Municipality benefit:
  - a. New viewpoints through international cooperation.
  - b. The opportunity for their staff to gain competence and knowledge of Tanzanian music, dance and culture through the staff exchange.
  - c. The opportunity for staff to take part in artist exchanges.
  - d. Tanzanian FK participants that will work in the cultural school bag, as well as doing other teaching, workshops and performances for Stavanger Municipality.
3. The University of Stavanger benefit:
  - a. New viewpoints through international cooperation.
  - b. The opportunity for students to take their international semester at TaSUBa.
  - c. The opportunity of eight students and two supervisors to every year be a part of the student exchange as a part of their curriculum in inter-disciplinary project.
  - d. The opportunity for their staff to gain competence and knowledge of Tanzanian music, dance and culture through the staff exchange.
  - e. The opportunity for staff to take part in artist exchanges.

#### VI. Balance

1. The partners of the NOTA-project are of equal importance.
2. The project management and boards shall be underlined by a balance in terms of TaSUBa and the Stavanger institutions.
3. All major decisions should be made in cooperation and agreement between the partners.

#### VII. Organisational structure

1. The International NOTA Board is the top organ of the project, and the forum in which the major decisions are made.
2. The International NOTA Board will give mandate to the national NOTA boards.
3. The daily running of the project is done by the two NOTA coordinators in their respective countries. They report to their national boards.

#### VIII. Regulations of the International Board

1. Composition of the International Board:
  - a. The International NOTA Board shall be lean with five members as follows:
    - i. The heads of the three partner institutions (or people appointed by them), plus one from each country appointed by the national boards in Norway and the TaSUBa management in Tanzania.
    - ii. The two coordinators as secretaries.
    - iii. The chairperson of the board shall be appointed on rotational basis.
2. Chairperson's position
  - a. The chairperson will be appointed by the International Board on a rotational basis.
  - b. He/she will be the overall formal head of the project.
  - c. The yearly meeting will be lead by the chairperson.
  - d. The chairperson will sign Agreements and Memorandums of Understanding on behalf of NOTA.
3. Functions:
  - a. The International NOTA board will make the overall decisions of the matters that involve institutions in both Tanzania and Norway.
  - b. The yearly activity schedules and budgets will be decided by the International Board.
  - c. The Coordinators and the Documentation and Research officers are employed by the International Board.
4. Responsibility:
  - a. The International NOTA Board has the overall responsibility of the project, but will delegate the daily running to the national boards and the coordinators.
5. Way of working:
  - a. The International NOTA board will meet in January every year.
  - b. The meeting will be held in Tanzania and Norway every second year.
  - c. The NOTA coordinators will call the meeting and prepare the agenda in agreement with the national NOTA boards.
  - d. Decisions of the board shall be passed unanimously.

#### IX. Regulations of the National Boards

1. The Tanzanian NOTA-board shall consist of:
  - a. Five members of the TaSUBa management.
  - b. The Tanzanian NOTA-coordinator.

2. The Norwegian NOTA-board shall consist of five members:
  - a. The Head of the Department of Music and Dance at the University of Stavanger.
  - b. One member appointed by the management team at the Department of Music and Dance at UiS.
  - c. The Principal of Stavanger School of Culture.
  - d. One member appointed by the management team of Stavanger School of Culture.
  - e. The Norwegian NOTA-coordinator.
3. The Norwegian national board will appoint its chairperson among its members. The Chief Executive of TaSUBa will be the chairperson of the Tanzanian NOTA board.
4. Decisions of the boards will be passed unanimously.
5. The coordinators are to write minutes in English after each meeting of their respective national boards. These minutes shall be sent to both boards.

X. The coordinators' role

1. The coordinators are responsible for the daily running of the project after directives from the international board and the two national boards respectively.
2. The coordinators report to their respective national boards.
3. The Norwegian coordinator is also the project manager, and the administrative head of the project. The work as the project manager might be divided between two persons, the project manager and the assistant project manager.
4. The project manager will have the overall responsibility for contacts with donors and other cooperating organizations, and for applications and reports.

XI. Contracts

1. NOTA has a five-year contract with MFA for the period October 2006 to 2011.
2. NOTA also has contracts with Fredskorpset and SIU.
3. The above mentioned contracts will be evaluated as they expire, and new applications considered.

XII. Agreements and Memorandums of Understandings

1. Agreements and Memorandum of Understandings may be signed with other organizations and institutions. These will have to be approved either by the International board or by both the national boards.

XIII. Future cooperation, new partners

1. Secondary partners might be involved in the project, for instance to complement the areas of expertise. This should be in agreement with the partners.
2. The Stavanger institutions (SSC and UiS) are the main collaborating partners of TaSUBa.
3. TaSUBa, UiS and SSC will keep NOTA informed of other donors and collaborating institutions and organizations.

XIV. Documentation and research

1. NOTA has established a Documentation and Research Centre for traditional Tanzanian music and dance. The centre is situated at TaSUBa.
2. Two Documentation and Research Officers are employed by the International NOTA Board. They will divide the areas of responsibility between them in agreement with the Tanzanian NOTA board.

3. Teaching and other activities:

- a. The Documentation and Research Officers are employed full-time to do Documentation and Research, the only exception being the next two point (b and c).
- b. The Documentation and Research Officers may teach traditional African music theory and/or traditional African dance theory at TaSUBa for up to four hours each week, for one semester each academic year only.
- c. They may also held seminars and workshops at TaSUBa within their field of expertise in agreement with the NOTA coordinator and/or the Tanzanian NOTA board.
- d. The previous two points (b and c) must not intrude on their research trips, which they must be granted leave from teaching to do. Any other teaching and/or other activities inside or outside TaSUBa must be done outside the working hours for NOTA.
- e. The Documentation and Research Officers will do extensive field trips every year according to a proposal presented to the International NOTA Board every January.

4. Copies of documentation and research material will be kept both in Tanzania and in Norway.

XV. Public Relation (PR), internal and external information, WEB-site etc.

1. The coordinators are responsible for contact with media in their respective countries.
2. The coordinators are responsible for internal information of activities of the NOTA-project within the institution(s) in their respective countries.
3. The project shall have an updated website on [www.nota-project.org](http://www.nota-project.org).
4. The coordinators will together make flyers and information brochures for the project. These must be approved by the national NOTA boards.
5. An information strategy will be decided upon by each national board.

XVI. Effective use of funds

1. Project funds are to be used as effectively as possible, and the aim is to achieve as much as possible with the funds available.
2. It should be aimed to combine several activities when it is necessary for members of the NOTA boards or management to travel between the two countries.
3. It should be aimed to do as many of the activities as possible locally at the institutions to cut down on expenses for accommodation, allowances and per diem.
  - a. Any activity involving more than ten participants will as a principle be done locally at the institution.
  - b. The number of activities and workshops done at hotels and conference centres outside Bagamoyo and Stavanger will be limited to a maximum of one each year.
  - c. Exceptions to the above points (a and b) can be made by the International Board or in agreement between the two national Boards.
4. NOTA funds cannot be used to cover ordinary running costs of any of the partner institutions.

XVII. Salaries, allowances, per diem and travel expenses

1. Salaries:
  - a. Salary for the Norwegian coordinator/project manager follows Norwegian regulations for employees in municipality culture schools.
  - b. The salaries for the Tanzanian coordinator and the Documentation and Research Officer are decided by the International NOTA Board. These salaries are to be adjusted for inflation every year by the International NOTA Board.
2. Allowances:

- a. Project activities are to be held within the working time of the employees of the partner institutions, and their working time will therefore be covered by their ordinary salary.
  - b. Employees and students of the partner institutions of the NOTA-project attending training workshops will not receive allowances for this.
  - c. When it is necessary for Tanzanians to travel within Tanzania and be away overnight they will receive TZS 10.000 in allowances to cover for other income they might earn in their spare time. This amount might be regulated for inflation by the International NOTA Board.
  - d. Students will receive a limited amount of pocket money while they are on exchange.
    - i. Tanzanian students on exchange in Norway will receive NOK 200 per day.
    - ii. Norwegian students on exchange in Tanzania will receive NOK 100 per day.
3. Per diem:
- a. As a principle per diem should cover the approximate actual expenses
  - b. Travelling abroad:
    - i. Norwegians working in Tanzania as a part of the NOTA-project will receive per diem after official Norwegian government regulations (*'Statens reiseregulativ'*). If any meals are paid for by the project or other organizations or institutions this will be deducted from the per diem according to the above mentioned government regulations.
    - ii. Tanzanians working in Norway as a part of the NOTA-project will receive per diem after Norwegian government regulations (*'Statens reiseregulativ'*). If any meals are paid for by the project or other organizations or institutions this will be deducted from the per diem according to the above mentioned government regulations.
  - c. Travelling nationally:
    - i. Norwegians on travel in Norway as a part of the NOTA-project will receive per diem after Norwegian government regulations (*'Statens reiseregulativ'*). If any meals are paid for by the project or other organizations or institutions this will be deducted from the per diem according to the above mentioned government regulations.
    - ii. Tanzanians on travel in Tanzania as a part of the NOTA-project will receive per diem after Tanzanian government regulations for Daily Subsistence Allowance (DSA), as described in *'Clarification of the Suggested Regulations Regarding Daily Subsistence Allowance Rates for Official Travel Within the Country (Public Circular No. 1 of 2005)'*. If accommodation/lodging or any meals are paid for by the project or other organizations or institutions this will be deducted from the per diem (DSA) according to the above mentioned government regulations. The middle scale of the regulations will be followed for everyone (TZS 45.000 for Cities & Municipalities, TZS 30.000 for Regional & District Towns and 25.000 for other, with the relevant deductions of DSA for lodging and meals). The allowances mentioned in XVII 2 c comes on top of this.
  - d. Attached to this document are:
    - i. The Norwegian government regulations for per diem (*'Statens reiseregulativ'*).
    - ii. The Tanzanian government regulations for per diem (*'Subsistence Allowance and Other Allowances Paid to Government Officials'*, including *'Clarification of the Suggested Regulations Regarding Daily Subsistence Allowance Rates for Official Travel Within the Country (Public Circular No. 1 of 2005)'*).

4. Travel and accommodation expenses:
  - a. Travel and accommodation expenses will be covered by actual costs.
5. If there is a mutual agreement to use a personal car for NOTA activities, expenses will be covered after the respective national official government regulations, or alternatively in Tanzania after the following formula:

$$\text{Payment per km} = \frac{\text{Price of 1 litre of petrol} \times 3}{10}$$

#### XVIII. Accounting and auditing

1. The Norwegian NOTA board has the responsibility for the overall accounting and economy of the NOTA-project and will report to MFA and the International NOTA Board.
2. The criteria for the accounts from TaSUBa to NOTA Norway should be as follows:
  - a. The accounts must follow the calendar year (1<sup>st</sup> of January to 31<sup>st</sup> of December).
  - b. The accounts must be audited. To clear up any misunderstandings the draft for the accounts should be sent to Norway for comments before they are sent to the auditor.
  - c. The accounts must include both 'balance sheet' and 'statement of retained earnings'.
  - d. The above mentioned audited accounts are to be presented to the Embassy by the Norwegian side.
  - e. The Norwegian side must also receive the detailed internal (cost) accounts.
3. For every activity/workshop both parts of the NOTA-project must:
  - a. Prepare a budget in advance.
  - b. Prepare a report afterwards.
    - i. This must include a financial report, giving detailed accounts and stating among other the expenses for:
      1. Per diem
      2. Travel
      3. Accommodation
      4. Consultants

#### XIX. Ethical rules and corruption

1. An environment of honesty and openness must reside within the project.
2. Transparency should be encouraged to everyone working within NOTA.
3. No person working within NOTA and/or taking part in its activities is to pay, receive, support or encourage corruption in any form, including accepting personal services or favours, or offering these to suppliers, civil servants or others.
4. No person within NOTA will play a part in decision making processes involving themselves, their family or close friends.
5. Consideration is to be given to the environmental consequences of all activities; wherever possible, environmentally sustainable solutions are to be preferred.
6. All persons working for NOTA or taking parts in its activities are responsible for maintaining and promoting confidence and good will towards the partner organisations. It is their responsibility to ensure that the methods employed and the activities implemented are in accordance with the basic values and principles of NOTA.

#### XX. Recruitment and selection procedures

1. All recruitment and selection will be in cooperation between the partners.

2. As a principle the most competent persons with the best personal abilities will be selected.
  - a. Competence, work effort, trustworthiness and a positive attitude shall be deciding factors.
  - b. Exceptions to these principles might be done, but then in agreement and openness between the partners.
3. Applicants cannot be a part of the selection process.
4. Family and close friends of applicants will not be a part of the interviews of these, nor of the final decision making process.
5. FK positions will be advertised in national media and open to all applicants.
  - a. Applicants will be interviewed by representatives of NOTA, TaSUBa and SSC and/or UiS and the final decision will be made by these.
6. Openings as SIU-students will be advertised in national media and open to all applicants.
  - a. Applicants will be interviewed by representatives of NOTA, TaSUBa and the University of Stavanger, and the final decision will be made by these.
  - b. Successful applicants must sign a contract with TaSUBa obliging them to work at TaSUBa at least two years after the completion of their studies. Their salary shall be the official government salary, or higher, for a teacher with their qualifications and experience. If they break their contract without adequate reason, they will have to repay to NOTA the complete costs that NOTA and SIU has had for their scholarship and as well as all other costs of tuition.
  - c. Exceptions and other solutions to the above point (b) may be made by the International NOTA board or both national boards in agreement.
7. Opening for TaSUBa staff to undergo further studies with NOTA scholarship will be advertised internally at TaSUBa and open to all internal applicants.
  - a. The decision of who should receive the scholarship will be taken by the Tanzanian NOTA board.
  - b. The Tanzanian NOTA board will inform the Norwegian NOTA board of whom the applicants were, whom that were selected and why.
  - c. Successful applicants must sign a contract with TaSUBa obliging them to work at TaSUBa at least two years after the completion of their studies. Their salary shall be the official government salary, or higher, for a teacher with their qualifications and experience. If they break their contract without adequate reason, they will have to repay to NOTA the complete costs that NOTA has had for their scholarship and as well as all other costs of tuition.

## XXI. Evaluations

1. There will be a continual evaluation of project activities.
  - a. A report will be written after every activity.
  - b. One year after every workshop there will be a questionnaire for the participants and an evaluation based on this to evaluate the long term effect of these workshops.
2. In December 2008 there will be an external evaluation of NOTA.

## XXII. Closing up

1. The contract with the ministry of foreign affairs terminates in 2011.
2. Towards the end of the contract period there will be an external evaluation.
3. If the evaluation recommends so and if the collaborating institutions wish so, NOTA might apply to the Norwegian Ministry of Foreign Affairs for another project phase.

4. If there is not to be another project phase, the institutions will decide how to cooperate on a smaller scale. This continual cooperation might include Fredskorpset and/or SIU.
5. When the NOTA project terminates the responsibility of the Documentation and Research Centre and the employment of the Documentation and Research Officers will be taken over by TaSUBa.

### XXIII. Framework for exchange

1. Emergency plan for people travelling as a part of the NOTA project.
  - a. An emergency plan for people travelling as a part of the NOTA project has been made and is one of the annexes of this document.
  - b. All persons working for, or travelling as a part of NOTA, are obliged to familiarise themselves with these.
2. Behaviour
  - a. Respect is to be shown to every individual, regardless of gender, age, religion, sexuality, ethnicity or political affiliation. Any and every form of mental or physical violence is not tolerated. Likewise the purchase of sexual services, the use of illegal drugs, and the misuse of alcohol are unacceptable.
  - b. All persons visiting the partner country must show respect for local customs and the hosts. They are expected to familiarise themselves with the local culture, including local religion and its observance, and to show full respect through their behaviour and their manner of dress.
3. Selection procedures for student exchange
  - a. Students:
    - i. The annual student exchange will involve four music and four dance students from both TaSUBa and the University of Stavanger, altogether 16 students.
    - ii. This will be internally advertised within the institutions, and prospective students have to apply to take a part in the exchange.
    - iii. The students will be selected from
      1. Competence
      2. Hard working
      3. Personality
    - iv. Considerations will also have to be made for the selected students to form a group that together will have the right competence.
    - v. The students from each institution will be picked out by a committee from the respective institution. The committee at TaSUBa will include the local project coordinator.
  - b. Supervisors:
    - i. There will be two supervisors from each institution, one for dance and one for music.
    - ii. These will be the most appropriate supervisors the institutions have available in terms of competence, pedagogical abilities and personal qualities.
    - iii. These will be selected by the management of each institution.
    - iv. As an exception there may be strong reasons not mentioned here for selecting the supervisors, but selections from such reasons must be done in openness and agreement between the two coordinators and/or the two national boards.
  - c. The local NOTA board will be informed of the selected students and supervisors, together with the reasons for their selection.

XXIV. Annexes:

1. Research Agenda
2. Emergency Plan
3. The Norwegian government regulations for per diem (*'Statens reiseregulativ'*)
4. The Tanzanian government regulations for per diem (*'Subsistence Allowance and Other Allowances Paid to Government Officials'*, including *'Clarification of the Suggested Regulations Regarding Daily Subsistence Allowance Rates for Official Travel Within the Country (Public Circular No. 1 of 2005)'*)

Stavanger 15<sup>th</sup> of January 2008,

Dag Jostein Nordaker  
Chairperson  
International NOTA Board

Juma Bakari  
Acting Chief Executive  
TaSUBa

Eli Gundersen  
Director  
Stavanger Municipality

Jens T. Larsen  
Head of Department  
Department of Music and Dance

Suitbert Komba  
Academic Officer  
TaSUBa