

BAGAMOYO COLLEGE OF ARTS (BCA)

UNIVERSITY OF STAVANGER (UiS)
Department of Music and Dance

STAVANGER SCHOOL OF CULTURE (SSC)

Application for the Continuation of the
NOTA-project Autum 2006 – Spring 2011

Promoting Inter-Cultural Collaboration Between
The Bagamoyo College of Arts, University of Stavanger
And Stavanger School of Culture

Bagamoyo/Stavanger

1. INTRODUCTION

NOTA-project is a mutual, inter-cultural collaboration promotion network involving Bagamoyo College of Arts, (BCA), Stavanger School of Culture, (SSC) and University of Stavanger (UiS).

BCA is a government training institution under the Ministry of Information, Culture and Sports. It is one of the very few training institutions in Africa offering practical training 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.

SSC is a communal institution which offers lessons in Music, Dance, Drama and Fine Arts for children and youth as individuals or ensembles. The school has also programmes for Special Talented pupils, Music Therapy and Project in schools.

UiS Department of Music and Dance offers Bachelors in Classical Music, Jazz Music and Dance. They also offer Master Degree in Performing Arts and Special programmes in Sound Recording. UiS has many foreign students both in exchange programmes and foreign students taking ordinary programmes.

The NOTA-project is relying on two other partners to be able to accomplish the following project plan. These are SIU (Norwegian Centre for International Cooperation in Higher Education) and Fredskorpset.

The first phase of the NOTA-project which was more of an exploration with various project outputs ended in December 2003. Both the mid-term review and the final evaluation conducted in 2002 and 2003 respectively recommended the project to continue. Phase two of the NOTA-project has been designed in order to contribute to the various institutional capacity building initiatives taking place at BCA, and will focus more on strengthening BCA capacity to implement its strategic plan and eventually become an effective and efficient Executive Agency.

BCA, UiS and SSC are thankful to the LFA workshop conducted at the end of the first phase of the NOTA-project and have agreed to use it as an important tool in the implementation of the phase two of the NOTA-project.

The layout of this document is as follows:

- Section one presents the rationale for continuation of the project with particular emphasis on main challenges at BCA and how this project could contribute to addressing those challenges.
- Section two is the project description in terms of its goals, purpose, outputs and activities.
- Section three explains Management and Organisation structure.
- Section four describes Risks and sustainability.
- Section five is on Monitoring and Evaluation
- Section six is the Budget.

RATIONALE

Bagamoyo College of Arts (BCA) plays a pivotal role in the promotion and development of the arts in Tanzania. As a training institution it is the fountain of ideas, expertise and personnel for variety of artistic fields such as music, dance, theatre, visual arts and cultural industries. In recent years the college has dominated the eastern and southern African Regions as a leader in arts training. While the Eastern African Region would like to use the college for country training needs, Southern African trainers want BCA to act as the institution for standards setting, control and vetting.

Towards the end of 2005, a decision was made by the Ministry that BCA will be transformed into an Executive Agency. This is part of the government's civil service reform programme that started in early 1990. In this programme the government decided to transform selected government units, sections or departments carrying out its executive functions into semi-autonomous bodies called executive agencies. It is therefore clear that the challenges ahead of BCA are tremendous.

As the college expands in terms of infrastructure, training capacity, training programmes and roles, the administrative functions become more complex. It is therefore essential to

strengthen the institutional capacity of BCA in the areas of Management, Training programmes, Research and Financial capacity.

UiS Department of Music and Dance has for the last couple of years been receiving international students. The second phase of the NOTA-project intends to strengthen the capacity of the department in its programmes through an International semester at BCA for UiS Bachelor students and the various research projects that will be done at BCA.

SSC has been running Ngoma project in which professional artists and art teachers do workshops and concerts in both primary and secondary schools. This is part of the Cultural Schoolbag project established by the government of Norway. The second phase of the NOTA-project will contribute to strengthening the capacity of the SSC in running the cultural school bag project by getting input from BCA teachers who will run workshops and do concerts in schools on Tanzanian dances and music.

Through SIU funding it will be possible to educate new teachers for BCA. There is now a contract in place for three students to start studying for a Bachelor of Arts in Dance from August 2006. This will be done in cooperation with the University of Dar es Salaam, the University of Stavanger and Bagamoyo College of Arts. Most of the program will be done in Stavanger, but the general teaching methodology will be done at the University of Dar es Salaam, with teaching practice at BCA. The partners all agree that it is more convenient to do the teaching training in the context where they are supposed to work.

This is the second period of collaboration with Fredskorpset. This has given the partners in the NOTA-project the possibility to have continuous contact with each other, and consequently the chance to get to know each other rather well. The exchange is going in both directions, South/North and North/South. The fruits of the NOTA-project have increased greatly since the Fredskorpset exchange was started. The present contract period will last until July 2007, and hopefully there will be a new contract in place already this winter.

Stavanger is European Cultural Capital 2008 with five values to be addressed. Two of these values, that is, Tolerance and freedom of speech and Innovation and quality

emphasise the importance of appreciating different customs and ways of life ethnically, politically, culturally and religiously and the use of arts and culture to see things from other people's perspectives.

The second phase of the NOTA-project contributes to the process of developing Stavanger as European Capital of Culture 2008 in that it strengthens and promotes inter-cultural collaboration between Tanzania and Norway.

2. PROJECT DESCRIPTION

This part describes the project in terms of Goals, Purpose, Outputs and Activities.

GOALS

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

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

PURPOSE

The purpose of this project is to strengthen Institutional capacity of BCA to implement the strategic plan and build a sustainable collaboration between partner institutions.

OUTPUTS

The project's outputs are as follows:

1. **Strengthened Institutional Capacity of BCA.** At the end of this project it is expected that BCA would have an effective and efficient management that would lead the agency in a business – like direction with a strengthened financial capacity and improved training programmes 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. In addition, a comprehensive research and documentation programme is expected to be in place.
2. **Strengthened inter-cultural collaboration between Tanzania and Norway.** At the end of this project it is expected that 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 and an International semester at BCA for Bachelor students from UiS will be established. Training of BCA graduates through the SIU programme and participation of both BCA graduates and senior BCA staff in the ordinary and senior fredskorpset programmes will contribute tremendously to a sustainable collaboration between the BCA, UiS and SSC. SIU, Fredskorpset and the University of Dar es Salaam will be important partners through the project period.

Table 1. OUTPUTS, STRATEGIC OBJECTIVES AND ACTIVITIES

OUTPUTS	STRATEGIC OBJECTIVES	ACTIVITIES
<p>1. Strengthened Institutional Capacity of BCA</p>	<p>1.1 To have BCA transformed into an Executive Agency</p>	<p>1.1.1 Support the Agency Implementation Team in developing business plan and framework documents.</p>
	<p>1.2 To have BCA management operate efficiently and effectively</p>	<p>1.2.1 Train BCA management, heads of departments, accountants and supplies officer</p>

	<p>1.3 To have training programmes conducted efficiently and effectively</p>	<p>1.3.1 Train BCA teachers in preparing teaching and learning resources</p> <p>1.3.2 Sponsor BCA teachers for post-graduate studies</p> <p>1.3.3 Review curriculum for existing courses</p> <p>1.3.4 Develop a curriculum for a Bachelor of Arts degree</p> <p>1.3.5 Develop a curriculum for new short courses</p> <p>1.3.6 Procure teaching and learning equipment</p>
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	<p>1.4 To have a comprehensive research and documentation programme</p>	<p>1.4.1 Employ research and documentation officer</p> <p>1.4.2 Train teachers in cultural research methodology</p> <p>1.4.3 Train teachers in camera and audio-visual editing</p> <p>1.4.4 Procure documentation equipment</p> <p>1.4.5 Develop research agenda</p> <p>1.4.6 Develop research projects</p> <p>1.4.7 Document cultural heritage</p>
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	<p>1.5 To have financial capacity of BCA strengthened</p>	<p>1.5.1 Conduct workshop on advocacy and outreach</p> <p>1.5.2 Design marketing strategies</p> <p>1.5.3 Produce and distribute Promotion materials</p> <p>1.5.4 Strengthen existing income generating activities</p> <p>1.5.5 Create new income generating activities</p>
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<p>2. Strengthened inter-cultural collaboration between Tanzania and Norway.</p>	<p>2.1 To have cultural exchange activities strengthened</p>	<p>2.1.1 Develop framework for exchange activities</p> <p>2.1.2 Staff exchange</p> <p>2.1.3 Student exchange</p> <p>2.1.4 SIU-students</p> <p>2.1.5 Artists exchange</p> <p>2.1.6 International Semester, Bagamoyo</p> <p>2.1.7 Prepare and present outreach productions</p>
	<p>2.2 To have a sustained collaboration between partners</p>	<p>2.2.1 Develop framework for partnership</p> <p>2.2.2 Create and implement a strategy for partnership development</p> <p>2.2.3 Review organizational structure of the collaboration</p> <p>2.2.4 Review regulations of the board</p> <p>2.2.5 Conduct a management</p>

		<p>training course for the project team and the board</p> <p>2.2.6 Create a NOTA website linked to the involved institutions</p> <p>2.2.7 Develop framework for receiving foreign students within Stavanger institutions</p> <p>2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama</p> <p>2.2.9 Develop a fund-raising strategy</p> <p>2.2.10 Create a project Trust Fund</p>
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Table 2. ACTIVITY SCHEDULE

Activities:	2006	2007	2008	2009	2010	2011
1. Strengthened Institutional Capacity of BCA						
1.1 <u>To have BCA transformed into an Executive Agency</u>						
1.1.1 <i>Support the Agency Implementation Team in developing business plan and framework documents</i>	X					
1.2 <u>To have BCA management operate efficiently and effective</u>						
1.2.1 <i>Train BCA management, heads of departments, accountants and supplies officer</i>		X				
1.3 <u>To have training programmes conducted efficiently and effectively</u>						
1.3.1 <i>Train BCA teachers in preparing teaching and learning resources</i>		X	X			
1.3.2 <i>Sponsor BCA teachers for postgraduate studies</i>			X	X	X	X
1.3.3 <i>Review curriculum for existing courses</i>				X		
1.3.4 <i>Develop a curriculum for a Bachelor of Arts degree</i>		X	X			
1.3.5 <i>Develop a curriculum for new short courses</i>		X	X			
1.3.6 <i>Procure teaching and learning equipment</i>	X	X	X	X	X	
1.4 <u>To have a comprehensive research and documentation programme</u>						
1.4.1 <i>Research and documentation officer</i>	X	X	X	X	X	X
1.4.2 <i>Train teachers in cultural research methodology</i>		X	X			
1.4.3 <i>Train teachers in camera and audiovisual editing</i>	X			X		
1.4.4 <i>Procure documentation equipment</i>	X					
1.4.5 <i>Develop research agenda</i>	X					
1.4.6 <i>Develop research projects</i>	X	X	X	X	X	
1.4.7 <i>Document cultural heritage</i>		X	X	X	X	
1.5 <u>To have financial capacity of BCA strengthened</u>						
1.5.1 <i>Conduct workshop on entrepreneurship</i>	X	X				
1.5.2 <i>Design marketing strategies</i>		X				
1.5.3 <i>Produce and distribute Promoting materials</i>	X	X	X	X	X	X
1.5.4 <i>Strengthen existing income generating activities</i>	X	X	X	X	X	X
1.5.5 <i>Create new income generating activities</i>	X	X	X	X	X	X

Activities:	2006	2007	2008	2009	2010	2011
2. Strengthened intercultural collaboration between Tanzania and Norway						
2.1 To have cultural exchange activities strengthened						
2.1.1 <i>Develop framework for exchange activities</i>	X					
2.1.2 <i>Staff exchange</i>		X	X		X	X
2.1.3 <i>Students exchange</i>	X	X	X	X	X	X
2.1.4 <i>SIU-students</i>	X	X	X	X		
2.1.5 <i>Artist exchange</i>			X	X		
2.1.6 <i>International Semester, Bagamoyo</i>			X	X	X	X
2.1.7 <i>Prepare and present outreach productions</i>		X		X		
2.2 To have a sustained collaboration between partners						
2.2.1 <i>Develop framework for partnership</i>	X					
2.2.2 <i>Create and implement a strategy for partnership development</i>		X				
2.2.3 <i>Review organisational structure of the collaboration</i>			X			
2.2.4 <i>Review regulations of the board</i>			X			
2.2.5 <i>Conduct a management training course for the project team and the board</i>	X	X				
2.2.6 <i>Create a NOTA website linked to the involved institutions</i>	X	X				
2.2.7 <i>Develop framework for receiving foreign students within Stavanger institutions</i>	X					
2.2.8 <i>Develop curriculum for a course in Intercultural activities in Music, Dance and Drama</i>		X				
2.2.9 <i>Develop a fundraising strategy</i>				X		
2.2.10 <i>Create collaboration Trust fund</i>					X	
Annual Meeting		X	X	X	X	X
Board Meeting		X	X	X	X	X
Evaluation				X		X

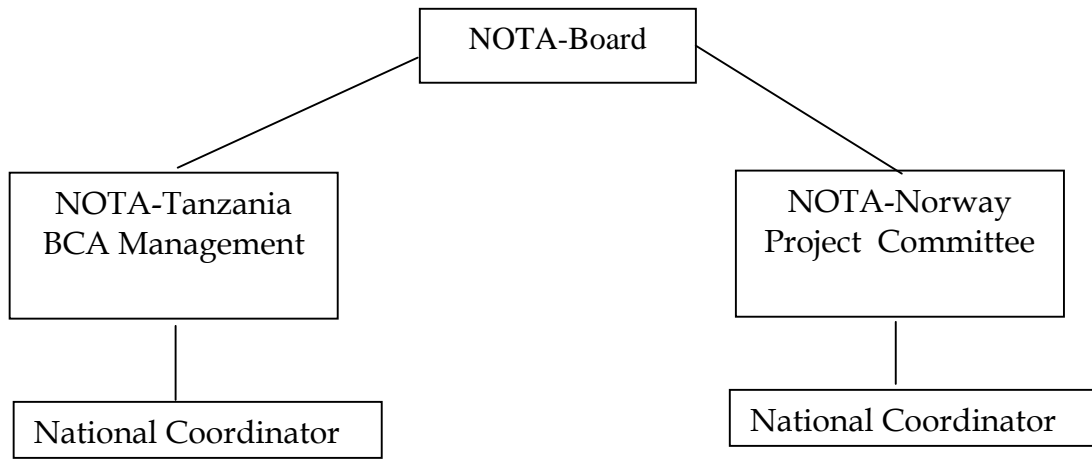
3. MANAGEMENT AND ORGANISATION STRUCTURE

The second phase of the NOTA-project needs a befitting management structure. The optimal structure of the NOTA collaboration network will continue to evolve based on the experienced gained but will undergo a major review and improvement as one of the activities in the second phase.

In the meantime, the following Guiding Principles shall be used to improve the structure in the previous phase in order to create the starting structure for the second phase.

- The project management shall be underlined by a balance in terms of BCA and Stavanger Institutions.
- There will be a Project Committee in Norway to manage project activities in Norway and in Tanzania, project activities shall be managed by BCA management
- The project management shall facilitate close relationship with donors. The NOTA Board shall give mandate to the BCA management and the project committee in different matters.
- The daily running of the project shall be decentralized by having One Coordinator on each side. The Coordinators 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”
- Composition of the NOTA Board shall be lean with 5 people as follows:
 - 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 two coordinators are secretaries
 - The chairperson of the Board shall be appointed on rotation basis.
 - Decisions at Board meetings shall be passed unanimously.

- Figure 3.1 provides an Administrative Structure



4. RISK AND SUSTAINABILITY

It is a big opportunity for BCA to be transformed into an Executive Agency and it is very interesting for the NOTA-project to be part of these changes. But one of the risks is that the Ministry's process to recruit a new management for BCA might be slow and this could affect implementation of the project particularly with new activities.

With UiS and SSC one of the risks is that the running of the NOTA-project has depended on few people who happened to have too much already on their desks. Nevertheless the risk is being reduced as more people are now being involved in the running of the project.

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. However, as the project will be a component in the business plan and the framework documents which will be developed before the agency takes off, there will be no excuse for the new management not to implement the project.

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. Failure to implement the master plan might constitute another risk to the project. Nevertheless, plans are underway to start implementation of the master plan which includes rebuilding of the main theatre and a flexible hall. These facilities will provide additional space that could be used for implementing some of the project activities. In addition, the Ministry of Information Culture and Sports is very keen to make sure that the other phases of the master plan are implemented from both government money and from other development partners.

Another risk that might affect implementation of the project is that in addition to the Norwegian Embassy, funding is expected from Fredskorpset and SIU. With the Fredskorpset, a decision has already been made for a continuation of the programme for another phase. In the event of SIU not accepting our application, adjustments on the project activities will have to be made accordingly. In addition, partner institutions are

seriously committed to provide material and financial support from the existing regular resources.

Sustainability being referred to here is that of BCA as an institution. As this is the only government arts training institution in Tanzania we hope that the government will continue to provide funding for its running costs. The current transformation of BCA to an executive agency guarantees its sustainability in that it will be much broader in its functions. In fact, this project is contributing to the sustainability of BCA by strengthening its institutional capacity.

5. MONITORING AND EVALUATION PLAN

This section describes how the monitoring and evaluation of the second phase of the NOTA-project will be carried out.

5.1 MONITORING AND EVALUATION PLAN

The following types of evaluations will be used in the second phase of the NOTA-project

- **Ongoing monitoring and evaluation**, carried out by the project team as part of the process of managing the project. Periodic reports will be the basis for adjusting work plans, assessing progress, identifying and dealing with problems and keeping the other stakeholders informed of progress.
- **Midterm evaluation** by internal /external evaluators is foreseen in the project design.
- **An Ad-hoc evaluation** may be necessary to deal with major technical and managerial problems which, in the absence of a satisfactory solution, may question whether the project should continue or be terminated.
- **A Final or Terminal evaluation** will be carried out shortly before the project is completed either to round off the implementation stage or as an input into formulating another phase.

5.2 ORGANIZATION OF THE MONITORING AND EVALUATION ACTIVITIES

The National Coordinators have a key responsibility for Monitoring and Evaluation. The two coordinators shall be jointly responsible given the interdependence between the project activities. They shall be responsible for:

- Preparing the Annual Work Plans, Annual Budget and Semi Annual reports and submit them to the Embassy.
- Preparing Annual progress reports and audited accounts and report to the Embassy.
- Secretariat to the NOTA Board
- Provide support to all internal and external evaluations.

6. BUDGET

The table below provides a summary of the budget for the second phase of the NOTA-project. As can be seen, the total amount of money required for the project is **NOK 12,121,500**. However, the amount requested from the Norwegian Embassy is **NOK 7,500,000**. A detailed budget is presented in Appendix 1

BUDGET SUMMARY

No	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	4,000	597,500
2.	2007	2,618,000	1,500,000	195,000	85,000	2,000	836,000
3.	2008	2,511,000	1,500,000	185,000	35,000	5,000	786,000
4.	2009	2,542,000	1,500,000	185,000	110,000	1,000	746,000
5.	2010	2,158,000	1,500,000	215,000	120,000	1,000	322,000
6.	2011	856,000	750,000	70,000	35,000	1,000	

* *Others include SIU, Fredskorpset and the Stavanger Municipality.*

Budget 2006											
Component 1: Strengthened Institutional Capacity of BCA											
	Travel	Acc./per diem	Consulent/teachers	Equipment	ad lib	TOTAL	Ambassaden	UoS	SSC	BCA	Others
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	22000	45000	69000		5000	141000	58000				83000
1.2 To have BCA management operate efficiently and effective											
1.2.1 Train BCA management, heads of departments, accountants and supplies officer											
1.3 To have training programmes conducted efficiently and effectively											
1.3.1 Train BCA teachers in preparing teaching and learning resources											
1.3.2 Sponsor BCA teachers for postgraduate studies											
1.3.3 Review curriculum for existing courses											
1.3.4 Develop a curriculum for a Bachelor of Arts degree											
1.3.5 Develop a curriculum for new short courses											
1.3.6 Procure teaching and learning equipment				40400		40400	40400				
1.4 To have a comprehensive research and documentation programme											
1.4.1 Research and documentation officer					12000	12000	12000				
1.4.2 Train teachers in cultural research methodology											
1.4.3 Train teachers in camera and audiovisual editing	14000	9000	40000	10000	5000	78000	56000			2000	20000
1.4.4 Procure documentation equipment				50000		40000	40000				
1.4.5 Develop research agenda					5000	5000	5000				
1.4.6 Develop research projects	14000	9800	20000			43800	23800	20000			
1.4.7 Document cultural heritage											
1.5 To have financial capacity og BCA strengthened											
1.5.1 Conduct workshops on entrepreneurship	14000	9800	10000		6000	39800	28800			1000	10000
1.5.2 Design marketing strategies											
1.5.3 Produce and distribute Promoting materials	14000	10500	42000		10000	76500	10000				66500

1.5.4 Strengthen existing income generating activities		10000	18000		5000	33000	10000			23000	
1.5.5 Create new income generating activities		10000	18000		5000	33000	10000			23000	
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	10000	10000				
2.1.2 Staff exchange											
2.1.3 Students exchange	140000	42000	41000	5000	3000	231000	190000	40000	1000		
2.1.4 SIU-students	42000	120000	150000	10000		322000				322000	
2.1.5 Artist exchange											
2.1.6 International semester, Bagamoyo											
2.1.7 Prepare and present outreach productions											
2.2 To have a sustained collaboration between partners											
2.2.1 Develop framework for partnership	14000	7000	10000		5000	36000	31000			5000	
2.2.2 Create and implement a strategy for partnership development											
2.2.3 Review organisational structure of the collaboration											
2.2.4 Review regulations of the board											
2.2.5 Conduct a management training course for the project team and the board	14000	5000	10000		5000	34000	24000			10000	
2.2.6 Create a NOTA website linked to the involved institutions		7000	28000	10000		45000	10000			35000	
2.2.7 Develop framework for receiving foreign students withing Stavanger Institutions					10000	10000	10000				
2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama											
2.2.9 Develop a fundraising strategy											
2.2.10 Create collaboration Trust Fund											
Annual meeting											
Board-meeting											
Administration	14000	12000			180000	206000	181000		25000		
Evaluation											
	302000	297100	456000	125400	266000			60000	25000	4000	597500

2133000

Total budget

1436500

Norwegian Embassy

750000

Budget 2007											
Component 1: Strengthened Institutional Capacity of BCA											
	Travel	Acc./per diem	Consulent/teacher	Equipment	ad lib	TOTAL	Ambassaden	UoS	SSC	BCA	Others
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						0					
1.2 To have BCA management operate efficiently and effective											
1.2.1 Train BCA management, heads of departments, accountants and supplies officer	22000	45000	30000		4000	101000	91000				10000
1.3 To have training programmes conducted efficiently and effectively											
1.3.1 Train BCA teachers in preparing teaching and learning resources	14000	10000	20000	10000		54000	34000	20000			
1.3.2 Sponsor BCA teachers for postgraduate studies					60000	60000	60000				
1.3.3 Review curriculum for existing courses											
1.3.4 Develop a curriculum for a Bachelor of Arts degree	1000	3000	1000			5000	5000				
1.3.5 Develop a curriculum for new short courses		3000	5000	5000		13000	13000				
1.3.6 Procure teaching and learning equipment				20000		20000	20000				
1.4 To have a comprehensive research and documentation programme											
1.4.1 Research and documentation officer					12000	12000	12000				
1.4.2 Train teachers in cultural research methodology	14000	9000	20000	10000		53000	33000	20000			
1.4.3 Train teachers in camera and audiovisual editing						0					
1.4.4 Procure documentation equipment				20000		20000	20000				
1.4.5 Develop research agenda						0					
1.4.6 Develop research projects					25000	25000	25000				
1.4.7 Document cultural heritage					10000	10000	10000				
1.5 To have financial capacity og BCA strengthened											
1.5.1 Conduct workshops on entrepreneurship	14000	9000	30000			53000	32000			1000	20000
1.5.2 Design marketing strategies		7000	20000			27000	7000				20000
1.5.3 Produce and distribute Promoting materials					20000	20000	20000				
1.5.4 Strenghten existing income generating activities					5000	5000	5000				

1.5.5 Create new income generating activities					5000	5000	5000					
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						0						
2.1.2 Staff exchange	140000	42000	100000	5000	3000	290000	190000	50000	50000			
2.1.3 Students exchange	280000	120000	55000	5000	5000	465000	404000	60000		1000		
2.1.4 SIU-students	56000	280000	390000	10000	10000	746000						746000
2.1.5 Artist exchange												
2.1.6 International semester, Bagamoyo												
2.1.7 Prepare and present outreach productions					15000	15000	15000					
2.2 To have a sustained collaboration between partners												
2.2.1 Develop framework for partnership						0						
2.2.2 Create and implement a strategy for partnership development					4000	4000	4000					
2.2.3 Review organisational structure of the collaboration					4000	4000	4000					
2.2.4 Review regulations of the board												
2.2.5 Conduct a management training course for the project team and the board	2000	10000	13000		5000	30000	25000					5000
2.2.6 Create a NOTA website linked to the involved institutions		7000	28000	10000		45000	10000					35000
2.2.7 Develop framework for receiving foreign students withing Stavanger Institutions					10000	10000	10000					
2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama			25000			25000	10000	15000				
2.2.9 Develop a fundraising strategy												
2.2.10 Create collaboration Trust Fund												
Annual meeting	14000	6000	10000		2000	32000	22000	10000				
Board-meeting	56000	20000	31000			107000	77000	20000	10000			
Administration	14000	12000			336000	362000	337000		25000			
Evaluation												
	627000	583000	778000	95000	535000			195000	85000	2000		836000

1118000

Total budget

2618000

Norwegian Embassy

1500000

Budget 2008											
Component 1: Strengthened Institutional Capacity of BCA											
	Travel	Acc./per diem	Consulent/teache	Equipment	ad lib	TOTAL	Ambassaden	UoS	SSC	BCA	Others
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						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					
1.3 To have training programmes conducted efficiently and effectively											
1.3.1 Train BCA teachers in preparing teaching and learning resources	14000	10000	20000	10000		54000	34000	20000			
1.3.2 Sponsor BCA teachers for postgraduate studies					100000	100000	100000				
1.3.3 Review curriculum for existing courses											
1.3.4 Develop a curriculum for a Bachelor of Arts degree	1000	3000	1000			5000	5000				
1.3.5 Develop a curriculum for new short courses	14000	12000	25000	5000		56000	36000	20000			
1.3.6 Procure teaching and learning equipment				10000		10000	10000				
1.4 To have a comprehensive research and documentation programme											
1.4.1 Research and documentation officer					12000	12000	12000				
1.4.2 Train teachers in cultural research methodology	14000	9000	20000	10000		53000	33000	20000			
1.4.3 Train teachers in camera and audiovisual editing											
1.4.4 Procure documentation equipment				20000		20000	20000				
1.4.5 Develop research agenda						0					
1.4.6 Develop research projects					35000	35000	35000				
1.4.7 Document cultural heritage					15000	15000	15000				
1.5 To have financial capacity og BCA strengthened											
1.5.1 Conduct workshops on entrepreneurship						0					
1.5.2 Design marketing strategies						0					
1.5.3 Produce and distribute Promoting materials					15000	15000	15000				
1.5.4 Strenghten existing income generating activities					10000	10000	10000				

1.5.5 Create new income generating activities					10000	10000	10000				
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						0					
2.1.2 Staff exchange						0					
2.1.3 Students exchange	280000	120000	61000	5000	5000	471000	410000	60000		1000	
2.1.4 SIU-students	56000	280000	390000	10000	10000	746000					746000
2.1.5 Artist exchange	90000	40000	24000	10000	5000	169000	145000	20000		4000	
2.1.6 International semester, Bagamoyo	28000	30000	12000			70000	70000				
2.1.7 Prepare and present outreach productions					25000	25000	25000				
2.2 To have a sustained collaboration between partners											
2.2.1 Develop framework for partnership						0					
2.2.2 Create and implement a strategy for partnership development					5000	5000	5000				
2.2.3 Review organisational structure of the collaboration					5000	5000	5000				
2.2.4 Review regulations of the board											
2.2.5 Conduct a management training course for the project team and the board	2000	10000	15000		5000	32000	27000				5000
2.2.6 Create a NOTA website linked to the involved institutions		7000	28000	10000		45000	10000				35000
2.2.7 Develop framework for receiving foreign students withing Stavanger Institutions					10000	10000	10000				
2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama			25000			25000	10000	15000			
2.2.9 Develop a fundraising strategy											
2.2.10 Create collaboration Trust Fund											
Annual meeting	14000	6000	10000		2000	32000	22000	10000			
Board-meeting	56000	33000	31000			120000	90000	20000	10000		
Administration	14000	11000			336000	361000	336000			25000	
Evaluation											
	583000	571000	662000	90000	605000			185000	35000	5000	786000

Total budget

2511000

1011000

Norwegian Embassy

1500000

Budget 2009											
Component 1: Strengthened Institutional Capacity of BCA											
	Travel	Acc./per diem	Consulent/teacher	Equipment	ad lib	TOTAL	Ambassaden	UoS	SSC	BCA	Others
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						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					
1.3 To have training programmes conducted efficiently and effectively											
1.3.1 Train BCA teachers in preparing teaching and learning resources						0					
1.3.2 Sponsor BCA teachers for postgraduate studies					125000	125000	125000				
1.3.3 Review curriculum for existing courses	14000	9000	20000			43000	23000	20000			
1.3.4 Develop a curriculum for a Bachelor of Arts degree						0					
1.3.5 Develop a curriculum for new short courses						0					
1.3.6 Procure teaching and learning equipment				15000		15000	15000				
1.4 To have a comprehensive research and documentation programme											
1.4.1 Research and documentation officer					12000	12000	12000				
1.4.2 Train teachers in cultural research methodology											
1.4.3 Train teachers in camera and audiovisual editing	14000	9000	20000	10000		53000	53000				
1.4.4 Procure documentation equipment				10000		10000	10000				
1.4.5 Develop research agenda						0					
1.4.6 Develop research projects					35000	35000	35000				
1.4.7 Document cultural heritage					15000	15000	15000				
1.5 To have financial capacity og BCA strengthened											
1.5.1 Conduct workshops on entrepreneurship						0					
1.5.2 Design marketing strategies						0					
1.5.3 Produce and distribute Promoting materials					15000	15000	15000				
1.5.4 Strenghten existing income generating activities					10000	10000	10000				

1.5.5 Create new income generating activities					10000	10000	10000				
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						0					
2.1.2 Staff exchange	100000	50000	150000			300000	150000	75000	75000		
2.1.3 Students exchange	270000	120000	61000	5000	5000	461000	400000	60000		1000	
2.1.4 SIU-students	56000	280000	390000	10000	10000	746000					746000
2.1.5 Artist exchange						0					
2.1.6 International semester, Bagamoyo	28000	30000	12000			70000	70000				
2.1.7 Prepare and present outreach productions					25000	25000	25000				
2.2 To have a sustained collaboration between partners											
2.2.1 Develop framework for partnership						0					
2.2.2 Create and implement a strategy for partnership development											
2.2.3 Review organisational structure of the collaboration											
2.2.4 Review regulations of the board											
2.2.5 Conduct a management training course for the project team and the board						0					
2.2.6 Create a NOTA website linked to the involved institutions			8000			8000	8000				
2.2.7 Develop framework for receiving foreign students withing Stavanger Institutions						0					
2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama						0					
2.2.9 Develop a fundraising strategy											
2.2.10 Create collaboration Trust Fund											
Annual meeting	14000	6000	10000		2000	32000	22000	10000			
Board-meeting	56000	33000	31000			120000	90000	20000	10000		
Administration	14000	12000			336000	362000	337000		25000		
Evaluation					75000	75000	75000				
	566000	549000	702000	50000	675000		185000	110000	1000		746000

Total budget

2542000

1042000

Norwegian Embassy

1500000

Budget 2010											
Component 1: Strengthened Institutional Capacity of BCA											
	Travel	Acc./per diem	Consulent/teachers	Equipment	ad lib	TOTAL	Ambassaden	UoS	SSC	BCA	Others
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						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					
1.3 To have training programmes conducted efficiently and effectively											
1.3.1 Train BCA teachers in preparing teaching and learning resources						0					
1.3.2 Sponsor BCA teachers for postgraduate studies					125000	125000	125000				
1.3.3 Review curriculum for existing courses						0					
1.3.4 Develop a curriculum for a Bachelor of Arts degree						0					
1.3.5 Develop a curriculum for new short courses						0					
1.3.6 Procure teaching and learning equipment				25000		25000	25000				
1.4 To have a comprehensive research and documentation programme											
1.4.1 Research and documentation officer					12000	12000	12000				
1.4.2 Train teachers in cultural research methodology											
1.4.3 Train teachers in camera and audiovisual editing						0					
1.4.4 Procure documentation equipment				10000		10000	10000				
1.4.5 Develop research agenda						0					
1.4.6 Develop research projects					35000	35000	35000				
1.4.7 Document cultural heritage					15000	15000	15000				
1.5 To have financial capacity og BCA strengthened											
1.5.1 Conduct workshops on entrepreneurship						0					
1.5.2 Design marketing strategies						0					
1.5.3 Produce and distribute Promoting materials					15000	15000	15000				

1.5.4 Strengthen existing income generating activities					10000	10000	10000				
1.5.5 Create new income generating activities					10000	10000	10000				
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						0					
2.1.2 Staff exchange	100000	50000	150000			300000	150000	75000	75000		
2.1.3 Students exchange	270000	120000	61000	5000	5000	461000	400000	60000		1000	
2.1.4 SIU-students	42000	120000	150000	10000		322000					322000
2.1.5 Artist exchange	28000	24000	30000	10000		92000	72000	10000	10000		
2.1.6 International semester, Bagamoyo	28000	30000	12000			70000	70000				
2.1.7 Prepare and present outreach productions					28000	28000	28000				
2.2 To have a sustained collaboration between partners											
2.2.1 Develop framework for partnership						0					
2.2.2 Create and implement a strategy for partnership development											
2.2.3 Review organisational structure of the collaboration											
2.2.4 Review regulations of the board											
2.2.5 Conduct a management training course for the project team and the board						0					
2.2.6 Create a NOTA website linked to the involved institutions			8000			8000	8000				
2.2.7 Develop framework for receiving foreign students withing Stavanger Institutions						0					
2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama						0					
2.2.9 Develop a fundraising strategy	14000	9000	20000	10000		53000	33000	20000			
2.2.10 Create collaboration Trust Fund	14000	9000	20000	10000		53000	33000	20000			
Annual meeting	14000	6000	10000		2000	32000	22000	10000			
Board-meeting	56000	33000	31000			120000	90000	20000	10000		
Administration	14000	12000			336000	362000	337000		25000		
Evaluation						0					
	580000	413000	492000	80000	593000			215000	120000	1000	322000

Total budget

2158000

658000

Norwegian Embassy

1500000

Budget 2011											
Component 1: Strengthened Institutional Capacity of BCA											
	Travel	Acc./per diem	Consulent/teache	Equipment	ad lib	TOTAL	Ambassaden	UoS	SSC	BCA	Others
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						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					
1.3 To have training programmes conducted efficiently and effectively											
1.3.1 Train BCA teachers in preparing teaching and learning resources						0					
1.3.2 Sponsor BCA teachers for postgraduate studies					50000	50000	50000				
1.3.3 Review curriculum for existing courses						0					
1.3.4 Develop a curriculum for a Bachelor of Arts degree						0					
1.3.5 Develop a curriculum for new short courses						0					
1.3.6 Procure teaching and learning equipment						0					
1.4 To have a comprehensive research and documentation programme											
1.4.1 Research and documentation officer					6000	6000	6000				
1.4.2 Train teachers in cultural research methodology											
1.4.3 Train teachers in camera and audiovisual editing						0					
1.4.4 Procure documentation equipment						0					
1.4.5 Develop research agenda						0					
1.4.6 Develop research projects						0					
1.4.7 Document cultural heritage						0					
1.5 To have financial capacity og BCA strengthened											
1.5.1 Conduct workshops on entrepreneurship						0					
1.5.2 Design marketing strategies						0					
1.5.3 Produce and distribute Promoting materials						0					
1.5.4 Strenghten existing income generating activities					5000	5000	5000				

1.5.5 Create new income generating activities					5000	5000	5000				
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						0					
2.1.2 Staff exchange						0					
2.1.3 Students exchange	140000	50000	41000	5000		236000	195000	40000		1000	
2.1.4 SIU-students											
2.1.5 Artist exchange						0					
2.1.6 International semester, Bagamoyo	28000	25000	12000			65000	65000				
2.1.7 Prepare and present outreach productions						0					
2.2 To have a sustained collaboration between partners											
2.2.1 Develop framework for partnership						0					
2.2.2 Create and implement a strategy for partnership development											
2.2.3 Review organisational structure of the collaboration											
2.2.4 Review regulations of the board											
2.2.5 Conduct a management training course for the project team and the board						0					
2.2.6 Create a NOTA website linked to the involved institutions			3000			3000	3000				
2.2.7 Develop framework for receiving foreign students withing Stavanger Institutions						0					
2.2.8 Develop curriculum for a course in Intercultural activities in Music, Dance and Drama						0					
2.2.9 Develop a fundraising strategy											
2.2.10 Create collaboration Trust Fund					3000	3000	3000				
Annual meeting	14000	6000	10000		2000	32000	22000	10000			
Board-meeting	56000	33000	31000			120000	90000	20000	10000		
Administration	14000	12000			180000	206000	181000		25000		
Evaluation					125000	125000	125000				
	252000	126000	97000	5000	376000		70000	35000	1000	0	

Total budget

856000

106000

Norwegian Embassy

750000