

Agreement Template: Specific Conditions (part I)	Non-Governmental Organisations	Revision no.:	4
	Grant Management Regime II	Date:	June 2022

GRANT AGREEMENT

BETWEEN

THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS

AND

MUDA AFRICA

REGARDING

TAN-22/0003, MUDA AFRICA-CORE SUPPORT TO STRATEGIC
PLAN 2022-2025

PART I: SPECIFIC CONDITIONS

PART II: GENERAL CONDITIONS

PART III: PROCUREMENT PROVISIONS

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PART I: SPECIFIC CONDITIONS

This grant agreement (the Agreement) has been entered into between:

- (1) The Norwegian Ministry of Foreign Affairs (MFA), represented by the Royal Norwegian Embassy in Dar es Salaam (the Embassy), and
- (2) Muda Africa, a non-governmental organization duly established in the United Republic of Tanzania under registration number NGO/R2/00053 (the Grant Recipient),

jointly referred to as the Parties.

1. SCOPE AND BACKGROUND

- 1.1 The Grant Recipient has submitted an application to MFA dated 28.04.2022 regarding financial support to its operations (Core Activities), as described in Strategic Plan 2022-2025 dated 21.04.2022 (the Strategy Document).
- 1.2 MFA has decided to award a grant to be used exclusively for the implementation of the Core Activities (the Grant) during the period from 01/04/2022 to 31/12/2025 (the Support Period).
- 1.3 The Parties have agreed to enter into an Agreement, consisting of this part I; Specific Conditions, part II; General Conditions, and part III; Procurement Provisions, all of which form an integral part of this Agreement. In the event of discrepancies between the Specific Conditions and the General Conditions or Procurement Provisions, the Specific Conditions shall prevail.
- 1.4 Any reference to "Project" in the General Conditions shall be understood as a reference to the Core Activities. Any reference to the "Project Document" shall be understood as a reference to the Strategy Document.

2 OBJECTIVES

- 2.1 The expected effect(s) of the Core Activities on society is/are that Muda Africa has contributed to the growth of the creative industries in Tanzania (Impact).

- 2.2 The expected effects for the target group of the Core Activities are

Outcome 1: Youth have developed into professional dance artists.

Outcome 2: Women have been promoted as professional contemporary dance artists.

Outcome 3: Audiences for contemporary dance have been built.

Outcome 4: Muda Africa has become a sustainable organization. (Outcome).

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2.3 The Strategy Document includes more information on expected results.

3 IMPLEMENTATION

3.1 The Core Activities shall be implemented in accordance with the Agreement, including all annexes, and the Strategy Document, including work plan and budget.

3.2 During the implementation of the Core Activities, the Grant Recipient shall exercise the necessary diligence, efficiency and transparency in line with sound financial management and best practise principles.

3.3 The Grant Recipient shall continuously identify, assess and mitigate any relevant risks associated with the implementation of the Core Activities. The risk of potential negative effects of the Core Activities in the following cases (Cross-Cutting Issues) shall always be included in the risk management of the Core Activities:

- anti-corruption,
- climate and environment,
- women's rights and gender equality, and
- human rights (with a particular focus on participation, accountability and non-discrimination).

3.4 Any significant deviations or changes from the Strategy Document, work plan and budget must be submitted to MFA for information. MFA may suspend the disbursement until the changes have been assessed and approved for support.

4 THE GRANT

4.1 The Grant shall amount to NOK 6 000 000 (Norwegian Kroner Six Million). The Grant is given as a fixed amount based on the budget in the Strategy Document.

4.2 Disbursement after the current calendar year is subject to Norwegian Parliamentary appropriations. Significant reductions in the Parliament's appropriations may lead to a reduction of the Grant for the relevant budget year and/or of the total Grant amount. If the Grant amount is reduced the Grant Recipient must revise the work plan, budget and results framework correspondingly, unless the Grant Recipient secures additional funding from other sources.

4.3 The Grant, including accrued interest, shall be used exclusively to finance the actual costs of the implementation of the Core Activities during the Support Period.

4.4 The Grant Recipient is responsible for obtaining any additional resources which may be required to duly implement the Core Activities.

5 DISBURSEMENT

5.1 The Grant shall be disbursed in advance instalments based on the financial need of the Grant Recipient for the upcoming period, which shall not exceed six months. The first disbursement may be made upon signature of the Agreement. The subsequent disbursements shall be made upon MFA's receipt of written disbursement requests from the Grant Recipient.

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5.2 The disbursement requests shall be signed by an authorised representative of the Grant Recipient. A confirmation that the Core Activities are being implemented in accordance with the Agreement and without any major deviations from the Strategy Document shall be included in the disbursement request. The financial need shall be documented through updated financial statements for the Core Activities.

5.3 All disbursements are conditional upon the Grant Recipient's continued compliance with the requirements of the Agreement, including the timely fulfilment of reporting obligations. MFA may withhold disbursements in accordance with article 18 of the General Conditions if it finds that the requirements of the Agreement have not been met.

5.4 All disbursements will be made to the following bank account:

Name of the account: Muda Africa
Organization
Account no.: 24110001914
IBAN no.:
Name and address of the bank: NMB
Bank Plc., Ohio street, P.O. Box 9213,
Dar es Salaam, Tanzania
Swift/BIC code: NMIBTZTZ
Currency of the account: TZS

5.5 The Grant Recipient shall immediately acknowledge receipt of the funds in writing. The amount received shall be stated, as well as the date of receipt and the exchange rate applied.

6 REPORTING AND OTHER DOCUMENTATION

6.1 The following shall be submitted by the Grant Recipient to MFA:

- a) A **report** covering the period from January to December shall be submitted to MFA by 1 March each year. The Grant Recipient's annual report or other general reporting is sufficient given that the content requirements set out below are met.

The report shall include both a narrative part and financial statements covering the Core Activities. The narrative part shall include the content specified in article 2 clause 2 of the General Conditions, whereas the financial statements shall include the content specified in article 3 clause 2 of the General Conditions.

- b) The **audit report** covering the annual financial statements of the Grant Recipient shall be submitted to MFA by 1 April. The audit report shall comply with the requirements set out in article 7 of the Specific Conditions and article 5 of the General Conditions, except clause 5.5. If the auditor submits a management letter (matters for governance attention), this shall be attached to the audit report. The management letter shall list any measures that have been taken as a result of previous audits and state whether such results have been adequate to deal with reported shortcomings.
- c) An updated **work plan and budget** covering the period from January to December shall be submitted to MFA by 1 November each year. The work plan and budget shall include the content listed in article 1 of the General Conditions.

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6.2 If the Grant Recipient is unable to meet the deadlines set out above, MFA shall be informed immediately.

7 AUDIT

7.1 The annual financial statements of the Grant Recipient shall be audited in accordance with International Standards of Auditing (ISA). Additional requirements applicable to the auditor and the audit report are included in article 5 of the General Conditions.

8 FORMAL MEETINGS

8.1 The Parties shall hold formal meetings once per year, tentatively in May in order to discuss i.a. the results achieved during the Support Period. The meetings may be held jointly with other donors. The meetings shall be called and chaired by the Grant Recipient.

8.2 The Grant Recipient shall submit a draft agenda to MFA no later than two weeks before the meeting. Unless otherwise agreed, the Parties shall discuss, such as but not limited to, the latest progress report and financial report, and/or work plan and budget for the upcoming period.

8.3 The Grant Recipient shall record main issues discussed, points of view expressed and decisions made, in minutes from the meeting. The Grant Recipient shall submit the minutes to MFA no later than two weeks after the meeting for comments. The agreed minutes shall be endorsed by all participants to the meeting.

8.4 The Parties shall hold additional formal meetings if/when requested by MFA. Details regarding agenda and procedures will be agreed upon by the Parties.

9 REVIEWS AND OTHER FOLLOW-UP MEASURES

9.1 A mid-term review focusing on results and sustainability, shall be carried out by May 2024. The Grant Recipient shall draft the terms of reference for the review and submit them to MFA for approval. The costs of the review shall be included in the budget. The review may be carried out jointly with other donors.

9.2 To present a sustainability/exit plan by 30 April 2023.

9.3 If the Grant Recipient or another interested party initiates a review or evaluation of activities wholly or partly funded by the Grant, MFA shall be informed. The Grant Recipient shall forward a copy of the report of any such review or evaluation to MFA without undue delay.

10 PROCUREMENT

10.1 All procurement made in connection with the Core Activities shall be completed in accordance with the Procurement Provisions in Part III of this Agreement.

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11 REPAYMENT OF INTEREST AND UNUSED FUNDS

- 11.1 If the Grant Recipient does not complete the Core Activities as planned, or if the Core Activities are significantly scaled down compared to the initial budget, MFA may claim repayment of all or parts of the Grant including any pro rata share of accrued interest and/or other financial gain accrued on the Grant.
- 11.2 Repayments shall be made to the following bank account:
- Name of the account: Royal Norwegian Embassy
Account no.: 7694.05.13487
IBAN no.: 9476940513487
Name and address of the bank: DNB, Postboks 1600 Sentrum, 0021 Oslo, Norway
Swift/BIC code: DNBANOKK
- 11.3 The transaction shall be clearly marked: "Unused funds". The name of the Grant Recipient shall be stated, along with MFA's agreement number(s) and agreement title(s).

12 SPECIAL PROVISIONS

- 12.1 The following provisions of the General Conditions are not applicable under this Agreement:
- a) Article 5 clause 8 to 10
 - b) Article 7 clause 2
 - c) Article 9 clause 6
 - d) Article 10 in its entirety
 - e) Article 13 in its entirety.

13 NOTICES

- 13.1 All communication to MFA concerning the Agreement shall be directed to the Embassy at the following address/e-mail address: P.O. BOX 2646, Dar es Salaam, Tanzania/emb.daressalaam@mfa.no
- 13.2 All communication to the Grant Recipient concerning the Agreement shall be directed to the Executive Director at the following address/e-mail address: mudaafriCADANCE@gmail.com.
- 13.3 MFA's agreement number and agreement title shall be stated in all correspondence regarding this Agreement, including disbursement requests and repayment of unused funds.

14 SIGNATURES

- 14.1 By signing part I of the Agreement, the Parties also confirm receipt and approval of part II; General Conditions, and part III; Procurement Provisions, which all form an integral part of the Agreement.

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14.2 This Agreement in the English language has been signed by both Parties. In the event of any discrepancies between this English language version and any later translations, the English language version shall prevail.

Place: *Dar es Salaam*

Date: *06.12.2022*

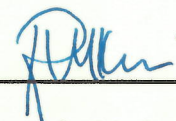


For the Norwegian Ministry of Foreign Affairs,

Kjetil Schie

Head of Cooperation

The Royal Norwegian Embassy in Dar es Salaam



for Muda Africa,


Rachel Kessi

Executive Director

Muda Africa



Annex A

	AGGREGATED BUDGET 2022-2025 (TZS)			
INCOME	2022	2023	2024	2025
GRANTS	538 738 100	551 375 400	445 000 000	425 000 000
CROWDFUNDRAISERS	71 300 000	38 000 000	59 000 000	51 000 000
RENTALS	0	25 000 000	54 000 000	78 000 000
PERFORMANCES	1 000 000	3 000 000	5 000 000	7 000 000
STUDENTS	0	1 000 000	14 000 000	16 000 000
Total projected income	611 038 100	618 375 400	577 000 000	577 000 000
EXPENDITURE	2022	2023	2024	2025
Outcome 1: Youth have developed into professional contemporary dance artists	226 759 300	167 556 600	160 571 200	173 371 200
Outcome 2: Women have been promoted as professional contemporary dance practitioners	33 600 000	33 600 000	33 600 000	33 600 000
Outcome 3: Audiences for contemporary dance have been built	136 100 000	159 500 000	153 500 000	160 700 000
Outcome 4: Muda Africa has become a sustainable organisation	70 930 000	114 070 000	85 680 000	65 680 000
Administration	143 648 800	143 648 800	143 648 800	143 648 800
Total projected expenditure	611 038 100	618 375 400	577 000 000	577 000 000

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LOGICAL FRAMEWORK: IMPACT - OUTCOMES - OUTPUTS 2021-2025

Impact: Muda Africa has contributed to the growth of the creative industries in Tanzania



Outcome 1: Youth have developed into professional contemporary dance artists

Outcome 2: Women have been promoted as professional dance artists

Outcome 3: Audiences for contemporary dance have been built

Outcome 4: Muda Africa has become a sustainable organisation

Level	Expected result	Indicator	Baseline 2021	Target Year 2022	Target 2023	Target 2024	Target 2025	Source of verification
Impact	Muda Africa has contributed to the growth of the creative industries in Tanzania	Increased job opportunities ; increased lobbying power of dance artists; improved government policies for dance artists	98% are earning a living from dance; a dance artist association registered in 2021; removal of festival permit fees not implemented in writing	Minimum 80% of Alumni earn a living from dance ; National Arts Council (BASATA) has removed festival fees; participate in dance association meetings	Minimum 80% of Alumni earn a living from dance ; National Arts Council has improved its regulatory frameworks; participate in dance association meetings	Minimum 80% of Alumni earn a living from dance ; National Arts Council has improved its regulatory frameworks; participate in dance association meetings	Minimum 80% of Alumni earn a living from dance ; National Arts Council has improved its regulatory frameworks; participate in dance association meetings	Survey of Alumni employment areas & initiatives; minutes of dance artists meeting; National Arts Council policies
Outcome 1	Expected result Youth have developed into professional contemporary dance artists	Indicator number of professional dance artists disaggregated by age & gender	Baseline 2021 37 dance trainees between 18 and 28; 31% women trainees; 41 Alumni between 24 and 32; 27% women Alumni	Target Year 2022 Maximum of 30 dance trainees; minimum 33% women trainees; 57 Alumni	Target 2023 Maximum of 30 dance trainees; minimum 33% women trainees; 57 Alumni	Target 2024 Maximum of 30 dance trainees; minimum 35% women trainees; 67 Alumni	Target 2025 Maximum of 30 dance trainees; minimum 35% women trainees; 77 Alumni	Source of verification list of dance artists who passed exams/graduated disaggregated by age & gender
Output 1.1	Curriculum: The accredited curriculum has been updated	Updated curriculum modules on dance and arts management; Accreditation from other institutions	Curriculum updated with list of trainers; BASATA training (no photos added for now; no copyright module for now)	Update curriculum with choreography training modules	Update curriculum with current dance & art management practice	Update curriculum with current dance & art management practice	Update curriculum with current dance & art management practice	Curriculum document
Output 1.2	Dance professionalisation programme: Youth have been trained in dance and arts management	number of trainees disaggregated by age & gender; trainees evaluations; number of curriculum modules completed; number of free lance jobs; number of tours; number of Alumni meetings	Accreditation for year 1 & 2 secured from BASATA; short courses accredited by Muda&UDSM 35 dance trainees in year 1 & year 3 between 18 and 28; 80% passed the year 1 exam; curriculum modules completed; dance history course related to traditional dance only; minimum 117 free lance jobs; 10 tours ; 8 Alumni meetings	research & initiate accreditation with institutes of higher education maximum 30 dance trainees; 70% pass exams or graduate; an audition to select new students ; all curriculum modules completed minimum 100 free-lance jobs	research & initiate accreditation with institutes of higher education maximum 30 dance trainees; 70% pass exams or graduate; an addition to select new students ; all curriculum modules completed minimum 100 free-lance jobs	research & initiate accreditation with institutes of higher education maximum 30 dance trainees; 70% pass exams or graduate; all curriculum modules completed minimum 100 free-lance jobs	research & initiate accreditation with institutes of higher education maximum 30 dance trainees; 70% pass exams or graduate; all curriculum modules completed minimum 100 free-lance jobs	Report on accreditation achieved list of trainees disaggregated by age & gender that pass exam or graduate; list of modules completed list of free-lance jobs list of tours; photos; evaluation reports list of Alumni attendees; report on Alumni meeting



Output 1.3	Infrastructure: The infrastructure has been upgraded and maintained	Improved infrastructure	2 indoor studios with wooden floor; 1 outdoor studio with portable floor, 1 equipped resource room with 10 computers; online dance library; 21 lights; sound system; 1 toilet; projector; public seating	more public seating; outdoor floor with wood; generator; updated computer software; repairs & maintenance; 4 toilets & 2 showers; new electrical system; garden; water collection system	Upgrade and maintenance as per needs assessment	Upgrade and maintenance as per needs assessment	Upgrade and maintenance as per needs assessment	photos facilities; list of assets
Level	Expected result	Indicator	Baseline 2021	Target Year 2022	Target 2023	Target 2024	Target 2025	Source of verification
Outcome 2	Women have been promoted as professional contemporary dance artists	increased number of women trainees and graduates; increased support from women trainees families; increased awareness of dance amongst girls	27% women graduates; 31% trainees; every woman student had one or several family members attend the visit; women's attendance improved with increased support	27% women graduates; 33% trainees; positive changes in support from women's families; dance awareness amongst girls	27% women graduates; 33% women trainees; positive changes in acceptance of women from support groups; dance awareness amongst girls	30% women graduates; 35% women trainees; positive changes in acceptance of women from support groups; dance awareness amongst girls	30% women graduates; 35% women trainees; positive changes in acceptance of women from support groups; dance awareness amongst girls	list of women trainees and graduates; feedback from family visits; reports from role models, mentors & girls classes
Output 2.1	Role models: The women trainees have been mentored and trained by experienced women dance artists.	number of women trainers number of women choreographers number of women mentors; number of women mentees; number of mentorship sessions	36 % 38 %	minimum 40% minimum 40%	minimum 40% minimum 40%	minimum 40% minimum 40%	minimum 40% minimum 40%	list of women trainers list of women choreographers list of mentors and mentorship sessions; evaluation from mentors & mentees
Output 2.2	Family visits: Families of women trainees have visited training and performance sessions	number of visits; number of visitors; improved support from families	2 visits during training & performance; 84 family members attended; more family support than previous years	2 visits per year during training & performance	2 visits per year during training & performance	2 visits per year during training & performance	2 visits per year during training & performance	visitors attendance sheet; feedback from families
Output 2.3	Girls outreach: Girls in school have received dance training	number of classes conducted; number of girls trained; number of reported success stories	8 classes in 2022; average of 11 girls per class; have participated in the secondary school traditional dance competitions (Umishunta)	40 classes	40 classes	40 classes	40 classes	list of classes & attendees; reports on success stories from trainers & girls
Level	Expected result	Indicator	Baseline 2021	Target Year 2022	Target 2023	Target 2024	Target 2025	Source of verification
Outcome 3	Audiences for contemporary dance have been built	number of live and online audience numbers; number of positive feedback reported	live audience 6,480; 5,320 online followers; 65% of surveys marked 5 out of 5 as appreciation rating;	Minimum 5000 live audience; 5,900 online followers; positive audience feedback	Minimum 5000 live audience; 6,200 online followers; positive audience feedback	Minimum 5000 live audience; 6,500 online followers; positive audience feedback	Minimum 5000 live audience; 6,500 online followers; positive audience feedback	live and online audience counts, audience appreciation surveys
Output 3.1	Festival: An international festival has been organised	number of festival; number of guest dance artists	0 festival (replaced with online performances)	1 festival	1 festival	1 festival	1 festival	list of festivals; list of guest artists

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Output 3.2	Performances: Trainees have performed regularly to different communities	number of live and online performances; number of trainees; type of communities at performances	31 national performances; 0 international because of pandemic; 8 online; communities: schools, cultural centres, public festivals in urban & rural centres, online	minimum 30 live performances; 8 online performances	minimum 30 live performances; 4 online performances	minimum 30 live performances; 4 online performances	minimum 30 live performances; 4 online performances	list of performances; list of trainees; list of communities
Output 3.3	Public classes: Public classes have been held.	number of classes; number of participants; venues of public classes	0 classes because of pandemics	0	40 classes	40 classes	40 classes	list of classes; list of participants; list of venues
Output 3.4	Marketing campaign: A marketing campaign has promoted Muda Africa's centre and activities	Number of social media channels; number of followers/likes; number of website updates; number of website users; TCRA certificate Number of promotions (broadcast, print, online) Number of emails; number of campaigns sent Number of documentaries on Alumni	Social media followers: 5320; Social media channels (4): FB, IG, Twitter, YouTube. website in place; 232 unique visitors; TCRA certificate obtained 1 online TV; 0 broadcast; 0 print press 143 emails; 0 campaigns	5,900 followers/likes; 5 social media channel-addition of linkedin monthly website updates; 300 unique visitors minimum 1 online, 1 TV, 1 print press	Renew TCRA licence; monthly website updates; 350 unique visitors minimum 1 online, 2 TV, 1 print press 800 emails; 6 campaigns	6,200 followers/likes; 5 social media channel monthly website updates; 400 unique visitors minimum 1 online, 3 TV, 1 print press	6,800 followers/likes; 5 social media channel monthly website updates; 450 unique visitors minimum 1 online, 3 TV, 2 print press 2000 emails; 10 campaigns	List of social media channels; Count of followers/likes website page; analytics results; TCRA certificate list of promotions mailchimp email count & list of campaigns list of documentaries on youtube
Level	Expected result	Indicator	Baseline 2021	Target Year 2022	Target 2023	Target 2024	Target 2025	Source of verification
Outcome 4	Muda Africa has become a sustainable organisation	Revenue amount & channels	Revenue: 277,752,181 TZS	Revenue: 611,038,100 TZS	Revenue: 618,375,400 TZS	Revenue: 577,000,000 TZS	Revenue: 577,000,000 TZS	Audit document
Outcome 4.1	Revenues: Revenues have supported the activities and have been diversified	number of different revenue channels	grants, performances, in kind, volunteers	diverse revenue channels	diverse revenue channels	diverse revenue channels	diverse revenue channels	audit document
Outcome 4.2	Organisation systems: Organisation systems have been revised, updated and safeguarded	organisation policies & systems updated & safeguarded; increased monitoring of cash flow	financial policies updated; cash flow monitored monthly	Quickbooks on icloud; organisation files backed up on icloud and google drive; monthly monitoring of cash flow; organisation policies revised	Quickbooks on icloud; organisation files backed up on icloud and google drive; monthly monitoring of cash flow; organisation policies revised	Quickbooks on icloud; organisation files backed up on icloud and google drive; monthly monitoring of cash flow; organisation policies revised	Quickbooks on icloud; organisation files backed up on icloud and google drive; monthly monitoring of cash flow; organisation policies revised	accountancy software; google drive & icloud storage; organisation policy documents
		number of trainings; number of staff & volunteers trained; improved skills	Artistic director trained teaching teacher training course; Administrator & Exec director trained in quickbooks, IPSAS, NGO laws, mailchimp	Training in monitoring and evaluation; training in online fundraising; understanding branding	Training according to needs assessment	Training according to needs assessment	Training according to needs assessment	list of trainings; trainees attendance lists; reports on improved skills; needs assessment report

Staff Development

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Outcome 4.3	Statue development. Administration, teachers & choreographers have improved skills.	number of teacher training courses; number of trainees; improved skills	3 courses in uganda, rwanda, tanzania; 60 trainees; teachers for year 3 modules & basics of ballet found	One teacher training course ; 10 trainees	One teacher training course ; 10 trainees	One teacher training course ; 10 trainees	Trainer's report; trainees attendance lists
Outcome 4.4	Networking: The national, regional and international networks have been strengthened	number of choreography courses; number of trainees; improved skills	2 courses; 30 women trainees in uganda, rwanda, tanzania ; 2 selected for work in Cameroun and France	One choreography training course ; 10 trainees from Tanzania	One choreography training course ; 10 trainees from Tanzania	One choreography training course ; 10 trainees from Tanzania	Trainer's report; trainees attendance lists
Outcome 4.5	Company Board: The engaged Board has supported the implementation of Muda Africa's strategic goals	number of networks Muda joined ; number of opportunities created from networks.	AMDA agreement for UNESCO project; exchange with Codarts university; signed UDSM agreement; dance association started	AMDA network agreement draft; exchange with Codarts university; implement UDSM agreement; participate in dance association meetings	AMDA network agreement final; exchange with Codarts university; implement UDSM agreement; participate in dance association meetings	AMDA network agreement implement; exchange with Codarts university; implement UDSM agreement; participate in dance association meetings	list of networks joined by Muda, list of opportunities created from networks
		number of board members; number of board meetings; number of board engagements	5 board meetings; 4 board meetings; 2 extra focus meetings on finance, strategy plan and fundraising	5 board members; 4 meetings a year; committee meetings;	5 board members; 4 meetings a year; committee meetings; online communication	5 board members; 4 meetings a year; committee meetings; online communication	list of board members; minutes of board meetings ; list of engagements

Job definition	student is employed full-time
Employed	student finds different dance roles in existing companies
Self-employed:	student sets up his/her own company; employs dancers; organises income-generating events.
Free-lance	
Self-employed:	
Entrepreneur	

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