



MUSICIANS WITHOUT BORDERS

STRATEGIC PLAN 2020-2022

MISSION & VISION

Mission

To use the power of music to bridge divides, connect communities, and heal the wounds of war

Vision

To inspire people worldwide to engage as peacemakers and use music to transform lives.

Musicians Without Borders Guiding Principles

Musicians Without Borders' guiding principles reflect our core beliefs and values.

These principles serve as basis to ground our practices in using music to connect people and communities, transcending the borders of history, ideology and geography.

We refer to:

- Universal Declaration of Human Rights
- Our knowledge and understanding, as musicians, of music's power to connect and create empathy
- The Principles of Active Nonviolence, especially as lived and described by Martin Luther King.



MWB'S WORKING PRINCIPLES

In practice, our guiding principles are distilled into 5 working principles, around which our program and training work is based:

- Safety
- Equality
- Inclusion
- Creativity
- Quality

2020-2022 OVERALL GOALS

Grow Impact

- Strengthen current programs, creating links between programs and external training program through investment in our program participants as trainers
- Develop 1-3 new programs via current program regions (hubs): Balkans, Middle East, Eastern Africa, Middle America
- Increase our visibility/PR (both in our program regions and internationally)
- Engage with new partners (advocacy): universities, arts and human rights organizations, develop global platforms (e.g. art 27)

Maintain Quality/Professionalization

- Invest in professional development training for our staff and trainers
- Increase 'in house' expertise, liase with external advisors

Preserve Ethos: Principles, Integrity, Community

- Focus on key concepts: nonviolence, sustainable, activist
- Create shared language/strategy on how we engage as activists without 'taking sides': deeply and humanly political rather than 'political'; empowering more people to speak about the organization

MWB'S 3 AREAS OF ACTION: PROJECTS & PROGRAMS

Current

MWB currently runs three long-term programs in (post) conflict regions: Kosovo, Palestine, Rwanda; and training projects in El Salvador (Soy Musica) and Europe (Welcome Notes). While funding is on hold, we remain committed to partners in Northern Ireland (Music Bridge) and Uganda (Music for Health) and do what we can to maintain a presence in these regions.

Capacity building, local ownership and collaboration with local musicians and local organizations are key elements in all programs in present and post-conflict societies.

Goals 2020-2022

- Stabilize current program operations, strengthen local program teams (capacity building), work toward local ownership.
- Develop 1-3 new programs via expansion based on regional hubs (Central Africa, Middle East, South America, Balkans)

MWB'S 3 AREAS OF ACTION: PROJECTS & PROGRAMS

Strengths & Opportunities

- Commitment of long-term donor funding to ensure financial sustainability of programs and head office
- Increased visibility of projects and programs due to dedicated Head of Communications and worldwide advocacy/speaking engagements
- Institutional partnerships add value to MWB credibility and reputation, increasing requests for partnerships
- Strong local leadership established in core program areas

Challenges

- Limited capacity of program managers, due to available hours, working location, demands of large program cohorts and limited opportunities for professional development
- Cumbersome approval/working processes with partners due to differences in policy, staffing, availability and ideology
- Limited fundraising capacity to take on new projects, partners cannot always ensure sufficient funding
- In some local programs, staff/workshop leaders frequently leave the project for opportunities abroad

PROJECTS & PROGRAMS: MUSIC CONNECTS (BALKANS)

Goals

- Promote project to donors via monitoring, evaluation, and learning (MEL) outputs under Creative Twinning grant.
- Maintain current level of activities at Rock School while continuing to build relationships with the Creative Twinning partners.
- Establish touring/presentation opportunities for Rock School bands.
- Raise project funds for new project cycle beginning 2020.

Objectives/Needs

- Develop promotion/distribution strategies for Music Connects film, evaluation report, academic research and training methodology produced under current project cycle (2018-2020).
- Evaluate viability of ongoing partnerships and/or options for other partnerships in Skopje.
- Consider regional opportunities (ie. rock festivals, conferences) for band tours to promote visibility of project vs. possibility to plug into international festivals/conferences.
- Follow-up meetings with current donors to solicit ongoing support; consideration of other fundraising streams.

PROJECTS & PROGRAMS: PALESTINE COMMUNITY MUSIC

Goals

- Continue to invest in development of trained workshop leaders, regularly include in programming/events
- Increase visibility of MWB (identity/branding) in the region
- Develop Musical Playground as a more structural program, focus on select schools (in partnership with Ministry of Education) to train teachers and work with students (over the course of a year), based on Soy Musica (El Salvador) model

Objectives/Needs

- Send annual delegate to NL ToT and/or establish regional ToT for experienced music workshop leaders
- Evaluate possibility to merge further with partner program Sounds of Palestine, develop marketing materials (ie. banner, certificates) for MWB/SoP programs
- Develop new project proposal and pitch to MoE

PROJECTS & PROGRAMS: SOY MUSICA (EL SALVADOR)

Goals

- Ongoing investment in team of trainers within MINED system
- Expand on program in El Salvador in partnership with UNICEF and Ministries of Education and Culture, explore possibilities to implement similar project in another region (ie. Guatemala or Honduras)
- Connection to Mexico partners (Pepe, CCompaz)?

Objectives/Needs

- Invite talented trainees to Netherlands ToT and/or develop regional training; recruit local musicians (via local organizations) to participate in regional ToT
- Identify connections and available funding with regional contacts/organizations via UNICEF and ministries; recruit sufficient spanish-speaking trainers and project management via MWB or locally trained.

PROJECTS & PROGRAMS: RWANDA YOUTH MUSIC

Goals

- Phase out MWB's responsibilities in managing local project activities and increase local ownership/management of partner We-Actx for Hope.
- Strengthen concept of Rwandan hub to work in partnership in the region.

Objectives/Needs

- Re-design fundraising model so project is self-funding (leading to possibility for WafH to oversee management) - ca. 15-20k per year (ie. online campaign) to cover core costs; facilitate transition of regional and local program manager roles.
- Evaluate potential with current contacts in the region (ie. UNHCR) for training partnerships, define our requirements for new project partner acquisition with consideration for contexts of working with refugees + people living in conflict areas (long-term).

PROJECTS & PROGRAMS: WELCOME NOTES EUROPE

Goals

- Focus on fewer regions, working more in-depth with local partner (ie. Save the Children Bosnia)
- Further define stand-alone training offerings (on demand)

Objectives/Needs

- Establish support from local project management and MWB trainer (who can travel frequently to the region) for implementation; re-work program aims/description to include training needs/structure per region.
- Identify current need and develop more elaborate descriptions of training offerings.

MWB'S 3 AREAS OF ACTION: TRAINING & EXPERTISE

Current

- MWB offers stand-alone training programs in community music leadership for students and professionals, under its own auspices or at the request of other organizations.
- Participants learn strategies for inclusive music making, non-verbal teaching skills, nonviolence skills, and a basic understanding of trauma.

Goals 2020-2022

- Focus on regional work, connecting (external) trainings to current MWB programs, with links to other programs that are led by/feature MWB trainers, which can feed talent back into MWB's Training of Trainers and training team
- Re-work curriculum so that it is more flexible, responding to needs/talents of trainers, while developing some new modules.

MWB'S 3 AREAS OF ACTION: TRAINING & EXPERTISE

Strengths & Opportunities

- We've trained more than 300 people from 45 countries around the world through our external training program, many of whom have reported incorporating MWB methodology into their work, and reaching target groups that fall within MWB's mission/vision.
- Several Training of Trainers participants have gone on to become MWB trainers, building MWB capacity.
- Our external training program serves as an opportunity for our local trainers and project participants to expand their skills and networks, reinvesting in our programs.
- Our external training program allows us the opportunity to bring our team together for internal training/ professional development.

Challenges

- Tension between recruiting enough participants for trainings and matching skills/experience levels.
- Setting expectations for participants, specifically what to expect from our Training of Trainers.
- How to address more challenging elements of our training program designed for getting people "out of their comfort zone."
- Communication across core training team and remote teams.
- Clear criteria for determining training/coaching opportunities outside current remit.
- Ability to utilize external training program as fundraising vehicle.

MWB'S 3 AREAS OF ACTION: TRAINING & EXPERTISE

Goal 1

- Focus on regional work, connecting (external) trainings to current MWB programs (with links to other programs that are led by/feature MWB trainers), which can feed talent back into ToT (and MWB training team).

Objectives/Needs

- Ensure sufficient capacity from MWB program managers to cooperate and support logistics (or available budget to hire logistics coordinator).
- Ensure sufficient interest and sponsorship from local organizations, funders and/or participants.
- Ensure availability of MWB trainers and/or program participants to facilitate training for participants (select MWB trainers empowered to run Intro/Workshop Leaders courses) on demand by community organizations.

MWB'S 3 AREAS OF ACTION: TRAINING & EXPERTISE

Goal 2

- Re-work curriculum so that it is more flexible, responding to needs/talents of trainers, while developing some new modules.

Objectives/Needs

- Ensure sufficient time and funding available for training development team to work together.
- Ensure sufficient input (and funding for) from trainers/specialists in areas of new module development.
- Ensure time and availability to orient the training team to the new structure.

MWB'S 3 AREAS OF ACTION: ADVOCACY & NETWORK-BUILDING

Current

To promote the vision of music as a tool for peace, MWB gives keynote speeches and presentations at international conferences and expert meetings, collaborates with academic institutions, promotes its work and vision through publications and social networks, and connects with musicians worldwide through public and private online platforms.

Goals 2020-2022

- Create a shared language/strategy on how we engage as activists without 'taking sides' or becoming too political, empowering more people to speak about the organization.
- Increase speaking engagements/ conference opportunities with a focus on universities, music conferences and events and human rights organizations.

MWB'S 3 AREAS OF ACTION: ADVOCACY & NETWORK-BUILDING

Strengths & Opportunities

- MWB's work has been presented around the world, gaining worldwide recognition of its role as an advocate for music as a tool for peace and community-building.
- MWB's Head of Communications has professionalized MWB's brand and presentation tools, raising the interest of large companies to engage MWB for event and fundraising opportunities, reaching new audiences.
- MWB's development of the art27 platform has positioned the organization as a leading voice for the inclusion of refugees/migrants through the arts.
- Interest/engagement with universities has increased: MWB is currently involved in four active research partnerships with universities in N. Ireland, Australia, El Salvador, England and regularly invited for presentations.

Challenges

- Challenge to remain 'impartial' in light of highly politicized contexts in which we work, consideration of our responsibility to be a voice/advocate for the marginalized.
- Selection of project / events partners make implicit statements on the MWB's position, some partnerships may offer good visibility/fundraising opportunities but may not be aligned with MWB's principles.
- Institutional collaboration can be highly bureaucratic as well as prioritize research agendas, compromising the best interests of the beneficiaries of a project.

MWB'S 3 AREAS OF ACTION: ADVOCACY & NETWORK-BUILDING

Goal 1

Create a shared language/strategy on how we engage as activists without 'taking sides' or becoming too political, empowering more people to speak about the organization.

Objectives/Needs

- Develop a clear position/talking points on MWB's role as activist organization, MWB Director in cooperation with MWB's Head of Communications.
- Identify and train more MWB staff/trainers to speak on behalf of the organization, within their area of proficiency; engage more well-known musicians as ambassadors linked to peace and social justice issues
- Form art27 coalition/s to develop a shared language across arts/activist organizations

MWB'S 3 AREAS OF ACTION: ADVOCACY & NETWORK-BUILDING

Goal 2

- Increase speaking engagements/ conference opportunities with a focus on universities, music conferences and events, and human rights organizations.

Objectives/Needs

- Identify organizations/conferences of interest to MWB's mission and vision for possible speaking engagements.
- Respond to invitations with consideration for collaborations that respect MWB's principles and focus on MWB's mission and vision.

MWB OPERATIONS 2020-2022: COMMUNICATIONS

Goals

- Clarify the language we use to talk about our work
- Invest in development of PR materials in other languages for programs (ie. Arabic)
- Create more promotional films, ie. from the perspective of a trainee/trainer
- Create more publications (thought leadership)
- Development of WWMD as major fundraising vehicle for MWB

Objectives/Needs

- Define relevant terminology for MWB's work, defined for various target groups
- Work with MWB program managers to develop specific PR materials representing their programs that can be distributed regionally
- Increase budget for PR to include the production of short promo films, work with videographer to produce films
- Develop thought leadership pieces (MWB Director/Head of Comms) and solicit publications in line with MWB's principles
- Increase budget for event production, focus on engaging more corporate sponsorship to elevate visibility of WWMD

MWB OPERATIONS 2020-2022: FUNDRAISING

Goals

- Secure multi-year programmatic funding
- Increase structural donors
- Engage current assets - board, ambassadors, etc.
- Development of endowment fund
- Build corporate relationships
- Development of 88 Keys program

Objectives/Needs

- Prepare operational budget and plan for 2020-2022
- Ensure sufficient capacity to solicit new donors and prepare applications and reports
- Regular contact/engagement with current board and ambassadors, solicit new board/ambassadors who reflect MWB's principles with networking opportunities
- Engage corporate contacts through existing networks and through targeted communications
- Engage current 88 Keys and recruit new donors through targeted communications and special events

MWB OPERATIONS 2020-2022: MONITORING, EVALUATION & LEARNING

Goals

- Identify additional expertise to inform long-term strategy
- Expand on collaboration with research universities
- Facilitate internal learning: communicating and reflecting on our successes/failures

Objectives/Needs

- Hire additional staff with MEL expertise and/or confer with MEL professionals in relevant fields to develop long-term strategy, reflective of organizational growth
- Assess the development, capacity and future benefit of current university partnerships, to validate MWB's work through an academic lens
- Develop model / opportunities to facilitate internal learning, via analysis of MEL forms and regular meetings with program managers and staff; incorporate into strategic planning

MWB OPERATIONS 2020-2022: FINANCIAL & GENERAL ADMINISTRATION

Goals

- Identify HR resources
- Develop/refine policies and procedures
- Identify professional skills/advisors needed
- Attention given to onboarding process/training for staff

Objectives/Needs

- Hire additional staff with HR expertise and/or confer with HR professionals in relevant fields to maintain legal accountability (contracts, etc.)
- Monitor and implement new development in current policies; identify new areas of policy development, while not 'bureaucratizing' the organization
- Identify additional professional expertise / capacity needed (financial, etc.) within the organization
- Develop more robust onboarding process for new staff, including regular meetings with dedicated supervisor as well as annual professional development training for all staff

MWB OPERATIONS 2020-2022: EXECUTIVE LEADERSHIP

Goals

- Transfer operational responsibilities for MWB Director to core leadership team
- Position Director role with more focus on representation and advocacy

Objectives/Needs

- Re-structure role profiles for MWB Director and core leadership team
- Identify members of core leadership team in office to delegate operational responsibilities (HR, legal/contracts, strategic development, partnerships), provide training/supervision
- Ensure sufficient capacity and funding for Director to increase representation role



**WAR DIVIDES,
MUSIC CONNECTS**

CONTACT

International Office, Tolhuisweg 1

1031 CL Amsterdam, The Netherlands

T: +31 (0) 20 330 5012 | info@mwb.ngo

