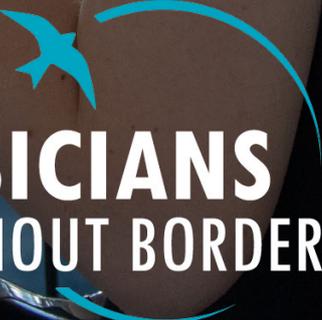


2022 ANNUAL PLAN



**MUSICIANS
WITHOUT BORDERS**

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FOREWORD

2020 and 2021 might have been the ultimate lesson in the changeability of the world, and the value of a flexible approach. And yet our plan, direction, and strategy helped us to navigate the uncertain territory of a global pandemic and all the complications that flowed from it.

We had planned to grow organically and regionally, in regions where Musicians Without Borders had strong networks and a solid understanding of context and needs. We had based those plans on solid infrastructures of existing projects. Our strategic plan flowed out of an understanding of the importance of long-term commitments. Because of that, we were able to adapt to unexpected realities, working with our partners around the world to sustain our programs, deepen our collaborations, and strengthen our networks.

Musicians Without Borders successfully navigated the first two years of the pandemic, thanks to the reasons above, as well as our ability to recognize and respond to opportunities, embrace uncertainty, and improvise in post-conflict contexts. We saw an increased need among our beneficiaries for opportunities to connect – a need to which we were able to respond.

We adapted our programs to the new reality, and worked with new partners to launch several projects. Strong partnerships with local organizations and the ability to respond creatively and flexibly are key to building sustainable programs in environments which by definition lack stability.

As we enter the final year of our three-year strategy plan, a year when much more has become possible again, we are excited to bring back in-person training and exchanges that connect musicians across borders. We are incorporating the expertise we gained during the pandemic – using tools for digital collaboration and co-creation.

In 2022, we look forward to growing our programs and impact both regionally and internationally, and advocating for creative approaches to entrenched conflict and impasse. More than ever, we recognize the power of music to bring hope, build resilience, connect communities, and heal the wounds of war.



Laura Hassler
Director



WHO WE ARE

MISSION, VISION, AND STRATEGIC OBJECTIVES

As musicians, we have all experienced the power of music: creating music with fellow musicians, opening new worlds through teaching and learning music, and connecting by enjoying music together.

Music, like language, is a universal human capacity that can strengthen empathy, heal, connect, encourage, empower, and bring joy: all essential to building just and peaceful societies. From rock 'n' roll to classical, from rap to jazz to body percussion, Musicians Without Borders works through the power of music for peacebuilding and social change.

Our **mission** is to use the power of music to bridge divides, connect communities, and heal the wounds of war. Our **vision** is to inspire people worldwide to engage as peacemakers and use music to transform lives.

Our **guiding principles** reflect our core beliefs and values and serve as the basis to ground our practices. We refer to:

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

What we want to solve

Where war has raged and people have been divided along ethnic, religious, or other lines, daily life is often defined by political unrest and discord, with few opportunities to break the cycle of conflict.

What we are proud of

Our sustainable approach. Our long-term projects have become fixtures in the communities they serve, and important in participants' daily lives. In many of our projects, activities are led by people who were once participants.

What we want to achieve

We offer people affected by war and armed conflict the means to promote a peaceful society, combat injustice, and stand up for human rights. Music can offer a positive and safe space to stimulate collaboration and increase the resilience of young people.

To serve our mission and vision, we pursue two strategic objectives:

To use the power of music to create and support peacebuilding programs in areas and for people suffering from the consequences of war

Our long-term music programs respond to the needs of people in post-conflict areas and people fleeing armed conflict. The music programs strengthen and forge connections, teach leadership skills, unlock creativity, and provide important peacebuilding tools to young people growing up in the aftermath of armed conflict.

To advocate for, disseminate best practices in, and offer education on the power of music to affect social change

We share methodologies and best practices developed in our music programs through advocacy, training, and outreach. Our monitoring, evaluation, and learning team identifies opportunities and best practices, and collaborates with academic researchers to build a body of knowledge on the ways in which music can contribute to community-led peacebuilding processes and social change.

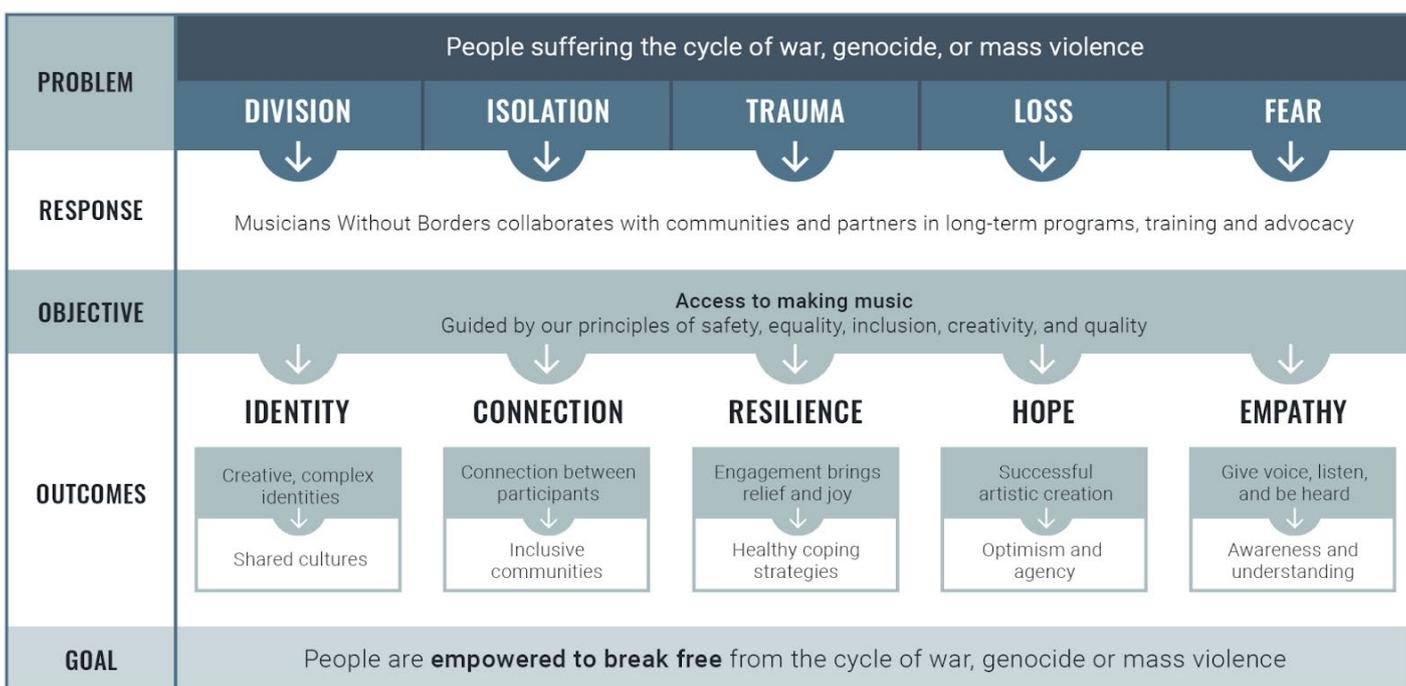
How we affect social change

We develop music programs serving people in and from post-conflict areas using a variety of best practices. All our programs incorporate our five working principles: safety, equality, inclusion, creativity, and quality.

Our **methodologies** include:

- Music leadership: drawing on experience in our programs, music leadership trainers share their skills to lead activities like singing, songwriting, movement and dance, rhythm, and games to engage with communities affected by violence and conflict.
- Band coaching: working with small groups of young musicians, band coaching focuses on communication, listening, and problem-solving skills, giving young people the tools to collaborate across differences in ethnicity, culture, and language.
- Music therapy: incorporating techniques and theory drawn from music therapy practice through skill sharing collaborations.

Our Theory of Change describes the process by which we contribute to more peaceful societies.



STRATEGY PORTFOLIO 2022

In 2022, we will focus on the following specific objectives:

Specific objective 1: Grow worldwide program portfolio and impact

Musicians Without Borders is a values-based organization that frames its programmatic growth objectives around an analysis of local needs and the ability of a music program to affect social change in that context. We develop programs based on our expertise and knowledge of the region, and relevance of the local context to our peacebuilding mission. We therefore strive to grow our global presence in accordance with these values and opportunities.

Action 1.a Expand music program portfolio

Expand music programs regionally and internationally, to increase impact and improve access to music for people affected by war and armed conflict. In 2022, we have identified growth goals for our programs based on identified needs, requests from (potential) partner organizations or beneficiaries, and existing or potential capacity and resources within our organization to manage the growth.

Key performance indicators:

- Regional expansion:
 - Rwanda Youth Music to launch an outreach collaboration with new partner in Democratic Republic of Congo,
 - The Rock School program (Mitrovica Rock School and Roma Rock School) to start a four-year Creative Europe project, with daily activities in Kosovo and North Macedonia and bi-monthly exchanges with partner organizations in the Netherlands, Germany, and Belgium.
- New project development:
 - Relaunch of Welcome Notes Bosnia and Herzegovina, serving children and families in refugee centers,
 - Develop a project plan with CCOMPAZ in Mexico for the design of a new program, inspired by Soy Música in El Salvador,
 - Develop infrastructure to sustain the newly launched Bara'em Ghirass program in Palestine.

Action 1.b Focus and synergize Musicians Without Borders' response to refugee crises in Europe

- Respond to the urgency of the refugee crisis in Europe by strengthening the art27 network to advocate for the right of access to culture for refugees,
- Bring together Musicians Without Borders' training and program expertise relating to work with refugees, and share collaboratively with practitioners, along with organizational and individual leaders in the field of cultural responses to refugee needs,
- Develop a training course, in collaboration with regional partners in Bosnia and Herzegovina, focused on arts-based workshop leadership with refugee communities.

Key performance indicators:

- Musicians Without Borders leads the art27 network to grow in terms of members, activities and sustainability,
- Musicians Without Borders hosts and organizes a summit for practitioners and organizations working with refugees, sharing knowledge and expertise alongside other attendees,
- Our curriculum is enriched with knowledge specific to the refugee context generated through the experience and expertise of Welcome Notes.

Specific objective 2: Leverage opportunities to increase visibility, grow network of supporters and advocate for culture as a means to affect social change

We position quality at the center of our work: learning from our programs and incorporating that knowledge in our communications and advocacy, partnering with industry leaders to increase recognition of our approach and leverage and disseminate successful methodologies, and staying at the forefront of policy development to ensure safety and accountability at all levels of our work.

Action 2.a Increase visibility and grow support

Grow our network of supporters by leveraging the certification granted by the Netherlands Fundraising Regulator CBF, the academic research of our work, and other quality assurances in place, increasing financial and institutional support for our mission.

Key performance indicators:

- Complete the certification process with Netherlands Fundraising Regulator CBF,
- Disseminate academic research within the academic community and among the general public,
- Disseminate our MEL findings through communications, annual reports, and project reports,
- Develop a fundraising strategy for 2023-2025 leveraging the above.

Action 2.b Lessons learned

Identify and incorporate lessons learned from COVID-19 pandemic, restart in-person activities as much as possible.

Action 2.c Professionalization

Develop our Equity, Diversity, and Inclusion (EDI) policy and procedures, and review and provide training in all integrity policies and procedures.

Action 2.d Looking to the next cycle

Develop a three-year strategic plan and budget.

Inputs and preconditions:

Staffing

The growth above will produce several staffing needs, including:

- Additional project staff for Music Connects, Welcome Notes, and art27,
- Increased operational support (policy, finance, logistical, MEL, communications),
- Increased fundraising support.

Funding

To achieve the growth above, budgets and funding plans have been developed for each specific goal. Funding will be secured from institutional grants, partner organizations, foundations, direct donations, and income generating activities.

Stable partnerships

Our programs in target countries are implemented in partnership with local organizations. For each program growth goal, we develop long-term partnerships with reliable, sustainable local organizations.

MAIN RISKS FACING THE ORGANIZATION

Risk	Description	Probability	Severity	Risk assessment	Mitigation measures
Strategic					
Deviation from mission	Growth choices made based on opportunities rather than organizational mission/strategy	Medium	Low	Low	<ul style="list-style-type: none"> New opportunities/development of new activities are assessed for relevance to mission and are not pursued if not found sufficiently relevant and proportionate (input vs. output and relevance).
Program growth overextends staff capacity	Growth at programs and development of new programs puts additional pressure on existing team	Medium-High	Medium	Medium	<ul style="list-style-type: none"> Assessment and budgeting (where possible) of program staffing needs to enable growth of team as needed. Defer or suspend development of new programs if staffing conditions do not allow for growth. Coordination team spreads management over five key staff members, ensuring continuity in management.
Organizational dependance on key donor	Dependance on key donor for organizational costs threatens organizational continuity	Medium	High	Medium-High	<ul style="list-style-type: none"> Strategic alliance with key donor on issues secures long-term partnership. Professionalization measures - organizational audit, CBF certification, policy development - and advocacy, dissemination, and other outreach position us as an attractive partner for other major donors. Growth of unallocated crowdfunding additionally mitigates this risk.
Operational					
Brain drain at projects	Loss of key staff at local partners including possible loss of capacity building	Medium-High	Medium	Medium	<ul style="list-style-type: none"> Ongoing training of young talent, capacity building at local partners.
Safeguarding risks	The occurrence of one or more incidents as described in our safeguarding and/or bullying and harassment policies	Medium	High	Medium-High	<ul style="list-style-type: none"> Severity of the risk depends on the severity of the incident. Mitigation measures are in place to prevent and react: policies, code of conduct, training, supervision, windowed doors, no one-on-one situations where possible to avoid, reporting systems.
Integrity risks	Corruption, fraud, or other favors sought by Musicians Without Borders staff, freelancers, or partners, bringing harm to our reputation	Medium	Medium	Medium	<ul style="list-style-type: none"> Severity of the risk depends on the severity of the incident. Mitigation measures are in place to prevent and react: policies, code of conduct, supervision, internal audits.
Problems at/with partner organizations	In most programs, we depend on collaboration with local partners for the implementation of the program activities. Problems might include integrity issues, financial problems/organizational stability, communication and/or capacity issues	Medium-High	Low-Medium	Low-Medium	<ul style="list-style-type: none"> Screening, monitoring visits, communication with stakeholders usually bring problems to light in time to react.

Risk	Description	Probability	Severity	Risk assessment	Mitigation measures
Financial					
Lose financial support from contributors/ credit risk	Significant reduction in donations from one or more sources of income reduces Musicians Without Borders income. Withdrawal of funds previously awarded due to circumstances at the donor	Low-Medium	Medium-High	Medium	<ul style="list-style-type: none"> Spread out fundraising strategy over multiple funding sources: institutional, large private, small private, crowdfunding, income generation, events. Reconsider fundraising strategy and where necessary invest in new form of fundraising. Maintain the continuity reserve so that the sudden loss can be temporary absorbed.
Banks default	One or more banks with which we keep our funds defaults	Low	Medium	Low-Medium	<ul style="list-style-type: none"> Musicians Without Borders has accounts with several banks, funds are distributed over accounts with several banks.
Ineligible grant expenses	Unavoidable project expenses are incurred but cannot be charged to the project due to the provisions of the grant agreement	Low-Medium	Medium	Low-Medium	<ul style="list-style-type: none"> Reporting tools and guidelines in place. Financial provisions made for unavoidable costs outside the project budget.
Liquidity risk	Musicians Without Borders to advance a percentage at the end of major grants before final project closing	Low-Medium	Medium-High	Medium	<ul style="list-style-type: none"> Build and maintain continuity/general reserves in proportion to the organizational/ operational scope. Work with cash forecast tool to anticipate risks.
Foreign exchange rate risk	Grants in foreign currencies result in a downwards adjustment of the total grant in EUR, causing a lack of project funding	Low-Medium	Low-Medium	Low-Medium	<ul style="list-style-type: none"> Risk is diverted to and managed with the partner organization through ongoing adjustment of the project budget.
External					
Epidemics, pandemics, and other health crises	Global, regional, or national health crisis impacts our ability to implement programs and other activities	High	Medium-High	High	<ul style="list-style-type: none"> Travel insurance, strong partnerships, agility/flexibility in activity planning, development and use of digital infrastructure.
Safety and security at programs	Risk of security incidents in program countries, community backlash against program participants, risk of incidents incurred by international staff	Medium-High	Medium	Medium	<ul style="list-style-type: none"> Close communication with local organizations, temporary suspension of activities or changing nature or location of activities, safety and security policy, incident reporting template, risk assessments for projects, travel insurance.
Anti-NGO legislation	Program countries introduce anti-NGO legislation putting pressure on local partners and/or making it difficult to transfer funds to target countries	Low-Medium	Medium-High	Medium	<ul style="list-style-type: none"> Knowledge of the region and political context, communication with and screening of local partners. Non-political perception/image of programs helps programs fly below the radar.

REALIZATION OF OBJECTIVES

Realization of strategic objective 1: To use the power of music to create and support peacebuilding programs in areas and for people suffering from the consequences of war

Musicians Without Borders develops and implements long-term music programs, connecting and serving communities affected by war and armed conflict. We collaborate with local musicians, organizations, and activists to create sustainable and locally-owned programs. We believe a long-term approach is most effective for achieving lasting positive change within communities and among our participants: healing, building community, and creating the basis for peaceful societies.

Our music programs are demand-driven: we adapt our methodologies to the local context with help from the community. Our programs are rooted in the community, and accessible to and relatable for participants.



JORDAN: AL-MUSIQA TAJM'ANA

Why we work here

Well known for its hospitality, Jordan has accepted refugees from neighboring countries suffering from conflict since 1948, resulting in a mosaic of different cultures. The country currently hosts large communities of Palestinian, Iraqi, and Syrian refugees. In 2021 nearly a million people seeking asylum arrived in Jordan, with the inevitable effect of destabilizing the country on social and political levels.

Our local partner Caritas Jordan was established in 1967 in response to the humanitarian crisis caused by the Six Days War. Caritas Jordan takes an active role in helping vulnerable people, both Jordanians and migrants, regardless of gender, nationality, or religion. Its actions address the humanitarian needs of the families such as food and non-food items, and health and educational services.

What we do

Al-Musiqa Tajm'ana (Music Brings Us Together) trains musicians and music teachers to use music as a tool for social inclusion, stimulating creative development, and bringing hope and joy to children in underserved refugee and host communities. In 2021, Musicians Without Borders launched a three-year project in partnership with Caritas Jordan. Professional musicians and young music academy graduates took part in three training cycles in Amman, learning to use music for social inclusion and community building.

The training focuses on didactic, pedagogical, and leadership skills, group work with vulnerable children, trauma awareness and self-care, nonviolent communication, teamwork, and conflict resolution. Musicians and community leaders gain tools and techniques to create spaces of safety, connection, and creativity. The trained music leaders work with vulnerable young people, including orphaned children in SOS-villages, youth in prison, and children who were forced to leave their homelands.

Additionally, we will start a new program with our partners Music as Therapy International in 2022. This program will train musicians, physical therapists, and youth leaders to use music as therapy to support children's additional developmental needs.

Who we reach

- Musicians and music teachers living in Jordan,
- Children from host and refugee communities living in Jordan,
- Families of the children and trainees participating in our workshops,
- The general public in Jordan and worldwide.

Our plan for 2022

We aim to:

- Develop an infrastructure of trained music leaders, empowered and equipped to support vulnerable and under-served children through music,
- Enhance the teaching, communication, and leadership skills of current musicians, music students, and music teachers involved in social programs in Jordan,
- Support an impactful program of music lessons, workshops, music as therapy sessions, and activities that reaches vulnerable and under-served youth and children,
- Build a team of Jordanian or Jordan-based trainers, capable of training others in the region, thus increasing impact, and assuring the project's scalability.

Actions:

- Train 28 music teachers and musicians in music leadership skills,
- Implement Music as Therapy training for seven musicians, physical therapists, and youth leaders,
- Organize workshop programs for all trainees to practice skills and reach hundreds of children.

EL SALVADOR: ARMONÍA CUSCATLECA

Why we work here

El Salvador, the smallest and most densely populated country in Central America, suffered from a brutal civil war between 1980 and 1992. Almost three decades after signing the peace treaty, the country is still wracked by gang violence, poverty, and inequality. Countless Salvadorans have been forced to flee their homes, leaving their families behind, and devastating social bonds in Salvadoran society.

San Pedro Perulapán is a rural municipality, which suffers greatly from post-civil war gang violence, waves of family-destroying migration, inequality, and rampant poverty.

The consequences of the pandemic and the digital divide have exacerbated existing vulnerabilities and reduced access to education for many young people.

What we do

Armonía Cuscatleca is an El Sistema-inspired program that teaches children from vulnerable and isolated communities to play musical instruments: solo, in groups, and in orchestras. The program was founded to provide a safe, supportive environment for Salvadoran children and youth to develop as young musicians and young people.

In 2020 and 2021, Armonía Cuscatleca expanded its reach to two additional rural communities in the municipality of San Pedro, establishing two new music programs together with local musicians and families. In 2022, Musicians Without Borders will support Armonía Cuscatleca in its transition to a Salvadoran registered NGO raising funds for its own activities, to sustain its program into 2023 and onwards.

Who we reach

- Children (ages 8-18) participating in regular music activities,
- Family of participants and members of three different communities: San Pedro Perulapán downtown, Cantón El Rodeo, and Cantón San Agustín,
- The general public in San Pedro Perulapán, El Salvador, and diaspora communities in Los Angeles.

Our plan for 2022

We aim to:

- Sustain and grow Armonía Cuscatleca's orchestra and music lesson program,
- Strengthen the organizational capacity of Armonía Cuscatleca, from the management level to the local team of teachers and administrators,
- Establish new fundraising and sustainability strategies.

Actions:

- Recruit 25 to 30 new students, bringing the program's total reach to 85 in 2022,
- To provide ongoing capacity building to Armonía Cuscatleca's management team, conduct regular monitoring meetings, and implement MEL tools in order to assess the program's progress and impact,
- Complete the process of establishing a Salvadoran office of Armonía Cuscatleca.

PALESTINE: BARA'EM GHIRASS

Why we work here

The urgent need for life-affirming, creative children's music programs in Palestine must be understood in the context of ongoing systematic oppression and violence towards the Palestinian people during more than 70 years of occupation. For most Palestinians, poverty, state and interpersonal violence, and the absence of infrastructure and services define daily life. On top of that, the marginalization of vulnerable groups of women, children, and refugees have rendered them isolated. Children and youth are at risk of developing low self-esteem and there are few resources available to support their educational and social development.

Parents suffer from many problems due to the occupation and instability in the region. Unemployment and lack of perspective influence parents' relationships with their children, sometimes leading to conflict and violence in the family.

What we do

Musicians Without Borders works in partnership with Ghirass Cultural Center, where we've added a music training and activity component to Ghirass's educational and cultural program. This program serves vulnerable children and youth in the Bethlehem region, including refugee camps and isolated villages.

Twice a week, children from villages and refugee camps in the Bethlehem district participate in music activities. We also offer weekly sessions with a social worker, providing a critical space for emotional, social and developmental support. In addition to activities for young people, we organize weekly musical meetings for their mothers along with Ghirass' social worker. This serves to raise awareness about the many benefits of music making and to reduce the immense stress they experience.

We support the work of deaf music workshop leader Halimeh, giving music workshops to small groups of deaf children and to children with disabilities in Ramallah.

Who we reach

- Children from isolated villages and refugee camps in the Bethlehem area,
- Deaf children and children with disabilities,
- Vulnerable mothers dealing with a variety of social challenges,
- Families of participating children and women,
- The general public in Palestine and worldwide through (social) media.

Our plan for 2022

We aim to:

- Use music to strengthen the social and emotional skills of vulnerable and under-served youth, children, and mothers in villages and refugee camps in the Bethlehem district,
- Offer children a safe space to be open-minded, and to respect different cultures, religions, and opinions,
- Advocate and attract local musicians to engage as agents for social change.

Actions:

- Sustain a program of music education activities for 40 children,
- Sustain a program with social work and music sessions for ten mothers,
- Employ Palestinian musicians to teach musical instruments and lead a choir, and support a local instrument maker,
- Employ a deaf music workshop leader trained by Musicians Without Borders to provide 500 music workshops to more than 200 deaf children and children with disabilities.

WESTERN BALKANS: MUSIC CONNECTS

Why we work here

The Yugoslav wars of the 1990s left the Western Balkans deeply divided along ethnic lines. Nowhere more so than in Mitrovica, an ethnically divided town in northern Kosovo, where Serbs live north of the river that divides the town, and Albanians in the south. In neighboring North Macedonia, the Roma population is the region's most discriminated and isolated ethnic group.

What we do

We started the Mitrovica Rock School in 2008, to connect young Serb, Albanian, and other musicians through daily band sessions and lessons in rock instruments. Roma Rock School (Skopje) joined the partnership in 2018, promoting the inclusion of and breaking down stereotypes against Roma youth. These programs were able to continue throughout the pandemic through a combination of online and in-person activities.

During 2021, we developed a four-year extension of Music Connects with six organizations in five countries, submitted to the European Commission in September 2021. If approved, this project will support daily music programs in Mitrovica, Kosovo, and in Skopje and Kriva Palanka, North Macedonia. This project will additionally connect hundreds of young musicians, music educators, and cultural organizers through six mobilities throughout the year in Kosovo, North Macedonia, the Netherlands, Belgium, and Germany.

Who we reach

- Youth from Mitrovica, Skopje, and Kriva Palanka, who come together across ethnic divisions through music making activities and focus on the development of their creative identities (vs. ethnic identities),
- Dutch, German, and Belgian beneficiaries who learn to use their music and cultural organization skills to affect social change,
- Communities (parents, friends, musicians) brought together across ethnic lines through music activities in their hometowns,
- The general public in the Western Balkans and the European Union through (social) media, who learn of inspiring ways to use music to affect social change.

Our plan for 2022

We aim to:

- Promote social resilience and enhance inclusion of ethnically divided and marginalized communities in the Western Balkans,
- Build the capacity of young musicians and music education organizations in the Western Balkans,
- Facilitate transnational co-creation between musicians from the Western Balkans and northern Europe,
- Disseminate best practices.

Actions:

- Organize daily music education programs in Kosovo and North Macedonia, offering 130 youth 2,500 music classes, band sessions, workshops, and other music activities,
- Collaborate with Fontys Rockacademie to train 17 teachers and five student-trainees in band coaching, songwriting, curriculum development, and sound engineering,
- Organize three international exchanges: a summer school in Skopje, a training week in Mitrovica, and an exchange in Berlin,
- Produce one showreel of the exchange in Berlin, and two music videos of ethnically mixed bands, and promote them through social media.

EAST AFRICA: RWANDA YOUTH MUSIC

Why we work here

Rwanda, Uganda, Burundi, and the Democratic Republic of Congo suffered brutal violence and conflicts in the 1990s. Although Rwanda has maintained peace, the ongoing effects of violence, fighting, and instability continue in the region today – fueled by a history of colonial oppression based on war, profit, and division.

One consequence of the conflict in the Great Lakes region of Africa was the rapid spread of HIV. During the 100-day genocide against the Tutsis in Rwanda in 1994, an estimated 150,000 people contracted HIV.

What we do

Rwanda Youth Music began in 2012 in response to the legacy of genocide in Rwanda. WE-ACTx for Hope invited Musicians Without Borders to develop a music program supporting the wellbeing of children and youth living with HIV. The project has grown to reach over 20,000 children and young people in Kigali, throughout Rwanda, and across the region.

Rwanda Youth Music empowers young people to use music and nonviolent approaches as leaders in their communities. Community music leaders, trained by Musicians Without Borders, lead a range of musical activities, from teaching musical instruments and songwriting to Rwandan traditional dance and studio production. The program gives children and youth access to inclusive music making. This approach recognizes their full and multiple identities, builds community, and expands their creative potential.

Who we reach

- Children, youth, and young adults living with HIV,
- Young people in Kigali and the surrounding region with limited creative opportunities,
- Children and young people in Goma, Democratic Republic of Congo,
- The general public in Rwanda and worldwide through (social) media.

Our plan for 2022

We aim to:

- Provide support to young people living with HIV in Kigali,
- Create employment for young people living with HIV as music teachers for underserved communities in Kigali,
- Support children through musical outreach in the conflict-affected region of Goma, Democratic Republic of Congo.

Actions:

- Sustain a weekly program of activities reaching 150 children and youth living with HIV,
- Employ 30 young music leaders from the program to teach musical instruments, singing, songwriting and dance to 400 children in underserved communities, and run music workshops for over 2,000 young people in underserved communities,
- Strengthen the Kivu Youth Music team of 25 community music leaders through training, mentorship, and a weekly outreach program delivering workshops to over 1,000 children and youth in conflict-affected communities.

EL SALVADOR: SOY MÚSICA

Why we work here

El Salvador, the most densely populated country in Central America, suffered from a brutal civil war between 1980 and 1992. Almost three decades after signing a peace treaty, the country is still wracked by gang violence, poverty, and inequality. Countless Salvadorans have been forced to flee their homes.

This history of systemic injustice and the ongoing legacy of violence left the population, youth and women especially, in vulnerable conditions. Many drop out of school, live in dysfunctional family structures, and are at high risk of experiencing violence and isolation.

The consequences of the pandemic and the digital divide have exacerbated existing vulnerabilities and reduced access to education for many young people.

What we do

Soy Música aims to foster a culture of peaceful coexistence through arts and music within the national school system. Started in 2017 as a collaboration between UNICEF, the Salvadoran Ministry of Education, and Musicians Without Borders, Soy Música aims to build school teachers' capacity in music leadership for peaceful coexistence.

Between 2017 and 2020, Musicians Without Borders trained two groups of school teachers and community leaders to become the future trainer team in El Salvador. We also produced a comprehensive training curriculum for music leadership, adapted to the local Salvadoran context.

From 2021, the training program was rolled out nationally. We worked with a local team of trainers and coordinators to implement the program in ten locations throughout the country, reaching school teachers in areas at social risk as defined by the Ministry of Education. In 2022, we aim to empower local trainers to pass on the curriculum to school teachers across the country, with Musicians Without Borders gradually shifting into the role of advisor.

Who we reach

- Teachers and community leaders who graduated the training program and now work as trainers,
- School teachers from most prioritized areas who received training,
- Children reached by Soy Música school teachers,
- The general public in El Salvador and worldwide through press and TV programs.

Our plan for 2022

We aim to:

- Build Salvadoran capacity in and increase ownership of the Soy Música methodology – using music education to teach nonviolence – by transferring the training role to Salvadoran trainers,
- Develop a model for using music education to teach nonviolence to children, and build teachers' capacity to incorporate peaceful teaching methods, to support social change within the wider society.

Actions:

- Support Soy Música trainers to implement training in ten locations throughout the country,
- Oversee the training of school teachers and community leaders across El Salvador by Salvadoran trainers trained by Musicians Without Borders,
- Adapt the Soy Música training curriculum to a hybrid working format,
- Produce 35 audiovisual materials as part of the digitalization of the training curriculum,
- Work with partners to design a sustainable implementation plan for ongoing training cycles throughout the country.

EUROPE: WELCOME NOTES

Why we work here

War and armed violence, climate change, persecution, and abject poverty have forced a staggering number of people to leave their homes in search of safety. Throughout 2021, over 123,000 refugees and migrants arrived in Europe, 29% more than in 2020. People in forced migration need their physical needs met: shelter, food, medical care, education, jobs. But they also need a sense of belonging, a feeling of safety and acceptance, the chance to experience joy, creativity, and the warmth of community – a welcome. Music can be that welcome.

What we do

We launched Welcome Notes in 2015 in response to the increasing numbers of displaced people seeking safety in Europe. Welcome Notes began as a training program, empowering musicians to work with vulnerable people in refugee centers and with newcomers and their new communities. Welcome Notes training has been held in the Netherlands, Italy, Greece, Bosnia and Herzegovina, and Germany. The program has since expanded to include longer term projects in Germany, the Netherlands, and Bosnia and Herzegovina, with a new training collaboration launched in Ireland.

In Bosnia and Herzegovina, in collaboration with the War Childhood Museum and Superar, we will bring music and art activities to vulnerable children in refugee camps and centers. Musicians and facilitators will lead music and art workshops where children have a chance to try out instruments. A mobile team of workshop leaders will work in various locations, with the flexibility to respond to moving refugee populations.

In the Netherlands, following the arrival of thousands of Afghan refugees, a team of music workshop leaders will offer music activities to groups of children living in emergency reception centers. In Germany, we will continue our partnership with Landesmusikakademie in Heek, training musicians working in schools and community settings.

Who we reach

- Children residing in refugee centers in Bosnia and Herzegovina and the Netherlands,
- Musicians, music teachers, choir directors, and health professionals, including people with lived refugee experience, in Germany.

Our plan for 2022

We aim to:

- Provide hope, joy, and relief through music to displaced children and youth in Bosnia and Herzegovina and the Netherlands,
- Develop a methodological approach for musical interventions with children and youth from refugee, migrant, and host communities in the specific context of Bosnia and Herzegovina,
- Strengthen the skills of musicians in Germany to run music workshops with refugees and asylum seekers.

Actions:

- Deliver workshops for 2,000 children and youth, primarily from refugee and migrant backgrounds, in Bosnia and Herzegovina,
- Develop a shared cross-arts curriculum and training protocol through collaboration with two partners, designed to provide musicians, artists, teachers, and social workers in Bosnia and Herzegovina with the skills to work with displaced children and youth,
- Deliver workshops for 1,000 children and youth living in refugee reception centers in the Netherlands,
- Deliver two music leadership training courses in Germany for a total of 40 participants.

REALIZATION OF OBJECTIVES

Realization of strategic objective 2: To advocate for, disseminate best practices in, and offer education on the power of music to affect social change

To promote the vision of music as a tool for peace, Musicians Without Borders gives keynote speeches and presentations at international conferences and expert meetings, collaborates with academic institutions, promotes its work and vision through publications and media, and connects with musicians worldwide through online platforms. Additionally, we train practitioners worldwide in best practices for using music to promote social change.

- Within the global peacebuilding sector, we wish to contribute our vision and expertise to global insights and approaches.
- Within the music sector, we want to encourage musicians to participate actively in social change and to provide them with the tools and resources to do so.

We are proud to have played a significant role in introducing the arts as a powerful approach to peacebuilding and social change worldwide. Begun in a time when there was little understanding of the power of the arts to affect social change, Musicians Without Borders is now a world leader in developing and sharing methodologies and approaches to peacebuilding through music.



ART27

Context

Article 27 of the Declaration of Human Rights states: *Everyone has the right to freely participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.*

Human Rights Article 27 is central to the mission of art27. It operates through a belief that access to a cultural life is fundamental for the full inclusion and celebration of refugees, migrants, and other displaced persons.

Art and creativity are not only healing practices, rather they are fundamental aspects of how we – individuals and cultures – identify ourselves. art27 strives to foreground the importance of a rich culturally diverse society and champion those who use art and creativity to achieve it.

What we do

art27 is a platform for artists, arts educators, and arts organizations working for inclusive societies with refugees and asylum seekers in Europe and beyond. Bringing together partners from around the globe, the art27 platform aims to establish a network of solidarity and shared expertise.

We collaborate with over 80 partner organizations around the world to share skills, ideas, and successes within the realm of cultural advocacy. Previous work has included hosting conferences and talk shows that have brought together initiatives and creatives and helped amplify the voices of projects in need, creating spaces to reflect and present new ideas and programs to wider audiences.

art27 also produces ReSounding, a podcast featuring deep conversations with artists and activists about how they work in order to better understand how social change and culture intersect. ReSounding encourages honest sharing of expertise and strives to inspire others to work towards social inclusion.

Who we reach

- Non-profit organizations working with culture and displaced people, mainly in EU,
- Independent artists worldwide involved in migration issues,
- The general public through podcasts and other awareness raising activities.

Our plan for 2022

We aim to:

- Organize gatherings of socially engaged artists and arts organizations to share expertise and forge collaborations,
- Collect and openly share resources and knowledge with all who wish to use art to contribute to a welcoming and just society,
- Impact the public narrative on war, refugees, and migration by promoting arts initiatives with people of the move, and through online advocacy.

Actions:

- 10% increase in organizational membership,
- Organize 4 events in online, live, or hybrid formats, reaching a minimum of 1,000 individuals collectively;
- Leverage social media posts for advocacy and promotion of partner activities;
- Present art27 at 2 public conferences or forums;
- Produce 12 ReSounding Podcast episodes;
- Commission 4 collaborative artworks that express new narratives about forced migration, and ensure their distribution to at least 3 stages worldwide.

TRAINING

Context

We developed our music leadership methodology through 20 years of experience making music with people affected by conflict. It is an adaptive methodology, responding to the needs of target populations and the culture of the communities where we work. The approach is based on best practices identified in our music programs. It has been applied in our programs in Palestine, Rwanda, El Salvador, Jordan, Tanzania, Uganda, the Democratic Republic of Congo, Northern Ireland, and with refugees across Europe.

What we do

Musicians Without Borders shares its expertise in music leadership through training courses aimed at professional musicians, community leaders, and activists around the world who wish to increase the impact of their work with communities affected by war and armed conflict. The goal of our training program is to disseminate our methodology and promote the use of music to affect social change. To date, we have trained over 700 music leaders from more than 55 countries.

Additionally, our music leadership training serves our own music programs by equipping music leaders with skills to work with project participants through musical and nonviolent approaches.

Who we reach

- Professional musicians and music students worldwide who work or wish to work with communities affected by conflict,
- Workshop leaders from our music programs who attend music leadership training courses,
- Universities and organizations who partner with Musicians Without Borders to deliver training to professional musicians and music students.

Our plan for 2022

We aim to:

- Assess the training needs within existing programs, and adapt the curriculum where appropriate,
- Promote training program to practitioners and academic institutions.

Actions:

- Organize two music leadership training courses for a total of 50 international participants,
- Collaborate on a research and training project with universities,
- Advise on the development of a training component for Welcome Notes Bosnia and Herzegovina, to be implemented in 2023.

ADVOCACY

What we do

In recent years, interest in Musicians Without Borders' vision and work has grown across various sectors worldwide. Requests for our presence at events and conferences, interviews, and written contributions to scholarly and popular publications have become a steadily more significant part of our work.

Complementary to our direct project work with people affected by war and armed conflict is our goal to promote the potential of music, and the arts more generally, as a force for peacebuilding and social change. Participation in conferences and events not only promotes our program and vision within sectors aligned with Musicians Without Borders: it also expands our own functioning network and sometimes even leads to new project partnerships, research agreements, or donor relationships.

Who we reach

- Nonprofit organizations, including peacebuilding and cultural organizations, professional associations
- Academic institutions, researchers, students,
- Policy makers, public institutions, grantmakers,
- Practitioners, music educators, community leaders,
- Press, media, opinion leaders,
- General public, through the media and through speaking engagements.

Our plan for 2022

In 2022, we hope to return at least in part to in-person attendance of international conferences and panel discussions.

We aim to:

- Deliver at least three (keynote) speeches,
- Attend at least two conferences,
- Contribute to at least two international publications,

drawing from our experiences developing music programs in post-conflict settings and discussing the power of music to affect social change.

In panel discussions, at conferences and through publications, Musicians Without Borders advocates for an intersectional approach to peacebuilding and social change in post-conflict environments.

MONITORING, EVALUATION, AND LEARNING

What we do

Evaluation and research help us to understand the reach and impact of our work and to render account to our donors and partners. The monitoring, evaluation, and learning (MEL) team develops strategies for each of our programs and activities, guided by our theory of change. Our research committee advises on engagement with external evaluators and researchers.

We disseminate findings through reports to and learning conversations with donors and partners, our annual report, and through publications and presentations.

Who we reach

- Program participants, whose feedback informs the design of project activities.
- Donors and partners, who receive full and accurate information.
- Professionals, organizations, media, and the wider public, who have access to evaluation reports and research findings.

Our plan for 2022

We aim to:

- Disseminate evaluation findings to a broad range of stakeholders, and integrate findings into future program design,
- Form partnerships that serve Musicians Without Borders' research and evaluation needs,
- Ensure that MEL processes evolve to reflect and continue meeting organizational development.

Actions:

- Host webinar to launch evaluation reports presenting findings about Music Connects, Soy Música, and Palestine Community Music, to a broad group of attendees from the fields of music and peacebuilding,
- Integrate MEL findings and processes into all program design,
- Convene two meetings of the Musicians Without Borders research committee,
- Review and revise organizational Theory of Change.

COMMUNICATION

What we do

Our communication channels, both online and offline, help raise awareness and support fundraising efforts.

Musicians Without Borders relies on the support of our international network of partners, donors, participants, and musicians. Our team ensures that the network is included in and informed about our work, publishing news from our programs and partners, as well as sharing opportunities to donate and support our work.

The communication team ensures visibility for all of Musicians Without Borders' programs and activities, sharing and celebrating the positive impact of our work with others around the world. Communications show the many ways that music connects, helps to heal the wounds of war, and promotes just and peaceful societies. We inspire musicians around the world to become changemakers, and to use the power of music to create positive change in their communities.

Who we reach

- The general public, with a specific focus on people with a background or interest in music, peacebuilding or development, who learn about the power of music for peacebuilding and social change,
- Private and institutional donors, who see the impact of their support,
- Practitioners and non-profit organizations, to whom we promote methodologies for using music to affect social change,
- Press, media and opinion leaders, to promote our work with beneficiaries in post-conflict countries,
- Beneficiaries of our music programs, who see their work represented and promoted to a large audience.

Our plan for 2022

We aim to:

- Promote Musicians Without Borders as a leader in using music for social change,
- Enhance the visibility of our programs both regionally and internationally,
- Grow our network of partners and supporters.

Actions:

- Create and share content promoting the power of music to affect social change and promote peacebuilding,
- Create and share content highlighting our work and methodologies,
- Run on-going awareness campaigns and actions.



CONTACT INFORMATION

Tolhuisweg 1
1031 CL Amsterdam
The Netherlands

RSIN Fiscal Number
8093 84 322

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

