

# 2024 ANNUAL PLAN



  
**MUSICIANS**  
WITHOUT BORDERS

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## FOREWORD

### How to plan, when the world is exploding?

War divides, kills, endangers, destroys: can music still connect?

At this writing (November 2023), the world watches in horror as Gaza is destroyed, Palestinian civilians massacred, hospitals and schools bombed, West Bank residents driven from their homes, arrested, imprisoned or killed, Israeli hostages still unaccounted for, Palestinian children terrified, hopes of a peaceful future dashed. And then, the horrors of both antisemitism and Islamophobia increase, as people vent their rage and complex histories are reduced to simple racist rhetoric and hate speech.

And also. Children in DRC (Democratic Republic Congo) are displaced in refugee camps, or work as slave laborers, mining cobalt for cell phones and e-car batteries. And violence flares again in Kosovo, reviving old antipathies, igniting new fears. While children in European refugee camps—from Bosnia to the Netherlands—languish in unfamiliar places that shout at them: you are not welcome here!

### War divides, music connects.

We have said it, believed it, and acted on it for 25 years. And over these years, we have seen the truth of these words: in so many young people, trained as teachers and empowered as leaders; in the joy of children, given a space to sing, play and dance; in men and women, partner organizations and musicians, taking the lead and creating new realities in their communities. Through music.

In 1999, we started with inspiration, creativity and improvisation. Over the years, we have learned to structure, to anticipate, to plan, while also holding on to inspiration, creativity and improvisation. All these years, we have managed to navigate the space between structure and improvisation, between creativity and planning.

Now, in the midst of events that horrify the entire world, we present a plan for 2024. We know that everything is uncertain—but, thinking back, everything has always been uncertain. Since our founding in 1999, we have known that in every situation of war and armed conflict, however horrendous, there is always something that can be done to create even a bit of light in the darkness. As musicians, we bring a special gift, a unique contribution to countering violence, opposing hate, transforming hopelessness. We have learned that, however hopeless a situation may appear, there is always space to act, and our action is to bring music.

As MWB celebrates its 25th year anniversary we present our Annual Plan for 2024, year two of our Strategic Plan 2023-2025. This milestone celebration comes with the aim to strengthen and embed our programs and projects, expand and leverage our advocacy around the world, and improve the infrastructure that makes this all possible. We will also continue to improvise, as we must, to adapt to events beyond our control.

We cannot solve all the horrors. But we can contribute to building the world that we all need so desperately: a world of connection, empathy and radical love, a world of music.

War divides, music connects.

Laura Hassler, Director





# WHO WE ARE

## MISSION, VISION, AND STRATEGIC OBJECTIVES

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 **vision** is a world where music has a central role in peacebuilding.

Our **mission** is to use the power of music to bridge divides, connect communities, and heal the wounds of war.

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

- The power of music,
- The Universal Declaration of Human Rights,
- The principles of active nonviolence.

### 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.

## WHERE WE WORK



# STRATEGY PORTFOLIO 2024

## STRATEGIC OBJECTIVE 1

### Use music to build peace and achieve social change in communities and countries affected by conflict

Over the coming year, we will continue working towards the stabilization of our programs in the Middle East, Central East Africa, the Western Balkans, and in Europe, and develop a new strategy for a sustained presence in Central America.

To achieve objective 1 in 2024, we will continue to implement long-term music programs in conflict regions, post-conflict regions, and with people directly affected by conflict. Growth of programs should be organic and gradual and should be accompanied by proportionate growth of our team and resources.

We aim to maintain scope and reach of all current programs, achieving key program level objectives.

#### Al-Musiqat Tajm'ana (Jordan)

- Train Jordanian musicians working with vulnerable children;
- Offer Music as Therapy training to musicians working with special needs children;
- In partnership with Tajalla, bring music lessons/activities to children in isolated Jordanian villages.

#### Bara'em Ghirass (Palestine)

- Build strong (Arabic) music program within Ghirass Children's Center;
- Provide free instrumental and singing lessons to vulnerable children in Bethlehem area;
- Provide music activities and social support for mothers.

#### Music Connects (Western Balkans: Kosovo, North Macedonia, plus activities in Northern Europe)

- Promote social resilience and enhance inclusion of ethnically divided and marginalized communities in the Western Balkans, particularly youth;
- Build the capacity of young musicians and music education organizations in the Western Balkans to develop and implement didactic practices that promote inclusion and resilience;
- Stimulate creativity, promote genre blending, and facilitate transnational co-creation between musicians from the Western Balkans and northern Europe;
- Develop, demonstrate and disseminate best practices that can be replicated by artists and organizations working with socially marginalized youth.

#### Central East Africa (Rwanda Youth Music and Kivu Youth Music)

- Support young people living with HIV or with disabilities in Rwanda, through participatory and therapeutic music-making;
- Contribute to regional peacebuilding, using music as a nonviolent approach to build communities that are prepared to act creatively and peacefully for their future, in the Goma region of Democratic Republic of Congo.

#### Central America (El Salvador)

- Develop strategy for continued MWB presence in Central America;
- Maintain contact with past collaborators, and explore possible new agreements for the future collaborations in the region;
- Conduct needs-assessments in the region and explore the possibility for new opportunities in responding to those needs.

#### Welcome Notes BiH (Bosnia and Herzegovina)

- Provide music and arts activities to children and youth in BiH refugee centers, in collaboration with Bosnian organizations;
- Share skills with Bosnian musicians/ artists/ teachers working with vulnerable children;
- Build and grow a mobile music team, able to deliver music activities flexibly as needed throughout BiH.

#### Welcome Notes (Netherlands)

- Bring music to children and families in Dutch 'emergency reception centers' for relief of stress, joy, sense of feeling welcome;
- Implement a rap activities program for unaccompanied refugee youth in reception centers;
- Contribute to shifting the narrative about refugees in NL

#### MWB will work towards:

- All programs to raise sufficient funding and run planned activities in 2024 and reach their outputs and outcomes according to the project plans;
- All programs have sufficient human resources available both locally and internationally to implement project activities;
- All program infrastructure to be in place to assure high quality, safe, and professional activity implementation. For example in terms of:
  - Safeguarding and Code of Conduct
  - Bullying and harassment policy
  - Wellbeing support
  - Financial accountability
  - Activity and context monitoring

# 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.

## 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. 2024 will be the fourth year of the collaboration between Musicians Without Borders and Soka Gakkai, and builds on three years of delivering Music Leadership training and the Music as Therapy Distance Learning Course to local musicians and teachers working with children.

The Music Leadership 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, as well as women in Safe Houses.

In 2024, we will implement new plans in cooperation with our partner, Tajalla, a non-profit organization based in Amman. Tajalla aims at developing dynamic relationships across all segments of society through culture and arts in Jordan and the MENA region by creating platforms for artistic expression. Such platforms are intended as places for gathering community members in streets, neighborhoods, cities, villages, and the desert. We will build on Tajalla's successful music heritage project, and will provide children in Al Karak with free music instrument lessons and ensemble playing. The children will focus on songs from their own rich cultural heritage.

Continuing a successful partnership with Music as Therapy (UK), we will train a new group of eight professionals to work with children with special needs in a Music as Therapy training. This Distance Learning Course takes place mainly in an online format, with practical work done locally by the trainees and an in-person study weekend in Amman.

## Who we reach

- 15 musicians, teachers, social workers and caregivers receive Music Leadership training.
- 8 caregivers of children with special needs receive the Music as Therapy Distance Learning Course.
- 15 children receive weekly instrumental and ensemble lessons, as well as monthly self development/ social participation workshops. The children's orchestra will accompany Tajalla's children's choirs, performing traditional songs for communities throughout Jordan.
- 24-32 children with special needs receive a series 8 Music as Therapy sessions.
- The general public in Jordan and worldwide through MWB communications initiatives.

## Our plan for 2024

### 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.
- Create a children's ensemble, helping to preserve musical traditions and link generations

### Actions:

- Train 15 music teachers and musicians in music leadership skills,
- Implement Music as Therapy training for eight professionals working with children with special needs,
- Organize workshop programs for all trainees to practice skills and reach hundreds of children,
- Provide weekly instrument lessons and ensemble training for 15 children in Al Karak.

# 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 75 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.

The current situation in Gaza, and also on the West Bank, has made life much more difficult and dangerous for all in the region. While it is impossible to predict developments in the coming months, we are determined to continue our music project, organizing activities for children and their mothers whenever possible, and working with Ghirass Center colleagues to keep life-affirming programs running. At this writing (November 2023) it is not possible to plan specific actions for 2024; however, as our community, our donors and supporters know, MWB will continue to do whatever is possible to sustain our project and support our Palestinian colleagues at the Ghirass Center.

## 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 2024

### 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 45 children (ages 6-16),
- Sustain a program with social work and music sessions for at least 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 music workshops to deaf children and children with disabilities.





# CENTRAL 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.

In 2024, we will augment the expertise of the Rwanda Youth Music team to support profoundly vulnerable young people, by incorporating approaches from the field of Music Therapy. The evidence-based approaches of music therapy, targeted towards the care of young people facing the physical and social challenges of HIV or disability, add considerable value to care. Trained music leaders will deliver regular sessions using music as therapy at clinical and educational centers in Kigali, and at the Rwinkwavu District Hospital in the Eastern Province of Rwanda.

## Who we reach

- Children, youth, and young adults living with HIV or with physical and mental disabilities
- Young community leaders
- The general public in Rwanda and worldwide through (social) media.

## Our plan for 2024

### We aim to:

- Provide direct care to support young people living with HIV, and young people living with disability
- Develop expertise in Rwanda of the therapeutic use of music

### Actions:

- A weekly program of activities for children and youth living with HIV (in Kigali)
- Musical support program for young people living with disabilities (with community-based organizations in Kigali, and at the Rwinkwavu District Hospital)
- Provide training in the therapeutic use of music with profoundly vulnerable young people



# CENTRAL EAST AFRICA: KIVU 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.

The Democratic Republic of Congo is a chronic conflict context in which political instability, corruption, violence and poverty affect the daily life of Congolese people. In 2023, in North Kivu province more than one million people were displaced due to a dramatic resurgence of attacks by armed groups (UNHCR, February 2023). As a result, in May 2023, Goma was already hosting over 560,000 displaced people in and around the city, in overcrowded and underfunded conditions. The situation is deteriorating fast in the world's most neglected displacement crisis ([NRC](#), 2022).

## What we do

Kivu Youth Music uses music as a nonviolent approach to building communities that are prepared to act creatively and peacefully for their future.

In 2024 Kivu Youth Music will enter its third year, and the third phase of project implementation. To expand the program's reach to over 5,000 children and youth annually, we plan to train 45 new Community Music Leaders in Goma and surrounding villages, through a roll out model that will also achieve the goal of training a team of Kivu Youth Music trainers in 2024. The core team of Kivu Youth Music workshop leaders will initially work alongside trainers from our Rwanda Youth Music program, taking increasing responsibility for training courses given throughout the year. We will partner with the IUCN NL to engage young people as environmental leaders, in response to the impacts of climate injustice on global conflict.

## Who we reach

- Children, youth, and young adults (in Internally Displaced People camps, orphanages, and conflict-affected communities)
- Young community leaders
- The general public in DRC and worldwide through (social) media.

## Our plan for 2024

### We aim to:

- Support children and youth directly affected by conflict (in and around Goma)
- Strengthen connections between young people, their heritage, and nature, fostering community bonds and environmental leadership (in villages surrounding Goma)

### Actions:

- Deliver Music workshops for 3,000 children and youth affected by conflict.
- Deliver training courses in Community Music Leadership:
  - Training of trainers for 6 members of the Kivu Youth Music team
  - Training in workshop delivery for 30 young community leaders
- Deliver training courses in environmental education, music leadership and indigenous culture wisdom:
  - Training of trainers for 6 members of Kivu Youth Music Team and 7 Scout leaders
  - Training for 30 young leaders
- Research and archive indigenous cultural knowledge held in songs known by traditional musicians





# CENTRAL AMERICA: EL SALVADOR

## Why we work here

El Salvador, the most densely populated country in Central America, has a long history of injustice, and is characterized by violence, crime and corruption. Not least the colonial era, the brutal civil war between 1980 and 1992 and the influence of the United States have left their mark. 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 exacerbated existing vulnerabilities and reduced access to education for many young people, and the ongoing state of emergency imposed by the Salvadoran government since March 2022 had a disproportionate impact on people living in poverty. Thousands of families were seriously affected economically and civil society organizations reported an increased incidence of child labor and school dropouts; increased forced displacement; an increase in family fragmentation; and an increased care burden on women.

## 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. This project reached its final stages in 2022 and MWB is exploring ways to capitalize on the Soy Musica experience and replicate it in other contexts beyond El Salvador.

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. MWB continues collaborating with this organization in multiple ways, including coaching and ad hoc fundraising actions.

## Our plan for 2024

### We aim to:

- Explore ways to continue building capacity of local organizations using music education to teach nonviolence in the region.
- Advocate through partners in the region about the Soy Música experience to develop a new strategy for MWB's presence in Central America.
- Find strategies to apply a similar model as the one developed in El Salvador 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:

- Keep contacts and provide the necessary support to partners in the region
- Expand our network in the region and explore possibility to collaborate with them
- Explore other applications for similar models as Soy Música in the region,
- Explore new fundraising and sustainability strategies in the region where possible and appropriate.

# 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.

In 2022, we launched a four-year extension of Music Connects with six organizations in five countries, funded by the European Commission. This project supports daily music programs in Mitrovica, Kosovo, and in Skopje, North Macedonia. Besides the daily programs in Mitrovica and Skopje, Music Connects connects 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 2024

### 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 six international exchanges: a summer school in Skopje, training weeks in Mitrovica and Skopje, teacher training in Tilburg, a residency in Brussels, and an exchange in Berlin,
- Produce one methodology video, one showreel of the exchange in Berlin, and two music videos of ethnically mixed bands, and promote them through social media.

# 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 in Europe. From January to October 2023, over 243,029 refugees and migrants arrived in Europe, +22% compared to the same period in 2022 (OIM, October 2023). People on the move need their basic human rights 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.

Bosnia and Herzegovina (BiH) is, for many migrants, the last stop on the 'Balkan route', as they seek to cross the border into the EU. Itself hardly recovered from its own devastating experience of war and displacement, BiH faces many challenges in accepting and protecting vulnerable refugees. While some choose to remain in Bosnia, most are en route to somewhere else and an uncertain future. Camps and centers in and around Sarajevo and Bihac, plus a 'safe house' in Tuzla provide temporary shelter and very basic necessities. In this context, music activities provide relief from tension, the joy of creating something together, and a feeling of acceptance and welcome. Following a long history of collaborative music projects in Bosnia, MWB now works with Bosnian organizations to bring music to today's children, youth and adults en route to their unknown futures.

In the Netherlands, government policy toward people in forced migration has for decades been one of 'discouragement': asylum processes are long and often opaque, services are few, connections with local communities made very difficult, and people are moved from place to place, making it impossible to feel at home anywhere. Meanwhile, politicians and (some) media have created a false narrative, blaming refugees for many societal problems, and increasing hostile attitudes toward them. At this writing, the former neo-liberal government has collapsed, blaming this on disputes over this issue; and radical right-wing parties have gained a majority in the Dutch parliament. Within this context, solidarity with people in migration has become even more imperative. Welcome Notes NL therefore focuses, not only on bringing music to people in (emergency) reception centers, but also on contributing to shifting the narrative about people on the move, in search of safety from war, climate disaster, persecution or grueling poverty.

In other countries, such as Germany and the UK, MWB provides training to musicians, sharing skills for working with vulnerable people, using music to provide a welcome in their new homes.

## What we do

Using expertise developed in conflict and post-conflict regions, Musicians Without Borders 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 European refugee camps and centers, and with newcomers and their new communities. The training program reached international musicians and partner organizations resulting in longer term collaborative projects, in Bosnia and Herzegovina and the Netherlands. Furthermore, Welcome Notes training has been held in the Netherlands, Italy, Greece, Bosnia and Herzegovina, and Germany, Ireland and the UK.

In Bosnia and Herzegovina, we collaborate with local cultural organizations. In partnership with the War Childhood Museum, the project offers music and art workshops designed to bring joy and solace to people in forced migration. In Sarajevo, we operate with two teams of workshop leaders conducting regular arts & crafts and music workshops for children, youth and their families at Camp Usivak. Additionally, our teams also visit camp Blazuj, a residence primarily hosting young single men - a demographic often overlooked by psycho-social support projects. Welcome Notes BiH is dedicated to address this overlooked segment. We also have music leaders delivering workshops at a Safe House in Tuzla and Camp Borici in Bihac, - covering key locations across Bosnia that host refugee and migrant populations.

In the Netherlands, since 2022, a team of music workshop leaders offers music activities to groups of children, youth and families living in emergency reception centers. In Germany, we will continue our partnership with Landesmusikakademie in Heek, training musicians, including musicians with lived migration experience, working in schools and community settings.

## Who we reach

- Children, youth and families residing in refugee centers in Bosnia and Herzegovina and the Netherlands,
- Young single men residing in camp Blazuj in Sarajevo, Bosnia and Herzegovina
- Musicians, music teachers, choir directors, and health professionals, including people with lived refugee experience, in Germany.

## Our plan for 2024

### We aim to:

- Provide hope, joy, and relief through music to displaced people in Bosnia and Herzegovina and the Netherlands,
- Strengthen the skills of musicians in Europe and the UK to run music workshops with refugees and asylum seekers.

### Actions:

- Deliver music and arts workshops for over 2,000 children, youth, their families and young single men primarily from refugee and migrant backgrounds, in three locations (Sarajevo, Tuzla and Bihac) in Bosnia and Herzegovina
- Build stable teams of workshop leaders who will deliver workshops across different locations in Bosnia and Herzegovina.
- A team of two international MWB trainers will deliver a rap workshop in Camp Usivak. Youth staying at the camp will engage in the process of writing and recording rap songs.
- Support 2023 Welcome Notes trainees by evaluating how they have applied the knowledge and skills gained from the training. If necessary, provide a refresher online coaching session.
- Deliver 80 music workshops for 1,500 children youth and families living in 15 reception centers, crisis emergency centers and AZC's in the Netherlands,
- Increase the presence of workshop leaders and musicians with a refugee background in the MWB team
- Engage with Dutch society through awareness raising actions, strengthening the social inclusion of asylum seekers in the Netherlands through music activities and through the media; contributing to changing the narratives that are currently dominated by policies of 'discouragement' toward asylum seeker
- Deliver Welcome Notes training courses in Germany, the UK, and the Netherlands, for 100 participants.





## STRATEGIC OBJECTIVE 2

### Grow knowledge, expertise, and the global recognition of music's potential for peacebuilding and social change

To achieve objective 2, Musicians Without Borders will **promote** its programs, mission and approaches through various channels, including the development and **dissemination** of videos, photos and blogs on (social) media, conferences, panels and keynote addresses, and through networking in the academic, cultural and non-profit sectors. We will **facilitate** and promote knowledge generation, exchange and transfer together with implementing partners in diverse contexts, to build the evidence base for music in peacebuilding. We will **advocate** for the place of music in peacebuilding through the dissemination of best practices as well as through practical training.

#### Action area 1

Showcase programs and methodology across MWB platforms (social media, newsletters, website),

- Content from all programs is featured every other month across platforms;
- Content showcasing the methodologies used in our programs is featured annually across platforms;
- Development of quality photo and video material of all programs;
- Growth in social media following;
- Growth in engagement with social media posts about program activities;
- The MWB team produces 12 episodes of the Resounding podcast.

#### Action area 2

Pursue and accept invitations to engage in knowledge exchange and to present MWB's work and methodologies at public events, conferences and other events in the Netherlands and internationally.

- MWB represented at ten public engagements in the Netherlands
- MWB represented at at least two public engagements internationally
- MWB publicly positions itself on intersectional issues
- Network, collaborate and share experience with other organizations working with music and peacebuilding.

#### Action area 3

Engage in academic partnerships in order to build the evidence base for music and peacebuilding, and disseminate research and evaluation of MWB's work

- Partner with Leeds-Beckett University, United Kingdom, on the "Cohesive Harmonies" research project
- Collaborate with Prof. Dr. Angela Impey, Professor and Researcher in Ethnomusicology at SOAS, University of London, United Kingdom, on the evaluation of the Music Connects project; and on the development and evaluation of the "Music of the Landscape" project in North Kivu, DR Congo
- Maintain and develop Musicians Without Borders' on-going research and evaluation activities (supported by MWB's research committee)

#### Action area 4

Deliver training programs in our practice-based music leadership methodology, contracted by allied organizations

- Deliver two training programs in collaboration with allied organizations.

#### Action area 5

Organize training and advocacy events for knowledge generation, exchange and transfer in order to share experience, expertise, and practical methodologies. Build and contribute to new and existing networks, via podcasts, presentations, research sharing events and seminars.



# COMMUNICATION

## What we do

In our communication channels, primarily online and also offline in local communities, we raise brand awareness and more impact for our programs and activities. Our content driven communication is the main basis of our fundraising efforts. To be able to continue our activities in a sustainable way, Musicians Without Borders relies on the support of our international network of partners, donors, participants and musicians. With a compact communications and fundraising team, and the help of all colleagues to create content, we build (online) communities and inform and engage our network to create more impact. We use mainly our own media to inform our network about our work, publishing news from our programs and partners, as well as sharing opportunities to donate and support our work.

Via our communication channels we ensure visibility for all of Musicians Without Borders' programs and activities, sharing 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 and other professionals 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, business and institutional donors, who see the impact of their support. And to reach and target potential new donors to join in, ·
- Practitioners and non-profit organizations, for using music to affect social change and to share our experience, knowledge and methodologies in knowledge, ·
- 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 2024

### 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, donors and supporters,
- Promote advocacy surrounding topics of peacekeeping, migration and refugee rights, and climate justice.

### 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, to engage our audiences and for fundraising purposes,
- Develop a refreshed approach on ambassadors, potential donors target groups en recurring donors,
- Support our local programs with advice and communication activities, develop a branding line for Welcome Notes,
- Highlight and promote the work of social activists through our networks and to show our advocacy role in events and podcasts.
- Report on Musicians Without Borders' involvement in social justice and advocacy actions,
- Celebrate our sustainable way of making an impact and our 25th anniversary with a special logo, landing page and events.





# STRATEGIC OBJECTIVE 3

## Build the capacity and quality-assurance systems needed to function as a stable, values-led organization in the field of music and peacebuilding

In 2024, our focus remains on **consolidating** our organizational strength, in terms of strategy and **human and financial resources**, and fortifying the **infrastructure** crucial for effective project support.

### Action area 1

Strengthen core resources:

- Empower newly recruited staff and strengthen the Operations and Communication-Fundraising departments.
- Increase diversification of the funding portfolio, by developing and deploying a fundraising approach to expand institutional, business and private donor bases.
- Pursue diverse fundraising opportunities in all potential segments for sustained stability.

### Action area 2

Enhance quality assurance systems:

- Conduct a comprehensive internal audit of existing policies and procedures, identifying gaps and areas for improvement.
- Finalize and implement Equity, Diversity, and Inclusion (EDI) Policy and Procedures.
- Introduce an Environmental and Social Policy and Procedures, aligning organizational practices with sustainability goals.
- Maintain flexible working hours and autonomy for staff, and enhance procedures for evaluating staff performance based on their role and achievement of objectives.
- Conduct annual external and internal audits, and maintain certification by Dutch Fundraising Regulator CBF.

### Action area 3

Prioritize Wellbeing, Safeguarding and Safety:

- Implement a Duty of Care and Wellbeing Framework, encompassing policies, guidelines, and support mechanisms.
- Conduct project-specific Safeguarding audits, identifying training needs and implementing necessary improvements.
- Reinforce context monitoring and security measures in project locations.





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