2024 ANNUAL REPORT

MUSICIANS WITHOUT BORDERS





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WHO WE ARE

EXECUTIVE SUMMARY

2024 was our 25th year – and what a year! Within a cycle of disastrous global developments, it was a time to take a deep breath, look back at all that had been achieved, and thank each other for so many years of hard work, pioneering a place for the arts, especially music, in the world of peacebuilding, and developing and implementing so many valuable projects and initiatives.

On July 4, we came together in Amsterdam for an afternoon of modest celebration, acknowledging the context of the increased ongoing suffering in our project regions, especially Palestine and Democratic Republic of the Congo (DRC). We honored current and previous staff, partner organizations, board members, volunteers, ambassadors and musicians supporting our work over all these years. We listened to music from several of them, including harpist Remy van Kesteren, jazz singer Denise Jannah, and the amazing percussionists Sherwin Kirindongo and Chris Colleye, who pulled us all into their irresistible rhythms.

In the most difficult of times, it is good to remind ourselves of the truth of what we always try to remind others: the power of music.

In the last half of 2024, it became increasingly clear that Musicians Without Borders would be facing financial challenges, as the political and economic realities in Europe shift and shrink. We refocused our fundraising efforts, exploring possible new sources of support and working to increase our base of individual donors. Our annual end-of-year campaign pulled in many new supporters and greatly surpassed our own goal. There is still a way to go, but we are encouraged by the strength of our team and the new directions being explored.

Some highlights of 2024:

- Despite rising tensions in Kosovo, Music Connects brought young musicians from Mitrovica Rock School and Roma Rock School together in training weeks, festivals and exchanges with partners in Brussels, Berlin, Skopje, Mitrovica, and the Netherlands.
- A new partnership in Bosnia and Herzegovina with Caritas BiH brought more stability to our Welcome Notes BiH project, and expectations of long-term sustainability,
- · While threats and violence in DRC increased, a strong partnership with local and international organizations produced a new model to explore the links between climate and conflict, and the innovative use of traditional music to solve complex problems,
- In Palestine, our collaboration with the Ghirass Cultural Center was one of the few that continued serving children in the midst of occupation, apartheid and genocide. Children in the center are still making music every week, despite all the challenges,
- · We delivered training to music practitioners working with people affected by forced migration in Europe,
- We collaborated with academic researchers to study the social impact of our music programs.
- We invested in policy development and quality-control • structures to ensure the safety, quality and integrity of our work.



Laura Hassler, Director

Director Causa J-Hassler

We extend thanks to our partners who stand at the center of all our collaborative projects, sometimes under the most difficult of circumstances, with grace and integrity. And as always, huge thanks to all who support the work of Musicians Without Borders. Thanks to you, we continue to prove that while war divides, music connects.





OUR YEAR IN NUMBERS



Stempel voor identificatiedoeleinden.



MISSION, VISION, AND 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 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 work is inspired and informed by:

- A foundational belief in the essential role of the arts for a thriving and diverse culture,
- A growing body of research indicating the power of music to connect, strengthen empathy, and contribute to healing,
- The Universal Declaration of Human Rights,
- The principles of active nonviolence.

To serve our mission and vision, we focused our Strategic Plan (2023-2025) on three objectives:

- 1. Use music to build peace and achieve social change in communities and regions affected by conflict,
- 2. Grow knowledge, expertise, and the global recognition of music's potential for peacebuilding and social change,
- 3. Build the capacity and quality assurance systems needed to function as a stable, values-led organization in the field of music and peacebuilding.



Stempel voor identificatiedoeleinden



REALIZATION OF OBJECTIVES

REALIZATION OF OBJECTIVE 1

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

Since 1999, Musicians Without Borders (MWB) has developed and implemented long-term music programs that connect and serve communities affected by war and armed conflict. We collaborate with musicians, organizations, and activists to create sustainable and embedded programs. We believe a long-term approach is most effective for creating the basis for peaceful societies, healing and community building.

MWB frames its programmatic development around the analysis of needs, the relevance of our peacebuilding mission in specific contexts, and our expertise and knowledge of the region.

We run programs in the Middle East, the Western Balkans, and Central East Africa, while our European project follows migration streams and responds to the needs of forcibly displaced people as they arise.

Please find below an overview of our program portfolio.





Stempel voor identificatiedoeleinden



WESTERN BALKANS: MUSIC CONNECTS

Why we work here

The Yugoslav wars of the 1990s left the Western Balkans deeply divided along ethnic lines. Nowhere was this more so than in Mitrovica, an ethnically divided town in northern Kosovo, where Serbs live north of the river Ibar, 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

Music Connects, funded through Creative Europe, is a European project based on the methodology developed at Mitrovica Rock School, co-founded by MWB in 2008. Operating from both sides of divided city Mitrovica in northern Kosovo, Mitrovica Rock School uses band-based music education to connect youth from different ethnic communities through music. This approach was adopted by Roma Rock School in North Macedonia, where Roma, Macedonian and other youth come together in mixed bands. Both rock schools receive coaching from teachers and students from Fontys Rockacademie in the Netherlands.

To expand participants' horizons and grow artistic networks, youth exchange organization Clash! hosts cultural exchanges with artists in Berlin, while genre-bending bands from the three participating schools perform at Balkan Trafik! festival in Brussels.

Context in 2024

Existing tensions between Kosovo and Serbia continued to escalate in 2024, and were felt particularly in northern Kosovo. This meant that ethnically mixed activities brought an increased risk to participants and staff, and press requests had to be screened carefully. Nevertheless, student recruitment and activity numbers grew compared to the previous year, and we organized the first concert of mixed bands in Mitrovica in two years. Roma Rock School also grew, welcoming a new generation of students and forming new mixed bands. Music Connects has greatly supported the program's continuity and growth by providing regular, exciting exchanges between the students and partners from the Netherlands, Germany and Belgium. These exchanges build skills and knowledge, while offering participants much needed respite from worries and insecurity.

Our objectives in 2024

- Promote social resilience and enhance inclusion of people, particularly youth, in ethnically divided and marginalized communities in the Western Balkans,
- Support and train young musicians and music educators 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.

Who benefited from this program

- Youth from Mitrovica and Skopje, who come together across ethnic divisions through music-making activities that focus on developing their creative - instead of ethnic - identities,
- Communities of parents, friends, and musicians brought together across ethnic lines through music activities in their hometowns,
- The general public in the Western Balkans and the EU.

Key results

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- 128 young musicians from different ethnic communities participated in 3,119 music lessons, mixed band rehearsals and workshops,
- 17 teachers and trainees from Mitrovica Rock School and Roma Rock School received teacher training at Fontys Rockacademie in the Netherlands,
- 14 ethnically mixed bands with 54 members rehearsed, recorded, and performed their original songs,
- Seven supergroups with 23 members from Mitrovica Rock School, Roma Rock School, and Fontys Rockacademie performed in Skopje, Brussels and Berlin,
- 32 workshops, 8 concerts, and 17 training sessions were organized, and 12 days were spent in the studio,
- 467,000 people were reached through 11 press reports in three languages.





CENTRAL EAST AFRICA: KIVU YOUTH MUSIC

Why we work here

Rwanda, Uganda, Burundi, and the Democratic Republic of the Congo (DRC) 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 context in DRC is one of chronic conflict in which political instability, corruption, violence and poverty daily affect the lives of Congolese people. In 2023, more than one million people in North Kivu province were displaced due to a dramatic resurgence of attacks by armed groups (UNHCR, February 2023). By May 2023, Goma was hosting over 560,000 displaced people in and around the city, in overcrowded and underfunded conditions. The situation deteriorated quickly and catastrophically in this forgotten humanitarian crisis.

What we do

Kivu Youth Music works with communities to use music as a nonviolent approach for creative and peaceful action for their future.

In 2024, Kivu Youth Music entered its third year, and the third phase of project implementation. To expand the program's reach, MWB trains Community Music Leaders in Goma and surrounding villages through a roll out model that establishes a team of Kivu Youth Music trainers. The neighboring MWB Rwanda team supports and accompanies Kivu Youth Music trainers in their work, and conducted a Training of Trainers course for 19 Kivu Youth Music team members, scaling capacity in the region. The training incorporated local traditional music, with sessions delivered by traditional musicians and accompanied by Thomas Lusenge, a Congolese ethnomusicologist. Further, in partnership with the International Union for the Conservation of Nature (IUCN NL), MWB engages young people as environmental leaders responding to the impacts of climate injustice on global conflict.

Context in 2024

Throughout 2024, insecurity, displacement, and conflict continued to worsen in North Kivu. The humanitarian crisis deteriorated, with massive repercussions for the immediate and long-term psychosocial and mental health of children and youth. The crisis is described as the "epicentre of child suffering in war," topping the world list of grave violations against children (Save the Children, 2023). Of the two million people displaced by conflict in North Kivu, 20% were children. Over 2,000 schools were closed, with UNICEF declaring that "school-aged children are paying an unacceptable price for the growing conflict and insecurity in eastern DRC. Hundreds of thousands of children who should be safely learning in the classroom, have instead been displaced by violence and are living in desperate conditions, and in vast and overcrowded camps." In this spiralling situation, children were placed at high risk of being recruited by armed forces (Save the Children, 2024).

In this deeply conflict-affected context, Kivu Youth Music engaged young people through music-making as a nonviolent approach to building community. They sought deeper connection, lengthening interventions, away from one-off events, to longer term series of creative workshops.

Our objectives for 2024

- Help young people from vulnerable communities realize their current and future potential,
- 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.

Who benefited from this program

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

Key results

- 2,009 children reached in camps for Internally Displaced People and in orphanages,
- 40 workshops delivered at 8 displacement camps and 14 orphanages,
- 19 new Kivu Youth Music trainers completed a Training of Trainers course led by MWB Rwanda trainers,
- 42 new music leaders completed the Kivu Youth Music Training of Leaders,





CENTRAL EAST AFRICA: RWANDA YOUTH MUSIC

Why we work here

Conflicts in the Great Lakes region of Africa, including Rwanda, Uganda, Burundi and DRC, had many long-lasting consequences, including the rapid spread of HIV. During the hundred-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 MWB 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 augmented the expertise of the Rwanda Youth Music team to support profoundly vulnerable young people, by incorporating approaches from the field of music therapy. These evidence-based approaches have added considerable value to the care of young people facing the physical and social challenges of HIV or disability. Trained music leaders delivered regular music sessions to support children at clinical and educational centers in Kigali, and at the Rwinkwavu District Hospital in Rwanda's Eastern Province.

Context in 2024

Living with disability in Rwanda

Rwanda has adopted strong policies and a legal framework that affirm the inherent dignity, worth, and human rights of persons with disabilities. However, implementation takes time. Stigma, negative perceptions and discrimination are still pervasive. Children with disabilities in Rwanda face discrimination in their education and inadequate service provision in care settings. Families of people with disabilities must supplement their care at high cost despite their lack of resources. Furthermore, the overarching context of poverty and unemployment in Rwanda means that people living with disabilities are faced with multiple vulnerabilities for their future. They face inequitable access to education, limiting their opportunities in a constrained job market, and exacerbating their risks of poverty. In this context, our project engages with the direct care and the fundamental rights of children and youth living with disabilities.

Our objectives for 2024

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

Who benefited from this program

- 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 and the press.

Key results

16

- 960 children and youth living with disabilities or with HIV participated in regular musical support activities,
- 8 care and education settings in Kigali embedded music into the support of children living with disabilities,
- 4 care settings, including the Rwinkwavu District Hospital, embedded music into the support of children and youth with disabilities and mental health needs,
- 18 young music leaders trained in the use of music for therapeutic support.





PALESTINE: BARA'EM GHIRASS

Why we work here

The urgent need for life-affirming, creative 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, daily life is defined by poverty, state and interpersonal violence, and the absence of infrastructure and services. Additionally, vulnerable groups of women, children, and forcibly displaced people are marginalized and isolated.

Children in the Bethlehem area suffer greatly from the ongoing occupation. There are few extracurricular activities and little opportunity for self-expression. Our partner Ghirass Cultural Center focuses on children who need extra support in order to be able to follow the school curriculum. Together, we offer a music program that helps children increase their focus and concentration, practice their communication skills, and release stress.

What we do

MWB offers free music education to 50 children from the Bethlehem area, including the surrounding villages and refugee camps. Each child receives instrumental lessons and participates in the choir, the orchestra and social work group sessions. Children who need extra support further receive oneon-one sessions with our social worker.

We also provide music sessions to the children's mothers, in which they learn stress-reducing music activities and develop their self-expression and communication skills. Every week, the women meet with our social worker to tackle important issues such as self-care, stress reduction, planning, raising adolescents, domestic violence, and resilience. Music sessions with the women take place weekly when possible and appropriate, depending on the current security situation.

Context in 2024

Israel's actions in 2024 have brought Gaza's population to the brink of collapse. Its brutal military offensive had killed more than 42,000 Palestinians, including over 13,300 children, and injured over 97,000 more from October 7, 2023, to October 7, 2024. Entire multigenerational families were wiped out (Amnesty International, 2024). The offensive has caused unprecedented destruction, leveled entire cities and destroyed critical infrastructure, agricultural land, and cultural and religious sites, thereby rendering large swathes of Gaza uninhabitable.

The ongoing genocide in Gaza and the increased violence of Israeli settlers and army in the West Bank have an immense impact on Palestinian people. This has not only hampered Palestinians' right to movement and increased the threat of violence and arrest, but also caused economic distress. Trade has been severely impacted and many Palestinians have lost their sources of income. Life for everyone in the West Bank has become immensely more stressful, and many people living in refugee camps have been displaced multiple times. Lastly, many West Bank inhabitants have family and friends in Gaza, and are emotionally impacted by daily reports of death and destruction. In such a desperate situation, fear and uncertainty for the future prevail in the minds and hearts of Palestinians.

Because of the dire financial situation and the many road closures, several schools have returned to part-time online learning or shorter school weeks. This means that our students are missing out on their education. Especially after night raids, students are exhausted from lack of sleep. Not only are fathers, cousins and uncles in prison, our teenage students fear being arrested themselves. In order to support their family, some students need to work in the street and miss lessons. Our work in these challenging times has become even more crucial for children and families. In a violent, chaotic world, where children's access to education is continually disrupted, MWB programs in the West Bank offer a safe place to learn, find relief and just to be a child for a moment.

Our objectives in 2024

- Continue to build the children's Arabic music program within Ghirass Cultural Center,
- Provide free instrumental and singing lessons to vulnerable children in the Bethlehem area,
- Provide music activities and social support for mothers of the children.

Who benefited from this program

- Children from isolated villages, refugee camps, and the Bethlehem area, including children with special needs,
- Mothers dealing with a variety of social challenges,
- Families of participating children and women.

Key results

18

- 50 children from isolated villages, refugee camps, and the Bethlehem area participated in 1,907 instrumental lessons, choir sessions, orchestra rehearsals, and group sessions with a social worker,
- 10 mothers followed 50 group sessions and regular individual sessions with our social worker,
- 10 videos were created and shared widely through social media,
- A family concert given by the children was held in Ghirass Cultural Center.





JORDAN: AL-MUSIQA TAJM'ANA

Why we work here

Well known for its hospitality, Jordan accepts people fleeing neighboring countries suffering from conflict, resulting in a mosaic of different cultures. Of the ten million people in Jordan, 70% are under 30 years old and forcibly displaced people make up nearly a third of the population.

In response to requests from the community, MWB implemented a progressive music leadership training, a Music as Therapy course and a music ensemble for children in al-Karak. The project has helped to develop an infrastructure of organizations and trained music leaders who are equipped to support vulnerable and underserved children through music, and has extended reach to vulnerable children in an isolated village.

What we do

Al -Musiqa Tajm'ana (Music Brings Us Together) focuses on three programs:

- Music Leadership Training creates a network of musicians and music teachers who use music to promote social inclusion, stimulate creative development, and bring hope and joy. The project reaches children and youth in underserved refugee and host communities. Through training, the musicians are better equipped to deal with the specific challenges of Jordan's social and educational landscape,
- The Music as Therapy Blended Learning Course (in cooperation with Music as Therapy International) equips caretakers and special education teachers with music as therapy tools to support social-emotional development, and physical and language skills of children with special needs,
- Manjali is a music instrument ensemble that offers 20 children free music education in the isolated village of al-Karak. The ensemble focuses on the folklore music of the area and its rich musical heritage.
- In partnership with Tajalla for Music and Arts, bring music activities to children in isolated Jordanian villages.

Context in 2024

During 2024, the instability and economic crisis in Jordan worsened. Many residents in Jordan are of Palestinian origin and carry a deep sense of hopelessness and survivors' guilt for being unable to be with their family members in Gaza or other parts of Palestine. This emotional burden makes it challenging to sustain enthusiasm for the program, maintain engagement, and convince participants that it is worthwhile—that there is still hope. These feelings can significantly affect their ability to fully participate. We have trainees and teachers from Syria in the program as well, and since the changed dynamics in their homeland their situation has become uncertain as well. Although starting the projects required extra effort, once the participants were engaged they expressed how much the program meant to them. Especially now, the need to get together, to spend meaningful time, to create and to connect, is more urgent than ever.

Our objectives in 2024

- Develop an infrastructure of trained music leaders, empowered and equipped to support vulnerable and underserved 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 and 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.

Who benefited from this program

- Children from host and refugee communities, including children with special needs,
- Children with special needs attending al-Bunayat Center and in al-Masar Child Development Services in Amman,
- Musicians, music teachers, and special education teachers and therapists,
- 22 children from al-Karak participating in the weekly music lessons of Manjali,
- Families of the children and trainees participating in our training and workshops and Music as Therapy sessions.

Key results

- 12 hours of training provided to 9 Music as Therapy trainees,
- 4 hours of training provided to 8 graduated Music as Therapy trainees,
- 229 children with special needs participated in regular music activities conducted by our 9 Music as Therapy trainees,
- 24 Music as Therapy sessions provided to 12 children with complex special needs in Amman,
- 32 hours of Music Leadership training provided to 36 participants in three different groups: two groups of musicians and music educators in Amman, one group of school teachers in al-Karak,
- 69 music group lessons given to 22 children in al-Karak, including violin, 'ud, Arabic percussion and music theory,
- Our students gave one performance to the families of our Manjali students in al-Karak.





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. The year 2024 had the second highest number of both new arrivals and deaths among refugees and arrivals since 2017 (IOM Global Data Institute). People on the move are entitled to have their basic human rights met, but they also need a sense of belonging, safety and acceptance, and the chance to experience joy, creativity, and the warmth of community – a welcome. Music can be that welcome.

Welcome Notes focuses on Bosnia and Herzegovina (BiH) and the Netherlands. In Bosnia and Herzegovina, where many migrants arrive seeking EU entry, temporary reception centers and safe houses provide basic shelter. Amidst these challenging conditions, music activities offer this sense of relief and acceptance for children, youth, and adults on the move. In the Netherlands, where asylum processes are long, services are limited, and integration is difficult due to discouraging policies, Welcome Notes brings music to reception centers and works to challenge negative narratives about refugees pushed by politicians and mainstream media, promoting understanding and empathy instead.

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

What we do

Welcome Notes began as a training program in 2015, empowering musicians to work with the increasing numbers of displaced people seeking safety in Europe. The training program reached international musicians and partner organizations resulting in longer term collaborative projects in Bosnia and Herzegovina and the Netherlands. Welcome Notes training has also been held in Italy, Greece, Germany, Ireland and the UK.

In BiH, MWB collaborates with humanitarian organization Caritas BiH to offer music workshops bringing psychosocial support, joy and solace to forcibly displaced people. Three teams strategically based along the migration routes - in the cantons of Sarajevo, Tuzla and Una-Sana - conduct regular music workshops for children, youth and their families. The teams work in five reception locations, reaching diverse groups of participants, from unaccompanied minors, to groups of single men and women, to families with children. MWB successfully piloted a hip-hop themed workshop model with unaccompanied youth and established a network to replicate this model in the future.

In the Netherlands, we work with a large team of music workshop leaders offering regular music activities to groups of children, youth, and families living in emergency reception centers, by establishing cooperation with government and independent organizations. In Germany and the United Kingdom, we collaborate with academic institutions and offer training to musicians, including people with lived migration experience, working in schools and community settings.

Context in 2024

During 2024, the situation of the refugee population in Bosnia and Herzegovina reached a degree of stability, continuing a trend that started in 2023. The number of people on the move fluctuated during the year and reception centers were mostly able to accommodate people without being overcrowded. We established a regular presence in five locations, holding weekly or monthly workshops through a strong partnership with Caritas BiH, and explored a sixth location.

In the Netherlands, the reception of asylum seekers was similar to 2023, only worsened by the policies of the incoming government and the increase in anti-migration narratives. The results have been underfunded infrastructure, overcrowded centers, poor basic and psychosocial support, and long and slow legal procedures that have left tens of thousands of lives on hold and isolated from Dutch society. MWB responded by establishing a regular presence in the regions of North Holland, South Holland and Utrecht, focusing on centers where the need was highest.

Our objectives in 2024

- 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 United Kingdom to run music workshops with refugees and asylum seekers.

Who benefited from this program

- Children, youth, adults, and families residing in temporary reception centers in Bosnia and Herzegovina and in emergency reception centers and asylum seekers centers in the Netherlands,
- Young single men residing in temporary reception centers in Sarajevo and Bihac, Bosnia and Herzegovina,
- Unaccompanied youth residing in reception centers in Bosnia and Herzegovina and in the Netherlands,
- Musicians, music teachers, choir directors, and health professionals, including people with lived refugee experience, in Germany and the UK.

Our objectives in 2024

- 120 music practitioners received training in music leadership in Germany and the UK, to work with displaced people around the world,
- 2,730 people participated in music workshops, including children, youth and adults in the Netherlands and in Bosnia and Herzegovina,
- 210 music workshops implemented in 22 reception centers across the Netherlands and Bosnia and Herzegovina,
- The first MWB hip-hop themed workshop was piloted with unaccompanied youth in Bosnia and Herzegovina,
- Trainees recruited as new workshop leaders in Bosnia and Herzegovina,
- School teachers in Bosnia and Herzegovina received MWB training, building on training provided in 2023,





REALIZATION OF OBJECTIVE 2

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

Introduction

MWB is 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, MWB is now a world leader in developing and sharing methodologies and approaches to peacebuilding through music.

MWB promotes the vision of music as a tool for peace through keynote speeches and presentations at international conferences, collaborations with academic institutions, publications, dialogue through social networks and participation in virtual and live events that connect musicians worldwide. Additionally, MWB trains practitioners to use music for promoting social change.

As an organization that sets the development and dissemination of best practices at its core, we prioritize quality control and monitoring, evaluation, and learning within our own organization. This ensures that our programs are aligned with the needs of the communities we serve and are delivered in a safe manner according to the highest standards of integrity.



Stempel voor identificatiedoeleinden





ADVOCACY

Advocacy has become a core element of our work. We aim to raise our voices on the multifaceted global issues we encounter firsthand in our music programs worldwide. We want to demonstrate to professionals in peacebuilding the potential of music (and other arts) to enrich their efforts; as well as to inspire musicians around the world to use their talents to impact their own communities.

To achieve our advocacy and fundraising objectives, we provide speakers for conferences and panels, contribute to and organize events, and write articles and blogs. In 2024, MWB carried out 33 advocacy and events initiatives including panel discussions and presentations (22), podcasts and media publications (8), and research projects (3). Partnering in these initiatives and projects helps build a community of peacebuilders, including MWB collaborations with other non-profit organizations (32%), music, art and culture organizations (32%) academic institutions (11%), and media organizations (10%).

Highlights in 2024 included:

- MWB's 25th anniversary event, on July 4 in Amsterdam, featuring MWB ambassadors Emily Beynon, Denise Jannah and Remy van Kesteren,
- A panel debate featuring Music Connects (Western Balkans) at Pakhuis De Zwijger's event Europe's Finest Hour, cohosted by to the Creative Europe Desk Netherlands/Dutch Culture, by Program Manager Wendy Hassler-Forest,
- Presentation of Al-Musiqa Tajm'ana (Jordan) at the UNHCR conference on Solutions, Diversity, Gender Equality in Geneva, Switzerland, by Director Laura Hassler and musician and trainer Tha'er Betar,
- Interview with MWB's Director at Amsterdam University of the Arts for the Changemakers interview series,
- Presentation of our work in Palestine and Jordan at Cyprus Arts in Education festival in Larnaca, Cyprus, by Program Manager Fabienne van Eck,
- Presentation of Music Connects (Western Balkans) to the European Education and Culture Executive Agency, implementing agency of inter alia Creative Europe, in Brussels by Program Manager Wendy Hassler-Forest.

Intersectionality

Grounded in a fundamental understanding of the interconnections between global issues — war and militarism, exploitation and unequal distribution of resources, climate break-down, poverty, hunger and displacement -- MWB advocates for an intersectional understanding of peacebuilding and social change in (post-)conflict environments.

The right to protest

Following the arrest of climate activists in the Netherlands for promoting a nonviolent demonstration on social media, directors of Dutch civil society organizations came together to publicly defend the rights of citizens to protest. Out of this has grown a network of Dutch civil society organizations, including Musicians Without Borders, now taking on a broader range of critical issues for the non-profit sector in the Netherlands.

Climate justice

In collaboration with Global Vision for Africa (GVA) and the international climate organization IUCN, our project Kivu Youth Music explores the interconnections between climate, conflict and music. Traditional songs from elders that convey indigenous wisdom about caring for the land are documented and taught to children.

We have continued to support initiatives of climate organizations in the Netherlands, adding our endorsement of shared petitions and appeals.

Palestine

Musicians Without Borders, like many non-profit organizations in the Netherlands, stands in solidarity with the Palestinian people. During this year of unprecedented violence and destruction perpetrated by the Israeli government and military we felt called to use our voice to speak out.

MWB published and promoted six blog pieces related to Palestine. Please visit our <u>website</u> for more information.



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USICIANS WITHOUT BORDERS musicianswithoutborders.org

COMMUNICATIONS

Summary

Our communications channels, both online and offline, help raise awareness and support fundraising efforts. MWB relies on the support of our international network of partners, donors, participants, and musicians for success in our work. We keep our network informed and connected to our work by publishing news from our programs and partners, as well as sharing opportunities to donate and support our initiatives.

The communications team ensures visibility for all MWB programs and activities, sharing the positive impact with others around the world through the stories of people directly involved. 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, using the power of music to create positive change in their communities.

To enhance our communications capacity, we subscribed to Nieuwe Gevers, a platform that connects nonprofits with professional volunteers. Through this initiative, three skilled volunteers supported us in key areas: corporate fundraising, Google Ads, and graphic design.

Our objectives in 2024

- Promote MWB as a leader in using music for social change,
- Enhance visibility of our programs, both regionally and internationally,
- · Grow our network of partners and supporters,
- Promote advocacy on topics of peacebuilding, migration and refugee rights, and climate justice.

Key results

We integrated these goals into content across our website and social media platforms (Facebook, Instagram, LinkedIn, and YouTube). Below are some of our highlights from 2024:

- We supported our program goals through storytelling across all our platforms. We paid special attention to the ongoing conflicts in North Kivu and in Palestine, keeping our audiences informed and updated about our efforts to continue programming and keep our staff safe in these contexts. We also promoted statements by our Director keeping human rights at the fore of conversations related to the genocide in Gaza,
- We sent out 22 newsletters to our mailing audience community of over 12,000 subscribers in English and Dutch languages,
- During the year, we ran two fundraising campaigns, with a new approach for the end-of-year fundraiser, which resulted in raising EUR 87,416 in November and December, up from a target of EUR 50,000,
- We published 19 <u>news items on our website</u>, including blogs by our Director, program managers, and staff on a range of topics.

In 2024, our social media posts had 357,559 unique views - fewer than the 527,000 unique views in 2023. The decrease could be a consequence of algorithms used by social media companies that actively censor content in MWB posts related to Palestine and global conflict in general. Nonetheless, our follower base on Instagram, Facebook, and LinkedIn grew continuously throughout the year - Instagram grew by 7.83%, Facebook by 0.07%, and LinkedIn by 29.55%. Our email audience also grew by 6.69% over the course of 2024.





MONITORING, EVALUATION, AND LEARNING (MEL)

What we do

Evaluation and research help us to understand the reach and impact of our work and to be accountable 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 further advises on engagement with external evaluators and researchers.

We disseminate findings through reports to program and funding partners, our annual report, and through publications and presentations.

Who we reach

- Program participants, whose feedback informs the design of project activities,
- Program and funding partners, who receive full and accurate information,
- Professionals, organizations, media, and the wider public, who have access to evaluation reports and research findings,
- MWB as an organization, with continual learning and improvements to provide the best possible services for participants

Our objectives in 2024

- Expand MEL capacity and evaluate programs according to our Theory of Change, across the different levels at which change takes place - individual, community, and infrastructure,
- Engage in academic partnerships to build the evidence base for music and peacebuilding, and disseminate research and evaluation of MWB's work.

Key results

- MWB's latest theory of change was applied to new program design and evaluation methods, with impact objectives focused on achieving transformation at individual, community and infrastructure levels,
- A new academic partnership was launched with Leeds-Beckett University, United Kingdom, in the "Cohesive Harmonies" project,
- Prof. Dr. Angela Impey, Professor and Researcher in Ethnomusicology at SOAS, University of London, United Kingdom, engaged in the development and evaluation of the "Treasures of the Landscape" pilot project in North Kivu, DRC,
- Prof. Impey conducted an evaluation of the Music Connects project, including a site visit to program activities and interviews with program participants and staff.



Stempel voor identificatiedoeleinden

THEORY OF CHANGE





Stempel voor identificatiedoeleinden.

REALIZATION OF OBJECTIVE 3

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

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

Strengthen core resources

In 2024, our overall human resources (HR) capacity became increasingly stretched as we navigated a fragile financial situation. To sustain our programs and advocacy initiatives, we identified one key priority for human resources in 2024: strengthening our fundraising and communications capacity. Despite our efforts, we experienced instability in this department, which currently consists of two positions totaling 1 FTE. In late 2024, we recruited a highly capable fundraiser, which we expect will contribute to a stable HR structure in this department moving forward.

We chose not to replace departing staff, but rather to maximize the limited time and skills available within our team. Consequently, we had to reprioritize our deliverables throughout the year. Despite these challenges, our team remained united and worked effectively to achieve the year's goals.

Ultimately, this year marked significant progress in strengthening our fundraising efforts. With expertise in a data-driven, structured, digital fundraising approach, the new fundraiser brought valuable improvements to the department that quickly proved effective with a successful year-end fundraising campaign.

To increase diversification of the funding portfolio, expand institutional, business and private donor bases, our corporate fundraising strategy took shape with the launch of a dedicated corporate fundraising page offering tailored partnership packages. We also hosted a year-end fundraising event in collaboration with a major Amsterdam-based company. Additionally, our team reached out extensively to potential sponsors. To guide these efforts, we finalized our corporate gift policy, establishing a clear framework for future collaborations.

While initial financial results on corporate sponsorship have been limited, the lessons learned in 2024 will be instrumental in refining our approach for the year ahead. We understand that corporate fundraising is a long-term approach, and securing the future funding of the organization is a priority for us. We are confident that these foundations will strengthen our fundraising impact in 2025 and beyond.

Quality assurance

During 2024, MWB maintained its unqualified audit opinion as well as its certification from Netherlands Fundraising Regulator CBF.

Additionally, we continued our work to systematize strategic planning and reporting processes across the organization. By introducing structured processes, we collectively produced strategic documents in a timely way, strengthening strategic alignment within the team and with the Supervisory Board.

Duty of care, wellbeing, safeguarding, safety

The health, security, and well-being of our personnel are a top priority. We believe that both staff and volunteers deserve a supportive work environment that enables them to thrive. Our goal is to ensure that everyone can work effectively and sustainably, whether in project locations or at our office.

In 2024, we designed and implemented a Well-Being Framework dedicated to fostering a work environment that prioritizes the well-being and mental health of all staff, trainers, and associates. It promotes a culture of open communication, support, and inclusivity, where each individual feels heard, valued, and equipped to manage the demands of their role. This framework outlines our commitment to providing well-being resources, facilitating flexible work practices, and offering regular support sessions. We expect all members of our organization to engage with these values, contributing to a healthy, respectful, and supportive workplace for everyone involved.





Additionally, we conducted project-specific safeguarding audits, which highlighted a training need for the project team in the DRC. To address this, we organized a contextualized online training session for the DRC team in June 2024. To further support our teams, we adapted and translated key safeguarding documentation for the Kivu Youth Music team. In response to deteriorating conditions in Palestine and the DRC, we reinforced context monitoring and security measures to safeguard our project staff and operations. More resources will be invested in this direction, with a full review of the Security and Safety policies and procedures in 2025.

GOVERNANCE

Organizational form

MWB is a nonprofit foundation (stichting) established in the Netherlands with public benefit status (ANBI). MWB was certified by Netherlands Fundraising Regulator CBF in 2021, which status was maintained through 2024.

The organization's leadership consists of a Supervisory Board (Raad van Toezicht) and an Executive Board (Raad van Bestuur).

Executive Board

The Executive Board is charged with the organization's management under the supervision of the Supervisory Board and is formed by a single member: Founder and Director, Laura Hassler.

Supervisory Board

The Supervisory Board is composed of members with a wide and relevant range of backgrounds and expertise. Members are appointed for a period of four years, and may be reappointed for a maximum additional four years. 2024 saw some shifts of membership, as terms expired, and we welcomed new members.

Members



Eduard Nazarski (ad interim Chair until June 2024) Appointed January 1, 2016, end of mandate June 20, 2024

Chair of the Supervisory Board at Pax for Peace, Oostpool (theater company), and Netherlands Peace Studies Foundation.



Marit van Lenthe (Chair) Appointed on June 20, 2024

MD, Senior program manager School for Moral Ambition.



Bertus Borgers Appointed March 4, 2020

Independent musician, producer, writer Co-founder and Executive Director Fontys Rockacademie 1999-2012.







Heba El-Kholy Appointed March 4, 2020 - End of mandate March 27, 2024

Former United Nations Resident Coordinator Independent advisor, International Development and Peace-building.



Jaap Wortel (ad interim until December 31, 2023) Appointed April 17, 2023- End of mandate March 27, 2024 Treasurer, Netherlands GroenLinks Party



Rens van de Wall (financial expert) Appointed on March 27, 2024

Head of Finance and Operations at PAX for peace.



Charmayne Sijm Appointed December 1, 2020, end of mandate December 13, 2024.

Attorney at Hogan Lovells Law Firm



Kick van der Mark Appointed September 13, 2023

Corporate Communications Manager at Plan International



Leslie Snider Appointed October 13, 2017

Founder of Peace in Practice, psychiatrist and global consultant in mental health and psychosocial support in humanitarian settings. Member of the Olympic Refuge Foundation Think Tank.



Yiğit Aksakoğlu Appointed June 14, 2023

Co-founder of Mahalle Art & Kultur Providing solutions for the employment of artists with a refugee, asylum seeker, paperless, and/or in exile background.





Remuneration of Directors, Supervisory Board members and employees

Supervisory Board members are not remunerated for their work with MWB.

The remuneration of Director Laura Hassler (Executive Board) is determined by the Supervisory Board in accordance with the Remuneration Scheme for Charity Organizations [Regeling Beloning Goede Doelen Organisaties] drawn up by Goede Doelen Nederland. The remuneration and any compensation of the Executive Board is clarified in the annual accounts.

Human resources

In 2024, MWB employed five people representing a total of 4.5 FTE. Additionally, we worked with five freelancers representing an average of 4 FTE. We had three volunteers in 2024.

Organizational chart





Stempel voor identificatiedoeleinden.



SAFEGUARDING AND INTEGRITY

Policies and procedures

MWB works in diverse environments, often with vulnerable populations. We believe in professionalism, equality, and accountability. We respect the communities we work in and the people with whom we work - whether participants or colleagues. MWB does not tolerate any form of harassment, discrimination, bribery, or corruption. To this end, we have developed and adopted policies to protect participants and stakeholders. By signing a contract with MWB, staff, freelancers, volunteers, interns, and partners agree to the policies listed below. Where necessary and possible, we provide additional training in these areas:

- · Code of conduct: providing guidelines for appropriate and professional conduct for our personnel, freelancers, interns, and volunteers, as well as key safeguarding principles. The code of conduct is signed by all individuals entering into a contractual relationship with MWB.
- · Safeguarding: ensuring the protection of children and vulnerable adults benefiting from our work,
- Bullying and harassment: ensuring the protection of personnel, volunteers, and interns,
- Anti-corruption: promoting honest and ethical behavior throughout the organization, and providing mechanisms for reporting unethical conduct.
- Safety and security: providing mechanisms to ensure the safety of personnel traveling to project locations,
- Privacy and data protection: enforcing the European Union's General Data Protection Regulation (GDPR) and the Netherlands General Data Protection Regulation (Algemene verordening gegevensbescherming, AVG).
- Cyber security: protecting our organization from cyber risks and attacks.

Reporting system

MWB has a reporting system in place where staff, volunteers, interns, partners, and beneficiaries can report any concern, violation or transgression relating to our policies or code of conduct. This reporting system includes an external reporting channel and anonymous reporting forms. Our Safeguarding and Integrity Reporting system applies to all our integrity policies.

For more information, please refer to the Safeguarding and Integrity page on our website.

Reports and complaints in 2024

In 2024, MWB received no reports under our Safeguarding and Integrity reporting system, and no complaints through our complaints form.

Social responsibility We promote social responsibility within the organization and programs through the following policy measures:

Environment and travel

To minimize our carbon footprint, local and regional travel is organized by the most environmentally efficient means (public transport for distances under 500 km where possible). Due to the international, cooperative nature of our work, the distance between program countries, and the poor infrastructure in several program countries, it is not possible to entirely avoid air travel. However, air travel is limited to a minimum and is planned according to the shortest route and with direct flights where available. This, and other actions to ensure our environmental responsibility are outlined in a policy, created in 2024 (please see here: Environmental Policy).

Gender balance

MWB is a predominantly female-led organization. Most of our programs are designed to empower girls and young women through central roles in activities: as band leaders, workshop leaders, sound engineers, organizers, and project leaders. In some programs, we set quotas to ensure a minimum percentage of female trainees and trainers, to create equal opportunities for learning and career development and prevent implicit bias from teachers in favor of male participants. The roll-out of an EDI policy in 2024 has supported the inclusion of people of all gender identities in our work.

Inclusion and diversity

Our programs are specifically designed to promote inclusion and diversity. This can refer to ethnic minorities, gender minorities, health minorities or other vulnerable groups. Please find the Diversity, Equity, and Inclusion Policy, developed in 2024.




Knowledge sharing

We invest heavily in mutual learning in our programs, by training musicians and program staff, by engaging in learning conversations with our partner organizations, and by encouraging and facilitating mutual learning among our partner organizations.

Communication with stakeholders

MWB involves its stakeholders in its decision-making processes around the development of new projects, the development of new activities in existing projects, the offer of training, and the geographic scope of our work, through a process of co-creative decision making.People living in or coming from war and conflict affected areas directly or indirectly participating in music projects are part of the process of project development and then provide feedback and input through surveys, Most-Significant-Change interviews, interviews with evaluators and researchers, and conversations with representatives of partner organizations and our project managers. The development of (pilot) projects and the planning of new project cycles are informed by the perspectives of these beneficiaries.

- People living in or coming from war and conflict-affected areas, directly or indirectly participating in music projects, are part of the process of project development. They provide feedback and input through surveys, Most-Significant-Change interviews, interviews with evaluators and researchers, and conversations with representatives of partner organizations and our project managers. The development of (pilot) projects and the planning of new project cycles are informed by the perspectives of these beneficiaries.
- Educators, activists, and community organizers living or working in war and conflict affected areas provide input on target populations' needs, opportunities and risks relating to the project's context, and provide formal and informal feedback from target populations, during meetings with program managers, during site visits, during interviews by evaluators and researchers, and are involved in the writing of project proposals and reports.
- Educators, activists, community organizers, and researchers engaging with music and social change are reached through our training program and provide feedback through surveys and through follow-up interviews. Feedback is incorporated by the training team and used in subsequent training cycles.
- Grantmakers, policy makers, diplomatic missions, and members of the NGO community provide strategic input and direction through grant priorities in calls for proposals, during meetings with program managers and our Director, and in their verbal and written responses to narrative reports. MWB additionally engages with these stakeholders through conferences, panel discussions and round tables.
- **Press and opinion makers:** visit our programs, meet and interview beneficiaries, partners, trainers, and program managers, and report on our work. MWB has a practice of requesting a first draft for fact-checking to ensure accurate representation of our work and prevent harm to beneficiaries. Beneficiary consent is always sought prior to engaging with the press.
- Private donors, musicians organizing or hosting benefit events, and other parties supporting or raising awareness of our work: engage with us through donations, through attendance of events, through responses on social media, and subscriptions to newsletters.



Stempel voor identificatiedoeleinden

MAIN RISKS FACING THE ORGANIZATION

| | | 1 | 1 |
|--|---|-------------------------|---|
| Risk | Description | Probability | Severity |
| | | | 1. Str |
| Program growth and/or recruitment challenges overextend staff capacity | Growth at programs and development of new programs puts additional pressure on existing team. | High | Medium |
| Loss of relevance of programs to peacebuilding mission | External context in program region evolves in a way where music activities cease to contribute strategically to MWB's peacebuilding mission. | Low | Medium |
| | | | 2. Oper |
| Brain drain at projects | Loss of key trained and talented staff in project locations. | Medium-High | Medium |
| Safeguarding and integrity risks | The occurrence of one or more incidents as described in MWB's Safeguarding, Bullying and Harassment, or Anti-Corruption Policies and Procedures | Medium | High |
| Disruption of relationships with partner organizations | The occurance of integrity issues, financial and organizational instability, communication or capacity issues of partner organizations may impact the continuity of programs. | Medium-High | Medium |
| | | | 3. Fin |
| Loss of financial support from contributors/credit risk | Significant reduction in grants and donations from one or more sources of income. | Medium | High |
| Liquidity risk | MWB to advance a percentage at the end of major grants before final project closing | Low-Medium | Medium-High |
| | | | 4. Ex |
| 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 |
| 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 | Medium | Medium-High |
| | 38 | Kamphuis accountants | B 5 & Berghuizen 1 belastingadviseurs |



Stempel voor identificatiedoeleinden.

| Risk assessment | Mitigation measures |
|-----------------|--|
| ategic | |
| Medium-High | Assessment and budgeting of staffing needs to enable growth of the team as needed. |
| Low-Medium | Annual program assessment in consultation with program stakeholders. |
| ational | |
| Medium | • Continuous training of young talents, capacity building by partner organizations. |
| Medium-High | Safeguarding and Integrity policies are assessed every year, staff are trained on policies, measures are in place (windowed doors, avoidance of one-on-one situations etc.), internal audits are conducted annually. |
| Medium | Partnership assessment, ongoing collaborative meetings and monitoring visits, strong networks in program regions. |
| ancial | |
| Medium-High | Spread out fundraising strategy over multiple funding sources. Financial decision-making throughout the year, in line with fundraising progress. Maintain the continuity reserve so that the sudden loss can be temporarily absorbed |
| Medium | Build and maintain continuity/general reserves in proportion to the organizational and operational scope. Work with a cash forecast tool to anticipate risks. |
| ernal | |
| Medium | In depth context monitoring, risk assessments for programs, close communication with partner organizations, temporary suspension of activities or changing nature or location of activities, Safety & Security Policy, incident reporting, travel insurance. |
| Medium | Knowledge of the region and political context, communication with and screening of local partners. Non-political perception/image of programs helps programs fly below radar. |
| | 39 Stempel voor identificatied |



INFORMATION ON FINANCIAL POLICY AND RESULTS

MWB is committed to adhering to the highest standards of financial transparency and accountability, ensuring clear insight into the acquisition of funds, expenditures, their purposes, and overall accountability. We believe that ethical and transparent financial management is essential for the organization's growth, and our management team is dedicated to timely, accurate, and responsible financial oversight.

MWB operates based on both internal policies and external audits. We have developed a comprehensive Financial Manual, which includes financial policies and procedures, as well as an Anti-Corruption Policy, to guide management and staff in maintaining transparency and accountability in all actions.

The annual financial statements are prepared in accordance with the Guideline RJ650, which applies to Dutch fundraising organizations, and are subject to an annual audit conducted by an external auditing firm. Additionally, MWB follows the Director's Remuneration Recognition Scheme for fundraising organizations, utilizing the Basic Score for Management Positions (BSD) calculation tool provided by the Dutch Association for Fundraising Organizations, Goede Doelen Nederland.

MWB is also a Recognized Charity (Erkend Goed Doel), certified by the Netherlands Fundraising Regulator (Centraal Bureau Fondsenwerving, CBF), and undergoes an organizational audit every three years to maintain this certification.

Analysis of the balance of income and expenses

The year 2024 concluded with a positive result of EUR 5,355, reversing the negative trend of the previous year. We consider this a successful outcome, despite the financial challenges of the year.

In 2024, Musicians Without Borders raised EUR 1,144,794, which is approximately 91% of the budget (approximately 7% increase compared to the total raised in 2023). The year ended without any losses or reserve withdrawals. The positive result of EUR 5,355 has been allocated to Earmarked Funds.

Musicians Without Borders' total expenditure in 2024 amounted to EUR 1,142,931, 90% of the budget, in line with the previous year. These funds were used to support our international music programs, reaching some 8,000 direct beneficiaries through over 6,000 activities, as well as our advocacy, educational, and outreach activities.

| Income and Expenses | Actual 2024 | Budget 2024 | Actual 2023 |
|--|-------------|-------------|-------------|
| TOTAL INCOME | 1,144,794 | 1,255,000 | 1,075,028 |
| | | | |
| TOTAL EXPENSES | 1,142,931 | 1,274,404 | 1,150,445 |
| Result before allocation of financial income and expenditure | 1,864 | - 19,404 | - 75,417 |
| Financial Income and expenses (6.2) | 3,491 | | 1,090 |
| SUM OF INCOME AND EXPENSES | 5,355 | - 19,404 | - 74,327 |

ΔN



Ratio between expenditure on objectives, on fundraising, and on management and administration



In 2024, MWB prioritized expenditures directly related to its core objectives, including costs of music programs, training, and activities implemented throughout the year. The total expenditure on objectives accounted for 87% of total expenses, in line with both the budget and the annual plan.

As part of the 2024 annual plan, MWB increased its allocation for fundraising expenses, which had previously been deemed insufficient to effectively support organizational fundraising. Fundraising expenses were raised to 8% in the annual budget. These costs include activities such as donor acquisition and retention, donation collection, event management, and relationship building with major donors. By the end of the year, MWB made significant strides in stabilizing human resources dedicated to fundraising, which directly contributed to a successful year-end campaign.

Management and administration costs remained at 5%, consistent with the budget. MWB recognizes the importance of robust planning, control systems, administration, management, and maintaining integrity. We aim to balance efficiency with quality, operating with a lean team to keep management costs in line with funds raised. We are constantly exploring ways to reduce management and administration costs, such as utilizing NGO discount programs, pro bono advisory services, digital archiving, and reducing fixed costs, all while maintaining high-quality standards.

| Performance Indicators | Actual 2024 | Budget 2024 | Actual 2023 |
|--|-------------|-------------|-------------|
| Total costs of direct fundraising in % of total fundraising income | 8% | 7% | 5% |
| Total costs of management and administration in % of total income | 5% | 5% | 6% |
| Total expenditures on objectives in % of total expenditures | 87% | 88% | 90% |

There was no exceptional expenditure in 2024.



One-off and annually recurring income

MWB raised all the necessary funds to support its activities and operations. The funds acquired are of two types: those allocated to specific projects or actions, and general funds that support the overall functioning and development of the organization. MWB ensures that these funds are used in accordance with the agreements in place and follows the financial policies developed to guarantee responsible and transparent use of donations.

In 2024, the majority of our income—96%—was of a one-off nature. This included single donations from private donors, grants for specific project cycles, and income generated from specific services or sales. The remaining 4% of our total income, amounting to €51,186, came from 274 donors who pledged regular contributions to MWB.

It is important to note that several of the donors providing one-off grants and donations are long-term supporters who have contributed to MWBs for many years. While we categorize these donations as "one-off," they are often tied to specific activity cycles or events and are contingent upon the approval of applications submitted by MWB.

Fundraising methods used

We recognize the importance of building a stable and diverse portfolio of income sources to reduce dependence on short-term fundraising outcomes. This is particularly crucial as we commit to multi-year projects and partnerships, and work in vulnerable contexts where unexpected changes or urgent needs can arise at any time. MWB's strategy focuses on expanding its donor base and securing multi-year support to ensure income stability, reduce reliance on any single source or type of donation, and increase the sustainability of our organization and its programs.

In 2024, MWB implemented several fundraising initiatives, some of which were not successful, while others require more time to yield results. Nevertheless, we have partially addressed the gap in staff hours, which is crucial for the effectiveness of any fundraising strategy. Several new fundraising initiatives are either already in place or will be launched soon, all contributing to the achievement of our goals.

Our fundraising channels include:

- Institutional fundraising: Engaging with governmental, semi-governmental, international and supranational organizations, embassies, foundations, and religious organizations,
- Private fundraising: Targeting one-off and recurring donors through social media and other campaigns, direct mailings, and direct fundraising efforts,
- Benefit concerts and events: Organizing events to raise funds and awareness,
- Sponsorships: Mainly from the music industry, supporting our initiatives,
- In-kind support: Contributions from both corporate and private donors,
- Income generation: Including revenue from training programs, merchandise sales, and event ticket sales.





Result

The final result of EUR 5,355 has been added to the Earmarked Funds, bringing the total to EUR 79,920 at the end of 2024. These funds are restricted to specific actions and will be allocated for use in 2025.

Appropriation of Result

in euros

| Addition to / Withdrawal from: | 2024 | 2023 |
|-------------------------------------|-------|----------|
| Continuity reserve | - | - 63,506 |
| Designated reserve | - | - 28,796 |
| Earmarked funds | 5,355 | 17,975 |
| TOTAL CHANGES IN RESERVES AND FUNDS | 5,355 | - 74,327 |

Policy regarding reserves and funds

The Continuity Reserve is designed to address short- and medium-term risks, ensuring that the organization can meet its future obligations. The Supervisory Board and Executive Board have agreed that the reserve should be no less than 10% of the following year's budget. This amount, roughly equivalent to three months of operating costs, is intended to mitigate the risk of income loss.

In 2024, MWB did not face liquidity issues, and the risk assessment was conducted in a timely and thorough manner. Liquidity is closely monitored throughout the year by both management and the Supervisory Board. However, we acknowledge that the current level of available assets may not be sufficient in the near future. Given the uncertain environment, particularly in the cultural, development and cooperation sectors, we are working to increase the reserve to reduce risk in anticipation of future commitments. Additionally, the loss incurred in 2023 has impacted the continuity reserve, and we are committed to replenishing it to the desired level.

In 2025, the Director will present a proposal to further strengthen the reserve. MWB will also continue focusing on income diversification strategies to support sustainable growth and financial stability in alignment with our mission.

MWB does not have investments.

More information on MWB financial insight is provided in the annual accounts below.

Caura J. Hassler

Laura Hassler, Director





ANNUAL ACCOUNTS

BALANCE SHEET AS AT DECEMBER 31, 2024

After appropriation of results, in euros

| Assets Current assets | 31/12/2024 | 31/12/2023 |
|--------------------------------------|------------|------------|
| Receivables and prepayments (1) | 47,004 | 79,013 |
| Cash and cash equivalents (2) | 415,410 | 551,704 |
| Total assets | 462,414 | 630,717 |
| Liabilities Reserve and funds (3) | | |
| Continuity Reserve (3.1) | 71,494 | 71,494 |
| Designated Reserve (3.2) | - | - |
| Total reserves | 71,494 | 71,494 |
| Earmarked Funds (3.3) | 79,920 | 74,565 |
| Total reserves and funds | 151,414 | 146,059 |
| Liabilities (4) | | |
| Current liabilities | 311,000 | 484,658 |
| Total liabilities | 462,414 | 630,717 |

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STATEMENT OF INCOME AND EXPENSES FOR 2024

In euros

Income (5)

| | Actual 2024 | Budget 2024 | Actual 2023 |
|---|-------------|-------------|-------------|
| Income from individuals (5.1) | 206,009 | 224,000 | 197,216 |
| Income from companies | 11,600 | 111,000 | 10,128 |
| Income from other non-profit organizations | 588,859 | 647,000 | 534,392 |
| Income from government grants | 310,650 | 250,000 | 308,812 |
| Total fundraising income | 1,117,118 | 1,232,000 | 1,050,548 |
| Income from sale of products and delivery of services | 26,382 | 20,000 | 23,549 |
| Other income | 1,294 | 3,000 | 931 |
| Total income | 1,144,794 | 1,255,000 | 1,075,028 |

Expenses (6)

| | Actual 2024 | Budget 2024 | Actual 2023 |
|--|-------------|-------------|-------------|
| Peacebuilding through music programs | 836,299 | 958,676 | 859,671 |
| Advocacy, dissemination, and education | 156,208 | 157,267 | 171,574 |
| Expenses on objectives | 992,507 | 1,115,943 | 1,031,245 |
| Fundraising | 87,527 | 89,870 | 49,979 |
| Management and administration | 62,896 | 68,591 | 69,221 |
| Total expenses | 1,142,930 | 1,274,404 | 1,150,445 |
| Result before allocation of financial income and costs | 1,864 | -19,404 | -75,417 |
| Financial income and expenses (6.2) | 3,491 | | 1,090 |
| Sum of income and expenses | 5,355 | -19,404 | -74,327 |





Appropriation of result In euros

| Addition to/withdrawal from: | 2024 | 2023 |
|-------------------------------------|-------|---------|
| Continuity Reserve | - | -63,506 |
| Designated Reserve | - | -28,796 |
| Earmarked Funds | 5,355 | 17,975 |
| Total changes in reserves and funds | 5,355 | -74,327 |

The result for 2024 amounts to about 5 thousand euros. This amount is added to the Earmarked funds.

Performance indicators

| | Actual 2024 | Budget 2024 | Actual 2023 |
|---|-------------|-------------|-------------|
| Total costs of direct fundraising in % of total fundraising income | 8% | 7% | 5% |
| Total costs of management and administration in % of total income | 5% | 5% | 6% |
| Total expenses on objectives in % of total expenses | 87% | 88% | 90% |



CASH FLOW STATEMENT

In euros

| | 20 | 24 | 20 | 23 |
|---|----------|----------|----------|----------|
| Cash flow from operating activities | | | | |
| Result | | 5,355 | | -74,327 |
| Depreciations | | | | - |
| Change in working capital: | | | | |
| | | | | |
| Changes in receivables and prepayments | 32,010 | | 12,309 | |
| Changes in current liabilities | -173,659 | | -307,599 | |
| Total change in working capital | | -141,649 | | -295,289 |
| Cash flow from operating activities | | -136,294 | | -369,617 |
| Investment tangible fixed assets | - | | - | |
| Cash flow from investing activities | | - | | - |
| Net cash flow | | -136,294 | | 369,617 |
| Opening balance cash and cash equivalents | | 551,704 | | 921,321 |
| Closing balance cash and cash equivalents | | 415,410 | | 551,704 |

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NOTES TO THE ANNUAL ACCOUNTS

General

The annual accounts are drawn up according to the accounting principles generally accepted in the Netherlands in accordance with guideline RJ650 (Fundraising Organizations). The annual accounts are compared to the approved 2024 budget and the actual accounts for 2023.

The 2024 annual accounts form an integral part of MWB's annual report (jaarverslag). The annual report gives a detailed overview of and accounts for Musicians Without Borders' activities, programs and results.

The 2024 Statement of Income and Expenses is based on the period from January 1, 2024, through December 31, 2024.

All the amounts and figures are presented in EURO.

General notes for valuation assets and liabilities

Receivables and liabilities Receivables are recognized at nominal value less any provision of doubtful accounts. The current liabilities are recognized at nominal value.

Receivables, pre-payments and accrued income are recognized in the balance sheet from the moment of the establishment of contractual rights.

Current liabilities are recognized in the balance sheet at the moment of the establishment of the contractual obligations.

Cash Flow Statement

The Cash Flow Statement is compiled according to the indirect method. Cash flows from foreign currencies are converted into EURO at the exchange rate ruling at the balance sheet date. All cash is available to the organization.

Reserves and funds

Reserves and funds of MWB include the Continuity Reserve, the Designated Reserve and the Earmarked Funds. Additions and withdrawals to/from the reserves and funds are determined from the appropriation of the result. The Supervisory and Executive Boards determine the desired levels of the Continuity and Designated Reserves.

General

Revenues and expenses in the Statement of Income and Expenses are allocated to the period to which they relate. The result is determined as the difference between income generated by contributions and other sources, and the costs and other charges for the year.

Cost allocation

Expenses are allocated to the year to which they relate. All expenses are allocated among the following categories: "Expenses on Objectives', "Expenses on Fundraising" and "Management and Administration".

Transactions in foreign currencies

Transactions in foreign currencies are converted into euros at the exchange rate of the transaction date. Transactions in foreign currencies from implementing partner organizations are converted into euros at the real exchange rate determined at the moment of the transfer of funds to partners.





NOTES TO BALANCE SHEET AS AT DECEMBER 31, 2024

RECEIVABLES AND PREPAYMENTS (1)

In euros

The receivables and prepayments are:

| | 2024 | 2023 |
|---------------------------------------|--------|--------|
| Receivables from donors (1.1) | 24,083 | 26,807 |
| Receivables from delivery of services | 998 | 1,602 |
| Other receivables | 3,491 | 1,935 |
| Prepayments to project partners | 14,396 | 45,992 |
| Other prepayments | 4,035 | 2,677 |
| Total receivables and prepayments | 47,004 | 79,013 |

Receivables from donors (1.1)

| | 2024 | 2023 |
|-------------------------------|--------|--------|
| Grants | 4,477 | 9,000 |
| Contribution and pledges | - | 170 |
| Donations and gifts | 19,606 | 17,637 |
| Total receivables from donors | 24,083 | 26,807 |

All receivables originated in 2024 and are qualified as short-term and expected to be received within one year. A provision for doubtful debts is unnecessary.

Receivables from donors refer to donations, pledges, grants and other benefits granted in 2024 but not yet received per December 31, 2024.

Other receivables originated mainly from bank interest to be received.

Pre-payments to project partner organizations/project costs are amounts paid in advance to implementing partner organizations under (multi-)year partnership agreements, for which MWB will receive financial reports according to project deadlines and activity plans. Also direct projects' costs paid in advance are included in this figure.

Other pre-payments include costs paid in advance relating to the following year(s), for costs of website domains, software subscriptions, insurance and deposits.





CASH AND CASH EQUIVALENTS (2)

31/12/2024 31/12/2023

| Cash at bank | 414,127 | 550,086 |
|---------------------------------|---------|---------|
| Cash and cash equivalents | 1,283 | 1,618 |
| Total cash and cash equivalents | 415,410 | 551,704 |

Cash and cash equivalents include cash in-hand and bank balances.

The cash is freely available to the organization.

RESERVES AND FUNDS (3)

In euros

Continuity Reserve (3.1)

The changes in the Continuity Reserve are:

| | 2024 | 2023 |
|-----------------------------------|--------|---------|
| Opening balance January 1 | 71,494 | 135,000 |
| Appropriated result | - | -63,506 |
| Closing balance December 31, 2024 | 71,494 | 71,494 |

The Continuity Reserve is intended to offset short and medium-term risks and ensure that the Foundation can meet its obligations in the future. The Supervisory Board and Executive Board have determined that the desired level of this reserve based on the perceived risk should be no less than 10% of the following year's budget. This represents approximately three months of operating costs of the following year budget, mitigating the organizational risk of loss of income.

As per year-end 2024, the Continuity Reserve had not undergone any changes.

MWB commits to ensure the Continuity Reserve will increase in the next years striving to restore the level of 10%.

The Continuity Reserve is in compliance with the requirements of the standards set out by Goede Doelen Nederland. These standards stipulate that the maximum amount of the Continuity Reserve should not exceed 1.5 times the organization's annual costs. This calculation is made in accordance with Annex 3 of guideline RJ650 issued by the Dutch Accounting Standards Board [Raad voor de Jaarverslaggeving], and amounted to a maximum of EUR 632,690 for Musicians Without Borders in 2024.

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Designated Reserve (3.2)

The changes in the Designated Reserve are:

| | 2024 | 2023 |
|-----------------------------|------|---------|
| Opening balance January 1 | - | 28,796 |
| Appropriated result | - | -28,796 |
| Closing balance December 31 | 0 | 0 |

Designated Reserve

Designated Reserve are funds with a specific purpose, for which the Executive Board determines a restriction on spending. The Designated Reserve is not required to be paid by year-end. At the end of 2023, the Designated Reserve was fully spent towards the MWB's objectives and operating loss. No reserve was accumulated in the year 2024.

Earmarked Funds (3.3)

The changes in the Earmarked Funds are:

| | 2024 | 2023 |
|-----------------------------|--------|--------|
| Opening balance January 1 | 74,565 | 56,590 |
| Appropriated result | 5,355 | 17,975 |
| Closing balance December 31 | 79,920 | 74,565 |

| | 2024 | 2023 |
|---|--------|--------|
| Palestine: Bara'em Ghirass | 38,116 | 26,413 |
| Refugees in Europe: Welcome Notes | 13,300 | 2,724 |
| Jordan: Al-Musiqa Tajm'ana | 23,237 | 36,333 |
| Rwanda Youth Music and Kivu Youth Music | 5,267 | - |
| Training | - | 8,593 |
| Other funds | - | 502 |
| Total Earmarked Funds | 79,920 | 74,565 |





The Earmarked Funds

The Earmarked Funds are earmarked by donors and must be spent on specific purposes (e.g. project costs). The funds allocated are vital to the continuation of the MWB's national and international projects.

The Earmarked Funds reserved at December 31, 2023, were fully spent during 2024, in line with planned project activities and operations. The balance at the end of 2024, EUR 79,920, consists mainly of funds raised for the project Bara'em Ghirass in Palestine, whose project period does not coincide with the financial year, and the project Al-Musiqa Tajm'ana, Jordan, on hold for most of the year due to administrative process in the country.

Change in reserves and funds during the year 2024 In euros

| | 01/01/2024 | Decrease | Increase | 31/12/2024 |
|---|------------|----------|----------|------------|
| Continuity Reserve | 71,494 | - | - | 71,494 |
| Designated Reserve | - | - | - | - |
| Total reserves | 71,494 | 0 | 0 | 71,494 |
| Earmarked Funds | | | | |
| Palestine: Bara'em Ghirass | 26,413 | 26,413 | 38,116 | 38,116 |
| Refugees in Europe: Welcome Notes | 2,724 | 2,724 | 13,300 | 13,300 |
| Jordan: Al-Musiqa Tajm'ana | 36,333 | 36,333 | 23,237 | 23,237 |
| Rwanda Youth Music and Kivu Youth Music | - | - | 5,267 | 5,267 |
| Training | 8,592 | 8,593 | - | - |
| Other Funds | 502 | 502 | - | - |
| Total funds | 74,565 | 74,565 | 79,920 | 79,920 |
| Total reserves and funds | 146,059 | 74,565 | 79,920 | 151,414 |





CURRENT LIABILITIES (4)

In euros

The current liabilities are:

| | 2024 | 2023 |
|---|---------|---------|
| Accounts payable | 37,865 | 49,985 |
| Accounts payable to partner organizations | 38,717 | 3,115 |
| Grants received in advance | 215,579 | 405,181 |
| Personnel liabilities | 18,839 | 26,377 |
| Total liabilities | 311,000 | 484,658 |

The decrease in liabilities at the end of 2024 is mainly due to the decrease of the grants received in advance which consists of restricted funding received by MWB in the financial year, and previous years, while the related project expenses have not been incurred yet. Due to the nature of the grant contracts, income is not accounted for in the period that the funds are received, but in the period in which the related expenses are recognized. The expenses related to grants received in advance in 2024 were in line with expected budget and the amount decreased accordingly.

Accounts payable refer to costs that the organization has incurred to implement projects and run activities during 2024. These are in line with the previous year, are short-term and are expected to be paid within one year.

Under the expense recognition principle, all accounts payable refers to operational expenses related to the financial year 2024 for which the invoices received, or expected to be received, are not yet paid.

Personnel liabilities refer to the tax and social premiums that MWB will pay in 2025, payroll tax of December, paid in January 2025, and the holiday reserve paid in the Netherlands annually to all employees in May.

Obligations that are not included in the Balance Sheet. The annual liability for rent of the main office is € 11,460. Rent is paid in advance at the end of every preceding month.



Stempel voor identificatiedoeleinden

NOTES TO THE STATEMENT OF INCOME AND EXPENSES FOR 2024

In euros

INCOME (5)

| | Actual 2024 | Budget 2024 | Actual 2023 |
|---|-------------|-------------|-------------|
| Income from individuals (5.1) | 206,009 | 224,000 | 197,216 |
| Income from companies | 11,600 | 111,000 | 10,128 |
| Income from non-profit organizations | 588,859 | 647,000 | 534,392 |
| Income from other government grants | 310,650 | 250,000 | 308,812 |
| Total fundraising income | 1,117,118 | 1,232,000 | 1,050,548 |
| Income from sale of products and delivery of services | 26,382 | 20,000 | 23,549 |
| Other income | 1,294 | 3,000 | 931 |
| Total income | 1,144,794 | 1,255,000 | 1,075,028 |

Incomes from individuals (5.1)

| | Actual 2024 | Budget 2024 | Actual 2023 |
|-------------------------------|-------------|-------------|-------------|
| Contributions | 51,186 | 66,000 | 50,747 |
| Donations and gifts | 154,823 | 158,000 | 146,469 |
| Total income from individuals | 206,009 | 224,000 | 197,216 |

In 2024, MWB raised **EUR 1,144,794**, approximately 91% of the income budgeted and approximately 7% more than the income raised in 2023. The difference compared to the budget is mainly due to unraised funds from companies and other not-for-profit organizations, due to difficulties in the implementation of our fundraising and visibility strategies in 2024. Several actions were taken during the year, resulting in an increase in income from individuals. Below further explanations per income source:

MWB's main source of income is constituted **by donations received from individuals and donations received from non-profit organizations**, mostly private funds and foundations to which MWB applies directly for support of its international projects and core operations. Funds and foundations supporting MWB's work in 2024 included Porticus - Community Arts Lab, the Soka Gakkai, Fondation Alta Mane, Stichting IUCN Nederlands Comité, Iona Stichting, Haella Stichting, Janivo Stichting, AMJV Fonds, Fundatie van den Santheuvel, Sobbe, ELJA Foundation, VSB Fonds, Rotary Club De Bilthoven.





Income from individuals includes all donations received from private donors, restricted and unrestricted, throughout the year, as result of MWB fundraising actions to support its work.

Income from individuals - contributions, refers to individual donors who pledge regular contributions to MWB. In 2024, MWB received a total of EUR 51,186 from 274 contributors, in line with past years. This is an important contribution that MWB can count on to sustain its core operations and support its objectives.

Income from government grants: In 2022, MWB received the pre-financing payment (80% of the total grant) of EUR 800,000 from the European Commission's Education and Culture Executive Agency for the 48-month project Music Connects: Rock Music Powers Inclusion Across Europe, which started in July 2022. The amount of the grant allocated in 2024 reflects the total spent on activities that year.

Besides individual donations, MWB receives **donations from companies**. The largest donation in 2024 was received from Rational Games Inc.

Income from sale of products and delivery of services is generated from the delivery of training courses and activities related to advocacy and dissemination. MWB organized and implemented Music Leadership training in collaboration with Landesmusikakademie NRW (Germany) and the Leeds Beckett University (UK).



EXPENSES (6)

| | Actual 2024 | Budget 2024 | Actual 2023 |
|--|-------------|-------------|-------------|
| Peacebuilding through music programs | 836,299 | 958,676 | 859,671 |
| Advocacy, dissemination, and education | 156,208 | 157,267 | 171,574 |
| Expenses on objectives | 992,507 | 1,115,943 | 1,031,245 |
| Fundraising | 87,527 | 89,870 | 49,979 |
| Management and administration | 62,896 | 68,591 | 69,221 |
| Total expenses | 1,142,930 | 1,274,404 | 1,150,445 |



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NOTES TO THE ALLOCATION OF EXPENSES (6)

| | Peacebuilding through music programs | Advocacy, dissemination, and education | Fu |
|--|---|--|----|
| Contributions to implementing partners | 324,266 | | |
| Purchases and acquisitions | 101,177 | 11,557 | |
| Outsourced work/Contracted services | 182,235 | 47,990 | |
| Communications costs | 14,185 | 4,126 | |
| Staff costs (6.1) | 187,424 | 81,900 | |
| Housing costs | 7,544 | 3,767 | |
| Office and general costs | 19,468 | 6,868 | |
| Depreciation | | | |
| Total expenses | 836,299 | 156,208 | |

Expenses on objectives

The above classifications are in accordance with the Model 3 of the Dutch RJ650 guidelines.

| Contributions to implementing partners | Installments paid to partner organizations for project implementation expenses | |
|--|---|--|
| Purchases and acquisitions | All goods procured from third parties (not outsourced), for example flights, accommodations, venue rental for project activities | |
| Outsourced work/contracted services | Contracted services and costs of implementation outsourced by the organization to a third party | |
| Communication costs | Costs of visibility and publicity targeting donors and the general public (advertisement, mailing, events, audio/video, promo material) | |
| Staff costs | All personnel expenses | |
| Housing costs | Rental, utilities and office cleaning costs | |
| Office and general costs | Post, ICT, bank costs, audit administration and other general costs | |
| Depreciation | Depreciation costs | |
| | Kamphuis & Berghuizen accountants belastingadviseurs | |



| Indraising | Management and administration | Total expenses 2024 | Budget 2024 | Total expenses 2023 |
|------------|-------------------------------|---------------------|-------------|---------------------|
| | | 324,266 | 341,497 | 334,647 |
| 1,347 | 1,686 | 115,768 | 130,511 | 73,752 |
| 32,834 | 18,040 | 281,099 | 291,642 | 287,275 |
| 3,850 | | 22,160 | 34,495 | 12,705 |
| 40,950 | 36,225 | 346,499 | 415,000 | 385,097 |
| 2,985 | 2,985 | 17,281 | 17,700 | 21,012 |
| 5,561 | 3,960 | 35,857 | 43,560 | 35,956 |
| | | | | |
| 87,527 | 62,896 | 1,142,930 | 1,274,404 | 1,150,445 |

1.4

Expenses are allocated to the cost category indicated in the approved annual budget. Small adjustments can be made as required for the implementation of activities.

Communication costs are allocated across both fundraising and objectives, as the actions of public engagement include both components of fundraising and awareness raising (advocacy, dissemination, and education).

The majority of purchases were made at project locations by partner organizations; purchases made directly by MWB are mainly linked to costs on objectives.

Staff costs are allocated per category in proportion to time spent by personnel on the different types of activities. Working as a small team means that no single resource is 100% allocated to e.g. management and administration. Rather, everyone's costs are allocated to the different areas in proportion to the time dedicated to each.

Fundraising costs mainly consist of staff costs, allocated in proportion to team members' time dedicated to fundraising, costs for event, promotion and visibility.

In 2024, MWB spent approximately 90% of the total budget, in line with previous year. In 2024, MWB achieved part of its foreseen objectives, but had to follow a more restricted regime on spending in certain areas, to compensate for funding not raised. These restrictions were mainly on general organizational costs, communication costs, and fundraising costs.





Staff costs (6.1) in euros

| | 2024 | 2023 |
|-----------------------------|---------|---------|
| Salaries and wages | 303,843 | 333,587 |
| Social security and pension | 42,138 | 51,326 |
| Subtotal | 345,981 | 384,913 |
| Other costs employees | 518 | 7,076 |
| Benefit WAZO | - | -6,892 |
| Total payroll expenses | 346,499 | 385,097 |
| Employees | 5.1 FTE | 6.7 FTE |





Salaries and wages of management

In euros

Below is a breakdown of salary and wage of management in 2024:

| Name | L.J. Hassler |
|--|--------------------------|
| Function | Executive board/Director |
| Employment | |
| Contract | Permanent |
| Hours | 40 |
| Part-time rate | 100 |
| Period | 1/1/2024 - 31/12/2024 |
| Annual income | |
| Gross salary | 53,152 |
| Holiday payment | 4,252 |
| Other remuneration | - |
| Total annual income | 57,404 |
| Pensions premium (employer part) | 10,000 |
| Payments termination of employment | - |
| Taxable allowance | - |
| Total remuneration and benefit 2024 | 67,404 |
| Maximum annual salary (determined by Goede Doelen Nederland) | 143,743 |
| Ratio | 47% |
| Total remuneration and benefit 2023 | 67,837 |

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The Executive Board of MWB consists of one person, the Director, who is appointed by the Supervisory Board.

The remuneration of the Director (Executive Board) of MWB, is EUR 57,404 which is well below the maximum of €115,922 (one fulltime employee for 12 months), based on a BSD score for MWB of 365 points, as set by the guideline for Directors' Remuneration of the Dutch association for fundraising organizations, Goede Doelen Nederland (GDN).

The annual remuneration together with all taxable allowances and all employer's charges, pension compensation and other remuneration is EUR 67,404, also well within the maximum set by the guideline (EUR 143,743).

At year-end, the Director (Executive Board) does not have any outstanding loans, advances, or guarantees from Musicians Without Borders.

Financial income and expenses (6.2)

MWB received EUR 3,491 in interest income in its bank accounts in 2024.

APPROPRIATION OF THE RESULT

On March 7, 2025, Musicians Without Borders' Supervisory Board discussed and approved the annual accounts, result appropriation, and management report prepared by the Executive Board.

The members of the Supervisory Board as per March 7, 2025, are:

- Marit van Lenthe (Chair),
- Leslie Snider,
- Embertus (Bertus) Borgers,
- Rens van de Walle,
- Kick van der Mark,
- Yigit Aksakoglu.

SUBSEQUENT EVENTS

No subsequent events



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LOOKING FORWARD: PLAN FOR 2025

In 2025, we will focus on the following strategic objectives:

Under **Objective 1**, to use music to build peace and achieve social change in communities and countries affected by conflict, we will:

- Continue working towards the stabilization of our programs in the Middle East, Central East Africa, the Western Balkans, and elsewhere in Europe.
- Focus on MWB's strategic positioning in a context of increased polarization and heightened conflict and militarization.

Under **Objective 2**, to grow knowledge, expertise, and the global recognition of music's potential for peacebuilding and social change, we will:

- Showcase programs and methodology across MWB platforms (social media, newsletters, website),
- Pursue and accept engagements to present our work, our methodologies, and best practices at public events and conferences,
- Deliver training in our Music Leadership methodology.

To ensure that we have the capacity to implement the first two objectives according to high standards of quality and integrity, we have defined a third objective: to build the capacity and quality-assurance systems needed to function as a stable, values-led organization in the field of music and peacebuilding.

Under Objective 3, we will:

- Invest in our fundraising and communications strategies to grow our reach and impact under Objectives 1 and 2,
- Enhance quality assurance systems: conduct annual external and internal audits, maintain CBF certification, and invest in MEL,
- Prioritize well-being, safeguarding and safety, including implementing a well-being framework encompassing policies, guidelines, and support mechanisms,
- Conduct program-specific safeguarding audits, identifying training needs and implementing necessary improvements,
- Strengthen context monitoring and security measures in project locations.

Please see our 2025 Annual Plan.



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2025 Budget

| | 2025 |
|--|-----------|
| Income | € |
| Income from individuals | 219,000 |
| Income from companies | 85,000 |
| Income from government grants | 250,000 |
| Income from other non-profit organizations | 549,000 |
| Total fundraising income | 1,103,000 |
| Income from sale of products and delivery services | 22,000 |
| Other Income | 3,000 |
| Total Income | 1,128,000 |
| Expenses | £ |
| Peacebuilding through music programs | 854,622 |
| Advocacy, dissemination, and education | 136,424 |
| Expenses on objectives | 991,046 |
| Fundraising | 66,815 |
| Management and administration | 61,139 |
| Total Expenses | 1,119,000 |
| | |





PROGRAM AND FUNDING PARTNERS

MWB is proud of its long-term relationships with trusted program and funding partners, who are integral to the impact of our projects around the world. We are especially grateful to collaborate with program and funding partners who appreciate the long-term engagement needed to bring about lasting social change, particularly when working with people and communities whose lives have been disrupted by the impacts of war and armed conflict. Special thanks to:

General partners



In-kind donors



Al-Musiqa Tajm'ana partners



Bara'em Ghirass partners



Music Connects partners





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Music Connects donors



Co-funded by the European Union

Rwanda Youth Music partners



Kivu Youth Music partners

Global Vision for Africa

KIVU Youth Music donors



Welcome Notes partners



Welcome Notes donors











IUCN | National Committee of The Netherlands





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INDEPENDENT AUDITOR'S REPORT

To: The board of directors and supervisory board of Stichting Musicians Without Borders

A. Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the financial statements of Stichting Musicians Without Borders based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Musicians Without Borders as at 31 December 2024 and of its result for 2024 in accordance with the 'RJ-Richtlijn 650 Fondsenwervende instellingen' (Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board).

The financial statements comprise:

- 1. the balance sheet as at 31 December 2024;
- 2. the profit and loss account for 2024; and
- 3. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards of Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Musicians Without Borders in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- Directors' report;
- Other information as required by Dutch laws and regulations.

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Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the Directors' report in accordance with the 'RJ-Richtlijn 650 Fondsenwervende instellingen' (Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board).

C. Description of responsibilities regarding the financial statements

Responsibilities of management and the supervisory board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the 'RJ-Richtlijn 650 Fondsenwervende instellingen' (Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board). Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.



We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Hilversum, June 24, 2025

KAMPHUIS & BERGHUIZEN

Accountants/Belastingadviseurs

T. Wagenaar AA



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