Busara Promotions

Five Year Plan

(Executive Summary)

2009 - 2014

Busara Promotions is a non-profit cultural NGO registered under National Arts & Music Council of Zanzibar (BASAZA) in 2003 ref BSZ/UVS/BP/NGO/152/VOL II/2003

BUSARA VISION

"A vibrant East African music industry prominent on the world stage"

BUSARA MISSION

"Busara Promotions will enhance social, cultural and economic growth in East Africa; through building appreciation of the region's music, developing skills and opportunities for musicians, strengthening local infrastructure and building international networks."

KEY RESULTS

Building audiences for East African music	**Developing skills for musicians and professionals**	**Building regional and international networks**
Sauti za Busara music festival		
Strengthening arts infrastructure		
Organisational development		

INTRODUCTION

Busara Promotions was founded in Zanzibar in 2003. Its main activity has been introducing and establishing the annual **Sauti za Busara** music festival, which after six editions is enjoying admiration and acclaim locally, regionally and internationally.

Sauti za Busara festival provides an example of an event designed to develop, in both locals and visitors, an appreciation of the uniqueness, wealth and diversity of music from the region. It emphasises the beauty of our traditional music and demonstrates that employment and income is gained by sustaining it.

Organising the festival occupies us for much of the year with fundraising, calling for artists, and the inevitable budgeting, planning and report writing.

Other activities include hosting workshops for musicians, technicians and professionals. These workshops have helped to build knowledge and skills for the long-term cultural benefit of East Africa.

Busara has played an essential role in maintaining peace and stability in East Africa, through building intercultural understanding and respect. Furthermore, the festival brings a significant boost for the local economy. Government statistics show the number of visitors to Zanzibar during February is now more than 400% since the festival began.

Our core operation runs from a rented office in Stone Town, Zanzibar with a permanent staff team of four people.

There exist many challenges for the NGO, not least in sourcing multi-annual funding and helping to move the NGO towards a more sustainable future.

Significant areas we envisage developing further over the next five years include:

- Invest in sound, lighting and staging equipment; essential for producing a world-class festival
- Improve artistic and technical quality of Sauti za Busara music festival
- Skills building for musicians, technicians and industry professionals
- Establish an agency for East African performing artists
- Internet Radio station strengthening appreciation of East African music
- Internet music store promoting East African music
- Develop regional networking and collaboration
- Organisational Development
- Financial Sustainability

The Board of Trustees and management of Busara Promotions, with guidance from colleagues in PEN Kenya, have the pleasure of presenting this Executive Summary of our Five Year Strategic Plan. More detailed documentation, including timetabled activities, budget plans and further information is available on request.

Yusuf Mahmoud, Director

August 2009

1 - Building audiences for East African music

Goal: By September 2014, Busara Promotions will have increased the numbers of people listening to and appreciating East African music - locally, regionally and worldwide.

1.1: Increase Audiences

Increase audiences at live events showcasing the wealth and diversity of East African music

1.2: Nurture New Talents

Each year at least two newly identified and unique groups from the region will be developed and promoted by Busara Promotions; with priorities for the marginalised:

- young and undiscovered artists
- women musicians
- artists from rural locations
- musicians with disabilities

1.3: Create Conducive Spaces

By 2012 Busara Promotions will create conducive spaces for local and international audiences to experience, appreciate and respect wealth and diversity of African music.

- At Busara events (eg festivals, concerts and beach parties) we shall build appreciation for music from the African continent and diaspora.

Nawal (Comoros)

- At Sauti za Busara music festival, 25% of groups featured annually shall be from other parts of the African continent and diaspora
- Screen African music-related feature films, video clips and documentaries

1.4: Media Channels

By 2012, Busara Promotions will use media channels to strengthen local and international knowledge and appreciation for the wealth and diversity of African music.

- Provide content on African music for websites, newspapers and magazines
- Provide African music video content for local and regional TV channels
- Provide African music content for local and regional radio stations

1.5: International Performances

Busara Promotions will continue to introduce top musicians from East Africa to the world stage through international festivals

1.6: Regional Performances

Busara Promotions will continue to promote performers of original music from East Africa in the rest of the region

1.7: Additional Shows

- Ensure each year that at least one top international group performing at Sauti za Busara also performs a show elsewhere in the region

2 - Sauti za Busara music festival

Goal: By Sept 2014 Busara Promotions will have sustained Sauti za Busara as an annual, Zanzibar-based, world-class music festival; promoting the wealth and diversity of music from East Africa, promoting Zanzibar worldwide and generating increased economic benefits for the local population.

2.1: Unique Formula

Between 2010 and 2014 Busara Promotions will ensure the festival continually builds upon its current achievements by retaining its unique formula: continuing to promote the best live music currently produced in East Africa, bringing together diverse audiences, continuing to improve the quality of artistic programming, technical production; increasing levels of attendance and income growth.

2.2: Essential Equipment

By January 2010, Busara Promotions will have sourced essential sound and lighting equipment to be used throughout the period of this Five Year plan

- Recruit technical expertise; purchase essential sound, lights, stage and rigging equipment, to be used throughout this period

2.3: Venues

By January 2012, Busara Promotions will have established long-term agreements for festival venues and site requirements

- Establish long-term agreement for hire of Old Fort, including commitment to necessary renovations
- Develop second stage and big screen for live projections in Forodhani
- Research alternative and/or additional festival sites and facilities

2.4: Fringe (Off Festival)

Busara Xtra is an umbrella brand for all externally organised events of cultural interest to festival audiences. By 2012 through the Busara Xtra programme, there will be more opportunities in Zanzibar around the festival period for additional artists to showcase their work, provide opportunities for festival-goers to visit other areas, and to increase the economic benefits brought by visitors to the wider population.

2.5: Street Parade

By 2012 Busara Promotions will have established the Street Parade as a major carnival event in its own right; involving people from all walks of life, from all parts of Zanzibar Town, reflecting its diverse cultures and traditions, and expressing the people's welcome to visitors.

2.6: Local Authorities

Busara Promotions will work with local authorities to continue to maintain and enhance government support for the festival

3 - Developing skills

Goal: By Sept 2014 Busara Promotions will have identified and enabled a growing number of East African musicians and industry professionals to further develop their capacities

3.1: Artists

- facilitate training in stage skills for young artists
- organise seminars on the importance of creating music with cultural identity
- facilitate training in arts entrepreneurship and business training

3.2: Artist Management

- training in marketing, press and promotion
- training in contracts and negotiation skills for artists and artist managers

3.3: Event Management

- ensure at least one professional exchange between each member of its senior team and other international festivals.
- provide mentoring and vocational training opportunities for regional school leavers and graduates (interns and volunteers)

- organise training on contracts and negotiation skills for arts and events managers
- organise training on audience development

3.4: Marketing & Promotion

- provide on the job training in press relations, graphic design, internet and website design, arts journalism
- provide mentoring and vocational training opportunities for regional school leavers and graduates (interns and volunteers)

3.5: Technical

- Sound Engineering training
- Stage Lighting and Projections training
- Exchange programmes for regional technicians with other international festivals

3.6: Outreach

By 2014, Busara Promotions will support an outreach programme for artistic, arts management and technical seminars and workshops, taking place in towns throughout East Africa

4 - Building networks

Goal: By Sept 2014 Busara Promotions will have facilitated inter-regional networking and supported the establishment of an East African network of musicians, venue managers and related professionals that continually strengthens and promotes the identity of regional music and provides frequent opportunities for information sharing, cross-fertilization and exposure to the "world music" stage.

Swahili Encounters music fusion workshop

4.1: Artists Networks

By 2014 Busara Promotions will provide forums for regional artists to meet, learn from each other, and create artistic collaborations.

4.2: Festival Consultancy

By 2012 Busara Promotions will provide administrative, marketing and technical support and advice to other music and cultural festivals in the region.

4.3: International Networks

By 2014 Busara Promotions will be an active member of international networks in the "world music" industry

Rachel Magoola (Uganda)

Maulidi ya Homu (Zanzibar)

Rukia Ramadan (Zanzibar)

4.4: Venues Network

By 2014 Busara Promotions will establish a wider regional network of performance venues and music schools that occasionally collaborate for promotions, performances and workshops for regional and visiting artists

4.5: Invitations

Busara Promotions will continue to attend, make presentations and facilitate regional and international meetings and conferences.

4.6: Collaborations

Busara Promotions will continue to strengthen collaboration with sister organisations throughout East Africa

5 - Strengthening Arts Infrastructure

Goal: By Sept 2014, Busara Promotions will have demonstrated constructive and positive influence on strengthening the music infrastructure in East Africa.

5.1: Use of Internet

Make better use of opportunities presented by the internet to promote East African music throughout the world

- Busara Promotions website
- Beyond Busara website
- Busara internet radio
- BusaraMP3.com

5.2: Use of Print Media

Develop use of mass media, advertising, and music publications

5.3: Artist Promotional Material

To support musicians with production of promotional materials including audio recordings, music videos, biographies, photos and press kits

5.4: Music Agency

By 2014 Busara Promotions will establish a music agency that liaises with venues and promoters, arranging bookings of local and international shows for East African artists.

5.5: Awards

By Sept. 2014, Busara Promotions will have introduced recognition awards for outstanding East Africa artistic achievement

5.6: Arts Centre

Influence and support development of a fully-equipped, performing-arts centre in Zanzibar. Such a facility should offer:

- Rehearsal space
- Performance stage and auditorium (incl, sound, light, projection equipment)
- Exhibition space
- Recording studio
- Meeting rooms
- Offices
- Café

6 - Organisational Development

Goal: By 2014, through our effective, efficient and sustainable organisation, Busara Promotions will be recognized as the leading player in promoting East African music and musicians.

6.1: Archiving & Research

By 2014 Busara Promotions will ensure comprehensive material containing its history, archives, databases and research documentation is archived and accessible to East African music and artists.

6.2: Communications Strategy

By 2012 Busara Promotions will have developed and implemented a comprehensive and effective Communications Strategy.

6.3: Financial Sustainability

By 2011 Busara Promotions will have developed and launched a successful Resource Mobilization/Fundraising Strategy

6.4: Financial Management

By 2012, Busara Promotions will have improved its financial policies, procedures and guidelines.

6.5: Human Resources

By 2010 Busara Promotions will have increased its staff complement and will implement improved personnel and staff development policies and procedures.

6.6: Board

By 2012, Busara Promotions will have strengthened its good governance:

- Board of Trustees assessment and development
- Establish Advisory Council for the board

6.7: Constitution

By 2010, Busara Promotions will have completed a comprehensive review of its Constitution and submitted Board approved changes to the appropriate authorities.

6.8: Government

By 2011, Busara Promotions will have further developed constructive relationships with local and national government authorities.

6.9: Office Infrastructure

On a continuing basis Busara Promotions will maintain and improve on effective office management and infrastructure

Appendix 1 – Organisational Values

Artist Centred

Busara Promotions exists for the promotion and development of musicians and therefore all of our organisational behaviours will be undertaken with care and concern for their primary interests. Busara will focus on all artists, those who are established and those who are yet to be discovered and developed, particularly those living in disadvantaged communities.

Respect and Understanding

Busara Promotions will place equal emphasis upon respect for local culture and tradition and the integrity of artists. Recognising that there are intrinsic tensions between these two sets of stakeholders it is part of Busara Promotions mission to build understanding and mutual respect.

Diversity and Exchange

Busara Promotions will promote diversity with respect for the context of Zanzibar society. We will also promote exchange of cultures and traditions to promote understanding, peace and a pluralistic society. When selecting artists, recruiting staff or crew we do not allow discrimination on basis of race, gender, ethnicity, politics or religion.

Regional Identity

Busara Promotions is proud of its roots in Zanzibar and the strong identity the festival has with these islands. However, Busara Promotions is committed to building regional networking among artists and a feeling of collective ownership for this regional festival.

Collaboration and Partnership

Busara Promotions wishes to collaborate with governments, corporate sector, donors, international NGOs, academia, and civil society as a whole but without compromising its independence of thought and actions.

Gender Balance

Artists are of either gender and reflect the population at large. Our governance, staffing and artist selection processes should therefore reflect gender balance and equity.

Transparency

Transparency in major decision making is critically important. When selecting artists for the final programme, when reviewing the management accounts, budgets and expenditures, when dealing with new staff recruitment, salaries and benefits; it is important to be transparent with each other and other relevant stakeholders.

ASANTE SANA

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The Board of Trustees and staff of Busara Promotions, all festival crew and volunteers and most of all to the people of Tanzania:

"Shukurani kwa kukubali kuwa tamasha hili ni letu sote na mchango wenu ndio ambao umelifanikisha"

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