

# IRPAK STRATEGIC PLAN 2026–2027:

## MASTER DRAFT DOCUMENT

### CHAPTER 1: EXECUTIVE SUMMARY

#### 1.1 Overview

This Strategic Plan serves as the foundational roadmap for the Integrity Rays of Performing Arts and Culture (IRPAK) for the fiscal period June 2026 – May 2027. It captures our vision for a vibrant cultural ecosystem in Kenya where heritage acts as a catalyst for economic growth. This plan builds upon the successful milestones of the *Urafiki* and *Mavuno* Festivals and provides the operational framework to institutionalize the *Mila Zetu International Festival*.

#### 1.2 Strategic Mandate

IRPAK is committed to leveraging the power of performing arts, heritage, and innovation. We bridge the gap between grassroots talent and global opportunities, ensuring that cultural practitioners are equipped with the skills and resources to thrive in a modern economy.

#### 1.3 Summary of Key Targets (2026–2027)

- **Resource Mobilization:** Ksh 10 Million target.
- **Membership:** 1,000 Individual Members & 100 Registered Cultural Groups.
- **Flagship Success:** Institutionalizing *Mila Zetu* as a national cultural event.
- **SDG Impact:** Direct contribution to SDGs 4, 8, 11, 16, and 17.

## CHAPTER 2: ORGANIZATION PROFILE & SITUATIONAL ANALYSIS

### 2.1 Organization Profile

IRPAK is a community-rooted cultural organization. Our identity is defined by our location at Mbotela Social Hall and our reach across Kenya's diverse artistic landscape. We serve as a nexus for artists, government agencies, embassies, and private sector partners.

### 2.2 Situational Analysis (SWOT)

- **Strengths:**
  - Strong community roots and established festival history (*Urafiki, Mavuno*).
  - Clear alignment with National and Global development agendas (SDGs).
  - Established network of artistic talent and cultural groups.
- **Weaknesses:**
  - Dependency on specific funding streams for festival scaling.
  - Need for enhanced administrative infrastructure to manage rapid growth.
- **Opportunities:**
  - Growing national focus on the "Creative Economy."
  - Potential for heritage tourism partnerships with embassies and NGOs.
  - Digital expansion to reach youth audiences beyond Nairobi.
- **Threats:**
  - Economic fluctuations impacting corporate sponsorship.
  - Competition for limited cultural grants.

### 2.3 PESTEL Context

- **Political:** Alignment with national policies on culture and social cohesion.
- **Economic:** Leveraging the creative economy to combat youth unemployment.
- **Social:** Using arts to foster national identity and peace (Ungano).
- **Technological:** Utilizing digital platforms for documentation and virtual cultural exchange.
- **Environmental:** Incorporating environmental education and waste management in festival production (Hygiene/Sustainability).
- **Legal:** Compliance with registration, permits, and safeguarding policies for minors and artists.

## CHAPTER 3: STRATEGIC PILLARS & SDG MAPPING

The strategic direction of IRPAK for 2026–2027 is anchored in seven core pillars. Each pillar is specifically mapped to the United Nations Sustainable Development Goals (SDGs) to ensure our local interventions contribute to global development outcomes.

### 3.1 Pillar 1: Talent Identification, Training & Mentorship

**Objective:** To discover and nurture grassroots talent by bridging the gap between raw potential and professional excellence.

- **SDG Alignment:** SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities).
- **Strategic Focus:**
  - Implementing annual arts boot camps and masterclasses.
  - Establishing talent hubs in local communities to ensure accessibility.
  - Building a mentorship network where industry professionals guide emerging artists.
- **Target (2026–2027):** Audit and document 1,000 individual members and engage 100 cultural groups through structured capacity-building workshops.

### 3.2 Pillar 2: Cultural Preservation & Heritage

**Objective:** To document, celebrate, and preserve indigenous Kenyan and African cultural practices for future generations.

- **SDG Alignment:** SDG 11 (Sustainable Cities and Communities), SDG 4 (Quality Education).
- **Strategic Focus:**
  - Conducting cultural documentation projects (recording oral history, traditional music, and dance).
  - Promoting traditional storytelling and crafts through dedicated heritage exhibitions.
  - Developing archives to prevent the loss of endangered cultural knowledge.

### 3.3 Pillar 3: Economic Empowerment & Creative Innovation

**Objective:** To transform artistic talent into sustainable livelihoods, fostering economic growth within the creative sector.

- **SDG Alignment:** SDG 1 (No Poverty), SDG 8 (Decent Work and Economic Growth).
- **Strategic Focus:**
  - Supporting creative entrepreneurship through business-of-arts training.
  - Creating platforms for artists to monetize their work through exhibitions and festival sales.

- Integrating agriculture and small-scale trade into festival programs to showcase diverse economic activities.

### **3.4 Pillar 4: Gender, Inclusion & Equity**

**Objective:** To ensure that the creative space is accessible and equitable, promoting gender parity in artistic leadership.

- **SDG Alignment:** SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities).
- **Strategic Focus:**
  - Ensuring at least 50% participation from women and underrepresented groups in all festival programs.
  - Implementing safeguarding policies to protect vulnerable artists and youth.
  - Designing inclusive programs that accommodate persons with disabilities.

### **3.5 Pillar 5: Community, Peace & Social Cohesion**

**Objective:** To utilize the arts as a tool for dialogue, conflict resolution, and the promotion of national unity.

- **SDG Alignment:** SDG 3 (Good Health and Well-being), SDG 16 (Peace, Justice and Strong Institutions).
- **Strategic Focus:**
  - Utilizing the *Ungano* Festival as a platform for intercultural dialogue.
  - Engaging youth in peace-building workshops and community art projects.
  - Promoting mental well-being through artistic expression and communal gathering.

### **3.6 Pillar 6: Environmental Sustainability & Hygiene**

**Objective:** To instill environmental stewardship within the creative sector, ensuring our programs have a positive impact on the environment.

- **SDG Alignment:** SDG 13 (Climate Action), SDG 15 (Life on Land).
- **Strategic Focus:**
  - Promoting "Green Festivals" by enforcing strict waste management and hygiene protocols at all IRPAK event venues.
  - Organizing tree-planting initiatives as part of our corporate social responsibility.
  - Advocating for sustainable practices within cultural community halls and workspaces.

### **3.7 Pillar 7: Global Diplomacy & Strategic Partnerships**

**Objective:** To foster national and international connections that expand the reach and resources of our artists.

- **SDG Alignment:** SDG 17 (Partnerships for the Goals).
- **Strategic Focus:**
  - Developing formal partnerships with government institutions, embassies, and development agencies.
  - Engaging educational institutions for knowledge sharing and joint programming.
  - Leveraging international cooperation to export Kenyan culture and import global best practices.

**Summary Table: SDG Alignment Matrix**

<b>Strategic Pillar</b>	<b>Primary SDG Target</b>	<b>Contribution to IRPAK Goal</b>
<b>Talent &amp; Training</b>	SDG 4, 8	Upskilling the youth for professional success
<b>Cultural Heritage</b>	SDG 11	Protecting our identity for the future
<b>Economic Empowerment</b>	SDG 1, 8	Converting talent into income
<b>Gender &amp; Inclusion</b>	SDG 5	Ensuring a fair and equitable industry
<b>Social Cohesion</b>	SDG 3, 16	Using art to heal and unite communities
<b>Environmental</b>	SDG 13	Responsible event production
<b>Global Diplomacy</b>	SDG 17	Building a network for growth

## CHAPTER 4: FESTIVAL & PROGRAMMATIC FRAMEWORK

This chapter details the operational design of IRPAK’s flagship programming. The festival calendar is the engine of our strategic plan, designed to drive community engagement, revenue generation, and cultural preservation.

### 4.1 The IRPAK Festival Ecosystem

We operate a diversified festival model to ensure year-round impact. While **Mila Zetu** serves as our national flagship, the supporting festivals (*Urafiki*, *Mavuno*, *Ungano*) create consistent engagement touchpoints for our membership and partners.

Festival	Primary Focus	Timing	Key Objectives
<b>Urafiki</b>	Friendship & Exchange	Feb 2027	Strengthen community bonds, showcase local talent, youth pageantry.
<b>Mavuno</b>	Cuisine & Enterprise	Apr 2027	Celebrate food heritage, promote creative entrepreneurship, connect agriculture to arts.
<b>Ungano</b>	National Cohesion	May 2027	Foster inter-community dialogue, peace-building, institutional networking.
<b>Mila Zetu</b>	National Showcase	Nov 2026	<b>Flagship:</b> Global branding, high-level advocacy, tourism, large-scale innovation forum.

### 4.2 Flagship Focus: Mila Zetu International Festival

The *Mila Zetu* festival is the centerpiece of our 2026–2027 strategy. It is designed to be more than a performance—it is a platform for socio-economic transformation.

- **Core Components:**
  - **Performing Arts Showcase:** High-quality music, dance, theatre, and spoken word.
  - **Cultural Exhibitions:** Curated displays of indigenous crafts and heritage practices.
  - **Innovation & Dialogue Forum:** Panels aligning with SDGs (e.g., Green Economy, Digital Arts, Cultural Policy).
  - **Creative Marketplace:** Dedicated spaces for local artisans and entrepreneurs to monetize their products.

- **Target Impact:** 1,500+ participants, 100+ performing artists, and significant media coverage to elevate IRPAK as a premier national cultural institution.

### 4.3 Program Implementation Plan

For every festival, IRPAK employs a standardized "**Festival Supportive Framework**" to ensure operational excellence:

1. **Preparation Phase (3 months prior):**
  - **Artist Auditions & Selection:** Using our database of 100+ cultural groups.
  - **Capacity Building:** Specialized workshops for performers to refine their craft and business skills.
2. **Engagement Phase (2 months prior):**
  - **Digital Outreach:** Multi-channel social media campaigns and influencer partnerships.
  - **Community Activation:** School/University outreach and "pre-fest" local performances in Nairobi and selected counties.
3. **Execution Phase (Festival Duration):**
  - **Technical Excellence:** Professional-grade stage, sound, and lighting.
  - **Compliance:** Strict adherence to safety, hygiene, and safeguarding protocols (ensuring an inclusive and secure environment for all attendees).
4. **Legacy Phase (Post-Festival):**
  - **Documentation:** High-quality photography, videography, and impact reports.
  - **Monitoring & Evaluation:** Post-event surveys to measure attendance, satisfaction, and economic impact.

### 4.4 Operational Standards

- **Sustainability:** All festivals will enforce a "zero-waste" strategy at our venues, aligning with our commitment to Environmental Sustainability (SDG 13).
- **Inclusivity:** All programming must integrate gender-balanced lineups and accessible infrastructure for persons with disabilities.
- **Documentation:** Every festival is recorded as part of our goal to build a national cultural archives and documentation center by 2029.

### 4.5 ANNUAL WORK PLAN 2026–2027

**Period: June 2026 – May 2027**

Period	Activity	Key Actions	Expected Output	Lead Responsibility
June 2026	Strategic Planning & Organizational Strengthening	Launch Strategic Plan; orientation of Management Committee and Board of Trustees;	Strategic Plan adopted; committees operational	Board of Trustees & Management Committee

		establish office systems		
	Membership Recruitment Phase I	Register groups and individual members nationally	30 groups and 200 members recruited	Membership Committee
	Regional Chapter Formation	Identify regional coordinators in 8 regions	Regional coordination structure established	National Coordinator
<b>July 2026</b>	Membership Recruitment Phase II	County outreach campaigns and stakeholder meetings	60 groups and 500 members recruited	Regional Coordinators
	Partnership Development	Meetings with counties, embassies, NGOs, and sponsors	15 partnership engagements completed	Partnership Committee
	Mila Zetu Mobilization	Public call for participation and registration	National awareness campaign launched	Festival Committee
<b>August 2026</b>	MILA ZETU PRE-EVENT	Auditions, vetting, exhibitions, and innovation showcase	Participating groups selected and certified	Festival Committee
	Cultural Innovation Exhibition	Showcase food, fashion, crafts, and indigenous innovations	50 exhibitors participate	Innovation Committee
	Media & Publicity	TV, radio, social media campaigns	Increased national visibility	Media Committee
<b>September 2026</b>	Evaluation & Selection	Finalize Mila Zetu participants and international guests	Final participant list approved	Festival Committee
	Capacity Building	Training for performers, coordinators, and volunteers	100 participants trained	Training Committee
	Sponsorship Drive	Follow-up meetings with partners and sponsors	Funding commitments secured	Resource Mobilization Team
<b>October 2026</b>	Festival Preparations	Logistics, accommodation, venue, protocol, security	Festival implementation plan completed	Organizing Committee
	International Relations	Confirm international groups	International participation	International Relations Desk

		and cultural delegations	confirmed	
	Marketing Campaign	National promotional campaign	Increased attendance registration	Media Committee
<b>November 2026</b>	MILA ZETU INTERNATIONAL FESTIVAL	Host the flagship festival	Successful national and international festival held	All Committees
	Cultural Tourism Promotion	Cultural exhibitions and exchange programs	Increased cultural visibility	Tourism & Culture Committee
<b>December 2026</b>	Festival Evaluation	Conduct post-event review and lessons learned	Evaluation report completed	Monitoring & Evaluation Team
	Recognition & Awards	Award partners, groups, and volunteers	Stakeholder appreciation event held	Management Committee
<b>January 2027</b>	Membership Renewal	Renew memberships and recruit new members	Membership base retained and expanded	Membership Committee
	Annual Planning Review	Assess performance and update work plans	Revised implementation plan	Board & Management
<b>February 2027</b>	URAFIKI FESTIVAL	Organize and host Urafiki Festival	Festival successfully conducted	Festival Committee
	Beauty Pageant & Cultural Exchange	Promote friendship and cultural understanding	Increased community participation	Program Committee
<b>March 2027</b>	Regional Chapter Activities	County and regional cultural events	Active regional chapter programs	Regional Coordinators
	Partnership Expansion	Engage new partners and sponsors	Additional partnerships secured	Partnership Committee
<b>April 2027</b>	MAVUNO FESTIVAL	Organize culinary innovation and cultural entrepreneurship festival	Festival successfully held	Festival Committee
	Youth Innovation Showcase	Promote African food systems and entrepreneurship	Youth innovation projects exhibited	Innovation Committee
<b>May 2027</b>	UNGANO	Promote national	Festival	Organizing

	FESTIVAL	unity and cultural cohesion	successfully held	Committee
	Annual Performance Review	Assess achievements against strategic targets	Annual report prepared	Board & Management Committee
	Strategic Planning for 2027–2028	Develop next annual work plan	New work plan approved	Board of Trustees

#### **4.6 ANNUAL TARGETS 2026–2027**

##### **Membership**

- 100 Cultural Groups Registered
- 1,000 Individual Members Registered

##### **Festivals**

- 1 Mila Zetu International Festival
- 1 Mila Zetu Pre-Event
- 1 Urafiki Festival
- 1 Mavuno Festival
- 1 Ungano Festival

##### **Partnerships**

- 50 Institutional Partners
- 20 County Government Partnerships
- 10 International Cultural Partnerships

##### **Regional Chapters**

- 8 Regional Chapters Established

##### **Participation**

- 5,000 Direct Participants
- 50,000 Indirect Beneficiaries

##### **Resource Mobilization**

- Ksh 10 Million Mobilized

##### **International Engagement**

- 10 International Cultural Groups Hosted

## **4.7 QUARTERLY REPORTING SCHEDULE**

### **Quarter 1 (June–August 2026)**

Focus: Membership, Regional Chapters, Mila Zetu Pre-Event

### **Quarter 2 (September–November 2026)**

Focus: Mila Zetu International Festival

### **Quarter 3 (December 2026–February 2027)**

Focus: Evaluation, Membership Renewal, Urafiki Festival

### **Quarter 4 (March–May 2027)**

Focus: Regional Activities, Mavuno Festival, Ungano Festival, Annual Review

All committees shall submit quarterly progress reports to the Management Committee and Board of Trustees.

**This framework ensures that each festival contributes to the overarching goals of 1,000 members and Ksh 10 Million in total resource mobilization.**

## CHAPTER 5: OPERATIONAL & RESOURCE MOBILIZATION PLAN

This chapter outlines the financial requirements, human resource structure, and revenue generation strategies necessary to execute the 2026–2027 Strategic Plan. Based on the target of **Ksh 10 Million** in resource mobilization, we have structured our budget to prioritize programmatic impact while maintaining institutional sustainability.

### 5.1 Financial Overview (Budget Target: Ksh 10,000,000)

To achieve our objectives, we have synthesized the budgetary requirements from your project inputs into a structured operational framework. The budget is categorized by functional area to ensure transparency and accountability.

Cost Center	Allocation (%)	Amount (KSh)
Artists & Performers Fees	25%	2,500,000
Production (Stage, Sound, Lighting)	20%	2,000,000
Marketing, Media & Publicity	10%	1,000,000
Venue, Permits & Security	10%	1,000,000
Transport & Accommodation	9%	900,000
Costumes & Artistic Production	8%	800,000
Administration & Operations	6%	600,000
Workshops & Community Outreach	5%	500,000
Monitoring, Evaluation & Contingency	4%	400,000
Documentation (Photo/Video/Reports)	3%	300,000
<b>TOTAL</b>	<b>100%</b>	<b>10,000,000</b>

### 5.2 Resource Mobilization Strategy

To secure the 10 Million required, IRPAK will employ a diversified "Four-Pillar Funding Strategy":

- 1. Corporate Sponsorships (Target: 40%):** Partnering with private sector firms seeking CSR alignment in culture, environment, and youth empowerment.
- 2. Government & Institutional Grants (Target: 30%):** Applying for funding from County Governments, the Ministry of Tourism & Heritage, and international cultural embassies.
- 3. Earned Income (Target: 20%):** Revenue generation through festival ticket sales, registration fees for masterclasses, and branded merchandise.
- 4. Community & Individual Contributions (Target: 10%):** Developing a "Friends of IRPAK" loyalty program and crowdfunding campaigns targeting diaspora and local supporters.

### 5.3 Human Resource & Governance Structure

IRPAK operates under a lean, high-impact management model.

- **Board of Trustees:** Provides strategic oversight, governance, and high-level partnership development.
- **Management Committee:** Responsible for day-to-day operations, festival execution, and programmatic implementation.
- **Advisory Committees:** Specialized groups (e.g., Youth Advisory, Artistic Council) that provide input on specific pillars.
- **Volunteer Corps:** A critical engine for our events. We will recruit and train 50+ volunteers to support festival production, ensuring they receive certification and skill-building opportunities.

Organization Chart

#### 5.4 Administrative Efficiency

To ensure our 6% allocation for "Administration & Operations" is maximized:

- **Digital Management:** We will utilize cloud-based tools for member database management (1,000+ members) and financial tracking.
- **Cost Sharing:** Whenever possible, we will leverage in-kind support (e.g., use of community halls, volunteer hours) to reduce direct cash expenditures.

**This budget and resource plan ensures that IRPAK remains both financially viable and operationally focused.**

## CHAPTER 6: MONITORING, EVALUATION, & RISK MANAGEMENT

To ensure the successful delivery of the 2026–2027 strategic goals, IRPAK will implement a rigorous Monitoring, Evaluation, and Learning (MEL) framework. This chapter ensures that we remain accountable to our stakeholders, track our progress toward the 10 Million KSh resource target, and proactively mitigate operational risks.

### 6.1 Monitoring & Evaluation Framework

We will track progress using a "Quarterly Review Cycle." Every three months, the Management Committee will assess performance against the following indicators:

Category	Key Performance Indicator (KPI)	Target (May 2027)
Membership	Individual & Group registrations	1,000 Individ. / 100 Groups
Festival Impact	Mila Zetu attendance	1,500+ attendees
Economic	Revenue mobilized	KSh 10,000,000
Capacity	Artists trained/mentored	100+ artists
Partnerships	Formal MOUs signed	10+ partners

- **Data Collection Tools:** We will use digital membership databases, post-event participant surveys, and financial audit reports to gather evidence of our impact.
- **Evaluation:** An annual "Strategic Reflection Session" will be held in May 2027 to review successes and failures, informing the transition into the 2027–2028 operational plan.

### 6.2 Risk Management Register

We identify the following potential risks and have developed mitigation strategies to ensure the continuity of IRPAK's operations.

Risk Category	Potential Risk	Likelihood	Impact	Mitigation Measures	Responsible Office
Financial	Insufficient funding for festivals and operations	High	High	Diversify funding sources through membership fees, sponsorships, grants, donations, exhibitions, and partnerships	Resource Mobilization Committee
Financial	Delay in sponsor commitments	Medium	High	Begin fundraising early; maintain multiple	Management Committee

				funding prospects; prioritize essential activities	
Membership	Low recruitment of groups and individuals	Medium	High	Aggressive county outreach, social media campaigns, referral incentives, and regional coordinators	Membership Committee
Governance	Leadership conflicts or internal disputes	Medium	High	Clear governance policies, regular meetings, conflict resolution procedures, and adherence to constitution	Board of Trustees
Governance	Low participation by elected officials and committee members	Medium	Medium	Define responsibilities, performance reviews, and succession mechanisms	Management Committee
Event Management	Low attendance at festivals	Medium	High	Early publicity, stakeholder engagement, media partnerships, and community mobilization	Festival Committee
Event Management	Poor quality performances and exhibitions	Medium	Medium	Pre-event auditions, vetting, training, and certification processes	Festival Committee
Security	Security threats during events	Low	High	Coordinate with Police Service, County Security	Security & Protocol Team

				Committee, and local administration	
Health & Safety	Medical emergencies during events	Medium	High	First aid services, emergency response plans, and partnerships with health facilities	Health & Safety Committee
Logistics	Venue cancellation or unavailability	Low	High	Secure venue agreements early and identify alternative venues	Organizing Committee
Logistics	Delayed transport or accommodation arrangements	Medium	Medium	Advance booking and contingency planning	Logistics Committee
International Participation	Visa delays affecting international groups	Medium	Medium	Issue invitation letters early and maintain embassy engagement	International Relations Desk
Partnerships	Withdrawal of strategic partners	Medium	Medium	Build a broad partnership base and avoid dependence on a single partner	Partnership Committee
Reputation	Negative publicity or misinformation	Medium	High	Designate official spokespersons and implement communication protocols	Communications Committee
Legal & Compliance	Failure to obtain required approvals	Low	High	Engage authorities early and maintain compliance with regulations	Management Committee
Technology	Loss of organizational data or records	Medium	Medium	Maintain cloud backups and secure record management	Secretariat

				systems	
Weather	Heavy rains disrupting outdoor activities	Medium	Medium	Use covered venues and develop alternative schedules	Organizing Committee
Cultural Sensitivities	Cultural misunderstandings among participants	Low	Medium	Clear participation guidelines and cultural orientation sessions	Programme Committee
Sustainability	Overdependence on a few volunteers	Medium	Medium	Expand membership and develop volunteer management systems	Human Resource Committee

### 6.3 RISK RATING SCALE

#### Likelihood

- Low = Unlikely to occur
- Medium = Possible occurrence
- High = Very likely to occur

#### Impact

- Low = Minimal disruption
- Medium = Moderate disruption
- High = Major disruption affecting objectives

### 6.4 TOP PRIORITY RISKS FOR 2026–2027

#### 1. Funding Shortfalls

##### Priority Action:

- Implement membership programme immediately.
- Develop sponsorship packages.
- Pursue county and corporate partnerships.

## 2. Low Membership Growth

Priority Action:

- Launch national membership drive.
- Establish 8 regional chapters.
- Use festivals as recruitment platforms.

## 3. Festival Implementation Risks

Priority Action:

- Conduct August pre-event auditions.
- Establish technical and logistics committees.
- Confirm venues and suppliers early.

## 4. Governance and Leadership Risks

Priority Action:

- Hold quarterly management reviews.
- Maintain active Board oversight.
- Strengthen accountability mechanisms.

## 5. Security and Public Safety Risks

Priority Action:

- Engage OCS, Chiefs, County Security Committee, and emergency services at least 30 days before major events.

## 6.5 RISK REVIEW SCHEDULE

<b>Period</b>	<b>Activity</b>
Quarterly	Risk assessment and review by Management Committee
Before Every Festival	Event-specific risk review
Annually	Comprehensive risk evaluation and update
After Every Major Event	Lessons learned and mitigation review

## 6.6 Risk Management Commitment

IRPAK is committed to proactively identifying, assessing, and managing risks to ensure the successful delivery of its programmes, festivals, partnerships, and organizational objectives. Risk management shall be integrated into all planning, decision-making, and implementation processes.

### **6.7 Safeguarding & Compliance**

IRPAK is committed to providing a safe environment for all participants.

- **Safeguarding Policy:** We enforce a zero-tolerance policy regarding harassment or abuse. All staff, volunteers, and partners are required to sign our Code of Conduct.
- **Hygiene & Safety:** In alignment with our environmental and health pillars, every event will feature clear waste management protocols, basic first-aid stations, and security personnel as standard operational procedure.

### **6.8 Reporting & Transparency**

Transparency is the bedrock of our "Integrity" value.

- **Quarterly Financial Reports:** Submitted to the Board of Trustees for review.
- **Annual Impact Report:** A public document produced after the Mila Zetu Festival, detailing how we used our resources to meet our SDG and community impact targets.