



(A charitable company limited by guarantee without having a share capital)

Company Registration Number: 02171893

Charity Registration Number: 1029450

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2015

The A. M. Qattan Foundation

Contents

	Page
Trustees' Report	1 - 30
Independent Auditors' Report	31 - 32
Statement of Financial Activities	33
Balance Sheet	34
Statement of Cashflows	35 - 36
Notes to the Financial Statements	37 - 43

A.M. Qattan Foundation
Company Report
For the year ended 31 March 2015

Names of Trustees

Mr Abdel Mohsin Al-Qattan (Honorary President)
Mrs Laila Al-Qattan (deceased January 27 2015)
Mr Omar Al-Qattan, (Chairman)
Mrs Najwa Al-Qattan
Mrs Leenah Al-Qattan
Ms Nadia Hijab
Ms Abla Maayah (appointed June 13 2014)

Director General

Mr Ziad Khalaf – Ramallah

Secretary

Mr Omar Al-Qattan

**Registered Office & Business
Address**

Tower House
226 Cromwell Road
London SW5 OSW

Company Registration Number

02171893

Charity Registration Number

1029450

Auditors

Kingston Smith LLP
Devonshire House
60 Goswell Road
London EC1 M7AD

Solicitors

Thomas Eggar
75/76 Shoe Lane
London EC3A 3JB

Bankers

EuropeArab Bank
35 Park Lane
Mayfair
London W1K 1RB

NatWest Bank Plc
South Kensington
PO Box 592
18 Cromwell Place, London
SW7 2LB

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

Governance

The object of the Charity is the advancement of the education of Arabs in general and of Palestinians in particular; and the advancement of the education of the public in Arab and Palestinian studies. The Charity is governed by policies and procedures devised originally with support from a professional firm of auditors to cover all operations. A semi-annual and an annual report on all programmes, projects and management issues are submitted to the Board of Trustees (BoT) for discussion, guidance and approval. The BoT meets with the Management Committee (MC) of the Charity at least twice a year. The MC is composed of all members of staff at Director level.

The Constitution of the Charity

A registered charity - a company limited by guarantee

The Charity's Aims and Beneficiaries

The A.M. Qattan Foundation was founded and registered as a charity in the UK in 1994. Since 1998, it has worked towards the development of culture and education in Palestine, with a particular focus on children, teachers and young artists through programmes that foster critical thinking, creativity and the production of knowledge. The Foundation also collaborates on and supports a number of regional and international projects, including workshops, artistic and professional exchanges, residencies, academic bursaries and professional networking forums.

The **Qattan Centre for Educational Research and Development** actively participates in raising the standards of education and teaching in Palestine. It engages directly with schoolteachers and administrators in developing their skills and knowledge to improve learning conditions for pupils of all ages. Its quarterly magazine, UK-Palestine exchange teacher exchange programme and regional summer school in drama in education, held in Jordan, have also allowed it to reach a regional and international audience and beneficiary base. The Helen and Walid Kattan Science Education Project, launched in 2011, is one of the Centre's core programmes.

The **Qattan Centre for the Child** in Gaza City holds today 100,581 books and other media and offers a variety of library and information services. Established to compensate for the lack of incentives and opportunities open to children at school and elsewhere, it aims to nurture their curiosity, expand their knowledge and facilitate their access to outside cultures. The Centre provided free in-house services to its 9,000 currently active members and had 29,030 visits with *external* borrowing reaching 54,152 books and other materials during this period. The drop in the number of visitors and borrowed books as compared to last year was due mainly to the Israeli aggression on Gaza in the summer of 2014 which lasted for 51 days. Thousands more benefited from its increasingly active outreach programme (see full details below). Cumulative membership since opening in September 2005 now stands at 34,006 children.

The **Culture and Arts Programme** supports talented people, particularly the young, in a number of creative fields, offering them incentives to develop their skills and explore new horizons. It also promotes cultural collaboration between Palestine, the Arab region and the rest of the world. Coupled with the core programme, three major projects currently embody the spirit of this work. First, the **Palestinian Performing Arts Network or PAN** is designed to manage and channel funding to Palestinian organisations working in the performing arts on the one hand. This effort has been crowned with the establishment of a network of organizations working in that field. PAN is financed by SIDA (Swedish International Development Agency) and European Commission grants. Secondly, the **Palestinian Audio-visual Project** (now renamed the **Audio-visual Unit**), which provides support in film production, technical training, DVD publishing and distribution, school film education and film subtitling. And finally **SELAT**, its first funding programme focussed on cultural projects in the Palestinian refugee communities of the Lebanon. The latter is in collaboration with the Prince Claus Fund in the Netherlands. Further details can be found below.

The **Mosaic Rooms**, a cultural space for exhibitions, lectures and workshops in West London, opened to the general public in November 2008. In the reporting period, the Rooms have seen their visitor

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

core numbers drop slightly to 4,221 (from 4,401 last period) (excluding figures for Dor Guez at the ICA, which were 73,592 and also to events organised by us in other venues).

The Foundation is also building a permanent office building in Ramallah, combined with a state-of-the-art cultural centre, currently in the building phase following competitive bidding and an international design competition won by Seville-based architects, DONAIRE ARCHITECTOS (DA). DA are leading the building supervision process with local partners Sakakini & Partners under the supervision of Projacs International as project managers. The ground preparation works began in March 2014 and main construction works in November 2014. Completion of major construction work is due in June 2016.

The building, in its modified design, will be slightly larger than planned and will comprise over 7,700m² of built up area including office and cultural facilities as well as 2007m² of parking spaces and a further 830m² of external parking provisions. It will be built on land generously donated to the Foundation by its President Abdel Mohsin Al-Qattan. Estimated total cost of the building, including VAT, taxes and furniture, furnishings and electrical appliances is expected to exceed \$15m. The Al-Qattan family has already pledged to cover the full cost of the building.

Activities & Performance

Herewith is an executive summary of the Foundation's activities during the period. Please note that more detailed reports on all these activities are available either through the Foundation's website or by contacting Ms Nihaya Kharroub, Director of Administration directly on nihaya@qattanfoundation.org.

Executive Summary

(The report on activities in Palestine is translated from the Arabic)

The reporting period (1 April 2014 – 31 March 2015) may have been the most challenging since the launch of the Foundation's operations in Palestine in 1998. At the wider level, humanitarian disasters engulfed the region and expanded. Then came the kidnapping of the three Israeli settlers in Hebron in summer 2014, followed by violence and clashes spreading across several parts of the West Bank, especially Jerusalem and Hebron. Subsequently, the most ruthless Israeli aggression on the Gaza Strip to date started, lasting 51 days and causing the suspension of the Foundation's operations in the Strip for two months. Five months after the aggression, in January 2015, the Foundation's Director General and Director of Finance were able to visit the Strip and closely examine the impact of the aggression on residents, properties, livelihoods and infrastructure. The consequences of the Israeli assault will undoubtedly linger with us for a long time; and the delayed initiation of reconstruction with around 100,000 people still living in shelters, the stagnating Palestinian internal reconciliation efforts, and the prevalent frustration among the population, all attest to that. This catastrophic situation, however, is the more reason for the Foundation to continue to expand its work especially with children.

The present report shows that we were still able to implement projects and innovate, face challenges and adapt to the new circumstances, particularly through services and activities provided to Gaza children, who now need these initiatives more than ever. Following are the main milestones that marked this period:

General Administration

- The excavation and site preparation for the Foundation's new building in Ramallah were concluded. Construction and finishing works started but were partially delayed due to crevices in underground rock strata, and work on tender packages for the third stage, covering furniture, fixtures and equipment, is underway.
- New hires in the last year were limited to filling positions vacant due to staff turnover.
- The 2013-2014 annual staff performance evaluation was finalized and approved, while work to develop the evaluation and incentives policy continues.
- In light of work expansion and requirements associated with the Foundation's new building, development of the organizational structure was initiated taking into account the planned new public programme (in the new building), and centralization of administrative and technical

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

support operations. Work is also underway to review the structures of the Foundation's programmes.

- The tender for the development of the IT infrastructure was concluded and awarded. Work is underway to install hardware and software in the Ramallah office and to coordinate the transportation of devices to the Qattan Centre for the Child (QCC) in Gaza. A proposal for the IT Unit organizational structure and staff development needs was also prepared.
- The five-year strategic plan for the period 2014-2018 was adopted and disseminated. A review session will be held next year to measure progress on the plan's goals.
- The risk assessment was concluded and internal audit activities commenced. The audit report will be issued in the first quarter of next fiscal year, 2015-2016.
- Based on the findings of the salary comparison study, recommendations of adjustments on salaries and structure were made to and approved by the Board of Trustees.
- QCC received and started the operation of the Mobile Library Bus. The bus was equipped and furnished in Ramallah.
- The Foundation resolved to withdraw from the Child Cultural Centre project in Jenin due to divergence in work methods between the Foundation and the Welfare Association, as well differences of opinion regarding the most suitable design for the Centre.
- Following the discussion of the final draft study on the renovation of the Holst Cultural Centre with the Norwegian Representative Office and the Gaza Municipality, no agreement was reached between the parties on the modality to manage the Centre. Hence, the project has been put on hold.
- The first round of the newly adopted Employees' Children Grant programme was completed; the grants amounted to USD 29,496.
- Eight co-financing agreements to the total value of USD 2,315,074, were signed.
- A preliminary approval was given to a three-year extension of the Selat project, with a 30% increase in the contribution of both the Foundation and the Prince Claus Fund.
- A two-year USD 20,000 grant was approved to continue supporting Al-Maghazi Society's Child Centre project.
- The Foundation's membership in AIDA and AFF was renewed, and was activated in the Anna Lindh Foundation local network. The Foundation also joined ECSITE.
- The Foundation awarded nine special grants with a total value of USD 63,830, including USD 27,500 to the Middle East Studies Institute at Columbia University (Ibrahim Abu Lughod Post-doctoral fellowship).

Media and Communication

- The Foundation's events enjoyed good local and international media coverage. News and updates are regularly posted on the website.
- Media coverage of works on the new building was intensified.
- The 2013-2014 Annual Report was issued only in electronic format, and six issues of the electronic newsletter were released throughout the reporting period.
- Social media pages were updated on a regular basis. The Foundation's Facebook page now has 10,404 likes (an increase of 4,396), while its Twitter account saw a rise in followers from 536 on 1 April 2014 to 773 followers on 31 March 2015.

Financial Report

- During the reporting period, the Foundation's revenues totalled USD 9,221,599, including USD 2,915,473 from external sources. The total amount of available cash in 31 March 2015 was USD 7,295,937, while total expenditures were USD 8,448,888.
- A USD deposit account was opened in the Bank of Palestine for the employee provident fund. The account balance reached USD 911,501 on 31 March 2015.
- We are delighted to highlight that total programmatic and capital expenditure by the Foundation from 30 May 1998 until 31 March 2015 totalled **USD 50,244,237**.

Ziad Khalaf, Director General

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

Programmes

Following are the main achievements of the Foundation's programmes and the major challenges they faced during the reporting period:

The Qattan Centre for the Child (QCC)

Children make up the majority of Arab societies. They are subject to a variety of traditions and cultural values that shape their intellect and artistic expressions. These collective values shape their behaviours and attitudes, both positively and negatively. It is therefore necessary to highlight the importance of expanding the cultural horizons of children; a vital approach to help them overcome negative attitudes and develop their cognitive and intellectual capacities. It is also important to involve parents, educational institutions and the community at large in this process.

Palestinian children in general, and those living in Gaza in particular, share many characteristics with other children from around the world; they share their hopes, dreams and aspirations to a secure and stable life. Nevertheless, for three consecutive wars, during which the devastating Israeli military machine took the Gaza Strip as its target, were beyond what the population could bear. The recurrent aggressions on the Strip had deep economic, social and cultural consequences, and grave impact on the most vulnerable factions of society, especially children. We now witness, for instance, a prevailing culture of violence among children. This real problem needs concerted efforts from families, educational institutions and counselling Centres to mitigate its severity and reduce its risks. The role of specialized Centres, such as the Qattan Centre for the Child, is vital in this endeavour. These Centres need to maximize their efforts and provide awareness programmes and interventions to help children deal with the trauma through innovative and sensitive cultural programmes.

Achievements

The July 2014 War affected the Centre's work and the nature of its interventions, shifting them towards helping children overcome psychological and social trauma they experienced during and after the war. But despite the circumstances that hindered the timely execution of its summer plan, the Centre managed to achieve remarkable things.

Furthermore, the Centre operated within the general guidelines of the Foundation's strategic plan. The specially designed activities revolved around carrying out integrated and participatory work, developing partnerships, building the capacities of childhood professionals, disseminating, documenting and transferring successful experiences, fostering the values of giving and volunteerism and expanding services targeting people with special needs. Here are our main activities during the reporting period:

- I. **Integrated programmes for children in self-learning, reading, research and self-expression**
 - My Country's Heritage programme made great progress in the reporting period. Its work expanded to include new schools and children, and the contents of the programme were developed to meet children's diverse needs. At the end of the programme's first stage, the Centre held a celebration aimed at reviving cultural heritage sites and to commemorate World Heritage Day in partnership with the Centre for Architectural Heritage (IWAN) and Diwan Gaza, with the participation of children, parents and professionals.
 - During the past year, the Higher than the Wall programme, which targets children with special needs, extended to new areas. This included collaborating with Atfaluna Society for Deaf Children and regularly working with 25 children from the Society. The programme proved its worth in improving the deaf children's relationship with schools, teachers, parents, and the community at large.
 - The Early Childhood Resource Room had a tangible impact on activities targeting parents and children under six, as well as the regular visits made by children and kindergarten professionals to the Centre. Both the library and the Room focused on parent-child activities, such as the weekly programme *Dardasha* during which parents participated in discussions around educational and social subjects. Mothers shared their experiences during 'From Mother to Mother' sessions, which reinforced their confidence in dealing with their children and encouraged parents to be more involved in their children's learning at an early age.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- This year marked a significant turning point in the work of the IT Unit and the launching of quality training programmes in the field of technology. New programmes were launched: the Robot Designers Programme, which teaches children scientific theories related to STEM fields, how to assemble small robot parts and build models. The Play with Numbers programme, through which children learn counting and equation-solving methods by moving and playing Xbox Kinect games; and the Animation in Education programme that uses animation for explaining subjects from school curricula and developing children's artistic skills.

II. Children's Clubs

- In the past year, children's clubs played a major role in developing children's talents and capacities. The House of Literature Club participated in three poetry events: Writing without Fingers, April Blossoms and *Kanun Thaleth*. During the events, children read creative texts they had written about their fears and dreams. The Club participated in other events, including a Skype interview with the author of the storybook *Sit Alkull*, Taghreed An-najjar, who lives in Jordan. Students from Amman Baccalaureate School and Madeleine Kallab, the fisher-girl who inspired the story, were present at the gathering. Kallab was showered with questions from the children. The Club also participated in two videoconferences with young writer Suhail Matar, a (Qattan Foundation) Young Artist of the Year Award winner, and author Ahlam Bsharat from Ramallah. The meetings delighted the children and introduced them to the writers personally.
- The Programmers Club trained children on programming the Android operating system. Android application design is normally exclusive to professional programmers, so this was a first in Palestine. The participating children developed a number of beginner-level applications such as Painting Pot and Magic Ball, followed by Naughty Rabbit and Where is My Home? The applications were uploaded to Google Play and are now available worldwide for download.
- The Designers Club gave a great performance this year through its children training activities. Children learned to produce cartoons using new techniques, including 3D film production, which is usually considered difficult and limited to specialized companies. Children were trained using state-of-the-art software from the field, and the training marked a major milestone in their involvement in this field.
- The Little Painter Club drew in great participation from old members, as well as new members who joined the Club after attending joint courses and programmes in schools. This allowed the Club to provide a rich variety of courses on fine art techniques, during which children showed palpable progress in their lines and colors.
- The English Language Club activities catered to a significant need among children who like and speak the language. They also encouraged children to read and express themselves in the language, as well as watch and discuss international movies. The Club offers children the chance to explore all kinds of sciences and arts in English through discussions of various subjects.

III. Local and International Events and Festivals

- The Science Days Palestine Festival was organized for the fifth consecutive year at QCC in partnership with Goethe Institute and the French Cultural Centre. The 2014 edition received high acclaim in scientific circles, including schools, universities and NGOs. This opened the door to new partnerships between the Centre and universities in Gaza, especially after the visits by a number of academics and heads of departments to the Maker Spaces and Technology Corners in the Festival. These activities allowed visitors to participate, have fun and learn at the same time. Furthermore, this year showcased new technologies that left the public amazed, such as the Augmented Reality technology and its uses in arts, sciences, engineering and media. 3D printing technology was also on display, in addition to the Kinect gaming technology and robotics in education. The importance of these technologies was highlighted as well as the necessity to enable young generations to respond to the requirements of their time.
- Children from the Centre and its technology clubs participated, alongside millions of people from around the world, with the help of a Microsoft team, in the international 'Hour of Code' initiative, which seeks to shed light on the importance of code, computer science and their role in shaping future generations.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- Many children and parents took part in the event held on the occasion of the International Safer Internet Day. The day aims to highlight the importance of the internet and raise awareness on how to protect children from its potential misuse.
- This year's Days of Cinema was an exceptional experience and an example in collaborative and integrated work. This was most evident through our first-time partnership with the Palestinian Cinema Forum, which contributed to the success of the event and its promotion locally and internationally. The Forum also assisted us in hosting a number of leading figures and pioneers of Arab cinema. Days of Cinema was particularly successful in promoting Arab cultural exchange and sharing experiences, mainly through our work with the Dubai International Film Festival and the Beirut International Film Festival. The latter provided the Centre with information on short films and helped us reach film directors, allowing us to build relations with young directors in various countries, including Lebanon, Egypt and Iraq. In general, it can be said that last year saw a major shift from the last two years where the Centre only hosted events organized by other cinema institutions. This time, the Centre, in partnership with the Forum, took charge of the entire event, including the selection of films and ensuring they respond to the aspirations of young people and cinema amateurs living under the blockade in Gaza.
- The Centre continued to support children's participation in international events. This was reflected in the participation of children from the Little Painter Club in the Madame Humanité competition for the second year, and for which they won the Madame Humanité Award for the category of children and youth. This year's edition was held under the theme of 'Beautiful Things around Us' and featured the international annual exhibition in Prague.

IV. Local and International Partnerships

- Although it was difficult to extend the 'Partnership for Development' project beyond 31 March 2015, the project ended its four years having achieved most of its targets, including making a significant and unique contribution to cultural life in Al-Maghazi Refugee Camp. It helped foster reading and supported art, literature, science, technology activities and more among children.
- The Centre also managed to develop effective partnerships with five NGOs in the six child-friendly areas (Rural Women's Development Association in Wadi Salqa and Khirbit Aladas; Right to Live Society Centre in Qarara; Beit Lahia Development Association; Al-Zahra Development Association in Moghraqa), and continued its intervention in the Samouni region where we have been active since 2009. Co-funded by the Swiss Agency for Development and Cooperation (SDC), the facilities in each area were rehabilitated to become more attractive and safer. The Centre continued to work with children in these areas by providing cultural, educational and recreational activities, and established parents clubs to support their role as their children's first educators. The Centre also contributed to the development of professionals working with children from the abovementioned organizations.
- The Centre continued to operate the Mobile Library Bus in partnership with the Goethe Institute during summer, despite the on going war at the time. The bus roamed Gaza, visiting shelters and destroyed residential and agricultural areas, where it conducted activities for children.
- After finally receiving its own Mobile Library Bus, which is co-funded by the Bank of Palestine, the Centre was able to step up its outreach work significantly. The new bus gave us more mobility to deliver activities and services, and allowed us to reach new marginalized and deprived areas.
- Partnership and coordination continued with the Ministry of Education, UNRWA schools and international organizations (Save the Children International (SCI), Norwegian Refugee Council (NRC), Swiss Agency for Development and Cooperation (SDC)) to implement new projects targeting children, parents, professionals in schools and kindergartens, and their places of residence.

V. Training and Voluntary Work

Seeking to maintain an integrated approach to professional development, the Centre continued to train early childhood professionals and librarians, and encourage volunteerism in order to share expertise

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

and improve services in the field. It also continued to host new graduates as interns in its programmes. It is worth noting that this year the Centre relied mainly on its team to conduct training, especially in the fields of drama, storytelling and library operation.

Driven by a sense of social and humanitarian responsibility, some of the Centre's staff members volunteered during the war to work with children in shelters, to entertain them and alleviate the psychological stress they experienced.

VI. Media and Documentation

The Centre's events enjoyed good media coverage throughout the year, thanks to its constant hosting of news agencies and journalists and the communication of its news and press releases. This year, the Centre built new partnerships that attracted a number of new intellectuals, journalists, filmmakers and university graduates. The Centre also used photography to document its activities and events all year long and produced, for the second year in a row, a film on its summer 2014 activities, and another on the Science Days in Palestine festival (SDP).

Challenges:

In light of the insufficient number of child-development institutions in Gaza and the poor coordination and integration of their work, in addition to the ever-deteriorating situation, the Centre has to shoulder more responsibilities and face greater challenges, including the following:

- The Centre needs to foster participant commitment especially in long-term programmes, such as clubs, where skills develop through accumulation. This is challenging because of the large workload the school curriculum imposes on students, the change in the school shift system as well as the exams periods, which require a lot of effort and flexibility to coordinate activities with schools and parents. The educational system, which is based on inculcation, examinations and classifications, and which provides little opportunity for creativity and innovation, over-burdens the students.
- Book purchases from bookshops in Gaza are insufficient and fail to meet the Centre's needs. We need to visit Arab and international book fairs to access new releases and ensure the quality of the resources we acquire.
- Despite all the Centre's efforts to provide local and international training and bring trainers to Gaza, training opportunities in the fields of culture, art and IT are difficult to find in Gaza and international participations remain limited.
- The increased number of children in need of specialized psychological and social support to mend the damages the last aggression inflicted on them, requires additional spaces for activities. This is difficult to attain given the limited available spaces in the Centre, which continues to offer its normal services to its members.
- Despite all the Centre's efforts, Gaza's needs far exceed the capacities of the Foundation, as mentioned above. The Centre's successes, however, motivate us to give more by hosting children in the Centre or reaching out to them through the Mobile Library Bus, child-friendly areas and partnerships with other institutions.

Guidelines:

- The Centre seeks to achieve integration among all its units, increase coordination with the Foundation's other programmes and focus on long-term programmes, while maintaining a clear vision, specific goals and attainable and measurable outputs.
- Given the success of its existing programmes, the Centre aims to establish new programmes, promote exchange, learn from successful experiences and facilitate the transfer of expertise and experience through initiatives such as My Country's Heritage and the Samouni child-friendly area.
- Link the Centre's programmes in an integrated work process to help enrich action and the exchange and accumulation of experiences. A good example of this was the joint work carried out in SDP and Science Film Festival by the Centre's Science through Technology Programme and the Arts Programme.
- Increase action with children with special needs to help them integrate and benefit from the Centre's programmes and services, in a way similar to the experience we had with Atfaluna Society for Deaf Children through the Higher than the Wall programme.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- Strengthen partnerships with the local civil society, international organizations, the private sector, academic and public institutions and schools.
- Continue the work with parents and children under six through the parent-child joint learning process.
- Foster values of volunteerism and community participation. This was reflected in the staff's voluntary participation during the war with children in shelters and their contributions in parent-led initiatives.
- Develop and encourage talents through the Centre's clubs and specialized programmes.

Recommendations:

- Develop a cultural and educational information policy that serves the Foundation's work.
- Provide opportunities for staff members to train and attend international conferences, and bring trainers to Gaza to build the capacities of staff and early childhood professionals.
- Purchase resources from major Arab and international book fairs since they carry varieties of quality, lower-cost resources.
- Achieve higher cooperation with local and international institutions.

Important Links:

- The House of Literature Club: <https://qccadab.wordpress.com>
- Science Days Palestine – Film: <http://www.qattanfoundation.org/ar/qcc-sdp2014-gaza-film>
- My Country's Heritage Programme: <https://www.facebook.com/torathbelady?fref=ts>
- Technology Creators Facebook Page: <https://www.facebook.com/TechnologyCreators>
- Summer 2014 Activities and Post-War Interventions – Film: <http://www.qattanfoundation.org/ar/qcc-video-2014-summer>

Nehaia Abu Nahlah
Director, QCC

The Qattan Centre for Educational Research & Development (QCERD)

This year was pivotal to many aspects of QCERD's programmes, events and activities. These various aspects of our work needed to be reviewed and evaluated in light of the strategic plan and the educational report submitted by the Higher Committee for Education Development in Palestine to the Prime Minister¹. The mentioned report highlights the need to bring major changes to the educational system, including the Palestinian curriculum and pre-service and in-service teacher training. Furthermore, the Centre focused this year on working with teachers and involving more of those who participated in the Centre's professional teacher development programmes. As for next year, it is expected to be a turning point in the Centre's work with teachers on the national level, through the following:

- 1) Teachers conducting applied research papers on professional development, which are to be later published or presented in forums in order to start a dialogue around them in the educational community.
- 2) Developing the structure and content of all professional development programmes – drama, childhood, science education, animation, project-based learning and cinema culture.
- 3) Developing the role of teacher forums and initiatives and expanding our work with them in the field of professional development.
- 4) Starting to plan an international conference on using drama in education that includes teacher experiences from around the world and the Palestinian context in particular.
- 5) Providing teacher exchange opportunities with international schools (Reggio Emilia, Italy), and schools using drama in education (UK).

¹ The report was published in the last issue of Rua' Tarbawiyya and was featured in the issue's editorial as well as a press report. This seeks to start a discussion in the community around the report and exert pressure on the Council of Ministers to form the Supreme Education Council so it can follow up on the recommendations.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- 6) Designing educational courses with university students in education who plan to become teachers.
- 7) Transforming teacher stories and experiences into inspiring short films.

As to the specific components of the Centre's work, the challenges and goals that we need to focus on next year in order to be in line with the strategic plan are the following:

I. Teacher Professional Development

1) The Drama in Education Programme

- a. Rebuild the content of the summer school programme (Drama in Education) in light of past experiences and transform it into an inspiring model for professional development. This will benefit teacher training programmes on the national level as it will contribute to courses on education in universities and colleges.
- b. Keep pace with theoretical and practical advances in this field on the international level.
- c. Assist more teachers to obtain their research requirements.
- d. Offer new graduates/jobseekers the chance to teach other teachers; our experience showed that their presence as assistants to course leaders and their participation in the management of the programme contribute to their experience and increase the number of qualified teaching staff in Palestine.
- e. Ensure the participation of a larger number of teachers in the advanced stage of the programme so they can support new teachers.
- f. Contribute to the establishment of an international conference in Palestine that highlights the contribution of teachers in the country.
- g. Develop the translation programme and identify new books.
- h. Attract international teachers who will have fresh contributions to the programme.
- i. Ensure better usage of available resources, especially with regards to the archive (film, photo and research documentation).
- j. Give teachers the chance to participate in international forums on drama in education (workshops, courses, conferences, etc.)
- k. Expand the programme so more teachers can join.

2) Professional Development of Early Childhood Teachers

The Centre has been working for the past three years with the teachers of 40 kindergartens in Jerusalem and its suburbs, in a joint initiative with the Early Childhood Resource Centre, the Ministry of Education and the Welfare Association. This project allowed the Centre to accumulate experience in working with early childhood educators. Nevertheless, there remains a number of things we need to do, which can be summed in the following:

- 1- Draft a document on this project and the experiences of participating teachers, and develop a theoretical and practical framework for a national programme providing professional development to early childhood educators.
- 2- Design a model programme to apply with a new group of kindergartens.
- 3- Design a programme to maintain communication and work with kindergarten teachers who participated in the project.
- 4- Promote this experience in media and educational circles.

3) Walid and Helen Kattan Science Education Project

Thanks to its local and international partnerships, as well as its teacher professional development programme, the Project managed during the last year to implement a number of quality initiatives with teachers, parents and forums, and host a variety of science-oriented events. The Project also finalized the draft study on the establishment of an interactive science centre in Palestine, which was submitted to the Municipality of Ramallah. As to the challenges the Project has yet to overcome, they are as follows:

- 1- Finalize the study on the Interactive Science Centre and elaborate an executive summary thereof.
- 2- Revise the Project's goals in light of past experiences, present aspirations and capabilities.
- 3- Develop a comprehensive action plan that draws on all Project components to serve its main objectives.
- 4- Consider the possibility to merge the Project into QCERD after the end of its external funding.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- 5- Build a team to lead the execution of the interactive science centre project and develop a programme to attract funding.

4) Animation

After three years of working in animation, the Centre has now a number of students and teachers who possess good experience in the field. There is also a number of studios in several schools that were fully equipped for the production of animation films. The Centre, however, still has to overcome the following:

Target a new group of schools and involve previous schools, students and teachers in the transfer of knowledge; a school would support another school, a teacher another teacher and a student another student.

5) Cinema in Schools

After running the pilot programme on film culture with a group of teachers throughout the year, the Centre was able to draw a number of lessons:

- 1- Need to develop a new programme that grounds cinematic culture as an educational tool in schools.
- 2- Enrich its experience in the field by learning from international cinema-in-school experiences.
- 3- Develop a programme to promote cinema and establish dialogue around it and how it relates to society's visions, trends and social messages.

II. Development of Teaching Methods

In the past years, the Centre has used project-based learning in its work on teaching methods. This work was based on a partnership between teachers, their students and researchers from the Centre to implement relevant projects that relate to the lives of students and their communities. This experience can be described as follows:

- 1- It presents a teaching model that is entirely different from what is currently applied in our schools; it connects learners with their reality and direct needs.
- 2- It seeks to link knowledge, skills and arts within an integrated learning context.

The Centre needs therefore to proceed as follows:

- 1- Promote this model in Palestinian educational institutions, especially public schools, where every teacher is already required to execute a project with their students.
- 2- Develop more educational events to be held in the broader social context similar to the SDP Festival, Nawar Nissan (Nissan Blossoms) and the Scientific Snacks.
- 3- Prepare the field for an advanced dialogue on the establishment of a new type of schools in Palestine.

III. Developing the School Curriculum

The Centre is working with the Ministry of Education to develop an extended applied course using the comprehensive learning approach. The project structure and content are developing through teachers' involvement. The project will extend into the coming year and seeks to:

- 1- Conceive model learning units using the comprehensive learning approach, test them in schools and document ensuing lessons.
- 2- Help the teachers enrich their experience in comprehensive learning planning and teaching methods.
- 3- Find ways to discuss this experience on a national level.

IV. Resources, Publications and Archiving

The Centre possesses a variety of resources (publications, translations, film and research documentation, etc.) that are beneficial to our programmes as well as the general educational community in Palestine and the Arab world. Some of the goals we yet have to achieve are the following:

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- 1) Develop procedures to achieve greater usage of the library, transform it into a main resource for teachers, students, researchers and postgraduate students, and promote its contents on a regular basis.
- 2) Find an efficient method for distributing publications.
- 3) Publish and distribute publications on a regional level.
- 4) Encourage teachers and researchers to use the archive and benefit from it in their research and practice.
- 5) Develop a new vision for Rua' Tarbawiyya.
- 6) Provide a virtual archive of resources that teachers and researchers can access.
- 7) Provide new types of resources that can be added to learning materials and used in professional development programmes and the Foundation's other programmes (e.g. publishing children's stories).

V. Educational Research

One of the main problems education faces in Palestine is the almost complete absence of research, especially theoretical and applied educational research. Universities do not play a helpful role in this field either. Instead, they maintain traditional research methods that are no longer relevant and fail to develop the research capacities of their professors in terms of writing, reading, analyzing and drawing conclusions.

The Centre, for its part, is working to develop research skills especially among teachers by: 1) Encouraging them to contemplate their professional practice and write about it; 2) Setting writing as a requirement for the summer school; 3) Engaging them in ethnographic research in schools. There is still much to be done, however, especially that research work requires constant guidance and needs to be based on individual needs. Here are some of the aspects that we need to pay more attention to in the future:

- 1) Develop a specialized unit for research orientation, especially individual research.
- 2) Develop two aspects of research that are related to comprehensive learning: 1- the project's own experience; 2- the efficiency of using certain teaching methods in applying comprehensive learning to the early elementary stage.
- 3) Participate effectively in what the official educational establishment requests of the Centre, whether by taking part in conferences, research, training courses or other activities.

VI. Educational Spaces

The Centre partners with two types of spaces: the Teachers' Centre in Ni'lin and teachers' forums. Both, but especially the Ni'lin Centre, offer a variety of educational, cultural and artistic activities for teachers and students.

The present challenges are:

- a. The Ni'lin Centre
The Centre became a full-fledged educational and cultural hub, capable of attracting large public to its cultural events and activities. At present, we need to evaluate and develop our work to enhance its services.
- b. Teachers' Forums
Teachers' Forums offer different types and levels of services. The challenges that lie ahead are as follows:
 - 1- Support active forums in developing their services.
 - 2- Give less active forums the necessary means to develop.
 - 3- Encourage new groups of teachers to start forums, especially in areas lacking in them.In addition, we are currently developing new spaces by transforming botanical gardens into learning and teaching spaces.

V. Educational Media

News is a vital and ever-growing component in our media strategy, but we need to complement it with educational media outlets that disseminate the Foundation's vision and mission on the community level. We need to have a new approach to news and go beyond it. This can be achieved through the following:

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- 1) Using our archival material.
- 2) Focusing on visual media.
- 3) Finding qualified professionals in this field to employ or contract.
- 4) Developing an annual research book combining theory and application and tackling main issues relevant to education in the Arab world.

VI. The New Building – Ramallah

In light of the speedy construction of the new building and its near completion, it is necessary to consider possibilities that add new dimensions to our work, some of which are the following:

- 1) Rethinking the objectives of our library, its contents, target groups, working methods, etc.
- 2) Rethinking our use of multimedia.
- 3) Considering providing regular and intensive courses to teachers.
- 4) Making educational use of the Foundation's various activities, including cultural and artistic activities.

VII. Review of Operations in Gaza

Given the absence of an office director for the Centre in Gaza and the desire to establish a cultural space there, there is an urgent need to rethink the nature of our work. We therefore decided to hire a part-timer to re-launch activities by establishing a direct link with researchers and their projects in the Centre. The main challenge is to allocate the needed time and effort to link activities in Ramallah and Gaza through projects that can quickly progress and produce positive results.

VIII. Co-Financing

Finding sources of co-financing should support and expand existing programmes and help the Centre reallocate its financial resources in a variety of fields. The following programmes can benefit from co-financing opportunities:

- 1- Drama
- 2- Early childhood
- 3- Cartoons
- 4- Interactive Science Centre
- 5- Publications; specialized translations and children's stories
- 6- Scholarship programme

IX. Capacity Building and Employment

The undergoing development of existing and new programmes means we need to maintain and build the present capacities and attract new ones. This requires:

- 1) Developing our human resources, their knowledge and passion for the work they do.
- 2) Attracting new expertise that can enrich our work and give it new dimensions.

Wasim Kurdi
Director, QCERD

The Culture and Arts Programme

The nature of the Programme's interventions is in constant development. We aim to make the Programme more effective and resilient in dealing with developments in the cultural field, whether in terms of contents, formats and methods of work, on the one hand, or challenges and limitations, on the other. This is made possible by accumulating, reflecting and building upon our past experience, working with a diverse and large number of creators, professionals and experts from Palestine, the Arab region and the rest of the world, and by considering the feedback and opinions of beneficiaries and other stakeholders. It is also important to continue to work with a variety of partners who share the Foundation's vision, mission and goals.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

The development in the Programme's interventions, in addition to the tangible increase in its workload due to the growing educational and capacity-building elements in its actions (e.g. the biennial Young Artist of the Year Award), and the big-scale partnerships it is engaging in (e.g. Qalandiya International), represent altogether a new challenges. That is to say, the development and execution of the Programme's action plan will be more complex and time-consuming, and the same goes for finding suitable partners. This is especially difficult because of the limited number of staff and the growing need to support other units within the Foundation (e.g. Media, IT, Multimedia, etc.). This may necessitate an increase in the number of the Programme's staff and more effort to develop work procedures with the abovementioned units in a way that promotes team spirit, particularly when working on large-scale projects or events. Nevertheless, the outcome of the ongoing discussion around the Foundation's organizational structure may facilitate finding appropriate solutions to deal with this issue.

Certainly, the war on Gaza last year was the main challenge that the Palestinian people, and therefore the Foundation as well, had to face. During the war, the Foundation's action in Gaza was almost completely paralyzed, and there was no time allocated afterwards to reflect upon what had happened and what we needed to do to deal with the consequences of the war. Nevertheless, while the war caused the cancellation of many events and programmes that the Programme had agreed to support in the Strip, we maintained our action in the field mainly by supporting new projects and allowing a larger number of artists the chance to produce new work.

On a different note, the Programme was able to establish a new partnership with the Danish Centre for Culture and Development (CKU) through the launch of 'Supporting Contemporary Art Productions and Practices in Gaza'. An agreement was signed between the two partners and the new grant programme was announced. If it proves to be successful, this partnership will hopefully continue into the following years, which should help the Programme further its work in the Gaza Strip. This partnership will also keep culture and art among priorities in Gaza, especially in light of the massive destruction the Strip endured during the war, which shifted the attention of many organizations from culture to humanitarian work.

Furthermore, a team from the Programme, including the Programme Director, Programme Coordinator, Amal Kawash, and the Selat Programme Coordinator at the Prince Claus Fund, recently completed a review of the 'Selat: Links through the Arts' programme. This allowed the Programme to take a closer look at Selat and its achievements, and discuss them with many beneficiaries, both institutional and individual, as well as partners, juries and experts. We hope that the Boards of Trustees of both the Foundation and the Fund will base their decisions on the findings of the review, which call for continuation and expansion of the programme. (Note: both boards have since agreed to increase their three year contributions by 30%)

The Programme continued its talks with its partners at the Royal Flemish Theater (KVS) and the dance company *Les Ballets C de la B* regarding the format and future of the Programme's partnerships with them, especially after the resignation of the theater's artistic team. The partnership, which will officially come to an end in June 2016, was originally established with the exiting team, which participated in the organization of the Performing Arts Summer School (PASS). The PASS experience had significant and interesting outcomes. Capitalizing on this still ongoing partnership and the large success of *Badkeh*, the Programme and KVS decided to continue the show's international tour. Auditions were held and a number of new dancers were selected to join the show. It was also decided that a new edition of the summer school will be held in August 2015 in order to prepare these dancers for the show.

Moreover, the Programme is maintaining its collaboration with KVS, Exodus Festival in Congo, and Kantara Foundation in Lisbon for a new project titled ONE SPACE, which recently received funding from the European Union. This will allow the Programme to expand its partnerships and build new experiences by working with a new group of youth and experts in the field of capacity building.

The present report covers only the first year of the new strategic plan. Following is an outline that links the Programme's accomplishments with the objectives of the strategic plan.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

Through its various initiatives, the Programme succeeded in **supporting and empowering innovative individual and collective initiatives in culture and arts**. The dance performance *Badkeh* particularly stands out as a continuous success story not only for the Programme, but also everyone involved in the project, mainly the dancers, who participated to date in 46 international performances. They will also take part in 14 more shows in France, Belgium, Austria, Congo and the UK. This is a remarkable achievement especially in terms of developing their skills and experiences. It also allows them to have a financial return on their work, elevates their status as artists and encourages them to stand by their artistic choices. In fact, we can now see these dancers already contributing to many other projects in theater, dance and circus.

The Programme awarded seven grants to new musical and theatrical projects, including first music albums of young musicians such as Ramsis Qassis (Shafa Amr), Lara Elayyan (Amman), *Watar* (band from Gaza) and the Palestine Youth Orchestra project, which features 70 young musicians. Many of these projects open new doors to the young and lead them to engage in other initiatives, in addition to building their skills and allowing them to collaborate with professionals.

As for the **capacity of the supported projects to generate a financial return for their owners**, there is the example of *Badkeh*, whose dancers are remunerated for every performance. Other projects were also remarkably successful, especially in terms of their number of shows, such as *Araq Aljamila An-naima* (The Insomnia of Sleeping Beauty) and the monodrama *Taha*. Many young visual artists supported by the Programme are now selling their artwork locally and abroad. This entails a financial return for all those involved in the production of these works. Also, some of these projects evolve into new collaborations; for instance, the music/theater collaboration between Amer Hlailhel and Faraj Suleiman, which started with *Taha* and continues today with poetry readings accompanied by live music performances. These readings are registered on DVD's and sold. In addition, the Programme's contribution to music projects helps support their owners, even if just partly, like in the case of the albums *Tasjeel Dukhool* (Log In) by Faraj Suleiman and *Quartet to Midnight* by Wanis Zarour, which are successfully sold during musical events and on the internet.

In its aim to **develop the role of partner organizations in the cultural scene and establish new partnerships**, the Programme continued to play a major role in developing the Foundation's culture and art partnerships by taking part in partnership-based projects. Some examples of such projects are Qalandiya International, which now features 13 co-organizers; Ramallah Doc Pitching, which was joined by FilmLab – Palestine; the new playwriting workshop, conducted in partnership with the Royal Court Theater in London and the British Council; the new partnerships with the Danish Centre for Culture and Development (CKU), the Consulate of Argentina, the Consulate of Spain and Casa Árabe in Madrid.

Moreover, the Programme **supports skills and knowledge development among professionals in the cultural field** through the scholarships it grants to individuals studying performing arts. During the reporting period, the Programme awarded 17 scholarships to individuals studying various music and performing art disciplines in prominent academic institutions. The Programme also provides art residencies and various learning and training opportunities (e.g. the playwriting workshop and Ramallah Doc) and ensures the constant development of its own initiatives, like in the case of the YAYA award, which is now more focused on learning, dialogue and capacity building rather than the final product. Most of the productions supported by the Programme now involve a process of capacity building that benefits participating artists and technicians.

The Programme seeks to **develop the community's interaction with the arts** by supporting several international festivals held locally, such as the Ramallah Contemporary Dance Festival, the Music Festival, as well as dozens of art events and music and theater tours across Palestine. A total of 20,000 people attended these events, which introduced them to new performances and experiences. Some events expressly aimed to encourage dialogue and interaction; for instance, the *Loz Akhdar* literary series and the *Taht It-tab'* programme. Furthermore, the Programme took part in the production and promotion of seven new music and theater projects that are expected to reach a variety of audiences in Palestine and abroad. It also supported innovative productions to attract more community and media interest in the arts; for example, Qalandiya International alone enjoyed

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

unmatched local, Arab and international media coverage, which totaled 450 media reports, including news reports, articles, TV news stories and interviews, among others.

As to **consolidating the Programme's presence in the Arab region and the world**, the Selat project helped us accumulate experience in working within a complex and challenging context such as Lebanon, and especially in Palestinian refugee camps. This work strengthens the Programme's and the Foundation's presence in Lebanon and is a starting point for future action in other neighboring countries. The Programme provides other forms of support on the regional level, such as supporting *Ma'azef*, an online magazine specialized in classical Arabic music and other projects that go on extended regional or world tours and enjoy great success outside Palestine. It also supports many participations by artists and writers in Arab and international festivals and platforms. Other events, like Ramallah Doc and Qalandiya International, have significant impact on the international level: they host artists and professionals from various countries, help build networks, promote culture exchange and attract large international media coverage. *Badkeh* too constitutes an effective and continuous force that contributes to consolidating the Foundation's international presence. Participation in the Edinburgh Fringe Festival is the latest initiative by the Programme at this level.

Furthermore, within its efforts to **develop the design and implementation of art programmes**, the PAN remodeled several of its main interventions. A good example of this is the YAYA, which is now a continuous process of learning and capacity building. It draws on the experience of various people from around the world by inviting them to give lectures, join discussion groups and lead workshops. The Programme also pays special attention to attracting new experts in most of its initiatives by inviting them, for instance, to sit on the juries of the YAYA, the Young Writer Award, production grants and scholarships, or lead workshops (e.g. Ramallah Doc workshops, the playwriting workshop and PASS). The expertise of these individuals is always beneficial to the Programme in the development of its own work. This development process allows the Programme to keep up with the latest of the art field in Palestine, the Arab region and the world.

The Palestinian Performing Arts Network Programme (PAN)

In cooperation with all twelve partners, the Foundation continued to manage the PAN Programme, which benefited from a 1.2 million Euro grant agreement with the European Union, signed on 3 February 2014, as well as a new 1.918 million dollar grant from SIDA, signed on 21 June 2014. It is also highly likely that SIDA will continue to support the Programme in the future.

During the reporting period, the Programme focused on its two main courses of action: consolidating and activating the network, and supporting projects of partner institutions. Its main achievements during the reporting period were:

- Finalizing PAN's internal regulations and the manual of administrative and financial procedures and policies, and presenting them to the partners.
- Registering the network at the Palestinian Ministry of Interior and electing its Board of Directors. PAN will be officially launched in June 2015.
- In terms of partner capacity building, many training workshops and meetings on media, public relations, advocacy and financial procedures were held.
- Working with MAS Research Institute to conduct a survey of potential local and international funding partners for the performing arts sector in Palestine.
- Supporting and providing grants to projects and programmes of partners, some of which were cancelled this year due to the aggression on Gaza, and therefore require a change in work plans and budgets.

Mahmoud Abu Hashhash
Director, Culture and Arts Programme

A.M. Qattan Foundation
Trustees' Report
For the year ended 31 March 2015

The Mosaic Rooms

(This section is in the original English)

1. Visual Arts

MOGADISHU-LOST MODERNS (continued from end of previous reporting period) 01.04.14 – 26.04.14

The first exhibition to explore Mogadishu through its architecture and urban environment. The exhibition was the result of a year long conversation, and research grant for the artists to go to Mogadishu in Summer 2013 to develop work for the project. As such it was the first exhibition directly commissioned by The Mosaic Rooms and formed the second main exhibition in the programme thematic, *Disappearing Cities of the Arab World*. Somali-British architect Rashid Ali and British photographer Andrew Cross present a unique account of what remains of the city's urban fabric and key modernist symbols after two decades of civil conflict. The number of visitors for this reporting period: 302. Making the total exhibition total 765. No works sold.

INTERVENING SPACE: FROM THE INTIMATE TO THE WORLD

Curated by aria (artist residency in Algiers)

16.05.14 – 28.06.14

Our first exhibition produced in collaboration with another organisation. Working with aria (artist residency in algiers), and curated by **Yasmina Reggad**, the exhibition was the first London group show of six contemporary Algerian artists, **Fayçal Baghriche, Amina Menia, Atef Berredjem, Hanan Benammar, Massinissa Selmani** and **Sadek Rahim** featuring newly commissioned and re-imagined works. Sadek Rahim was in residence at The Mosaic Rooms for one month and developed a new piece entitled *Topophilia* which explored his physical environment by casting and rubbing various unnoticed areas within The Mosaic Rooms, a process aiming to reveal the unseen and invisible. A special exhibition catalogue was published which featured an interactive soundtrack by Zineb Sedira. We have sold 4 copies. Total visitors: 654. No works sold.

MY SISTER WHO TRAVELS

Curated by Martina Caruso

18.07.14 – 30.08.14

My Sister Who Travels was the first exhibition selected from The Mosaic Rooms' open call for exhibition proposals from independent curators in 2013. The exhibition, curated by Martina Caruso, featured work by six contemporary women artists, **Corinne Silva, Paola Yacoub, Ursula Schulz-Dornburg, Jananne Al Ani, Noor Abed** and **Halida Boughriet**. Each artist aimed to challenge canonical representations of landscape photography and focused on the Mediterranean as a place that visually articulates concerns of memory, conflict, colonisation, migration, emptiness and expanse. The works were presented alongside archival photographs by Esther Van Deman, a Victorian archaeologist, whose work acted as a fulcrum for the project. A catalogue featuring an essay by the curator and artist biographies as well as works was published. We have sold 7 copies. Total visitors: 832. No works sold.

THE FUTURE REWOUND AND THE CABINET OF SOULS

Nadia Kaabi-Linke

10.10.14 – 29.11.14

The first UK solo show by **Nadia Kaabi-Linke**, *The Future Rewound & The Cabinet of Souls*, featured recent work and specially commissioned site-specific installations. The exhibition was formed in two parts, both inspired by the history of the gallery's building that, more than a century ago, served as the domicile for Imre Kiralfy, the man responsible for many of the grand exhibitions at Earls Court, White City and Olympia. Kiralfy brought curiosities from all parts of the global empire to England, where the Victorian public was eager to view such spectacles. The exhibition was conceived to reflect these last hundred years and the structures of power that thread colonialism and capitalism, captivity and control, the observed and observing. The exhibition was part of Nour Festival. A catalogue was published featuring in-depth texts by the artist, Timo Kaabi-Linke and Dr Falko Schmieder, full colour reproductions of the works featured in the exhibition, as well as research images and artist biographies and a foreword by The Mosaic Rooms. None were sold. Total visitors: 597. External programme visitors total: 218. Combined total: 815. No works sold.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

MOUTHS AT THE INVISIBLE EVENT

David Birkin

16.01.15 - 28.02.15

2015 opened with the first public solo exhibition by artist David Birkin, bringing together a series of works centred around censorship, spectatorship and the legal and linguistic frameworks underpinning war. Reflecting on not only the failure of images, but also the failure of truth and the manipulation of legislative language to suit political expediency, Birkin's recent research focuses on the use of indefinite detention and targeted killing in the "war on terror" and the contrived ambiguity of political and military rhetoric. An exhibition catalogue was published to accompany the exhibition and featured a specially commissioned essay by Emily Apter and an essay by the artist and is accompanied by full colour images of all works featured in the exhibition. 27 copies were sold. Total visitors: 919. No works sold.

IMAGINED FUTURES

Hrair Sarkissian

12.3.15 – 25.04.15 (figures provided until 31 March, current reporting period)

Imagined Futures, the first UK solo show by Hrair Sarkissian, showcased two projects, made seven years apart, that both deal with issues of temporality: one with a non-time, a suspended unrecognised present; the other constituting a projection from an envisioned future that threatens to rupture the present at any moment. Together these bodies of work visualise that which is out of time – histories, people and narratives that have yet to be realised, political spectres that intrude upon the present. Alongside the exhibition, The Mosaic Rooms launched Sarkissian's first publication, *Background*. This book has been produced thanks to the support it gained from its showcase through the first Art Basel Crowdfunding Initiative in partnership with Kickstarter. Reflecting on the disappearing tradition of studio portraiture in the Middle East, this important publication features Hrair Sarkissian's photographs of empty, staged studio backdrops across six Middle Eastern cities. None yet sold in the reporting period. Total Visitors (in the reporting period): 380

External Visual Arts Collaborations

THE SICK MAN OF EUROPE: THE PAINTER

Dor Guez at the ICA, London

03.02.15 - 12.04.15

In collaboration with The Mosaic Rooms, the ICA presented the first UK institutional solo exhibition of artist Dor Guez. As an artist of Christian Palestinian and Jewish Tunisian descent, living in Jaffa, he is considered a leading and critical voice from the Middle East whose practice questions contemporary art's role in narrating unwritten histories. Entitled 'The Painter' this new installation is the first of five from a new body of work, *The Sick Man of Europe*. Guez's most ambitious project to date, it reflects on the military history and current political climate of the Middle East through the creative practices of individual soldiers from the region. The exhibition is accompanied by a publication produced in collaboration with The Mosaic Rooms, including an essay by Achim Borchardt-Hume, Head of Exhibitions, Tate Modern. Total Visitors: 73,592

2. Literary and other cultural events

To accompany each exhibition there was an associated artist/curator talk: Sadek Rahim was in conversation with author and lecturer Nirmal Puwar at Goldsmiths University; **Fayçal Baghriche** and curator **Yasmina Reggad** were in conversation at Iniva; curator **Yasmina Reggad** led an artist led tour of the exhibition; independent curator **Rebecca Heald** chaired a round table discussion between Martina Caruso, **Jananne Al-Ani**, **Halida Boughriet**, **Ursula Schulz-Dornburg** and **Corinne Silva**; Corinne Silva was in conversation with scholar Eugenie Shinkle in an event entitled "New Visual Languages: Landscape, Politics & the Lens"; Nadia Kaabi-Linke and Timo Kaabi-Linke were in conversation with Lorenzo Fusi at the ICA, another artists talk was held at the Goethe Institut between Nadia and Timo Kaabi-Linke, Dr Falko Schmieder and Rachael Jarvis; Nadia and Timo Kaabi-Linke also led a special artist tour of the exhibition providing an in-depth guide to each of the works featured; further there was a special exhibition closing party and catalogue launch afternoon; David Birkin was in conversation with Michaela Crimmin, the co-founder and co-director of Culture+Conflict; Hrair Sarkissian was in conversation with Shoair Mavlian, curator at Tate Modern.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

Literary and other events included the following: 'Mail Box' was a discussion and reading with Somali-Italian novelist and poet, Ubah Cristina Ali Farah; 'Perspectives on Algeria', was a panel discussion on the issues facing Algeria today, the panel included **Dr Hamza Hamouchene, Dr James McDougall, and Imad Mesdoua**; 'The Book of Gaza', launch of a new collection of short stories by Palestinian writers with editor Atef Abu Saif; 'Concrete Spring' was a discussion between Jason **Oddy** and **Dr Tania Sengupta** on the work of celebrated Brazilian architect Oscar Niemeyer in Algeria; in collaboration with Banipal, we held a special evening celebrating the launch of Saadi Youssef's seven volume publication; 'Press Architecture: Uncategorized Buildings in Algeria (1958-1962)', was a talk by architect Samia Henni on the significance of *Plan de Constantine*; we held an exhibition closing Party and catalogue launch with Yasmina Reggad and the exhibiting artists; '179°', was a performance combining poetry and sound with Algerian poet **Samira Negrouche and Zoë Skoulding in association with Literature Across Frontiers**; 'Choir of London 2014 Bursary Performance' concert performed by young Palestinian musicians in an informal recital; 'With A Seamstress Tape & A Smile', was a talk by **Dr Caroline Goodson** on the work of **Esther Van Deman**; 'Syria: From the Great War to Civil War' book launch of **John McHugo's new work**; 'The Hidden Light of Objects', book launch of Mai Al-Nakib's collection of short stories; 'Unmade Film: The Proposal', was a lecture performance and book launch by artist **Uriel Orlow**; 'Imre Kiralfy of Earl's Court: From Showman To Impresario' was a talk delivered by Brendan Gregory at Leighton House Museum on the breadth of work of Imrey Kiralfy, the former resident of Tower House which today houses The Mosaic Rooms; Dr Tom Rice gave a talk entitled 'Exhibiting Africa' at Goethe Institut London charting the varied uses of film in early twentieth century colonial exhibitions, looking in particular at on screen representations of Africa; At Free Word Centre Laleh Khalili and Ian Cobain discussed 'Time in the Shadows', Khalili's latest book and further expanded on the use of detention and confinement, of both combatants and large groups of civilians, from colonial times to present day; 'The Politics of Exhibiting' at Leighton House Museum was a panel discussion on the politics of exhibiting, comprising of Henrietta Lidchi, Catherine Hahn and Jonathan King; panel discussion entitled 'Unmanned' looked at the growing use of drones in modern warfare, the panel included Chris Woods, Elspeth Van Veeran and David Rodin and Edmund Clark; 'Banned Books of Guantanamo' was a panel discussion looking at the banned literature in Guantanamo and the wider issues pertaining to this censorship, the panel included Andy Worthington, Ian Cobain, Clare Algar and Jo Glanville; author Raja Shehadeh launched his new book 'Language of War, Language of Peace'; a day long lecture performance entitled 'Above and Below' brought together a series of artists investigations into the shifting perimeters of contemporary warfare, including Eyal Weizman, Jesse Connuck, Daniel Mann, Helene Kazan, Susan Schuppli and Tom Tlalim; a panel discussion entitled 'Frozen Conflict' reflected on the current situation in the independent Republic of Nagorno-Karabakh, the panel included Andrew Jack, Marina Nagai, Hratch Tchilingirian, Dennis Sammut.

3. Film screenings included: 'Sea Shell/Tree of Life' with Q&A with the director Abdulkadir Ahmed Said live from South Africa; 'Notes for an African Oresteia' by Pier Paolo Pasolini; 'Pépé le Moko' by Julien Duvivier; 'More Out Of Curiosity' followed by a conversation with director Ronnie Close; 'Electro Chaabi' followed by a Q&A with director **Hind Meddeb**; 'The Orchard Keepers' followed by a Q&A with director Bryony Dunne; a special film screening of Nadia Kaabi-Linke's 'No' was held at Iniva, the screening was followed by a conversation with curator Nat Muller; special preview screening of 'DRONE' followed by a Q&A with the director Tonje Hessen Schei; rare screening of Harun Farocki's 'War At A Distance'; and the documentary 'Concerning Violence.'

4. Play readings: In association with Sandpit productions September at The Mosaic Rooms profiled new Arab playwrights with 'The Cost of Eggs' by **Yamina Bakiri**, directed by **Tarek Iskander**; 'The Tune is Always Better on the Outside' by **Hassan Abdulrazzak** and 'Bitterenders' by **Hannah Khalil both directed by Chris White**.

5. Supper clubs: included an Algerian Supper Club hosted by **Chris Benarab** of Azou Restaurant; a Syrian inspired supper club with celebrated chef and author Anissa Helou. Both were held within the exhibition space.

6. Residencies

During this reporting period there were the following residencies: author Christina Ubah Ali Farah; exhibiting artist Sadek Rahim; artist Hanan Benammar in preparation for 'Intervening Space'; artist Dor

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

Guez in preparation for and then again in 2015 during his exhibition at the ICA; exhibiting artist Nadia Kaabi-Linke and her husband/collaborator Timo Kaabi-Linke.

7. Fundraising

Following the successful application for the aria exhibition, in which the Arts Council England granted us £14,928, it was decided to make another application to the Arts Council for Nadia Kaabi-Linke's exhibition in October 2014. With their new stricter guidelines and cut funding resources, it was identified that our best possible chance to gain funding would be to again make an application for an exhibition that features new and commissioned work and therefore is outside of our normal programme, and with strong engagement programme. This application was successful and we were offered a grant of £14,981. We also successfully received a grant of £1,000 from the Goethe Insitut and £3,000 from the Royal Borough of Kensington and Chelsea towards this exhibition.

Looking forward in terms of ACE, as a venue we are expected to put on visual arts programme and events as part of our core programme. We cannot apply for funding to support our core programme under ACE new guidelines. We will not be able to continually use the new commission argument for ACE. As previously stated other trusts and foundations guidelines have identified a need to potentially make The Mosaic Rooms a separate sister charity of AMQF in order to achieve better chances at successful grant bids. The Mosaic Rooms fundraising strategy therefore needs to be reviewed, perhaps with an aim to relook at seeking support through individual giving and corporate sponsorship. *Background* is a new artist book produced by The Mosaic Rooms, London, in collaboration with Syrian artist Hrair Sarkissian. It reflects on the disappearing tradition of studio portraiture in the Middle East. The project was selected as one of a small number of 'outstanding non-commercial art projects' to be showcased on the first Art Basel Crowdfunding Initiative in partnership with Kickstarter. It received an overwhelming response, raising £14,097 (pre fees) in funding.

Approximate income during the period from the bookshop, room hire, ticketed events, ACE grants, and other grants and kickstarter donations were approximately £76,371.80 (excluding the Al-Qattan Charitable Trust), to be confirmed by audit.

Rentals: During this period there was room hire in April between exhibitions for a family event, and another in July for a party. There was weeklong exhibition hire in December and a room hire for a meeting. In January and February there were two hires by WAAABU for their annual lecture series. In March there was hire for a book launch. Total revenue for the reporting period: £17,045.

8. Education

The programme invited reflection on this year's annual research theme Disappearing Cities. This began with **Mogadishu: Lost Moderns, Photography and Poetry Workshops, March/April 2014**, a project inspired by the *Mogadishu: Lost Moderns* exhibition. The project was devised by Natasha Freedman and delivered by photojournalist Kate Holt of Aretestories. She led a series of photography workshops with young people aged 14-17 from Baraka Youth and Making Communities Work and Grow. The project was targeted particularly at young British Somali's, giving them creative tools to explore their attitudes to their local area. The project helped them develop their composition and editing skills, encouraging them to look differently at the world around them.

Somali poet Warsan Shire, Young Poet Laureate for London 2014, then led a workshop with a group of young Somalis at Baraka Youth, exploring Somali poetry and stimulating creative writing from participants. The participants were then invited to a private view at The Mosaic Rooms where they saw their work projected on a large screen within the exhibition space and in the context of the *Mogadishu: Lost Moderns* exhibition. Outcomes from the project can be viewed at <http://vimeo.com/95847630> and <http://vimeo.com/95847632> <http://vimeo.com/95847632> and on our blog <http://www.mosaicrooms.org/tagged/projects/>

Currently there is no one operating within the Learning & Engagement role previously held on a freelance basis by Natasha Freedman. As such the aim to work on an annual thematic (e.g Home, Disappearing Cities etc) to ensure developed and considered projects, rather than just exhibition inspired projects has not been possible. This is also due to funding restrictions, as previously mentioned, as applications to trusts and foundations are not possible due to our status. This limits

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

fundraising activities for any learning and engagement projects only to exhibition related bids, which means the projects have to be directly linked to the exhibitions.

As such for the ACE grant for the ARIA exhibition the following exhibition related education project was delivered. To coincide with Sadek Rahim's residency and work in studio at No 6 Somerleyton Road in Brixton, two artist workshop practitioners and Sadek Rahim delivered three workshops in No 6's community space in Brixton in April with Brixton Green over the Lambeth Weekend. This culminated in a private view that evening. Inspired by Sadek Rahim's collection of portraits of Algerian youths, Sadek and the practitioners worked to create a portrait of the community. Participants produced drawings and photographs of individuals in their community that were important to them and also of themselves. The uptake was especially popular amongst young people and the portraits were arranged along a wall to create a collective image. This remained up for the community to see for three weeks afterwards.

In October 2014 a project in collaboration with Project Phakama UK entitled 'Three Present' was delivered to coincide with the exhibition by Nadia Kaabi-Linke. The project brief responded to the themes of the artist's work: restriction, confinement and freedom. Project Phakama UK recruited 10 women aged between 17-25 years old from all over London to participate in the six-week project, and reflect on these themes of what restricts them in their own lives. The final outcome of the project resulted in a performance in the *Future Rewound* part of the exhibition on the final day and closing party of the exhibition. The young women then met with Nadia after the performance to have a discussion, which all parties found very meaningful.

The feedback from the participants and the audience were entirely positive. "*Captivating, moving and very powerful. Thank you!*" "*Outstanding show. Terribly moving.*" The project also allowed for two young artists to work as facilitators with Phakama's other artist facilitators on the project, creating new opportunities.

The education programme and Learning & Engagement role needs to be reviewed moving forward in terms of fundraising and staffing and development. All projects have been successful but no longer term sustained engagement with the groups after the projects has been possible. Need to consider whether want to develop deeper and more sustained connections through a more continuous programme.

9. Marketing

There was a continued focus on improving our marketing tools and systems, and on reviewing and clarifying The Mosaic Rooms brand during this period. Key activities:

- A new optimized Mosaic Rooms website was launched in January 2015, to address a decrease in site traffic and slow loading times, and to improve SEO and site navigation.
- Work on building a Mosaic Rooms contacts database with Cutting Edge Software is now in its final stages. This will allow us to collect, store and retrieve better audience data for more targeted and effective marketing.
- An independent Mosaic Rooms Mission Statement, set of Values and Objectives were produced for the first time to help guide our programming and marketing activities.
- The Mosaic Rooms own 'Institutional Profile' brochure is currently being produced to support our marketing and fundraising activities.

Exhibitions and events were marketed via print distribution (programmes and flyers), online (via The Mosaic Rooms website, social media and external online listings sites), targeted email campaigns (to existing and new lists), advertising (in key media and online via GoogleAds and Facebook ads), PR and cross promotions. Key activities:

- Reach to our target audiences was extended via new and repeat marketing collaborations, social media, e-newsletter and print exchanges, with major London cultural organisations (incl. The Courtauld Gallery, ICA, Photographer's Gallery, British Museum and BFI) and arts events (incl. Art14, ArtBasel). We also continued to work with London's key MENA focused organizations and networks on promotions.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- Press coverage was achieved in the print, broadcast and online media, incl. pieces in the Financial Times, Guardian, BBC Africa Today, Architects Journal, Observer, The National, Art Asia Pacific, Nafas, Middle East Monitor, amongst others.

10. Bookshop

With limited budget, The Mosaic Rooms bookshop was publicised via free online listings sites, advertised in London Bookshop Map and via social media. Two bookshop flyers, designed in-house, were also produced for targeted distribution (SOAS bookshop etc.)

We collaborated with London Book Fair (who listed our bookshop on their site). We also commenced efforts to get The Mosaic Rooms publications distributed more widely, contacting popular art book retailers (Tate, Serpentine, V&A bookshop etc.) to request our titles be added to their stock.

11. Venue Hire

A new venue hire brochure was produced and distributed to events companies, local MENA focused organisations, hotels and corporates to attract Christmas/New Year and summer bookings. It was also displayed to visitors at The Mosaic Rooms. This was accompanied by a venue hire e-mail-out to relevant lists (including previous hirers).

Venue hire was also advertised on our social media, mentioned in our e-newsletters, included on our website homepage and in free external web listings.

12. The Mosaic Rooms Café

The bar area was supplied with a coffee machine, snacks and refreshments for people to purchase after seeing the exhibition and during events. Work on marketing the Mosaic Rooms Café has just begun. We are promoting it via e-newsletter and social media mentions and are also producing a flyer, in house, for distribution in the local area.

13. Art Sales

It was decided that art sales would be limited to selected exhibitions and communicated carefully, so as not to conflict with messaging about our non-profit/charity status. Consequently, sales were promoted via targeted emails to individual, corporate and institutional collectors and collections.

The Mosaic Rooms also launched its first 'Limited Editions' in April, priced between £50-£250, which were promoted via email and social media.

14. Looking Ahead

In May-June we have an exhibition by British artist Corinne Silva, showcasing work produced as part of her residency with A.M. Qattan Foundation. This will also include a pop up garden, and the exhibition forms part of London Festival of Architecture and related gardening events around that time. In July-August we continue our guest curatorial slot with a group exhibition showcasing artists from Beirut curated by Sam Bardaouil and Till Fellrath of Art Reoriented as part of Shubbak festival. In September we are participating in London Design Festival with a show of new work by Dia Batal. In October we present the first UK retrospective of paintings by renowned Syrian born, Berlin based, painter Marwan. From September-December we are also supporting the first UK solo show by Jumana Manna at the Chisenhale gallery. 2016 opens with YAYA14 showcase, curated by Viviana Checchia, followed by a solo show of a project by Hajra Waheed.

As well as the visual arts programme we will have accompanying film, literature, live and current events evenings. In the next few months these include a series of talks looking at gardening as colonial practice and also as a tool of resistance. As part of Shubbak festival we are organizing our first day symposium at the British Museum, 'Disappearing Cities of the Arab World', which will explore issues of architecture, post-colonialism, globalisation and psycho-geography with specially invited guest speakers.

In the next few months we hope the new database will be live allowing for clearer targeted mailings. We are also developing a new e-newsletter to correspond with our updated website. An about us document is in design stages which will act as a means for people to find out more about what we do and our focus-it will be in both print and e-form.

And finally... during the reporting period, Facebook likes increased by 83%, from 1,880 likes on the

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

1st April to 3,445 on 31st March. Twitter followers also increased by 53% from 2,107 followers on 1st April to 3,226 followers on 31st March. There was a total of 45,238 sessions in The Mosaic Rooms website, 62% (28,042) were new visitors. A total of 488 subscribers signed up to the Mosaic Rooms mailing list, going from 3,335 subscribers in April to 3,823 in March, marking an increase of 15%. Visitor numbers for exhibitions/ events taking place at MR in this period were 3,956. This is comprised of 3,684 to exhibitions/exhibition events, and 272 to 5 events that took place outside of exhibitions. In addition there was a total of 265 visitors to events which were hosted by external partner venues as part of The Mosaic Rooms programme. Bringing a combined total to 4,221 (excluding figures for Dor Guez at ICA, which were 73,592).

This marks a 4% decrease on over all attendance compared to the last reporting period. However it is worth noting that is not truly reflective as there were 6 less events and 1 less private view in this reporting period than the previous period, and over a month's extra dark time with no exhibition in preparation for Nadia Kaabi-Linke's exhibition in this period.

Rachael Jarvis
Director, The Mosaic Rooms

Strategic Report

Future Plans

During the reporting period, the Board set the following main objectives:

- To revisit the new five-years strategic plan 2014-2018, currently in draft form, in order to make it more focused, simpler and more realistic, and include the financial and human resources required to achieve the set goals. The amended plan shall be sent to the Board by the end of July 2014, including a set of indicators that will serve as a tool for monitoring and evaluation
- To pursue the appointment of new trustees during the next 6 months; a short list of candidates should be ready by end of September with a view to inviting potential person(s) to the next Board meeting. Candidates should include persons from Historical Palestine and Lebanon, who have relevant backgrounds in education and culture particularly from among younger age groups
- Present semi-annual and annual reports in a unified format, along with a slide show or short film that highlights main achievements and challenges, and links them with the strategic objectives
- Hold meetings with all staff, to develop common understanding of the strategic plan and ensure their ownership of it
- Revisit the organizational structure (OS), in light of the new strategic plan, growing work loads, requirements of the new building and a more integrated work approach
- Since the revision of the OS will take some time, urgent staffing needs shall be submitted to the Board for discussion and approval within the next 6 months
- To confirm that the Foundation's role in the new Jenin Child Centre does not entail any financial commitments and that Welfare Association has to provide the necessary funding for the project: the Foundation has withdrawn from this project (see narrative report above)
- To follow up with Prince Claus Fund on their decision to continue with "Selat" Project in Lebanon for the next three years, and increase their financial contribution to the project, if confirmed, this requires the Foundation to consider increasing its own contribution as well
- To follow up with the Representative Office of Norway and Gaza Municipality concerning the refurbishment of the Holst Centre, in order to reach an understanding on the project's management so the Foundation can decide its future interventions in the project
- To finalize the master plan of the Interactive Science Centre, which is supposed to be finished by end of July 2014. This will help the Foundation to better define its future role in the Centre
- To share with the employees the suggestion to transfer the pension fund provisions from the Housing Bank to Bank of Palestine, since they offer a higher interest rate on deposits
- To give priority to the salary scale revision in light of a comparative assessment of employees' salaries
- To submit the final proposal of the employees' children's scholarship fund to the Board by the end of July 2014

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- To develop a full concept of the staffing needs of the new building

Objectives, Achievements and Identification of needs

As outlined in the narrative report, the Foundation has now approved a new five-year strategic plan (2014-18). The following coupled with the annexed matrix summarises this new strategy:

(See annex 1)

During our strategic review, some slight modifications to the wording of our vision, mission and values statement were made.

Vision

A just, free, enlightened, and tolerant society with an active global presence, one that embraces dialogue and produces knowledge, art and literature.

Mission

The Foundation is an independent institution, working in the knowledge and creativity sectors, using an integrative approach and targeting a variety of social groups, particularly children, teachers and young artists. It seeks to empower free individuals and a dynamic Palestinian and Arab culture, through a long-term, participatory developmental ethos. This is achieved through programmes that foster critical thinking, research, creativity and the production of knowledge, aiming to provide inspiring models of giving, transparency and excellence.

Values

- **Defence of the rights and dignity of all**
Inspired by the shared heritage of humanity and in compliance with the Universal Declaration of Human Rights' vision that "All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood", the Foundation encourages individuals to combine their self-development with the service of others, while keeping a balance between personal and public interests, and focusing on the provision of inclusive and excellent standards of public service.
- **Freedom, pluralism, dialogue and the production of knowledge**
The Foundation believes in the individual's rights to freedom of thought and creed, as well as the right to free expression. These rights are key components of its internal culture and its work in the fields of culture and education, where engaging in dialogue and sharing practices are considered essential for the production of knowledge.
- **Working in a collegiate spirit of productivity**
The Foundation is aware that the realisation of its mission and goals depends on the potential effectiveness, value and meaning of its work as perceived by its target constituencies. As such, it always aims to operate in a collegiate spirit of cooperation and partnership with its staff and the groups it serves, whether they are children, artists, teachers or other beneficiaries.
- **The courage to be just**
The Foundation realises that development, peace and long-term justice require the courage to be just in the defence of human causes.

The Charity's projects and programmes, which are based on specific identified needs in Palestinian society, actively operate within the framework of the values adopted to fulfil its mission and vision.

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

Strategy

As mentioned above, no major changes were introduced to our vision, mission statement or core values. However, the significant growth in the size and scope of the Foundation's work over the last five years on the one hand and, on the other, the grave deterioration of the political situation in the region, were two factors that brought out, on analysis, a series of strengths, weaknesses, opportunities and threats which will directly affect our strategic plan for the next five years. The following is a summary of these four vital elements:

First, the **internal environment analysis**:

Strengths

- Financial and programmatic independence
- Project sustainability
- Trust, credibility and transparency
- Joint financing and programmatic partnerships
- Community needs-based programming
- Qualified human resources and sources
- Board of Trustees and its support
- Focused areas of work, "programmes that develop based on experience and knowledge"
- Buildings
- Job security
- Clear financial system
- Decentralised structure
- A progressive and culturally sensitive approach
- Diversity of work fields "culture, education, childhood"
- Wide geographical reach
- Inspiring work models
- Global and international presence
- Career development
- Prevalent reflective practice, used to constantly evaluate and enhance work
- Unique integration among programme visions
- Active base of beneficiaries throughout Palestine

Weaknesses

- Weak internal and external communication
- Lack of clear policies on career development, incentives, bonuses and fair performance appraisal
- Lack of understanding among some colleagues of the Foundation's core mission
- Difficult measurement of impact
- Lack of advocacy policy
- Absence of a clear local and international media strategy
- Insufficient use of the intellectual and technical capital in the Foundation
- Lack of an Information Management System
- Absence of a clear training policy
- Some dissatisfaction among employees
- Lack of adequate programming to ensure programme sustainability, development and quality of work
- Lack of clear succession planning
- Insufficient capitalization on relations with some project beneficiaries
- Delays in making certain decisions

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

External Environment Analysis

Opportunities

- The existence of scores of groups and individuals among teachers, artists, children and parents who have become an inseparable part of the Foundation's vision and projects
- The belief of several Palestinian ministries (e.g. Ministry of Education) in the necessity of change, their trust in the Foundation, their acknowledgement of its role and seeking of its support and cooperation
- Increased demand on the Foundation's programmes in general, and its services and activities in particular
- The real chance to operate within the Green Line (inside the State of Israel) through community institutions and individuals linked to the Foundation
- Opportunities to expand the Foundation's media impact
- Several long-term and on-going strategic partnerships
- A high level of professionalism without relying on external partnerships mainly since they are not permanent and rarely long-term
- The Mosaic Rooms and the growing appetite of the public for Palestinian and Arab cultural output, which constitutes a part of our international presence
- Readiness of international and local institutions for joint funding
- Growing number of international experts ready to contribute to the Foundation's work
- Increased number of cultural organisations in Palestine

Threats

- Continued divide between Hamas and Fatah
- The lack of a just and durable peace agreement
- Increasing dominance of conservative ideology
- Professional emigration
- Deterioration of school and university standards
- Bureaucracy of institutions and ministries
- Deterioration in the local economy, often preventing beneficiaries from reaching the Foundation and increasing the economic burden on staff members
- Ideological and party-political interference in government education and cultural policy
- Lack of a national, social and cultural political project
- Declining international funding
- Environmental situation in Gaza
- Deepening conflicts and struggles in the Arab world
- Rising poverty

Strategic Directions

- Capitalise on our accumulated experience, publications and resources and maximise their utilization;
- Develop the Foundation's institutional culture, its policies and its organisational structure;
- Achieve greater integration between the Foundation's work and programmes and enhance the holistic character of its work;
- Develop the Foundation's vision, knowledge-base, plans and practices to deepen the impact of its work and programmes;
- Employ cutting-edge technology in the Foundation's programmes;
- Continue to expand its work by creating inspiring models, within available resources;
- Promote a spirit of giving and sharing among beneficiaries, and a spirit of volunteerism among various segments of society;

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- Increase the involvement of local, Arab and international communities in enhancing the Foundation's material and moral resources.

Impact Assessment and Evaluation

One of the main issues under discussion during the five year strategic review was the urgent need to design a set of impact assessment and evaluation methodology in line with the new set of strategic objectives, which can be measured on an annual basis and referred to by the Trustees to ensure that the Foundation is meeting these. The Board has thus asked Trustee Nadia Hijab to use her wide network of connections from her previous work in the UN and other large institutions to identify an Arabic-speaking expert able to advise us on this. In the mean time we continue to gather and monitor the following data:

- Regular assessment of demand on the services provided, especially to teachers, trainers and children;
- Reflections and feedback from beneficiaries and partners;
- Degree of response and attendance by public in our cultural activities;
- The quality and longevity of external funding partnerships;
- Press coverage of our activities;
- Level of networking and collaborative efforts with local organizations working in culture and education;
- Participation (both qualitative and quantitative) in the various activities of the Culture and Arts Programme both inside and outside Palestine;
- The Foundation also carries out independent, periodic evaluations of its projects and programmes using relevant expertise. A full, professional and independent evaluation of the Qattan Centre for the Child in Gaza was planned for summer 2014 but was cancelled as a result of the Israeli war on the Strip. Continued restrictions on access to Gaza remain a major obstacle to bringing an external expert or experts to undertake this task.

Method for Recruitment and Appointment of Trustees

In January 2015, the Board was deeply saddened by the loss of one of the Foundation's founding members, Mrs Leila Al-Qattan (1934-2015). As per the tasks set for ourselves in June 2014, we continue to seek new trustees both to replace Mrs Al-Qattan and also to attract new expertise.

In addition to its annual audit, the Board requires its Secretary or the Director General to take legal advice from appropriate experts on a case-by-case basis to ensure compliance with any changes in charitable law, in the UK but also in its countries of operation.

During the reporting period, the Foundation's new internal auditor, Mr Hanna Natour of Deloitte, Palestine worked with his team on the first internal audit report which was given in draft form to the Board at its meeting in June 2015. The report is now (July 2015) under discussion by the Management committee who will be responding to it point by point over the coming weeks.

Risk Management

The Trustees recognise that protecting the Charity from harm is essential to the A.M. Qattan Foundation's ability to implement its programmes. A Risk Management Policy and a Risk Register are in place and are regularly reviewed and then approved by the Board of Trustees. The Register identifies the major risks to which the Charity may be exposed. To minimise these risks, the Trustees have established rigorous financial policies, controls and procedures for the authorisation of projects and transactions.

All significant activities are subject to a risk review as part of their initial assessment and thereafter during implementation. Major risks are then identified in terms of their likelihood and potential impact. These include risks affecting:

- Operational performance, including risks to our staff, partners, beneficiaries and consultants;
- Achievement of our aims and objectives; and

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

- The expectations of our beneficiaries and supporters.

Public Benefit

We have referred to the guidance in Section 17 of the Charities Act 2011 on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees, as well as all senior members of staff, are asked to carefully consider how planned activities will contribute to the aims and objectives they have set.

In that regard, the Trustees are satisfied that all activities and the benefits arising from them are strictly in line with the Charity's stated aims; that its activities are solely focussed on children, teachers, artists and creators; that all opportunities and benefits are offered on an open, transparent but competitive basis, while ensuring that activities are distributed across geographical, economic and social areas and strata with a specific focus on marginalised or impoverished communities (for example in rural areas or refugee camps), without compromising the quality of services provided.

Grants Policy

The majority of the grants provided by the Foundation are from within the Culture and Arts Programme. Otherwise grants are assessed and decided upon by the Board and selected according to their relevance to our overall objectives.

Financial status

The Charity is principally funded by the Al-Qattan Charitable Trust. Ever since its establishment, the Trust has been and continues to be committed to the Charity's work and to the success, financial independence and long-term sustainability of its programmes. It also maintains extremely strict parameters for accepting external funding of any sort, which must be totally unconditional. In that spirit, and during the year ended 31 March 2015, the Foundation continued its collaborative projects with the highly prestigious institutions below:

- European Commission (EC)
- Swedish International Development Agency (SIDA)
- Norwegian Refugee Council (NRC)
- Swiss Agency for Development and Cooperation (SDC)
- Welfare Association
- Save the Children
- Drosos Foundation
- ANERA (American Near East Refugee Agency)
- Prince Claus Fund
- Flemish Royal Theatre (KVS)
- Bank of Palestine
- Centre for Culture and Development (CKU)

In 2014-2015, the percentage of external funding reached 35% (\$2,915,473 of a total of \$8,448,888) of the overall expenditures, down from 43% in 2013-14.

Reserves Policy

In June 2014, the Board set a reserves policy stipulating total reserves to reach approximately £1.7m by 2019. This sum was to include both the Palestine employees' reserve and provident funds, as well as a target of £750,000 in free reserves to be deposited in London, this latter sum being the approximate amount needed to allow the Foundation to operate for a period of six months. The current level of free reserves is seen by the Trustees as being extremely low (£28,050).

The Foundation maintains a 100% Cash Reserves policy as far as its Palestine employees severance pay (\$1,077,109 as of 31/3/2015) and employees' Provident Fund are concerned (\$911,501 as of March 31 2015). In its annual meeting in June 2015, the Foundation approved an unrestricted cash reserve fund of £300,000 which will be created by March 31 2017 by allocating to it an annual amount of £100,000. This would be the first step in achieving the free reserves target of £750,000 referred to above. The first tranche of this payment was made in June 2015. The second is due in September

A.M. Qattan Foundation

Trustees' Report

For the year ended 31 March 2015

2015 and the third during the financial year beginning April 1 2016. Thereafter, the Trustees will endeavour to increase this unrestricted reserve fund to reach the target of £750,000 by 2019, as stipulated in its reserves policy approved in June 2014.

Connected Charity

The Charity continues to provide office, meeting rooms and hospitality to the Welfare Association UK; two of the Charity's Trustees are also members of the Board of Trustees of the Swiss charity. The Swiss-based Welfare Association (Geneva) is one of the largest independent NGOs in Palestine, working in social, economic and cultural development. It is also one of the Foundation's main strategic partners in developing quality teacher-focussed educational projects.

Trustees' Responsibilities in relation to the Financial Statements

The trustees (who are also directors of the A. M. Qattan Foundation for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires trustees to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.
- The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

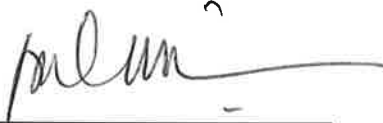
- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
- The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

A.M. Qattan Foundation
Trustees' Report
For the year ended 31 March 2015

Auditors

Kingston Smith LLP have indicated their willingness to continue in office and are deemed to be reappointed in accordance with section 487(2) of the Companies Act 2006.

This report was approved by the Board of Trustees on 28.8.2015 and signed on their behalf by:



Omar Al-Qattan,
Chairman of the Board of Trustees

The A. M. Qattan Foundation

Independent Auditors' Report to the Trustees of

The A. M. Qattan Foundation

We have audited the financial statements of the A. M. Qattan Foundation for the year ended 31 March 2015 which comprise the Statement of Financial Activities [the Consolidated Summary Income and Expenditure Account], the Balance Sheet, the Cashflow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken for no purpose other than to draw to the attention of the charitable company's trustees and members those matters which we are required to include in an auditor's report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and the charitable company's trustees and members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition we read all the financial and non-financial information in the Trustees Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

In our opinion, the accompanying financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**The A M Qattan Foundation
Independent Auditors' Report to the Trustees of
The A. M. Qattan Foundation**

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures or trustees' remunerations specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Neil Finlayson *LLP* *LVP*

.....
Neil Finlayson, Senior Statutory Auditor
for and on behalf of Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London EC1M 7AD

15/9/2015

The A. M. Qattan Foundation
Statement of Financial Activities (Incorporating the Summary Income
and Expenditure Account)
For the year ended 31 March 2015

	Notes	Unrestricted £	Restricted £	2015 Total £	2014 Total £
INCOMING RESOURCES					
Incoming resources from generated funds					
Donations		313,059	5,198,243	5,511,302	3,872,277
Investment income - bank interest		69	-	69	79
Charitable activities					
The Mosaic Rooms		40,218	1,200	41,418	58,873
Other incoming resources		-	137,335	137,335	69,678
Total Incoming Resources		<u>353,346</u>	<u>5,336,778</u>	<u>5,690,124</u>	<u>4,000,907</u>
Resources Expended					
Cost of generating funds					
		2,475	-	2,475	3,075
Charitable activities					
Grant-making:					
Grant expenditure	2	10,822	3,587,655	3,598,477	3,180,294
Grant related administrative costs	3a	-	353,662	353,662	380,324
Total Grant-making expenditure		10,822	3,941,317	3,952,139	3,560,618
The Mosaic Rooms	3b	371,197	2,979	374,176	306,183
Governance costs	4	<u>1,251</u>	<u>41,218</u>	<u>42,469</u>	<u>52,337</u>
Total Resources Expended		<u>385,745</u>	<u>3,985,514</u>	<u>4,371,259</u>	<u>3,922,212</u>
Net Incoming /(Outgoing) Resources before gains / (losses)	5	(32,399)	1,351,264	1,318,865	78,695
Other Recognised Gains and Losses					
Unrealised gain / (loss) on foreign currency transactions		-	498,131	498,131	(232,875)
Net incoming / (outgoing) resources		(32,399)	1,849,395	1,816,996	(154,180)
Fund balances brought forward		<u>60,449</u>	<u>3,108,293</u>	<u>3,168,742</u>	<u>3,322,922</u>
Fund balances carried forward	10	<u><u>28,050</u></u>	<u><u>4,957,688</u></u>	<u><u>4,985,738</u></u>	<u><u>3,168,742</u></u>

All recognised gains and losses are included in the Statement of Financial Activities.

The results for the year all relate to continuing operations.

The notes on pages 37 to 43 form part of these financial statements.

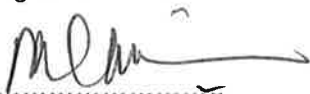
The A. M. Qattan Foundation
Balance Sheet as at 31 March 2015

	Notes	2015 £	2015 £	2014 £	2014 £
Fixed Assets					
Tangible fixed assets	6a		2,602,505		2,360,695
Assets under construction	6b		1,340,819		313,590
Fixed Asset Investment	6c		8,500		8,500
			<u>3,951,824</u>		<u>2,682,785</u>
Current Assets					
Stock		13,353		19,564	
Debtors	7	1,769,992		1,407,419	
Cash at bank		<u>4,829,392</u>		<u>4,736,990</u>	
		<u>6,612,738</u>		<u>6,163,974</u>	
Current Liabilities					
Other creditors		4,233,022		4,615,524	
Accruals & deferred income		<u>5,219</u>		<u>111,816</u>	
		<u>4,238,241</u>		<u>4,727,340</u>	
Net Current Assets			<u>2,374,497</u>		<u>1,436,634</u>
Total Assets less Current Liabilities			6,326,321		4,119,419
Liabilities: Amounts falling due after more than one year					
Provision for employees' benefits	8		<u>1,340,583</u>		<u>950,678</u>
			<u>4,985,738</u>		<u>3,168,742</u>
Funds					
Unrestricted			28,050		60,449
Restricted	9		<u>4,957,688</u>		<u>3,108,293</u>
	10		<u>4,985,738</u>		<u>3,168,742</u>

The notes on pages 37 to 43 form part of these financial statements.

Approved, and authorised for distribution, by the Board of Trustees on
and signed on its behalf:

28.8.2015



Omar Al-Qattan
Chairman

COMPANY NUMBER: 02171893

The A. M. Qattan Foundation
Statement of Cashflows
For the year ended 31st March 2015

	2015 £	2015 £	2014 £	2014 £
Net Cash Inflow from Operating Activities		<u>1,286,468</u>		<u>2,849,187</u>
Returns on Investments and Servicing of Finance				
Interest received	(69)		(79)	
	<u> </u>		<u> </u>	
Net Cash Inflow from Returns on Investments and Servicing of Finance		<u>(69)</u>		<u>(79)</u>
Capital Expenditure and Financial Investment				
Cost of purchasing tangible fixed assets	(166,769)		(109,141)	
Cost of constructing assets	(1,027,229)			
	<u> </u>		<u> </u>	
Net Cash Outflow from Capital expenditure and Financial Investment		<u>(1,193,998)</u>		<u>(109,141)</u>
Increase in Cash		<u><u>92,402</u></u>		<u><u>2,739,967</u></u>

The notes on pages 37 to 43 form part of these financial statements.

The A. M. Qattan Foundation
Statement of Cashflows (continued)
For the year ended 31st March 2015

Reconciliation of Operating Profit to Net Cash Inflow from Operating Activities	2015	2014
	£	£
Net incoming/(outgoing) resources	1,318,865	78,695
Depreciation charges	207,276	223,784
Foreign exchange movements on fixed assets	(282,816)	63,920
Interest received	69	79
Unrealised (loss) / gain on foreign exchange	498,131	(232,875)
Loss on fixed asset disposals	499	699
Increase in debtors	(362,573)	901,950
Decrease in creditors	(99,194)	1,824,108
Increase in stock	6,211	(11,174)
 Net cash inflow from operating activities	 <u>1,286,468</u>	 <u>2,849,187</u>

Reconciliation of Net Cash Flow to Movements in Net Cash	2015
	£
Decrease in cash in the year representing change in net debt	92,402
Net cash at 1 April 2014	<u>4,736,990</u>
Net cash at 31 March 2015	<u>4,829,392</u>

Analysis of Changes in Net Debt	At		Cash	At
	1 April	Non-cash	Flows	31 March
	2014	Changes	£	2015
	£	£		£
Cash at bank and in hand	4,736,990	-	92,402	4,829,392
Total Net Funds	<u>4,736,990</u>	<u>-</u>	<u>92,402</u>	<u>4,829,392</u>

The A. M. Qattan Foundation

Notes to the Financial Statements

For the year ended 31 March 2015

1 Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards. In preparing the financial statements the charity follows best practice as laid down in the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) issued in March 2005.

Tangible Fixed Assets

Tangible fixed assets are depreciated at rates calculated to write off the cost over the term of their useful lives, as follows:

Buildings	over 20 years
Furniture and fittings	over 4 - 7 years
Books	over 10 years
Computer equipment	over 3 years
Motor vehicles	over 5 years
Fixed asset investments	Stated at cost less provision for diminution in value.

The cost of the property, plant and equipment includes all of the expenditures incurred so as to make the assets ready for use. Any subsequent expenditure is capitalised only when they increase the future economic benefits to the related property, plant and equipment.

Assets Under Construction

Assets under the course of construction comprise the costs incurred on an incomplete project, which include design cost, construction, direct wages and a portion of the indirect costs. After completion, all project costs are capitalised and transferred to property, plant and equipment as appropriate.

Investment Income

Gross investment income is accounted for on a receivable basis.

Donations and Grants

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable, except as follows:

When donors specify that donations and grants given to charity must be used in future accounting periods, the income is deferred until those periods.

When donors impose conditions, which have to be fulfilled before the charity becomes entitled to recognise such income, the income is deferred until the pre-conditions for use have been met.

Resources Expended

Expenditure is included on an accruals basis.

Grants payable are charged in the year when the offer is conveyed to the recipient except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions, which have not been met at the year-end, are noted as a commitment, but not accrued as expenditure.

Governance costs are those costs incurred to comply with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity.

The A. M. Qattan Foundation
Notes to the Financial Statements
For the year ended 31 March 2015 (Continued)

1 Accounting Policies (continued)

Fund Accounting

Details of the nature and purpose of each restricted fund is set out in note 9.

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Provisions

Benefits payable to the Palestine employees at the end of their employment is provided for in accordance with Palestine labour laws. The calculation is based on accruing one month's worth of compensation for each year of service based on the last basic salary paid.

The charity deducts 8% from the employees' monthly basic salaries for the provident fund and contributes a similar amount. Both contributions are deposited in a separate interest-bearing bank account.

Stock Accounting

Stock is valued at the lower of cost and net realisable value.

Foreign Currency Balances

Transactions in foreign currencies are recorded at the average exchange rate for the period. Foreign currency assets and liabilities have been translated into sterling at the rate of exchange prevailing at the balance sheet date. All differences on translation are taken to the Statement of Financial Activities.

The A. M. Qattan Foundation
Notes to the Financial Statements
For the year ended 31 March 2015 (Continued)

2 Charitable Grants Expenditure

	Unrestricted	Restricted	2015 Total	2014 Total
	£	£	£	£
Donations paid to 53 (2014: 35) individuals	-	114,527	114,527	48,969
Donations paid to 125 (2014: 124) Institutions	10,822	808,200	819,022	852,151
	<u>10,822</u>	<u>922,727</u>	<u>933,549</u>	<u>901,120</u>
The Qattan Centre for Educational Research and Development	-	602,672	602,672	591,698
The Qattan Centre for the Child	-	686,222	686,222	664,100
Read and enjoy together in GAZA	-	-	-	20,490
Selat links through the arts	-	14,005	14,005	15,480
Culture and Arts Programme	-	-	-	216,996
QCERD Gaza	-	51,001	51,001	59,594
Walid & Helen Kattan Science Edu. Project	-	338,661	338,661	284,383
Production Support Project	-	-	-	52,106
NRC - Our Communities, Our Schools	-	6,007	6,007	25,103
NRC - Parental skills club	-	-	-	8,154
Performing arts network (PAN)	-	72,464	72,464	94,632
Drama in Education	-	-	-	9,554
Comp. Dev. Of KGs in Jerusalem	-	83,104	83,104	62,058
CAP	-	241,775	241,775	-
Audio Visual Unit (AVU)	-	50,472	50,472	-
Mobile library - BOP	-	1,964	1,964	-
NRC Psychological support and recreational acti	-	9,263	9,263	-
Promoting healing and learning for Gaza's childre	-	27,315	27,315	-
Supporting temporary art production in Gaza - CI	-	148	148	-
Animation in Education - Phase 2	-	34,026	34,026	34,750
Create "Ibdaa" QCC	-	34,241	34,241	21,610
Improving Early Childhood Care in Gaza	-	4,217	4,217	15,456
Lamsat Hanan for Gaza Children After the War	-	-	-	54,399
Partnership for Development- Drosos	-	31,086	31,086	44,524
Performing Arts Admin	-	-	-	497
Performing Arts European Commission	-	376,284	376,284	3,589
	<u>10,822</u>	<u>3,587,655</u>	<u>3,598,477</u>	<u>3,180,294</u>

The A. M. Qattan Foundation
Notes to the Financial Statements
For the year ended 31 March 2015 (Continued)

2 Charitable Grants Expenditure (Continued)

	2015 £
Grants paid to institutions in excess of £10,000 during the year are as follows:	
The Edward Said National Conservatory of Music	179,094
Popular Art Center	52,911
Ministry of Education, PNA	39,733
The Freedom Theatre	34,462
Theatre Day Production	26,554
Al Harah Center for Theatre & Arts	26,554
Ashtar for Theatre Education & Training	28,724
El Funoun Popular Dance Troupe	26,554
Palestinian Circus School	26,838
Al Kamandjati Association	36,517
Yes Theatre for Communication Among Youths	17,769
Center for Palestinian Studies/Columbia University	17,046
Arab Youth Association	13,637
Magnificat Institute	12,936
Zidan Salameh Association	12,397
Zoukak Association	10,755
	562,481

The direct charitable expenditure of the Palestine branch consisted of:

	2015 £	2014 £
Staff costs	1,059,334	1,010,729
Depreciation	194,637	206,036
Other costs	2,332,483	1,962,329
	3,586,455	3,179,094

3a Grant Related Administrative Costs

	Unrestricted	Restricted	2015	2014
	£	£	Total	Total
	£	£	£	£
Salaries	-	267,567	267,567	238,234
Office costs	-	78,131	78,131	126,536
Depreciation	-	7,964	7,964	15,554
	-	353,662	353,662	380,324

3b The Mosaic Rooms

	Unrestricted	Restricted	2015	2014
	£	£	Total	Total
	£	£	£	£
Salaries	126,264	-	126,264	124,893
Office costs	243,237	-	243,237	176,321
Depreciation	1,696	2,979	4,675	4,969
	371,197	2,979	374,176	306,183

The A. M. Qattan Foundation
Notes to the Financial Statements
For the year ended 31 March 2015 (Continued)

3b The Mosaic Rooms (continued)

The average number of persons employed by the charity during the year was 88 (2014 - 89).

During the course of the year, trustees were reimbursed \$6,325 in respect of travel expenses to attend Board meetings. No employee earned over £60,000 in this year or the preceding year.

4 Governance

	Unrestricted	Restricted	2015	2014
	£	£	Total	Total
			£	£
Legal and professional fees	-	20,658	20,658	35,681
Auditors' remuneration:				
Audit fee	1,251	20,560	21,811	16,656
	<u>1,251</u>	<u>41,218</u>	<u>42,469</u>	<u>52,337</u>

5 Net Incoming / (Outgoing) Resources for the Year

	2015	2014
	£	£
This is stated after charging:		
Depreciation of tangible fixed assets	207,276	223,784
Auditors' remuneration:		
Unrestricted	1,251	1,191
Restricted	20,560	15,465
	<u>207,276</u>	<u>223,784</u>

6 Tangible Fixed Assets

	Freehold	Furniture	Computer	Motor	Total
	Land and	and Fittings	Equipment	Vehicles	
	Buildings	and Books			£
Cost	£	£	£	£	
At 1 April 2014	2,812,469	1,041,689	239,416	13,825	4,107,399
Additions	-	75,121	28,031	63,616	166,769
Disposals	-	(11,638)	(5,454)	-	(17,092)
Exchange differences	341,825	131,346	28,519	7,251	508,941
	<u>3,154,294</u>	<u>1,236,519</u>	<u>290,512</u>	<u>84,692</u>	<u>4,766,017</u>
At 31 March 2015					
Depreciation					
At 1 April 2014	807,405	752,221	175,442	11,636	1,746,704
Charge for year	92,427	78,179	35,555	1,115	207,276
On disposal	-	(11,139)	(5,454)	-	(16,593)
Exchange differences	106,225	96,585	21,802	1,511	226,124
	<u>1,006,057</u>	<u>915,847</u>	<u>227,345</u>	<u>14,263</u>	<u>2,163,512</u>
At 31 March 2015					
Net Book Value					
At 31 March 2015	<u>2,148,237</u>	<u>320,672</u>	<u>63,167</u>	<u>70,430</u>	<u>2,602,505</u>
At 31 March 2014	<u>2,005,064</u>	<u>289,468</u>	<u>63,973</u>	<u>2,189</u>	<u>2,360,695</u>

During 2008, Mr. Abdel-Mohsin Al-Qattan granted the Foundation a piece of land as a donation to be used for establishing new premises for the charity. The land was valued according to prevailing market rates in Palestine.

During the year ended 31 March 2001 the Foundation started to build a cultural centre for children in Gaza. 3,041 square metres of land was allocated to the Foundation by the Municipality of Gaza for this purpose on a long leasehold basis at a peppercorn rent. The Centre, called the Qattan Centre for the Child, opened to the public in September 2005.

The A. M. Qattan Foundation
Notes to the Financial Statements
For the year ended 31 March 2015 (Continued)

6b Assets Under Construction

Assets under the course of construction comprise the costs incurred on an incomplete project, which include design cost, construction, direct wages and a portion of the indirect costs. After completion, all project costs are capitalised and transferred to property, plant and equipment as appropriate.

6c Fixed Asset Investments

	2015 £	2014 £
Cost		
At 1 April 2014	8,500	4,050
Additions	<u>0</u>	<u>4,450</u>
At 31 March 2015	<u><u>8,500</u></u>	<u><u>8,500</u></u>

This relates to a painting and artwork purchased during the year by A. M. Qattan Foundation.

7 Debtors

	2015 £	2014 £
Other debtors	1,681,312	1,105,507
Prepayments and accrued income	<u>88,680</u>	<u>301,912</u>
	<u><u>1,769,992</u></u>	<u><u>1,407,419</u></u>

8 Provision for Employees' Benefits

The Foundation in Palestine provides for its employees' severance pay according to the prevailing labour law and it contributes to the employees' provident fund.

	2015 £	2014 £
Provision brought forward	950,678	907,425
Net movement in the year	<u>389,905</u>	<u>43,253</u>
Provision carried forward	<u><u>1,340,583</u></u>	<u><u>950,678</u></u>

9 Restricted Funds

On 29 April 1998, The A. M. Qattan Foundation - Palestine was established as a branch of the A.M. Qattan Foundation for the specific purposes of managing the Foundation's work in Palestine and the projects being carried on out there.

The funds held by the branch are therefore treated as a separate restricted fund in the accounts of the charity in accordance with the treatment prescribed in the Charities' SORP.

10 Analysis of Net Assets between Funds

	Unrestricted £	Restricted £	2015 Total £	2014 Total £
Fixed assets	3,712	3,948,112	3,951,824	2,682,785
Net current assets	24,338	2,350,158	2,374,497	1,436,634
Liabilities: Due after more than one year	<u>-</u>	<u>(1,340,583)</u>	<u>(1,340,583)</u>	<u>(950,678)</u>
	<u><u>28,050</u></u>	<u><u>4,957,687</u></u>	<u><u>4,985,738</u></u>	<u><u>3,168,742</u></u>

The A. M. Qattan Foundation
Notes to the Financial Statements
For the year ended 31 March 2015 (Continued)

11 Related Parties

This item represents transactions and balances with related parties, i.e. trustees, directors (management) and organisation over which they exercise control.

a) Transactions with related parties are as follows:

	2015	2014
	£	£
Details:		
Contribution from Al Qattan Charitable Trust - Guernsey	2,779,070	1,958,456
Released from restriction for Walid & Helen Kattan Science Education Project	-	11,652
Restricted contribution from Directors for new Palestine building	<u>526,904</u>	<u>-</u>

b) Balances with related parties are as follows:

	2015	2014
	£	£
Details		
Advance received from Al-Qattan Charitable Trust (Guernsey)	-	480,862
Contribution receivable from Walid & Helen Kattan	404,479	721,293
Due from A. M. Qattan Foundation in Palestine	<u>6,840</u>	<u>-</u>

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goals	Initiatives/Programmes	Projects/Activities	Indicators
<p>To support society in attaining greater self-reliance in the fields of education and culture</p>	<p>Creating sustainable and inspiring models</p>	<p>Supporting innovative individual and collective cultural and artistic initiatives</p>	<p>Supporting the Performing Arts Summer School (PASS)</p> <p>Developing the Gaza Contemporary Arts Programme</p>	<p>A space for production and experimentation, run by PASS workshop participants</p> <p>An alternative performing arts learning programme in Gaza, led by artists and other individuals from Gaza</p>
		<p>Co-producing and supporting income-generating cultural and art projects</p>	<p>Number of annual income-generating cultural and art projects</p>	
		<p>Helping sustain the Child Centre in the Maghazi Community Rehabilitation Society</p>	<p>Maghazi Society maintains its activities and programmes; a capacity-building scheme for the Society is developed</p>	
		<p>Co-founding the Child Cultural Centre in Jenin</p>	<p>The Child Centre in Jenin is established and operational within two years</p>	
		<p>Overseeing the Jenin Centre's operations</p>	<p>An action plan is developed to ensure oversight within the Foundation's means</p>	
		<p>Conducting a study for the establishment of an educational and cultural space in the Gaza Strip</p>	<p>A completed study and financing plan</p>	
		<p>Developing and supporting the Nilin Teachers Centre</p>	<p>The Nilin Centre has a regular programme and is run by a competent team; a capacity-building scheme for the Centre is developed</p>	
		<p>Conducting a study of the Model School project</p>	<p>A finalised and approved comprehensive study</p>	

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goals	Initiatives/Programmes	Projects/Activities	Indicators
<p>Creating and consolidating partnerships, expanding networks and using available resources efficiently</p>	<p>Fostering partnerships with public and civil society institutions working in education, culture and childhood</p>	<p>Co-organising local and national cultural festivals and events (Qalandiya International, /Si:n/ Festival, Ramallah Doc, Playwriting Workshop, Summer School, cultural heritage events, film hosting and screening, SDP, SFF, etc.) and joint literary and art residencies</p>	<p>Developing joint programmes/projects with the Ministry of Education in the West Bank and Gaza</p>	<p>Number of joint festivals and events; number of joint art/literary productions; number of joint capacity-building programmes; number of joint art and literary residencies</p>
		<p>Developing existing and new partnerships with the private sector</p>	<p>Developing partnerships with universities in the West Bank and Gaza</p>	<p>Number of programmes/projects with the Ministry of Education</p>
<p>Promoting the values of giving, voluntary work and community service</p>	<p>Developing and launching a volunteering and internship programme</p>	<p>Enhancing programmes within existing partnerships</p>	<p>A developed strategic partnership with the Bank of Palestine</p>	<p>Number of partnerships with Palestinian universities</p>
		<p>Building new partnerships</p>	<p>Developing volunteering and internship policy</p>	<p>Number of new strategic partnerships with the private sector</p>
<p>Promoting the values of giving, voluntary work and community service</p>	<p>Organising and executing activities through which programme beneficiaries are involved in the Foundation's and partner institutions' work</p>	<p>Developing voluntary initiatives led by children, parents and elders</p>	<p>Approved volunteering and internship policy</p>	<p>Number of initiatives led by children and parents</p>
		<p>Fostering voluntary initiatives led by children, parents and elders</p>	<p>Number of performing art displays carried out by grant beneficiaries</p>	<p>Number of beneficiaries of educational development programmes who voluntarily organise and execute activities</p>

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes	Projects/Activities	Indicators
To contribute to the education and teaching process in a holistic, qualitative and creative manner	Building capacity among target professionals working in education, culture, arts and childhood	Developing the knowledge, skills and capacities of professionals working in culture, education and childhood	Developing and executing specialised, long-term programmes and training workshops (Project-Based Learning, Summer School, Gaza Contemporary Arts Programme, Playwriting Workshop, YAYA, Mantle of the Expert, professional development in early childhood fields, professional development for science teachers, training and production in the field of animation, fostering cinematic culture in schools, training of librarians)	Number of beneficiaries of specialised programmes and workshops each year
		Creating spaces/labs for training and experimentation	<p>Providing academic and professional scholarships as part of programme action plans to build capacities and meet the Foundation's work needs</p> <p>Providing opportunities for children to enrich their experiences and enhance their skills</p> <p>Putting to use spaces in the Foundation's current and new buildings (galleries, theatres, lab spaces)</p> <p>Contributing to the development of botanical gardens and their use as learning spaces</p> <p>Completing the study of the Interactive Science Centre</p>	<p>Number of academic and professional scholarships</p> <p>Number of children participating in specialised training programmes</p> <p>Number of cultural and artistic events featuring children's productions</p> <p>Number of annual total occupancy days of spaces in the current and new buildings</p> <p>Number of educational programmes carried out within these spaces</p> <p>Approved study and construction plan for the Interactive Science Centre</p>

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes	Projects/Activities	Indicators
			Developing and executing a financing plan for the Interactive Science Centre	Percentage of received and promised funds from total
			Providing greater support to cultural and educational action in Gaza	Number of Gaza beneficiaries (artists, innovators, teachers and youth) of the Foundation's programmes and grants
			Creating a space for young artists, innovators and teachers in Gaza	Existence of a space for young artists, innovators and teachers in Gaza
			Promoting the Foundation's role in the Art Residency Project in Jericho	A completed comprehensive plan for construction, operation and funding for the project
	Enhancing knowledge, technical and artistic resources		Enhancing the Foundation's library services	Number of available resources (books, films, periodicals) at the library each year
			Expanding the Foundation's filmmaking equipment bank and its utilisation	Rate of development achieved in the filmmaking bank

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes	Projects/Activities	Indicators
To deepen social dialogue and action in the fields of culture and education	Contributing to the reform of educational and cultural policies	Expanding partnerships in the fields of cultural and educational action and deepening their impact	Establishing and updating a database listing beneficiaries of the Foundation's services	A database with updated information on beneficiaries
			Connecting beneficiaries (individuals, institutions, forums) and bringing them into action	Number of their participations in events
Achieving greater public appreciation of culture and education	Achieving greater public appreciation of culture and education	Increasing community interaction with programmes and activities owned and supported by the Foundation	Playing an active role in networks and promoting their role (AFF, PAN, Anna Lindh, Shared Spaces)	A registered, independent performing arts network
			Joining new networks (ASTC, NAMES, ECSITE)	Number of new networks joined
			Organising and participating in advocacy campaigns	Number of executed advocacy campaigns
			Developing effective and continuous media plans	Percentage of increased traffic on the Foundation's social media sites
			Developing extra-curricular educational science programmes	Number of implemented programmes
			Supporting high-quality art production programmes	Number of production grants given each year
			Organising a regular international conference on education	Number of participants at the international conference
			Developing and executing comprehensive programmes in self-education, reading, research and expression for children	Number of activities/programmes implemented each year
			Developing and executing joint programmes for parents and children	Number of parent-and-child programmes each year

A.M. Qattan Foundation
Annex 1
For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes	Projects/Activities	Indicators
To strengthen Palestine's regional and international presence in the fields of culture and education	Consolidating the regional and international presence of the Foundation's programmes	Setting a comprehensive plan to expand the Foundation's geographical presence	Continuing and developing the Selat project in Lebanon Expanding the Foundation's work into Jordan Developing the Mosaic Rooms' work in London	Existing partnership is maintained and new partnerships are established through Selat in Lebanon Approved study
	Encouraging and promoting cultural and educational exchange between Palestine and the rest of the world	Achieving greater participation in local and international events	Developing local and international residencies in the Foundation's fields of work Supporting local, Arab and international festivals and events Developing the Teacher Exchange Programme Supporting participations of individuals (teachers, artists, innovators) in local, Arab and international festivals or cultural and educational platforms Developing a system/programme to attract and host international expertise in the fields of culture, education and childhood	Increase in the number of visitors and events in London and elsewhere Number of artists, professional and teachers in residencies abroad or in the Foundation Number of local and international festivals, events and participations supported by the Foundation each year Number of participants in international cultural and art forums Number of teachers participating in the Teacher Exchange Programme Number of teachers taking part in educational conferences Number of international experts hosted within the adopted hosting system/programme

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes	Projects/Activities	Indicators
To develop the Foundation's institutional environment	Raising the production values of our documentation, publishing and media outputs	Developing documentation and archiving systems	Conducting a comprehensive needs assessment in documentation, archiving, information and publishing and setting a development plan	A qualified team capable of developing and implementing a modern documentation and archiving system
		Enhancing publishing quality, methods (paper and electronic) and distribution	Reconsidering the Foundation's current publications (including Rua' Tarbawiyya, studies, research, translations, literary and art publications) for more integrative ones	An approved and implemented publishing policy
		Developing an overall system of information	Producing educational and cultural material based on the Foundation's documentation	Number of produced materials and their uses
		Promoting applied educational research and research writing	Developing current working policies of publishing and information	An approved and implemented information policy
		Developing human resources	Developing and adopting the Institutional Identity Guide	Wide media coverage of the Foundation's work
		Enhancing administrative and operational efficiency	Publishing the educational yearbook as per the integrated publishing policy	Institutional Branding Guide is approved and put into effect
			Developing the Employee Children's Grant Fund	Yearbook is published and disseminated
			Developing policies and procedures of evaluation and incentives	A developed and approved human resource system
			Developing the guidelines for the employee provident fund	
			Revising the current salary scale and developing a salary scale for the Mosaic Rooms	
Reviewing and developing the	A new and approved organisational			

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes	Projects/Activities	Indicators
			organisational structure (IT, information and publishing, Mosaic Rooms, Research Centre in Gaza, Multimedia) and developing succession plans and terms of reference for the Management Committee	structure
			Developing and implementing training and professional development plans for employees, including necessary plans for the new building's operations	Average of training days per employee each year
		Providing an attractive, stimulating and interactive work environment	Ensuring working spaces and furniture provide an interactive, comfortable and stimulating environment	Level of job satisfaction among staff
			Enhancing channels of communication inside the Foundation	Number of general staff meetings each year
		Evaluating and reviewing the programmes' work	Conducting an external evaluation of the Qattan Centre for the Child	Evaluation report
	Promoting and developing the principles of good governance	Developing the working processes of the Board of Trustees	Developing the Board Manual so as to ensure membership turnover and cover the Board's relationship to General Management	Board Manual developed
			Creating specialised committees within the Board and developing their terms of reference	Specialised committees established
			Increasing Board membership	Number of Board members
		Developing working processes and policies	Reviewing and developing the Foundation's working policies	Developed working policies and procedures

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes on the general and programme levels	Projects/Activities and procedures constantly	Indicators
<p>Developing the Foundation's IT infrastructure and technological resources</p>		<p>on the general and programme levels</p>	<p>and procedures constantly</p>	<p>Internal and external audit reports</p>
		<p>Reviewing compliance with administrative and financial regulations and procedures regularly</p>	<p>Reviewing the execution of the strategic plan each year and bringing the necessary changes to it</p>	<p>Level of compliance to the strategic plan</p>
		<p>Promoting transparency and communication</p>	<p>Writing and publishing audited annual reports and financial statements, employment policies and grant criteria</p>	<p>Regular publishing of the Foundation's reports, financial statements and policies</p>
		<p>Providing dynamic IT infrastructures and applications</p>	<p>Developing network infrastructure including servers</p> <p>Developing the IT Unit regulations, policies and procedures</p> <p>Developing an IT user's guide</p>	<p>Upgraded IT infrastructure</p> <p>Updated, consolidated and implemented IT policy and system</p> <p>Level of user satisfaction following IT system upgrade</p>
		<p>Building an integrated IMS and consolidated databases</p>	<p>Automating and developing the Foundation's internal work systems</p> <p>Using SharePoint for the Foundation's employee payroll system</p> <p>Developing and applying system units and modules gradually</p>	<p>Percentage of automated internal work systems</p>
		<p>Proceeding with the new building's completion, moving and occupancy plan</p>	<p>Continuing construction and finishing works in the new building</p> <p>Developing and executing a furnishing and equipping plan for</p>	<p>A promotion and inauguration plan for the new building</p>

A.M. Qattan Foundation

Annex 1

For the year ended 31 March 2015

General Objective	Strategic Goal	Initiatives/Programmes	Projects/Activities	Indicators
	Ensuring the Foundation's sustainability and financial independence	Establishing the endowment fund Mobilising unrestricted external financing	the new building and different facilities	
			Developing and executing a promotion and inauguration plan	
			Developing and executing the moving plan from the current offices to the new building in Ramallah	New building is ready for operations
			Developing an occupancy plan for the current building	An occupancy plan is developed
			Drafting a conduct of conduct and facilities user guide	Code of conduct is finalised and circulated
			Drafting the fund's development plan	Percentage of completion of the fund according to regulations
			Building a database for current and potential partners	Database is built
			Consolidating relationships with current funders	External financing limit in the operating budget
			Developing project proposals and promoting them to current and potential funders	Number of approved projects
			Developing income-generating initiatives depending on the Foundation's resources	Number of initiatives

The A. M. Qattan Foundation

Detailed Income and Expenditure Account

The A. M. Qattan Foundation - UK	2015 £	2015 £	2014 £	2014 £
Income				
Donations receivable		181,034		225,851
Grants receivable		0		319,970
Gift aid on donation from Omar		132,025		79,993
Investment income		69		79
The Mosaic Rooms				
- Restricted donations to exhibitions	1,200		3,837	
- Exhibition sales	17,858		10,869	
- Book sales (incl. closing stock of books)	3,483		25,756	
- Ticket sales	1,832		3,967	
- Art sales	-		-	
- Rental income	17,045		14,444	
		41,418		58,873
			354,546	684,766
Expenditure				
Office staff salary/NIC	135,670		132,622	
Donations	12,022		321,170	
Audit and accountancy	13,860		9,538	
The Mosaic Rooms	144,692		107,837	
Rates	9,287		9,084	
Telephone	459		718	
General office costs	6,780		12,055	
Repairs and maintenance	(839)		80	
Bank charges and interest	1,947		1,596	
Fundraising consultant	2,475		-	
Stationery	3,838		4,268	
Professional Fees	6,398		3,075	
Premises and general insurance	4,349		3,627	
Couriers	4,643		4,509	
Depreciation:				
Furniture and fittings	275		367	
Office equipment	1,421		2,005	
Travel	3,097		1,918	
Subscriptions			-	
Translation fees	(451)		80	
IT support	19,992		3,836	
Events catering	3,783		3,859	
Hospitality	610		283	
Advertising	11,478		6,000	
Equipment under £500	659		495	
Bad and doubtful debts	500			
		(386,945)		(629,022)
Operating Surplus / (Deficit)		(32,399)		55,744

This page does not form part of the financial statements on which the auditors have reported.

The A. M. Qattan Foundation
Detailed Income and Expenditure Account
For the year ended 31 March 2015

The A. M. Qattan Foundation - Palestine

	Notes	2015 £	2015 £	2014 £	2014 £
Income					
Donations receivable			5,198,243		3,566,433
Investment income			-		-
Other income			<u>137,335</u>		<u>69,678</u>
			5,335,578		3,636,111
Expenditure					
Donations		869,569		870,213	
Project expenses (see Note 1 below)		2,671,424		2,249,611	
Administration salaries		214,444		205,961	
Severance pay		53,123		32,273	
Office expenses		78,131		126,536	
Professional fees		41,218		51,146	
Depreciation		7,964		15,554	
Other		1,948		1,686	
Accommodation and travel		46,494		60,182	
Unrealised gain on transactions of Loss / (Gain) on foreign exchange		<u>(498,131)</u>		<u>232,875</u>	
			<u>(3,486,184)</u>		<u>(3,846,036)</u>
Operating Surplus / (Deficit)			<u><u>1,849,394</u></u>		<u><u>(209,925)</u></u>
Note 1					
Project Expenses					
Employees' benefits			1,059,334		1,010,729
Office expenses			294,648		310,982
Workshop and training			0		34,477
Professional fees			90,953		69,378
Transportation			0		0
Project activity expenditure			505,001		159,631
Project related conferences and seminars			256,825		285,007
Depreciation			194,637		205,870
Accommodation and travel			46,494		60,182
Other			<u>223,532</u>		<u>113,355</u>
			<u><u>2,671,424</u></u>		<u><u>2,249,611</u></u>

This page does not form part of the financial statements on which the auditors have reported.