



(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 2016**

# The A. M. Qattan Foundation

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**A.M. Qattan Foundation**  
**Company Information**  
**For the year ended 31 March 2016**

**Honorary President** Mr Abdel Mohsin Al-Qattan (Honorary President)

**Names of Trustees** Mr Omar Al-Qattan, (Chairman)  
Mrs Najwa Al-Qattan  
Mrs Leenah Al-Qattan (resigned 29 June 2016)  
Ms Nadia Hijab  
Ms Abla Maayah  
Dr Khalil Hindi (appointed 29 June 2016)

**Director General** Mr Ziad Khalaf – Ramallah

**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 NatWest Bank Plc  
73 Brook Street South Kensington Station Branch  
Mayfair PO Box 592  
London W1K 4HX 18 Cromwell Place, London  
SW7 2LB

**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.

# **A.M. Qattan Foundation**

## **Trustees' Report**

### **For the year ended 31 March 2016**

#### **The Constitution of the Charity**

A registered charity - a company limited by guarantee

#### **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.

#### **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.

During its board meetings in July 2015, the Board voted to rename its main programmes to allow for a more flexible and integrated management matrix; to better distinguish between its buildings and its programmes and to avoid confusion through duplication in the use of the name Qattan.

The **Qattan Centre for Educational Research and Development** thus became subordinated to a wider Education Track and was renamed Educational Research and Development Programme. Its aims remain the same: to actively participate in raising the standards of education and teaching in Palestine; engage 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 its core programmes.

The **Qattan Centre for the Child retains its name but is now subordinated to a larger Childhood track, of which the Centre in Gaza City is currently the only component.** The Centre is renamed Child Centre, Gaza. It holds today 102,806 (100,581 in 14-15) 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 11,568 (9,000 in 14-15) currently active members and had 55,333 (29,030 in 14-15, with the summer 2014 Israeli onslaught on Gaza seriously affecting numbers) visits with *external* borrowing reaching 57,492 (54,152 in 14-15) books and other materials during this period. Thousands more benefited from its increasingly active outreach programme (see full details below). Cumulative membership since opening in September 2005 now stands at 37,780 children (34,006 in 14-15).

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**Both the Culture and Arts Programme and The Mosaic Rooms are now part of the Culture Track and retain their titles. The first** 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 core numbers **rose by 34% to 5,875** (from 4,221 last period). Attendance to off-site co-produced or cofounded projects at the ICA was 73,500, Chisenhale Gallery 2,450 and the British Museum one-day symposium was 330, totalling **76,280 off-site visitors** during the reporting period. The Foundation also administers and supports the annual Edward. W Said London Lecture and the biennial Shubbak Festival of Contemporary Arab Culture.

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 was due in June 2016 but delays now make it likely that this will be in December 2016 instead.

The building, in its modified design, will be slightly larger than planned and will comprise over 7,700m<sup>2</sup> of built up area including office and cultural facilities as well as 2007m<sup>2</sup> of parking spaces and a further 830m<sup>2</sup> 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 was originally estimated at \$15m but is likely to be nearer \$17.8m because of a number of delays and major variations. The Al-Qattan family has already pledged to cover the full cost of the building.

#### **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 methodologies 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. An external consultant, Yara Abdel Hamid, has developing these tools following a review in March 2016 of the strategic plan and its objectives with the involvement of all Foundation staff. Yara Abdel Hamid also undertook the first ever full-fledged evaluation of the Child Centre in Gaza (attached herewith).

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### **For the year ended 31 March 2016**

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. The Mosaic Rooms will undertake a full, independent audience survey during 2016-17.

#### **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](mailto:nihaya@qattanfoundation.org).

#### **Executive Summary**

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

##### **1) Management**

Below is a presentation of key milestones addressed by the report.

In relation to the Board of Trustees, the Audit Committee followed up, published and approved the first Internal Audit Report. We had a close contact with the Chair of the Board of Trustees and the Chair of the Audit Committee to disburse the employees' savings before 31 March 2016. The decision was made with a view to alleviating staff members' concerns and fears after the Social Security Law had been passed.

Dr Khalil al Hindi accepted to join AMQF Board of Trustees. Dr Hindi is the third member from outside the Qattan family. In the annual meeting, a number of persons will be nominated for membership on the Advisory Board.

Regarding management, our First Internal Audit Report was published in 2015. The report included several important comments and recommendations, which we have already started to implement. The External Evaluation Report of the Child Centre – Gaza (CCG) was produced and distributed to the Board of Trustees and all AMQF staff. We have also begun to implement respective recommendations, particularly in relation to monitoring and evaluation.

Construction of the new Cultural Centre/Palestine Office continues. We finalised FF&E bid package and calls for tenders to procure restaurant equipment. We reviewed the Strategic Plan, finalised the procurement, installation and operation of a new IT infrastructure, and maintained an employment policy based on the approved AMQF's organisational structure and employment plan.

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### **For the year ended 31 March 2016**

We submitted required documentation to the Ministry of Interior offices in Ramallah and Gaza. The process was complicated because of two sets of policies, procedures and requirements by each "government". 2015 also marked a restriction on overseas money transfers and accreditation of authorised signatories for remittances. The NGOs Authority was established in accordance with a presidential decree. This Authority's powers and tasks overlap with those of the Ministry of Interior – the official body in charge of NGOs. Additionally, government bodies made several statements on NGOs, reflecting an official lack of understanding and appreciation by the Palestinian Authority of the significance and role of these organisations under the current circumstances.

As the Report shows, approved action plans of AMQF programmes were effectively implemented. Both qualitatively and quantitatively, extensive and diverse developments and achievements were made in 2015. These also include accomplishment of objectives of AMQF five-year Strategic Plan 2014-18.

In 2015, government school teachers started a protest in demand of better working conditions. As a result, teachers declared a long-term strike, which disproportionately impacted activities of the Educational Research and Development Programme (ERDP), particularly in relation to teachers' engagement in programme activities. Nonetheless, the Annual Plan was implemented as effectively and qualitatively as usual. In 2015, the Culture, Arts and Community Participation Project was launched and will be implemented by both ERDP and Culture and Arts Programme. In the context of the Science Project, we have launched a Science Studio – a pilot project that serves as an extension of the Science Project and will serve as a hub of the Interactive Science Project in the future.

The variety and diversity of activities implemented by the Child Centre in Gaza in 2015 were significant. CCG also made a quantum leap in its activities and was remarkably successful in recruiting external co-funding for many of its projects, allowing it to boost its outreach services across the Gaza Strip, with a particular focus on the areas deprived of cultural service provision.

A key achievement of the Culture and Arts Programme was enhancing Palestine's visibility on the Arab and international levels. The Programme's engagements, products, events and cultural and artistic partnerships have had a favourable impact and resonance. The *Selat: Links through the Arts* Agreement with the Prince Claus Fund was renewed and extended for another three years. The Programme's budget was raised by 30%. *Badke* performances were also in continued demand – with more than 90 performances in 12 countries. These are just two examples of the Programme's innumerable activities, many of which have promoted Palestine's visibility internationally.

Additionally, the Mosaic Rooms received unprecedented media coverage. Last year, a total of 5,875 persons visited the Mosaic Rooms in 2015, marking a rise of 34% compared to 2014.

All these objectives would have not been achieved without the devoted commitment and hard work of all AMQF staff as well as the trust and confidence by AMQF Board of Directors invested in us.

**Ziad Khalaf, Director General**

## **2) Child Centre – Gaza (CCG)**

Summer and winter breaks are the peak of CCG activity when a larger number of children visit and use CCG facilities. Ahead of these times, serious and intensive preparations are made to receive and

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### For the year ended 31 March 2016

provide high quality services to children. With the increasing number of visitors, however, CCG was not able to run its central air conditioning system, resulting major inconvenience and discomfort for both users and staff. In addition to some partial solutions, installing air conditioning units in CCG rooms helped reduce the heat and humidity. Resulting crowdedness sometimes required an adjustment of scheduled activities so that rooms could accommodate more children.

Combined, these challenges required substantial solutions for power outages and intense heat within CCG. AMQF agreed to purchase a more powerful electricity generator to run central and additional air conditioning units. Work is underway to procure and install these units to help receive members this summer.

2015 saw an increasing amount of funding channelled to CCG activities and programmes. In addition to the Bank of Palestine, Welfare Association, Save the Children International and Norwegian Cooperation Council, CCG attracted new donors, including the United Palestinian Appeal (UPA) and International Development and Relief Foundation (IDRF). Eight projects were implemented during the reporting period. CCG also continued to network with academic institutions and to participate in public events. To a great extent, CCG consolidated partnerships with government and UNRWA schools. Involving both children and teachers, the Centre worked with these schools on implementing programmes inside the classroom. At least one weekly session was delivered for a period exceeding a single academic semester. These partnerships contributed to developing teachers' skills and allowed enough space for children to interact, explore, learn and have fun. Programmes were designed in close coordination with schools, enhanced children's engagement, fulfilled their needs, and improved their life skills.

The surrounding circumstances, including political, security and economic instability, have to varying degrees affected all aspects of life in the Gaza Strip. Nevertheless, we managed to perform our work and continued to deliver our services. At the same time, we constantly sought to maintain high quality and state-of-the-art service delivery. We remained open to all that was new across cultural, artistic and IT fields.

**In reference of CCG Plan of Action and related strategic objectives, below is a summary of our key achievements during the reporting period:**

#### **Objective: Promote community appreciation of culture and education**

- Reading: It is not easy to measure the achievement of the set objective and target, namely "to develop and implement integrated programmes of self-learning, reading, research and expression among children". However, a recognised key scientific indicator is the number of books and other items children borrow and read inside a library. In 2015, a total of 57,492 materials were lent out to CCG library users. Another 289,384 items were read inside the library.
- CCG implemented many in-house activities designed to encourage reading and help children develop their talents and have a fun time, full of culture, knowledge and pleasure. During the reporting period, 57 various and continuous activities were carried out. A total of 78,323 users benefited from CCG library activities, programmes, clubs and occasional events. CCG library contributed to enhancing children's performance and academic achievement. Library activities and courses also enhanced both children's and parents' life skills. These included *We All Read*, *My Language is My Power*, *Fine Handwriting*, *Marathon of Information*, and *A Cup of Coffee*.
- CCG library provided external lending services to 68 libraries in the Gaza Strip, enriching and invigorating these libraries. At total of 21,005 materials were lent out to these libraries.



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- Many cultural, entertainment and educational activities were implemented to encourage children to read and boost their love and appreciation of the arts. During the reporting period, 25 various and continues activities targeted children in eight projects hosted by CCG Outreach Unit. A total of 50,683 children took part in all activities as well as in joint activities that involved both children and parents.
- Clubs provided an incubator, developing children's talents and abilities. The Literature Club taught children writing techniques, enhanced their composition skills, and improved their ability to deal with texts and textual problems. The Club also developed children's ability of criticism, provided a larger space to develop and expand children's horizons, imagination and abilities to express their dreams and concerns. These skills were reflected in writing and reading out texts in public in three literary evenings. Organised by CCG, these events included *Small Lamps*, *Ward (Roses)* with members of the English Language Club, and *The Shadow*.

To allow children to benefit from real life literary experience and improve children's trust and confidence, CCG organised several encounters with writers and poets. Most notably, a meeting was held with writer Sonia Nimer from Ramallah via videoconference. Another meeting included writer Yusri al Ghouh and poet Nour al Ayidi from Gaza. Via Skype, CCG also hosted renowned Palestinian novelists Ibrahim Nassrallah, writer Mahmoud Shuqeir, and children's literature authors Taghreed al Najjar and Huda al Shawwa al Qaddoumi. In addition, CCG invited teachers Lina Khalaf Tuffahah and Rafif Ziyadeh to the English Language Club. These encounters helped motivate and encourage children to write. Recently, members of the Literature Club participated in a competition to publish in the *Yara'at* Supplement of the Tamer Institute For Community Education. A collection of literary texts authored by children were sent and nominated for publication in the supplement. Published stories included Mohammed Sameeh's *Speech of Adolescence* and Khaled Shihadeh's *Be a Flame*. On a regular basis, literary texts continue to be sent to *Yara'at* Supplement for publication.
- From the English Language Club, a number of children with interest in creative writing participated in the Gaza Novel Competition, supervised by the Tamer Institute For Community Education. Two children were chosen to take part in intensive English creative writing courses, which were delivered by experienced specialists. Diya' al Sarsawi, member of CCG English Language Club, won the Young Adults Short Story Competition, which was launched by Tamer Institute for Community Education. Al Sarsawi won the competition for his short story *The Scars of the War and My Cat*. Al Sarsawi also published another English short story, *The Drifter*, in the 28 literary magazine.
- Members of the Robot Engineers Programme continued their diligent work. They designed, built and programmed a set of robot models, reflecting their aspirations and dreams. Robot models produced by these children were eventually displayed at the IT Exhibition. CCG Programmers' Club also continued to help children develop ideas into ambitious software, which will see the light soon. Members of the Web Designers Club made stories, developed scenarios, and constructed their own 3D world in preparation to launch an ambitious film. In the near future, many distinctive training programmes will be created, furnishing an opportunity for Palestinian children to excel and innovate. In this context, CCG adopted talents and allowed opportunities to creative children, including Mohammed al Halimi, member of CCG Programmers' Club. Even though he is still very young, Al Halimi is now a successful exemplary model for other children. Compared to past years, CCG IT Unit provided services to a large number of users, totalling 6,495 in 2015.
- In the course of their participation in the Animation Programme, children produced three short films drawn from their own imagination. They imagined and painted their environment and characters on paper, and then shaped their characters with clay and other material. This was the first time both these children and CCG worked on 3D animation.

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- In the context of the Higher than the Wall Programme, children with hearing disabilities participated in two drama performances. The programme focused on discovering life issues, events and relations by using drama and drama techniques. Activities were designed to help children with hearing disabilities integrate with others. Jointly with members of the My Country's Heritage Programme, these children participated in field visits to some archaeological sites in the Old City of Gaza.
- In summer 2015, children of the Little Painter's Club worked on the Painting and Painter Project, which highlighted various artistic schools and relevant artists. Children produced many paintings, which simulated world famous paintings such as the Guernica. In winter 2016, members of the Little Painters' Club also learned caricature art. At the end of the course, children displayed their caricatures in an exhibition. These were widely admired by CCG visitors.
- The Green World / Experts Programme was launched as a community initiative, which reflected the development of an integrated activity between programmes and projects of CCG Cultural Programmes Unit. This initiative is an output of accumulating, reflecting and building on professional experience. The Green World / Experts Programme combined activities from the Science Programme and Performance Art Programme. Drama and mantle of the expert techniques were used to put children in the role of agricultural experts. To rehabilitate their school garden, children examined relevant problems, searched for solutions, and started the rehabilitation process. The school garden was inaugurated in the presence of the school administration, UNRWA Basic Education Supervisor, and a number of parents of participating children.
- As part of their participation in the How to Make Things / Smart Electronics Programme, children built models using logic gates. Seven projects were produced, including an auto watering system, traffic light system, fire alarm system, auto pump system, music box, keypad using logic gates, and Lifter for My Mum.
- In the context of the Painting and Painter Course, children produced many art works, including paintings by world famous artist Van Gogh. These comprised a variety of compositions and elements, including still life and real life paintings as well as personal portraits of the artist himself. Children concluded the course by a group work, producing a mural representing the last art work Van Gogh painted before he died.
- In the Photography Course, children went out of CCG art studio and visited various areas around Gaza, looking for beautiful signs of the spring. Children took many artistic photos of the landscape in the city and of spring in Palestine. A collection of photos were printed out. An artistic mural was also created, reflecting the city of Gaza in spring.
- Three art exhibitions were organised for children and young adults. The Sawsana Exhibition was tailored to encourage young talents, promote self-confidence, and allow a space for children to display their art works in a custom-designed exhibition. A caricature exhibition showcased works produced by children of the Little Painter's Club. The Conclusion of Summer 2015 Activities Exhibition highlighted the finest art works made by children in the summertime.

**Objective: Provide capacity building to target groups in education, culture, arts and childhood sectors**

- Contributing to an integrated development and training process, CCG continued to provide training to professionals, librarians and professionals working with children. In this context, five training courses were organised, bringing together school librarians and children's library staff. The training covered as wide a variety as librarian skills, creative writing, storytelling

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### **For the year ended 31 March 2016**

techniques, The Fish... The Brush (using activities to encourage reading), and Internet search tools.

- A Library Skills Course was also organised. Over the past period, CCG relied more on local team members to provide training, particularly in drama, storytelling, library activation, creative writing, storytelling techniques, and digital knowledge.
- Implemented in collaboration with the Atfaluna Society for Deaf Children, CCG continued to develop the Higher than the Wall Programme. With an impact reaching beyond CCG, female school teachers have started to use the same CCG techniques with deaf children inside the classroom. Interviews with managers of the Atfaluna Society for Deaf Children, parents and teachers of deaf children showed positive evaluation results of the initiative.

#### **Objective: Build and develop partnerships, networks, and efficient use of available resources**

- AMQF signed a grant agreement with the Al Maghazi Community Rehabilitation Society (MCRS), providing US\$ 10,000 in support of the MCRS Cultural Centre. Renewable for one more year, the grant will cover a whole year (1 April 2015 through 31 March 2016). To support continued implementation of the project, AMQF also provided in-kind contributions, including activities, book lending, technical consultation, and a variety of training courses. Accordingly, the MCRS had the chance to look for funding to keep its Cultural Centre running. Extension of the grant had a favourable impact on the project. The Cultural Centre has continued to deliver services to the public. A large number of the public also continue to use library services and Cultural Centre activities.
- In February 2015, CCG received the Mobile Library Bus. By April 2015, the Mobile Library Bus was fully operational, including books, stories, materials and tools for activity implementation. This was a significant achievement of CCG Outreach Service Unit, facilitating access to remote and disadvantaged communities around the Gaza Strip. Allowing easy access to various areas, the Mobile Library Bus has helped CCG team implement activities and publicise AMQF mission.
- In partnership with the Swiss Agency for Development and Cooperation (SDC), CCG continued to run six child friendly spaces across Gaza governorates. Serving as cultural stations, these spaces were developed with a view to fulfilling children's needs and promoting partnership with civil society organisations. To ensure continuity, the project improved skills of staff members of these organisations.
- An agreement was signed with the United Palestine Appeal to continue implementation of all six child friendly spaces. The agreement covers a period of 12 months (January – December 2016).
- In partnership with the Welfare Association, the Wajd Project was launched in August 2015. To be implemented until April 2016, the project aims at empowering children orphaned in the last Israeli war on Gaza to live in dignity, move on to accomplish their aspirations and hopes, and be active members in society.
- In partnership with Save the Children International (SCI), 40 children's libraries were inaugurated at target kindergartens (KGs) through the Promoting, Healing and Learning for Children Project. To run them, libraries were provided with necessary supplies, including books, children's stories, educational toys, music games, and furniture. Female educators also received training in reading activities, storytelling techniques, active learning, child growth, behaviour modification, therapy, and learning through art. For the first time, KGs have a library class on their schedule.
- In partnership with the SCI, CCG worked with 15 KGs. This initiative was part of the "Setting the Foundation for Future Cognitive, Social, Emotional, and Physical Development of Children

# A.M. Qattan Foundation

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through Early Childhood Care and Development (ECCD)" project. During the reporting period, stationary and activity materials were provided to KGs and recreational trips organised for children. In addition to sensitisation activities, training was delivered to KG principals and teachers. Training also targeted professionals working with children at civil society organisations and the Ministry of Education.

- In partnership with the SCI, the Community-based HEART (Healing and Education through the Arts) Programme was implemented. Targeting CCG children, the project included a number of cultural and artistic programmes and activities, including the My Country's Heritage Programme, Choral Club, Little Painter's Club, Dabke Club, Out of the Screen Programme, Literature Club, and English Language Club.
- In partnership with the Norwegian Refugee Council (NRC), two government school libraries were refurbished. Located in Al Shuja'iya east of Gaza city, these libraries received books and furniture, including tables, chairs, and book shelves. Teachers also received training on storytelling and on family culture. In addition to awareness raising, joint activities involved both the children and their parents.
- The Annual Qattan Grant in Support of School Libraries was awarded to the Ibn Rushd Girls School library in Al Zawayda. Totalling US\$ 3,000, the grant included four book shelves, a laptop, and library materials (almost 802 copies of 334 titles). Over the past years, a total of 14 school libraries have benefited from the Annual Qattan Grant in Support of School Libraries.
- In partnership with the Institut Français de Gaza, CCG inaugurated an interactive science exhibition, *The Earth's Future in our Hands*, in June 2015. The exhibition was launched in the presence of Mr. Hervé Magrot, the Consul General of France in Jerusalem. A significant number of children, parents, and academics with interest in science attended the event. As experts, children of the Science Club participated in the exhibition and provided and shared information with visitors. The exhibition attracted a large number of visitors (over 3,300). The science exhibition featured interactive science corners, where children learned about environmental issues associated with global warming, climate change and impact on the level of water in the oceans. Children also tested types of renewable energy, including solar oven, wind power, generating electrical currents, and other interactive experiments.
- In partnership with the Goethe Institut, Institut Français, and Al Nayzak Organization for Supportive Education and Scientific Innovation, Ramallah Municipality and the Science Project, CCG organised the Science Days Palestine (SDP) 2015 for the sixth year in a row. As the largest science show in Palestine, the SDP 2015 activities and events focused on light. This was part of the UNESCO-sponsored International Year of Light 2015.
- In cooperation with the Al Aqsa University, parents joined their children in astronomical activities of the Science Programme. In mid-August 2015, 30 children observed a unique astronomical phenomenon of the Perseids meteor shower. Together with their parents, children observed the meteor shower at night.
- In collaboration with the Young Palestinian Filmmakers Society, CCG hosted the International Young Filmmakers Festival for the third year consecutively. Held simultaneously in Ramallah, Bethlehem and Jerusalem, the Festival aimed at stimulating the filmmaking industry in Gaza. Seven films were displayed in the festival. Most importantly, the *Wanted 18* of Palestinian Director Amer Shomali aroused extensive debate. Almost 400 persons visited the three-day festival. The Culture and Arts Programme offered a grant in partial support of the International Young Filmmakers Festival.

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#### **Objective: Promote values of giving, voluntary work and community initiatives**

- Children learned leadership skills and how to organise advocacy and lobbying campaigns. Expression of opinions, self-confidence, volunteering for leadership roles, initiative- and decision-taking in daily life activities were also promoted. In a practical initiative, 20 children launched an awareness and education campaign at CCG, addressing the environment, pollution, and risks posed to life in the present and in the future in Palestine. Children used creative tools and ideas to voice their protest against manmade encroachments on the environment.
- Through the Weekly *Dardashat (Parents Chats)* Show, a range of educational, social and health issues were discussed. As specialists, a number of volunteering mothers organised seminars on various scientific topics. During the reporting period, 14 mothers led 18 out of 35 sessions. From a mother to another, these women reflected on their experiences as mothers in dialogue sessions. This activity enhanced mothers' confidence in dealing with their children. It also encouraged parents to play a greater role in teaching their children at an early age. In 2015, a tangible and wonderful achievement was signalled by the increasing number of mothers participating in various cultural activities, parents committed to attending CCG events regularly, volume of activities implemented at CCG Resource Room, and number of beneficiaries, including parents. A total of 22,333 users benefited from these activities.
- Believing in the need to share its experience and improve service delivery, CCG continued to encourage the values of voluntary work. To enhance their practical experience, CCG enrolled nine new graduates in training and voluntary programmes, particularly at the Library and Technical Service Unit. CCG also hosted 26 animators in the summer and winter breaks.
- To create an attractive child friendly environment, children involved with child friendly spaces implemented two initiatives in the Al Mughraqa and Al Sammouni areas. In this engagement, children showed a high spirit of cooperation, participation and loyalty. A sense of joy and smiles prevailed the initiative. Coinciding with Land Day, the My Beautiful Country Initiative was also launched. Together with children of CCG Wajd Project and Little Painter's Club, volunteers painted a mural on the wall opposite CCG building. The initiative was designed to raise children's awareness of the question of Palestine, including land ownership, and to illustrate Palestinian heritage by painting Palestinian icons.

#### **Objective: Promote the visibility of AMQF programme both locally and internationally**

- In observance of World Heritage Day, the Rozana Heritage Festival was organised on 23 April 2015 in the Al Khudari heritage house. The celebration had a great impact on reviving archaeological sites and raising children's awareness of heritage concepts and the need to preserve historical places. The Rosanna celebration was attended by a large number of participants, including intellectuals, stakeholders, parents, and partner schools. It was interesting that many of these would visit such places for the first time.
- Regarding Palestine's visibility on local and international levels, five children involved with the Little Painter's Club competed for and won the Madame Humanité Award for 2015. This achievement will provide a driving force for Palestine's participation in this year's ceremony, entitled Beautiful Situations from Our Lives. The award recognised the children's paintings, which were also included as part of an international exhibition in Prague in the youth and children category. The exhibition was organised by the Open Society of Artists (OSOA), the World Culture Union (WCU), and Studio IDEAS. The winning children were: Sara al Saqqa

# **A.M. Qattan Foundation**

## **Trustees' Report**

### **For the year ended 31 March 2016**

(14), Mohammed Dalloul (15), Shahd Khalleh (12), Fahed Shihab (11), and Niveen al Khazendar (14).

#### **Objective: Develop IT infrastructure**

- Libsys, a library management software, was purchased in order to upgrade CCG library system. Work is underway to transfer data from the current M2L to Libsys. Once it arrives, IT infrastructure will be installed and set up. This is a paradigmatic shift towards a refurbished and advanced infrastructure as well as modern IT policies and services, ensuring more efficient use and protection of IT infrastructure.

#### **Objective: Enhance quality documentation, publication and media activity**

- CCG published news stories and press reports on CCG activities and projects, and posted photos, bulletins, success stories, and events calendar on CCG website. CCG also upgraded CCG Facebook page. During the reporting period, CCG events had extensive media coverage thanks to regular communications with media agencies and journalists.
- CCG produced the film *Summer 2015* as well as a short film on the interactive science exhibition *The Earth Future in our Hands*.

#### **Challenges over the Reporting Period**

- Particularly during the summer, power outages pose the most crucial challenge to the Gaza population. Apart from the high cost, CCG is unable to operate air conditioners using electricity generators. Besides, fuel shortage and high price affect regular functions of CCG. As a result, children and parents are sometimes discouraged from visiting the Centre.
- Especially at the beginning of every academic semester, CCG face the challenge of keeping a good turnout to cultural services, activities and reading initiatives. Changing school shifts and difficult conditions also pose a consistent challenge for CCG. This requires more concerted efforts to contact and raise awareness of the local community. On the other hand, service delivery needs to be improved and publicised. In addition to the increasing academic load and examinations, the educational system has traditionally emphasised rote memorisation and indoctrination of facts. This requires interventions to support the educational process, localise innovation among children, and enhance their participation in training programmes, particularly during the academic semester.
- Growing demand on services delivered by CCG Outreach Unit. The high number of funded projects far outweighs the limited number of the Outreach Unit's staff.
- Particularly in the summer and winter breaks, a growing number of children need cultural activities and programmes. These have to be accommodated in limited spaces within CCG, and there are no other centres that provide similar cultural services. Consequently, activities and programmes have to be flexible so as to respond to the increasing number of CCG users. Other external alternatives, such as the Child Happiness Park, need to be searched for in order to accommodate the large number of these children. Contracts can also be concluded with sports clubs. For example, in summer 2015, CCG engaged 110 children in a summer sports camp, *A healthy mind lives in a healthy body*, for a period of one week.
- The shift from M2L to Libsys is a significant challenge over the upcoming period. A smooth transition requires a concerted effort and detailed preparations over an extended period of

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### **For the year ended 31 March 2016**

time. After it is installed, CCG needs to test, monitor and provide information about the new system. On the other hand, frequent power cuts cause many problems to the IT infrastructure, making it less reliable and requiring more effort to deliver technical tasks, provide backup copies of data, and fix technical problems caused by power outages.

- Political conditions and the blockade continue to affect supplies and procurements. Books available in Gaza-based bookshops are insufficient and do not meet CCG needs. We need to visit external book fairs to access new publications and ensure a quality purchase of books. CCG has requested from specialists from outside the Gaza Strip, including writer Maya Abu al Hayyat, to help it purchase books.
- In Gaza, training opportunities are mediocre. Not to mention difficult access to external training events, there are no trainers specialising in culture and arts. Nevertheless, CCG has been making an extensive effort to find proper opportunities and high quality professional expertise to bridge this gap. In 2015, through its partners, CCG succeeded in providing training opportunities to a larger number of beneficiaries. With help from the Ramallah-based AMQF offices, CCG managed to receive access permits to leave the Gaza Strip.
- Teachers are more engrossed with the idea of the final physical product than with the educational process itself. They believe the final product as evidence for successful training programmes.
- The academic load and multiple exams scheduled for children involved with CCG limit their application of what they learn in training programmes.
- School children's commitment to long-term programmes is a significant challenge to CCG. Having coordinated these programmes with surrounding schools, the impact of this challenge might have gradually decreased. Occasionally, however, schools are not committed to some agreements and coordinated activities. In these programmes, teachers' participation has had a better impact on commitment.

#### **Recommendations and future projects**

- In spite of the high cost, CCG has taken steps to alleviate the impact of power outages and air conditioning problems. Particularly in the summertime, this will help reduce pressure on staff and make CCG a more convenient place for visitors.
- Continue to provide opportunities to CCG staff to engage in training and participated in external conferences.
- Continue to purchase books from international book fairs through specialists. These book fairs provide access to a variety of high quality and less costly collections.
- Continue to develop IT programmes and introduce a variety of training programmes, which meet children's educational and professional needs.
- Continue to expand and promote partnerships with academic and specialised institutions inside and outside Palestine.
- Continue to enhance the functions of, promote children's participation and role in, CCG clubs.
- Enhance teachers' engagement in activities CCG carries out with children. This will help teachers use active learning techniques and share experience with their colleagues.
- Attract more boys to activities implemented by CCG to ensure equitable distribution of activities between male and female children.
- Increase parents' participation in activities targeting children to ensure successful and sustainable training programmes, particularly when parents are convinced of these initiatives.
- Focus more on programmes and activities that promote social skills and enhance self-respect and appreciation among pupils, ultimately reflecting on their academic progress and performance.

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## **Trustees' Report**

### **For the year ended 31 March 2016**

- Promote partnerships with schools and develop joint plans to be implemented in an integrated manner.

**Nehaia Abu Nahleh, Director CCG**

### **3) Educational Research and Development Programme**

In 2015, government school teachers declared a strike in an attempt to obtain better working conditions. The strike lasted and teachers refused to attend classes for an extended period of time. The majority of school teachers engaged in the strike. In spite of the many and various forms of pressure and provocation, teachers maintained a high spirit of resolve. The strike was eventually terminated after teachers' efforts were frustrated by government. Ultimately, teachers had to stop their strike. AMQF adopted a clear position, uniting in solidarity with the teachers' strike. Addressing this issue, AMQF published the editorial of *Ru'a Tarbawiyya* before a complete edition of the journal was released. In various forms, the teachers' strike affected activities of the Educational Research and Development Programme (ERDP). Psychologically, teachers suffered from a continued and huge pressure as they could not achieve their demands. Perhaps for the first time, teachers set forth a popular action, which would provide the grounds for a future community action and reflect concerns with all public issues. The strike also affected teachers involved with ERDP programmes, particularly classroom applications. Teachers were under pressure to complete the syllabus in order to make up for suspended classes. Also, a number of teachers were unable to implement requirements of the course they engaged with. Therefore, ERDP expects that teachers put off these requirements, particularly in relation to the Drama in Education Programme, to next year.

As indicated in the mid-year report, a small-scale cabinet reshuffle included the appointment of a new Minister of Education, who sent a letter, asking 100 civil society organisations to sign a partnership document. In this context, the following points need to be examined and addressed:

- 1) The partnership document signals a clear decline of the working relationship between civil society organisations the Palestinian Authority (PA). Against this backdrop, AMQF thoroughly discussed the document both internally and with a number of relevant institutions and individuals. It also sent a letter to the Minister of Education, asserting that AMQF does not accept the document and calling for an informed dialogue with the Ministry of Education (MoE).
- 2) The document featured another indicator of the MoE's planned future policies. It did not include any reference to the Report of the Higher Committee for Review of the Educational Process, the recommendations of which had already been adopted by the Council of Ministers. Ironically, the Minister of Education was a member on that Committee and had been most eager to implement the Committee's Report recommendations.
- 3) Though affected by some reservations or difficulties, the working relationship between ERDP and MoE was good over the past few years. Cooperation was generally fruitful in many areas. The challenge now is to adopt a position towards, and identify our role in, the education sector reform. At the same time, we will continue to develop a positive working relationship with the MoE.
- 4) The MoE's negative role in the context of the teacher's strike will adversely reflect on the education sector development. In particular, teachers have been deeply frustrated by the Ministry's negative position towards their demands.



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## Trustees' Report

### For the year ended 31 March 2016

#### Summary of Activities

- A growing number of teachers wish to our joint teacher professional development programmes. As for the Summer School, 720 male and female teachers applied for the Drama in a Learning Context Programme and 230 female teachers for the Childhood Programme. ERDP selected 50 teachers for each programme. Many other teachers applied for the Education through Project-based Learning (EPBL), Puppet Animation, Cinema Culture and Integrated Education programmes.
- In addition to the core programme of all the courses mentioned above, an enriching support programme was designed. Targeting teachers, the programme includes a set of year-long courses on childhood and drama, arts, science, etc. Of these, teachers involved with the Drama and Early Childhood and Science and Playwriting programmes took part in an intensive three-day winter course.
- In 2015, ERDP started publication and distribution throughout the Arab world. To this effect, ERDP republished earlier books and released new publications. It also published *Ru'a Tarbawiyya*, children stories, Annual Book, and the newly introduced supplement to *Ru'a Tarbawiyya*. The latter is a booklet that provides an in-depth analysis of a single educational issue. ERDP also exhibits publications in Arab book fairs.
- ERDP works with teachers from across Palestine, including the West Bank, Gaza Strip and 1948 territory, and from countries around the Arab world. This interaction between diversified environments and backgrounds has a very positive impact on participants. In this context, the Summer School brings together teachers of different geographical, cultural, social and religious backgrounds, allowing coaching, dialogue and diversity and adding a cultural dimension to the process. This diversity is also there in childhood activities, Science Days Palestine (SDP) Festival, and *Nuwar Nissan* (April Blossoms) Festival.
- Teachers who participated in ERDP professional development programmes over the past year are now education partners and supporters of new teachers. Today, there are teachers who work with ERDP on a regular basis. Others serve as educational assistants and provide support and advice to teachers. They also organise a variety of educational and cultural activities and events. The growing number of teachers who are capable of such a level of engagement brings researchers closer to what goes on in school. It also allows ERDP to maintain and increase the number of teachers it works with.

Based on an institutional and programmatic review of ERDP strategy and functions, the Programme's strategic objectives have been redefined as follows:

- 1) Teachers use high quality methods and sources to develop teaching practices.
- 2) Teachers use investigation and research at work and reflect on their experience for self-development and inspiration of others.
- 3) Children empowered to explore, inquire and imagine in interactive learning environments.
- 4) Citizens engaged in artistic projects that reflect community issues.

#### ***Teachers use high quality methods and sources to develop teaching practices***

This programme provides a critical review of the school curriculum and links it to teaching practices. ERDP researchers cooperate with guest teachers in professional training programmes to develop educational methods and teaching techniques that make pupils the very hub of the educational process. Over the past year, ERDP focused on:

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## **Trustees' Report**

### **For the year ended 31 March 2016**

#### **Educational methods**

##### **a) Developing cutting-edge content for the Drama in a Learning Context Programme**

In consultation with the teachers involved, work is underway to expand and improve the Drama in Education Programme. In a dialogue that lasted for a whole year, former Academic Director Professor David Davis supervised the process of writing a new concept of the nature, content and general trends of the Drama in Education Programme. Currently, some components are being tested and the Programme will be redesigned in light of unfolding conclusions. Drama in Education will focus on creating a participatory, integrated learning process with both social and community dimensions.

##### **b) A more integrated concept for the KG teacher professional development programme**

In light of past practices, a seminar was organised to discuss and review teachers' experience. Also based on researcher interventions, a more integrated concept is being developed for this programme. ERDP has initiated a process to develop features of the programme by introducing learning based on all core components of KGs, children, teachers, parents, society, facilities and sources. Involving two groups (with 25 teachers each), ERDP is currently implementing a number of courses on story, drama and child pedagogy.

##### **c) Education through Project-Based Learning (EPBL)**

In light of EPBL developments, new projects are being generated at schools throughout the West Bank and Gaza. Informed by workshops organised around the year, projects have been developed in two directions:

1. Integrate the arts in projects.
2. Enhance project activity in educational and professional terms by invigorating research within projects. Addressing project implications and processes, this initiative has produced a collection of research papers.

##### **d) Teachers as supporting teachers and teaching assistants**

The diverse expertise of ERDP researchers and teachers who managed to develop teaching experience, particularly in teacher education, has contributed to developing the idea of "teaching support". Supporting teachers work and discuss with new teachers various educational practices and applications. This was successful in teacher professional development programmes, particularly in the field of childhood and drama. Joint activity has taken place between a researcher in charge of a learning course and a teaching assistance in the course. This would allow a broader opportunity to work with a greater number of teachers.

##### **d) Mutual learning and teaching**

Through the exchange programme with the Woodrow School in England, ERDP is currently developing educational work at school level. With Woodrow teachers, our school teachers received training on integrated learning through the mantle of the expert methodology. Accordingly, teachers from both sides are now planning and applying educational lessons at schools across Palestine as well as at the Woodrow School. The process includes constant, day-to-day reflections on applications. Reflections on this experience are then written down by involved teachers.

#### **Resources**

##### **a) Archive**

A rich archive of photographic and video materials is currently available and readily accessible for educational research or referencing. The archive includes courses, school classes, teacher writings, and classroom applications.

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### **For the year ended 31 March 2016**

#### b) Publishing

Publishing is a key drive of our work. It supports professional development courses with theory, experience of other nations, or research papers. Publishing is directly linked to the scope of work of ERDP, providing information or resource material. In this context, ERDP publishes (1) research papers, (2) translations, (3) stories, and (4) *Ru'a Tarbawiyya*.

#### c) Translation

ERDP provides translations in relevant lines of activity. Based on a contractual agreement, the Programme works with a British publisher, with wide and diverse circulation of educational books. Ensuring a combination of both classic and contemporary publications, ERDP selects books following a careful and wide-ranging review of publications in the field. ERDP also focuses on cognitive and technical aspects. We also had contractual agreements with other publishing houses in France and USA.

#### d) Library

The library content saw significant developments, including books, journals, databases, CDs, etc. The library is a key resource for teachers and postgraduate students in humanities, particularly education, as well as to researchers in general and ERDP research staff in particular. In consistence with its vision and approach, ERDP is currently developing the library concept so as to align it with IT and digital breakthroughs of the 21<sup>st</sup> century. We are preparing ourselves for a more modern and accessible library in the new AMQF building.

#### e) Educational Media

We have gone beyond news-based educational media, shifting to educational media as a social discourse, with reports and stories inspired by real life experience. This approach will feed into the educational discourse on the social level, transcending mere information to ideas and concepts. This has been reflected in our films and narrative press reports.

#### f) Distribution

In line with AMQF strategy of serving education in Palestine and the Arab world, ERDP has ensured a broader engagement of Arab society in its work. Thus ERDP concluded an agreement with Al Dar Al Ahlia Publishers to produce and distribute ERDP publications in Palestine and across the Arab world. In Palestine, ERDP concentrates on a focused, rather than open-ended, publication practice. Accordingly, most publications, particularly focused books, target stakeholders who are directly involved with ERDP programmes. Al Dar Al Ahlia Publishers will distribute publications throughout the Arab region with a view to introducing AMQF's work generally and open up the horizon for cooperation with kindred institutions.

#### g) International participations

During the reporting period, ERDP participated and prepared papers for participation in conferences on drama and science museums. A field visit was made to the Reggio Emilia Schools – one of the most reputable educational initiatives in the world. The visit featured a workshop, a tour and a dialogue about the Reggio Emilia Schools' experience. Preparations are underway to organise an international conference on Drama in Education in 2017. ERDP also joined new international networks in science and science museums. These provide a grid of communication and experience sharing, which will greatly nourish ERDP's experience in the existing Science Studio and future Interactive Science Centre.

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## **Trustees' Report**

### **For the year ended 31 March 2016**

#### ***Teachers use investigation and research at work and reflect on their experience for self-development and inspiration of others***

In its approach, ERDP mainly works towards enabling teachers to articulate their practices through reflection and expression using a variety of media, including writing.

In 2015, ERDP developed research by assisting teachers to improve capacity in reflective writing and research. Teachers produced various genres of writings. They

- a. Wrote and published educational stories in *Ru'a Tarbawiyya*.
- b. Wrote and used reflections on Drama in Education courses in research papers.
- c. Wrote reflections on teaching applications and practices.
- d. Prepared presentations to share their experience with other teachers.

Story writing was introduced as part of the teacher professional development initiative. Dozens of stories were composed as a form of writing and collective communication. Most school teachers took part in a collective writing and dialogue exercise. Sessions were then organised for discussion and experience sharing. The event helped create cognitive and emotional experience among school teachers as well as in-depth analysis of how teacher professional development is shaped. This provides information and ideas about developing the Professional Development Programme, including modes of work with teachers in order to help them reconsider their own perceptions and practices.

Currently, ERDP is working with teachers to develop research writing methodologies based on research reflections on one level and research investigation on a second level. For example, the winter course focused on reflective writing and research writing. However, ERDP is still at the beginning, facing difficulty providing a regular, permanent and incremental follow up due to the short time allowed to researchers. Additionally, a proper person is not available to lead research writings produced by teachers.

ERDP has initiated an educational media activity, which will enable teachers to express their educational experience and stories both in written and illustrated accounts. The activity will also contribute to stimulating other teachers.

Work is underway to produce an annual book on theoretical and applied educational and cultural issues. ERDP is now in the final stages to produce the first book.

#### ***Children empowered to explore, inquire and imagine in interactive learning environments***

The space of work with children is not limited to teachers, who directly deal with children at school and outside the school context. In some areas, ERDP also works directly with children. This contributes to developing education and learning concepts and producing richer pedagogies and educational resources:

##### **a) Interactive Science Centre**

New ideas have developed from past work experience with science teachers, science programmes, which directly involved children and young adults, and culture of science initiatives, including the Science Days Palestine (SDP) Festival, *Nuwar Nissan* (April Blossoms) Festival, and Science Snacks. These ideas also found their way through frequent visits to science museums and science centres. Five years ago, ERDP aspired to establish science labs at a number of schools. However, the idea changed and took a completely new direction. Now, ERDP is looking to establish a national interactive science centre for both the children and their families. ERDP took the lead on this idea in cooperation

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with the Exploratorium: The Museum of Science, Art and Human Perception, San Francisco, USA. Following visits to and workshops at the Exploratorium, ERDP developed ideas about the steps it will take to achieve this goal. ERDP made the following achievements:

- *A study on the Interactive Science Centre*

ERDP now has a detailed study on the Interactive Science Centre. The study addresses the idea, approaches, methodologies, needs, costs and timeline of the project.

- *Partnership with Ramallah Municipality*

A decision was made to build a partnership between the Ramallah Municipality and AMQF. Accordingly, the Municipality initially approved designation of a parcel of land for construction of the Interactive Science Centre project. It also agreed to give the ground floor on the Ramallah Recreational Complex to establish the Science Studio and Science Workshop. These will be the hub for producing interactive science exhibits. Work is underway to finish and equip the site with needed tools, devices and machines.

- *A preparatory workshop on making and stimulating science exhibits*

The ERDP organised a workshop on science exhibit development in Ramallah. Led by experts from the Exploratorium, the workshop brought together 19 participants who were trained in the Birzeit University labs. Of these, six participants were selected to be employed as exhibit developers. In line with a 16-month training programme, all six participants are now receiving training in the USA. ERDP agreed with the remaining participants that they will serve as a support team of the project (a short film).

b) Teacher Centre – Ni'lin

The Ni'lin Teacher Centre provides a community-based educational space. Run by teachers involved with various professional development programmes of AMQF, the Centre implements a year-long programme, including:

- Teacher professional development programmes in Ni'lin and neighbouring villages.
- Programmes involving children and young adults in a variety of artistic and cultural activities.
- Public artistic, cinema, theatrical and musical performances and art exhibitions.

c) ERDP Office – Gaza

In addition to participating in the SDP 2015, a group of teachers joined ERDP professional development programmes, especially in drama, summer school and EPBL. As a result, ERDP activities in Gaza have taken a new direction. Any activity is now linked to general approaches of ERDP. Through a pilot project, a teacher led Gaza activities. Having evaluated this experience, ERDP decided to step up the activity and hired the said teacher for a period of one year. Accordingly, the experience will be evaluated and proper administrative and research-oriented proposals will be made.

d) Teacher Forums

ERDP announced and organised a seminar on teacher forums in 2015. In addition to teachers from existing and emerging forums, the event brought together groups wishing to take the initiative to establish their own teacher forums. A presentation was made on the experience of existing teacher forums and the perceptions new initiatives have about the role these forums play. The seminar furnished a good opportunity to engage the new initiatives in the SDP 2015 as well as in discussing books and film performances. Now, the ERDP has nine new initiatives in various areas, which require a great deal of support.

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e) A seminar on early childhood education

In the context of the Early Childhood Programme, the EDRP organised a seminar to disseminate applications and training results the Programme imparted to teachers. The seminar also addressed results of the Development through Coaching Project (a teacher working with her colleagues). In the seminar, researchers and supporting teachers delivered analytical accounts, presenting and reflecting on the experience of teachers from four KGs. Bringing together 160 teachers and specialists, the seminar featured film screenings, working papers, and presentations of programme outputs. The new phase of the Early Childhood Programme was also launched.

f) SDP Festivals, Film Festivals and *Nuwar Nissan* (April Blossoms) Festivals

Covering the West Bank, Gaza Strip and 1948 territory, these festivals comprise broad spaces that include a variety of scientific activities involving children. Festivals enhance teachers' and parents' awareness of scientific culture and integrate children and young adults in a critical, inquisitive and pleasant learning and teaching process. As an annual tradition, festivals involve teachers and young adults who develop, design, present and discuss scientific experiments together with children. As they also will in the future, festivals have enriched children's interaction with scientific experiments and science exhibits. The process helps children design and develop science exhibits using real life experience.

g) Heirloom Seed Library

Taking account of the mutual relationship between the environment, nature and health, a project was jointly launched with teachers to establish a heirloom seed library. Seeds can be borrowed and returned later as new ones by farmers. The Heirloom Seed Library is part and parcel of ERDP library. As part of a project involving school children and teachers, the library seeks to develop a culture of the land, agriculture and health and to promote concepts, values, arts and culture of heirloom seeds.

***Citizens engaged in artistic projects that reflect community issues***

This is a three-year project that builds on our EPBL experience. It involves teachers and artists from a joint project, where diverse expertise is shared.

The project comprises a cumulative process, in which pupils, teachers, artists and social animators take part. Participants address, debate and suggest artistic forms to express community issues. Art works are used to construct this community debate. Art works can be used before, during or after that process. Both the process and the product are concerted in this project, which integrates various components that create a social movement on hot and sensitive issues in society. The project provides a substantial contribution to creating visions of learning, education, pedagogies, and learning methods. In this context, 2015 was a formative year. Having been established, teams worked on a variety of ideas of projects.

**Wasim Kurdi, Director of ERDP**

#### **4- Culture and Arts Programme**

The following is a summary of the activities of the Culture and Arts (CAP) Programme over the past year (1 April 2015 – 31 March 2016). It covers key achievements made by CAP in various lines of activity. During the reporting period, CAP offered grants to support individuals and/or institutions in the fields of performing arts, literature, visual arts, and audio-visual projects. In addition to organising and/or supporting events, the Programme designed and implemented a variety of interventions,

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### For the year ended 31 March 2016

particularly in capacity building. It also launched initiatives and programmes in cooperation with various partners both locally and externally. These included artistic and cultural residencies, festivals and programmes.

The following achievements were key milestones in CAP's activities during the reporting period:

- Launched the **Supporting Contemporary Art Projects, Practices and Productions in Gaza** Project, in partnership with the Danish Centre for Culture and Development (CKU).
- Renewed and extended the **Selat: Links through the Arts** Agreement with the Prince Claus Fund for another three years. The Programme's general budget was raised by 30%.
- Built a partnership with the Swiss Agency for Development and Cooperation (SDC) through the **Culture, Arts and Community Participation** Project. Covering a renewable period of three years, the project will be implemented through both the Educational Research and Development Programme and CAP.
- Developed and submitted a **project proposal on visual arts** to the Swedish International Development Cooperation Agency (SIDA). With a proposed budget of US\$ 4 million, the project would be implemented over a span of four years.
- Organised the Young Writer Competition in Poetry, Story and Novel 2015. Young Writer of the Year Awards were granted to winners in all three areas.
- Entered into a new partnership in the context of the **One Space** Project. One Space is a member of the Shared Spaces Network. As a member, the Network participates in annual meetings and follows up on new projects and proposals initiated by the partnership.

Also delivering on AMQF Strategic Plan, CAP continued to support the production of new, high quality artistic and technical projects. The Programme offered the Qattan Grant for Performing Arts on a competitive basis. The grant facilitated the production of nine new projects, including theatrical performances, music, and singing. Of these, an album of MENA Band was released. This was a music research project implemented by Artist Terez Suleiman jointly with artists from Portugal. The project concluded by a tour of performances was organised in Palestine and abroad. Hosted by the Edward Said National Conservatory of Music, the Palestine Youth Orchestra 2015 held performances in France. Nearly 3,500 spectators attended these performances. In participation with a group of young artists, young Director Eid Aziz produced *Tawasol* – a theatrical performance that was widely admired. The first three performances attracted an audience of more than 1,200. Around 6,500 pupils and teachers also attended the Yes Theatre's *Looking for Handala*.

In addition to a documentary film, CAP supported six new performing and visual arts projects in the Gaza Strip. These were sponsored through the Supporting Contemporary Art Projects, Practices and Products in Gaza Grant (see above). These projects included the release of the first album of the Typo Bank; *Gaza's Beacon*, an art work in the public space by Sharif Sarhan; and a second episode of the Gaza Contemporary Arts Programme by the Eltiqa Group for Contemporary Art. Through its seasonal grant, CAP supported 26 cultural and artistic events, including several key festivals organised in Palestine. Of these, the Ramallah Contemporary Dance Festival was held in several Palestinian cities. The 3<sup>rd</sup> International Young Filmmakers Festival took place in Gaza in cooperation with the Child Centre – Gaza. CAP also supported the Wadi Sha'ir Arts and Culture Festival in the village of Anabta, Al Quds Festival (Jerusalem), Wein A Ramallah Festival, etc. These and other artistic events attracted a broad audience of over 33,000 spectators from across Historic Palestine.

To help young artists build their capacity and career and to support the artistic and cultural landscape with new energies, CAP continued to offer scholarships to students wishing to pursue their education

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in music, theatre, dance and other performing arts at various institutes and universities around the world. In this context, the Programme offered a total of 12 scholarships.

CAP maintained and developed partnerships, particularly with the Consulate General of France, Welfare Association, and Palestinian Ministry of Culture. The Programme built a partnership with the Paris Municipality to provide artist residencies at the Cité Internationale des Arts (International City of Arts). CAP also entered into a partnership for artist residencies at UNIDEE – University of Ideas, the formative residential programme developed by Cittadellarte – Fondazione Pistoletto. With the London-based Delfina Foundation, CAP provided residencies to seven young Palestinian artists. These ranged from four to six months each. CAP's partnership in the context of the Performing Arts Summer School (PASS) also continued. *Badke* performances made more than 90 performances in several countries around the world, most recently in Canada, USA and a host of European countries. With an audience of over 20,000, *Badke* continued to receive unparalleled media coverage. Lately, a photo of a *Badke* performance was posted on the cover of a major American theatre magazine.

In addition, CAP continued to develop partnerships with many local and international institutions. Key joint events included the Qalandiya International Festival, s:in/ Festival for Video Art and Performance, and Ramallah Doc 2015. The Programme also cooperated with the Edinburgh Festival Fringe, allowing many opportunities to a number of artists who take part in the Festival. CAP continued to promote Palestine's cultural presence and visibility abroad by supporting participation of many Palestinian arts and artistic bands in Arab and international cultural and artistic forums and festivals. Finally, CAP developed and organised a variety of capacity building interventions in theatre, visual arts, and writing about music through distance learning (videoconference, internet, and Skype). This technology helped overcome many restrictions on movement and provision of needed resources and expertise to implement such programmes.

**Mahmoud Abu Hashhash, Director CAP**

#### **5- The Mosaic Rooms**

**(This section is in the original English)**

#### ***Visual Arts***

#### **Imagined Futures: Hrair Sarkissian (continued from end of previous reporting period)**

**01.04.15 – 26.04.15**

The first UK solo exhibition by Hrair Sarkissian, featuring new video and previously unseen photographic work that reflected on concepts of place, conflict, and future. *Imagined Futures* 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. 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. During the reporting period a total of 28 copies of *Background* were sold, this includes 1 limited edition, and 25 copies sold on consignment to The Arab Image Foundation in Lebanon.

The number of visitors for this reporting period: 450. Making the total exhibition total 830.  
No works sold.



# **A.M. Qattan Foundation**

## **Trustees' Report**

### **For the year ended 31 March 2016**

#### **Garden State: Corinne Silva**

**14.05.15 - 20.06.15**

*Garden State* by Corinne Silva offered an unexpected view on gardening, the show comprises photographic and sound installations exploring Israel's suburban gardens, parks and public places. Silva encouraged visitors to view gardening not simply as the act of nurturing a plot of land, but as something potentially far more sinister: a tool used in aggressive state expansion, territory marking and occupation. *Garden State* comprises two ambitious installations, created during a series of trips to sites between the Mediterranean Sea and the Jordan River from 2010 and 2013. As part of the exhibition *Smallworld Urbanism* were commissioned by The Mosaic Rooms to create a sustainable pop-up permaculture garden highlighting the power of gardening as a positive force for social activism. Part of Chelsea Fringe, London Festival of Architecture and Open Garden Squares. The exhibition was co-produced and a partnership between Ffotogallery, Cardiff, The Mosaic Rooms and UAL Photography and the Archive Research Centre (PARC), London College of Communication. There is a book being produced out of the project that is due to be published in May 2016.

Total visitors: 1338 (this includes 618 who visited during Open Garden weekend). A limited edition print made available- no sales.

Visitors to the partner exhibition at Ffoto Gallery, Wales: 876

#### **I Spy With My Little Eye...A New Generation of Beirut Artists**

**Curated by Art Reoriented**

**11.07.15 – 22.08.15**

Curated by Sam Bardaouil and Till Fellrath of Art Reoriented, *I Spy with My Little Eye...* aimed to explore the shift in artistic practice and individual concerns within a fiercely independent new generation of artists connected to Beirut. It explored the practices of a new generation of artists most of whom are in their late twenties to early thirties. All of them were born after the break out of the war in 1975 and for the most part, they do not choose to make the Civil War an entry point of their artistic practice. The artists featured in the exhibition included Caline Aoun, George Awde, Mirna Bamieh, Nour Bishouty, Pascal Hachem, Charbel-joseph H. Boutros, Aya Haidar, Georgette Power, Joe Namy, Stéphanie Saadé, Siska, Lara Tabet and Tala Worrell. The exhibition was part of Shubbak Festival, and in partnership with Casa Arabe where it has gone on to tour to in Madrid and Cordoba, Spain.

Total visitors: 1226. No works sold.

Casa Arabe visitors: 4704 approximate, awaiting full report

#### **Tracing Landscapes: Dia Batal**

**9.09.15 - 27.09.15**

An exhibition of new multimedia works by spatial designer Dia Batal for London Design Festival. Batal uses the art of Arabic calligraphy to transform text into objects, which seek to engage audiences in contemporary issues of identity and belonging. In this exhibition, Batal not only re-envisioned this traditional art but also conventional architectural forms and objects. The exhibition was part of the London Design Festival and was selected for inclusion in the Icon Design Trail.

Total visitors: 579. Two works sold. (£3,025)

**A.M. Qattan Foundation**  
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**Not Towards Home, But The Horizon: Marwan**  
**9.10.15 – 12.12.15**

The first UK solo exhibition by Syrian artist Marwan, featuring paintings, etchings and works on paper. Marwan is considered a leading artist from his generation, both internationally and in the Arab world. Recognised in museum collections around the globe, Marwan has yet to exhibit in London. At 81 years old this exhibition is a celebration of the artist's work. Featuring pieces selected from the artist's studio, showcasing the breadth of his practice from the 1960s until the present day, the exhibition offers UK audiences a rare chance to reflect upon and encounter Marwan's unique and inspiring oeuvre.

Total visitors: 1167. No works sold.

**Suspended Accounts**  
**Young Artist of the Year Award 2014 (YAYA14)**  
**15.01.16 - 27.02.16**

A selection of work from the A.M. Qattan Foundation's Young Artist of the Year Award 2014, (YAYA14), for the first time in the UK. The works shown are diverse — spanning film, performance, installation and painting — unified through the shared theme of 'Suspended Accounts.' Originally curated by Viviana Checchia and envisioned by her as a long-term project, the work grew from an intensive process in which the curator and the nine finalist artists connected, critiqued and developed their work over time, through virtual forums as well as one-to-one discussion and group sessions. The artists featured in the exhibition included Hamody Gannam, Farah Saleh, Iman Al Sayed, Bashar Khalaf, Noor Abu Arafah and Noor Abed.

Total Visitors: 696. No works sold.

**Sea Change – Chapter 1: Character 1, In the Rough: Hajra Waheed**  
**11. 03.16 – 21.05.16**  
**(reporting period until 31/03/2016)**

The first showcase of the opening chapter of Hajra Waheed's long term project *Sea Change*, commenced in 2011. This visual novel is dedicated to reclaiming a sense of the intimate, the personal and the poetic from the consequences of regional development, political upheaval, and civil conflict. Through the unfolding narratives of nine individual characters who have disappeared over nine chapters, this ambitious multimedia work aims to engage the viewer in an active sense of looking for the individual story amidst the mass, in turn reflecting on the reductive value of the media's portrayal of contemporary crisis, particularly in terms of migration.

Total visitors in reporting period: 275. No works sold.

**Externally supported exhibitions**

**THE SICK MAN OF EUROPE: THE PAINTER**  
**Dor Guez at the ICA, London**  
**03.02.15 - 12.04.15**

Please see 2014-15 report. The exhibition continued into this reporting period. Total exhibition visitors to the ICA during the show: 73,500.

# **A.M. Qattan Foundation**

## **Trustees' Report**

### **For the year ended 31 March 2016**

#### **A Magical Substance Flows Into Me Jumana Manna at Chisenhale Gallery 13.09.15 – 18.12.15**

The Mosaic Rooms gave a grant of £5,000 to Chisenhale Gallery to support their commission and exhibition of new video work and first UK solo show by previous YAYA winning artist Jumana Manna.

Total visitors: 2,450

#### **Artist production grants**

A grant of £10,000 was given to support Larissa Sansour's new video art work, *In The Future They Ate from the Finest Porcelain*. The piece will be shown as part of Sansour's first London solo show at The Mosaic Rooms in June 2016.

#### **Visual Arts Press**

Press coverage for this period was extensive and varied. We received coverage in the print, online and broadcast media, in Arabic and English, in the specialist arts publications, the Arab media, the London press and the UK nationals.

#### **Highlights:**

*Imagined Futures* was reviewed by Nafas magazine, Hyperallergic and Artlyst, it was also covered in print by the Metro and Chelsea & Kensington Magazine and online by WSI magazine.

*Garden State* was reviewed by Electronic Intifada and the Middle East Monitor, and was covered in print by the Metro and Telegraph. It was also covered online in Time Out, London, and in the broadcast media by Arise News.

*I Spy With My Little Eye...* was reviewed by the Financial Times, Gulf News, Canvas magazine (with a large mention/image on the front cover), Nafas magazine and Art Asia Pacific. It was also covered in print in the Independent's magazine (i) and the Metro, as well as online by ArtNet and The National.

*Tracing Landscapes* was reviewed by Canvas magazine, The Arab Review (with the article duplicated in the Middle East Monitor) and Sharq Al-Awsat (in Arabic) and The Arab Weekly. It was also covered in print by World of Interiors, the Notting Hill Holland Park magazine and the Kensington and Chelsea magazine, and online by Electronic Intifada and Levant TV.

*Marwan* was reviewed online by Hyperallergic, Sotheby's blog and featured as exhibition of the year by Omar Kholeif in the Art Newspaper. There were also other online features but sadly significant press was not possible due to Marwan's frail health which meant interviews were not permitted.

YAYA14 was mentioned in print in Metro's to do list, and in listings in Canvas and The Middle East In London magazines. It was reviewed online by Droste Effect magazine, the Arab Weekly and Electronic Intifada amongst others.

*Sea Change* during this reporting period was featured in a strong print review in the Financial Times, and again on the Metro's to do list. Also reviewed online in Apollo magazine, Art Radar, Art Newspaper amongst others.

# A.M. Qattan Foundation

## Trustees' Report

### For the year ended 31 March 2016

#### Literary and other cultural events

To accompany each exhibition there was an associated artist/curator talk or tour: Corinne Silva was in conversation with writer, photographer, curator and lecturer Julian Stallabrass; curators Sam Bardaouil and Till Fellrath gave a tour of *I Spy With My Little Eye...*; artists Joe Namy, Tala Worell and Aya Haidar were in conversation with Stefan Tarnowski; artist George Awde gave a special lecture discussing his work and practice; Dia Batal led a tour of *Tracing Landscapes*; Marwan was in conversation with writer and former director of the Berlinische Galerie, Jörn Merkert; curator Viviana Checchia led a special tour of *Suspended Accounts* and artist Hajra Wajeed was in conversation with The Mosaic Rooms' director Rachael Jarvis at the ICA. As part of the YAYA14 programme art historian and curator Federica Martini discussed the themes explored in Noor Abu Arafah's video installation and Walaa Sbait discussed Wadi Al-Nisnas in Haifa, one of the few Arab neighbourhoods left in the city.

Literary and other events included the following: 'My House In Damascus', a book launch and discussion with author Diana Darke and archaeologist, conservator and sculptor Zahed Taj-Eddin; 'Renaissance Emir', a book launch and concert curated by Rachel Beckles Willson, Professor of Music, Royal Holloway, University of London; 'Return: A Palestinian Memoir', the launch of a new book by internationally best-selling author Ghada Karmi; 'Photography, Colonialism and the Politics of Planting', a panel discussion exploring the act of gardening as a tool for the assertion of power, control and identity with Brenna Bhandar, Jennifer Gabrys, Uriel Orlow, chaired by Shela Sheikh; 'Gardens of Illusion', a live sonic performance accompanying *Garden State* with composer and sound artist Toby Wiltshire; 'Permaculture in Palestine', a talk by Alice Gray; 'Syria Burning', the launch of a new book by Charles Glass, with the author in conversation with Martin Woollacott; the launch of 'A Useless Man', a collection of short stories translated by Maureen Freely with Freely in conversation with Maya Jaggi; 'According to Kahil', a book launch of a retrospective publication of editorial cartoons by the renowned Lebanese cartoonist Mahmoud Kahil, with Malu Halasa and Martin Rowson; 'Institutions and Emerging Artists', a discussion on the significance of open submission exhibitions and awards for emerging young artists with Stefan Tarnowski, Laura Egerton and Nicola Gray; 'The 51 Day War', a book launch of Max Blumenthal's new book, Blumenthal was in conversation with Sarah Colborne; 'Multilingual Typography as Cultural Diplomacy', a talk by Huda Smitshuijzen AbiFarès; 'Creative Refuge' a book launch by Febrik's Reem Charif and Mohamad Hafeda; 'Engineering the Middle East: Tales of Scale, Beauty & Ambition' an evening of presentations by ARUP's building engineers. There was a special concert celebrating the close of the 2015 Bursary Scheme for young Palestinian musicians by the Choir of London and the bursary winners. Celebrated Egyptian author Nawal El-Saadawi was in conversation with Dr Shereen El Feki; Abdel Bari Atwan launched his latest book, '*Islamic State: The Digital Caliphate*' and was in conversation with Professor Nabil Ayad; Professor Ella Shohat (NYU) a genealogical reading of Orientalist visual culture; a worldwide reading in support of Ashraf Fayadh was held in collaboration with English PEN; author Robin Yassin-Kassab was in conversation with Malu Halasa for the launch of his new title '*Burning Country – Syrians in Revolution and War*'; Yasmine Eid-Sabbagh discussed her book and installation project '*Possible and Imaginary Lives*'; editors Helga Tawil-Souri and Dina Matar discussed their new book '*Gaza as Metaphor*' with contributor Ilan Pappé; writer Sukhdev Sandhu led a panel discussion discussing the aesthetics and politics of representations of the sea in contemporary culture with Nikolaj Bendix Skyum Larsen, Dr David Farrier and Dr Lindsay Bremner.

# A.M. Qattan Foundation

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Film screenings included: 'Haunted (Maskoon)' by Syrian director Liwaa Yazji; award-winning 'The Wanted 18' by Amer Shomali and Paul Cowan; 'Teta, Alf Marra (Grandma, a Thousand Times)' by Mahmoud Kaabour. As part of Shubbak Festival's Homage to Michel Khleifi, The Mosaic Rooms screened the following films by the celebrated Palestinian director; 'Canticle of Stones', 'Forbidden Marriages in the Holy Land', and all three parts of 'Route 181: Fragments of a Journey in Palestine-Israel'; there was a special screening of 'A Syrian Love Story' followed by a Q&A with director Sean McAllister; 'My Love Awaits Me By The Sea' by director Mais Sarwazah was screened as part of YAYA14 programme.

Workshops: An Upcycling workshop with Smallworld Urbanism, a permaculture and ecosystem gardening workshop with Kevin Mascarenhas of Natural Flow, and two family-friendly workshop, run by artist Dia Batal. Artist Farah Saleh held a movement based workshop exploring memories, using the body as an archive.

**Supper clubs: included** a Palestinian Supper Club with Hana Haj Ahmad of Tatreez Café, a Lebanese Supper Club with celebrated chef and author Anissa Helou and chef Joudie Kalla of Palestine on a Plate presented a special Palestinian feast. **All were held within the exhibition space and sold out.**

**A special sold out concert by** acclaimed Palestinian musician Kamilya Jubran took place in November. A joint late opening with Leighton House Museum was held during Marwan's first solo exhibition *Not Towards Home, But The Horizon* with music from oud player Roskar Nasan. There was an intimate sharing of Salah El Brogy's high octane dance performance '*The Moment*', it was the first ever dance event to be held at The Mosaic Rooms.

#### **Edward W Said London Lecture 2015**

This year's lecture was given by award winning, internationally acclaimed pianist and conductor Daniel Barenboim. He discussed the role of music in life in this year's lecture in memory of Edward Said. His lecture was followed by a lengthy audience Q&A. It was held in partnership with the Southbank Centre, classical music programme as part of their Barenboim season at the Queen Elizabeth Hall. It was a sell-out event at 900 seats.

The 2016 lecture is confirmed for 4 May 2016 at the Royal Festival Hall and to be given by Naomi Klein.

#### **Disappearing Cities of the Arab World- Lecture**

The Mosaic Rooms organized their first external day lecture as part of Shubbak Festival, it was hosted at the British Museum, and delivered with assistance from Martin Colthorpe of Modern Culture. *Disappearing Cities of the Arab World* explored issues of architecture, post-colonialism, globalisation and psycho-geography. It brought together writers, artists, historians, architects and urbanists to explore the complex space that is the contemporary Arab city. The day was divided into three sessions followed by a keynote. Following short presentations, the speakers were in conversation and there were opportunities for audience questions. It was sell out event at 330 seats.

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#### Residencies

During this reporting period there were the following residencies: artist Dor Guez; curator Nat Muller, whilst working with The Delfina Foundation on their The Politics of Food programme; artist Toby Wiltshire, for his sonic performance Gardens of Illusion; artist Ali Cherri, for the Disappearing Cities of the Arab World conference at The British Museum; artist Tala Worrell whilst participating in the exhibition 'I Spy With My Little Eye...'; Huda Smitshuijzen AbiFarès for her talk at The Mosaic Rooms. Jörn Merkert stayed in the studio ahead of his talk at The Mosaic Rooms with artist Marwan; artist Massinissa Selmani during his participation to 1:54 Contemporary African Art Fair; musician Kamilya Jubran for her performance at The Mosaic Rooms; Ella Shohat for her talk at The Mosaic Rooms in collaboration with Chisenhale Gallery; curator Viviana Checchia during the exhibition 'Suspended Accounts' at The Mosaic Rooms; Yasmine Eid-Sabbagh for her talk at The Mosaic Rooms; artist Hajra Waheed for the opening of her exhibition 'Sea Change' at The Mosaic Rooms; and artist Nikolaj Bendix Skyum Larsen for his panel discussion at The Mosaic Rooms.

#### Fundraising

Past successful applications to ACE have been made on premise of supporting new commissions. It has been suggested that to go back to ACE for another bid we need either a different approach or some time between applications, as they will not keep funding us for the same kind of project. ACE is also suffering with further cuts meaning it is exceptionally competitive at present. Further more as Shubbak was granted an ACE bid, which in the previous Shubbak festival year meant MR was not successful in our ACE application. Work did begin on an ACE application for Hajra Waheed's show but due to time constraints on the potential new commission this had to be stopped. As such no new bids have been made to ACE during this reporting period.

The curators' for our summer exhibition *I Spy With My Little Eye* worked on securing two individual gifts towards the exhibition and its touring costs to Casa Arabe in Spain. The Mosaic Rooms successfully helped artist Dia Batal with her application to secure an ACE artist's grant towards her exhibition here. During this period The Mosaic Rooms applied to the Goethe Institut for funding for the Marwan exhibition in October, without success as they prefer to fund projects that they have helped conceive. We also applied for support for the same exhibition to the Nour Festival, with success and a grant of £2,500.

Looking ahead The Mosaic Rooms fundraising strategy needs to be reviewed in terms of identifying what ACE's priorities are and seeing if a potential project can be developed around this, and also potential sources of further support. The difficulties with making approaches to other trusts and foundations have already been expressed; as such it might be time to consider putting efforts into developing an individual giving network and corporate sponsorship. However this might require further staffing, perhaps creating a part time development role, to help achieve this. An initial starting point would be to look towards creating a circle of friends, which we hope to do over the next reporting period.

The Mosaic Rooms commercial activities have been focused upon more in terms of: working on creating a better café space for customers to sit and enjoy some refreshments creating some revenue; ticket prices for certain events have been increased; a limited editions artwork section has been developed and is now available on the website allowing people to purchase affordable artwork from some of our exhibiting artists; the bookshop has been marketed further. Our in house publications have also been signed to a distributor, Unicorn Press, in the hopes of generating further income, as well as public awareness of our work, through sales of these.

# A.M. Qattan Foundation

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Approximate income during the period from the bookshop, room hire, Said Lecture and Disappearing Cities lecture ticket sales, other events (supper clubs, film screenings etc) and sales was £39,867 (excluding income from Al-Qattan Charitable Trust).

#### Venue Hire

During this period there was a total of sixteen venue hires; a society meeting in April, a party in May, two receptions and a board meeting in June, a lecture and a reception in July, two receptions in September, a training day in October, a book launch and a charity film screening in November, a reception and exhibition in December and two talks in March. Total revenue: £12,254. In comparison to the 2014/15 figures there is a decrease in income generated (this is due to one single hire in 2014/15 reporting period being £15k in itself) however it is worth noting that there is a 129% increase in the number of hires.

#### Bookshop

The total revenue generated by the bookshop both online and in store for the reporting period is £11,337. This marks an approximately 23% increase in the previous year in store and a 29% increase online.

#### Education

To coincide with Corinne Silva's *Garden State* exhibition Smallworld Urbanism was commissioned by The Mosaic Rooms to create a sustainable pop-up permaculture garden highlighting the power of gardening as a positive force for social activism. The pop-up 'guerrilla' garden at The Mosaic Rooms employed permaculture principles and included a layered modular garden, featuring vegetables and fruits, and integrated upcycled seating arrangements made using materials commonly discarded. It had been hoped that the garden building process would engage the local community throughout its development. Approaches were made through the council, and the local gardening projects network, however the uptake for this was not as high as expected. A series of workshops on upcycling and permaculture were however run with a good attendance. It is hoped that the garden can be used as a future resource for further community-based projects.

Dia Batal held two public workshops during her exhibition *Tracing Landscapes*. Batal encouraged participants to create pieces constructed of their own stories and personal journeys while reflecting on notions of identity, home, belonging and memory. These themes were explored using a variety of techniques resulting in a multi-layered paper based work. Participants attended either a single workshop or developed their work over two sessions.

An art and poetry based project was developed with the Nour Festival and Royal Borough of Kensington and Chelsea with a local school to coincide with our Marwan exhibition. Artist Sophie Herxheimer worked with secondary school girls over 4 sessions to produce pieces of visual poetry inspired by the paintings. These were then published in a small pamphlet.

There is no one currently in the Learning and Engagement role that was previously occupied by freelancer Natasha Freedman. It takes considerable effort and sustained approaches to develop connections in the local community. It makes one off projects difficult to achieve without the assistance of external partners who already have connections with certain local groups and schools. If The Mosaic Rooms want to continue to act outside of its physical space and bring elements of its programme to external communities, it would be important to consider potentially recruiting someone for this role. In the interim we will plan over the 2016/17 reporting period to do some research trips to schools and community groups in the area, to identify needs, and refine what might be possible to offer in mind of creating a strategy fro 2017 onwards.

# A.M. Qattan Foundation

## Trustees' Report

### For the year ended 31 March 2016

#### **Marketing**

A new Mosaic Rooms institutional profile was launched in print and online in July 2015 to fulfil the need for a 'one stop' document clearly presenting The Mosaic Rooms purpose and activities. It presents our newly developed mission statement, aims and objectives, as well as a compilation of our activities to-date (including our exhibitions, events and learning and engagement projects). It has been used in printed press packs and as a reference document for new marketing and programming collaborations. It is also available to our visitors online and on-site at The Mosaic Rooms. Going forward, it will also be used for patron and funder campaigns.

Our new venue hire brochure, which launched in print and digital form in 2014, has proven successful. It has been sent out to local hotels, corporates and event companies and is on display to our visitors. It has helped contribute to a substantial increase in venue hire compared to the same period last year.

Work on our new database continues. The original specification for the project has expanded to encompass an exhibition and events archive functionality. Migration of all our contacts was completed at the end of 2015 which also took considerable more work as the contacts data was greater in number than had been anticipated. The delays are currently based on trying to get the website to feed data to the database in terms of online booking, and archive events content etc. Once completed it will significantly improve our ability to create targeted marketing campaigns and develop a 'relationship marketing' approach. It will also help centralize our data.

Our website underwent a major update in January 2015 and the positive effects of this can be seen in site stats for this period. It was mobile optimized (ahead of changes to the Google search engine algorithm, which now favors mobile optimized sites in search results). Search Engine Optimization (SEO) functions were also updated and improved. We have also continued to tweak the site to increase page views per user visit, so we can promote more of our activities in one web session. Further updates are scheduled for the next reporting period to keep it looking contemporary and immediately engaging.

Exhibitions and events were continued to be 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. In 2016 the exhibition programmes, which are distributed to venue partners for display, were slightly reformatted to more clearly articulate what The Mosaic Rooms are and what offers there are here. These will be reviewed moving forward. Marketing for the café included some further signage, but activities for this and limited edition prints needs to begin in a more comprehensive effort.

We continued to use social media as a key constituent in our marketing. In line with current trends we replaced our Pinterest account with Instagram, resulting in a rapid acquisition of new followers. We have continued to gain new fans on Facebook and have seen good levels of engagement. Acquisition of followers on Twitter has been steady but slightly slower (in line with overall trends). We have continued to populate our new website integrated blog with Q&As, as well as residents blogs, and live project images and updates. The aim is to inspire more engagement and awareness of all our activities. We have also successfully trialled new 'current affairs' relevant articles by guest bloggers, which led to a significant increase in blog visits/shares. All of these were trialled but due to staff changes and resources not been built upon or made a systematic approach. For the new reporting period a social media and online engagement strategy will be developed to ensure consistent approach and content.



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We also made changes to our e-newsletter, launching the new version in August 2015. The updated design is consistent with our website branding and includes additional sections to promote our revenue generating activities (venue hire, café, limited editions, bookshop) as well as our blog and marketing cross promotions. We have also seen significant growth in our main mailing list since installing a mailing list sign-up pop-up on our website. In the next reporting period we also plan to make changes to e-invites to ensure they are social media friendly.

From April to August 2015 our Communications Manager also managed marketing for the Shubbak festival. The festival was a success and we saw a spike in event visitor numbers and website visitors as a direct result of the marketing of our programme via Shubbak.

In this period, we have continued to collaborate with leading UK cultural institutions on marketing (as well as programming). We have had our events promoted via the British Museum, V&A and ICA marketing channels (social media and newsletters), and held a joint late with Leighton House Museum, and held an event at The Mosaic Rooms on behalf of Chisenhale Gallery as part of an event partnership for the Manna exhibition, and an artist talk at ICA for Hajra Waheed's exhibition. These are beneficial in raising awareness of The Mosaic Rooms to substantial new arts audiences, and in terms of branding (via association).

With regards to branding, we have also continued to reach out to opinion formers (via special mail-outs to curators, gallery directors, academics, journalist etc.). Attendance from these figures at our events and private views indicates some level of success so far. We have also continued to reach out to patrons groups for special visits, including an exhibition tour and breakfast for South Bank Centre patrons.

#### **Looking Ahead (The Mosaic Rooms)**

Exhibition run times will be extended (10-12 weeks) to not only allow audiences more time to see the exhibitions, but also in reflection of resources and staff time. Hajra Waheed's show will continue until the end of May. Following that we will then have the first London solo shows of Larissa Sansour in the summer and Katia Kameli in the autumn. In December we will then host Michael Rakowitz's Dar El Sulh, Iraqi kitchen project for three nights. These all form part of a 2016 programme that reflect on the use of narrative and other forms of cultural production, and their influences in present formations of, or absences within, national identity and accepted histories. Discussions are in place with a regional organization for a collaborative show in for the early 2017 period. The talks and events programme will be in support of these exhibitions, including a focus during Sanasour's exhibition on the use of archaeology in conflict. We will also have two collaborative projects, one with DAAR for the Palestine Pavilion at the London Design Biennale in September 2016, and the other with the V&A Jameel Prize where we will host one of the previous shortlisted artists at The Mosaic Rooms studio whilst they undertake a residency in the V&A collection from Oct-Dec 2016.

One of the main focuses of the forthcoming year we will also undertake a series of audience evaluation and research work to try to understand better our existing audiences, which groups we are not targeting, which ones we want to. This will help us to review our current location and offer and be better informed to make decisions to sustain growth and development in terms of audience, programme and engagement. In mind of this with Rosa Attwood's departure in February from the team, Flora Bain was hired to take on the Communications Manager role but to do so with this project in mind.

**And finally...** during the reporting period, Facebook likes **increased by 36%** from 3,463 at the end of

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2014/15 reporting period to 4,706 likes at the end of the current reporting period. Twitter followers also **increased by 31%** from 3,226 at the end of 2014/15 reporting period to 4,241 followers at the end of current reporting period. The Mosaic Rooms launched an Instagram account and at present have 754 followers.

There was a total of **58,175** sessions in The Mosaic Rooms website, **66.8%** (38,834) were new visitors. (this is an **increase of over 28%** compared to the last reporting period). A total of **6,439** subscribers are signed up to the Mosaic Rooms mailing list, going from 3,850 subscribers at the end of 2014/15 reporting period marking an increase of **126%** (the size of this increase can be accounted by the organizing of contacts as a result of the database).

The total number of visitors to the gallery during the reporting period is **5,875** (excluding external events and partnerships). Making a **34% increase** in visitors to the gallery for the same period in 2014/15.

**Rachael Jarvis,**  
**Director, The Mosaic Rooms**

#### **Objectives & Achievements**

As outlined in the narrative report, the Foundation approved a five-year strategic plan for the period 2014-18. The following section summarises this strategy:

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

In light of these strategic directions, the Board was set the following specific objectives for the reporting period 2016-17. Some objectives were still in progress and were carried over from reporting period 2015-16:

- a. Develop work policies and procedures in cooperation with the internal auditor (Deloitte).
- b. Launch the search for a deputy director post. In spite of an initial recruitment process, including interviewing of a short list of candidates, we have not been successful in identifying a suitable candidate to date. Head hunting options are currently being considered.
- c. Expedite the hiring process for urgent positions (Communications Director, Director of Resource Development and Public Programme Director). The first and third of these posts were appointed in 2015-16 (Nader Dagher and Yazid Anani respectively); the second has still not been recruited (there are very few people in Palestine with the requisite

# A.M. Qattan Foundation

## Trustees' Report

### For the year ended 31 March 2016

- experience). This is an urgent need to raise the Foundation's fundraising capacities in light of its growing spending demands and the relatively limited resources of the Al-Qattan family and Al-Qattan Charitable Trust and to mitigate against highly volatile markets
- d. Schedule the deposit of £300,000 in the Reserve Fund account over a 3-year period, of which the amount of £100,000 is to be deposited during the current financial year. **DONE (total in July 2016 is £200,000; a final £100,000 will be deposited during 2016-17)**
  - e. Name new building's library after the late Leila Miqdadi Al-Qattan. Other public facilities in the building will be named after prominent figures of modern Palestinian history. **IN PROGRESS**
  - f. To finalise the purchase of lot no.66, block no.19, Al-Hussein neighbourhood no.15, Ramallah, which is next to the Foundation's current building. **(awaiting final registration documents);**
  - g. Appoint an external consultant to develop a unified format for the annual reports that links them more efficiently to strategic plan (as part of consultant's wider remit, most of which was completed in 2015-16 **(IN PROGRESS)**);
  - h. Update the Foundation's risk register;
  - i. Pursue the appointment of new trustees, particularly ones with an international profile;
  - j. Update current BoT Manual and the Foundation's articles of association to reflect changes in Board policies on membership, including limited and staggered terms, relationship with Al-Qattan Family Honorary Council etc
  - k. Finalise ToRs' for advisory council as well as shortlist of potential members; Chair to contact them.

#### **Method for Recruitment and Appointment of Trustees**

During the period we continued to research and consider a number of candidates to invite to join the Board of Trustees. We are honoured that Dr Khalil Hindi, the distinguished professor of electronic engineering at the American University of Beirut and previously president of the University of Birzeit in Palestine, has accepted to join our board.

During next year, we will be seeking to develop our board manual to include statutory terms for trustees, including the chair. Legal advice will be sought for this purpose.

#### **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 – these risks are assessed on a case-by-case basis as well as with clear health and safety policies, a policy of strict political neutrality, daily communications between senior managers (particularly those in Gaza Strip and Lebanon) with central management etc;
- Achievement of our aims and objectives - collaboration with diplomatic consulates and personnel to offer better freedom of movement and goods; a decentralised programme management system coupled with strict financial and procurement procedures; financial

# **A.M. Qattan Foundation**

## **Trustees' Report**

### **For the year ended 31 March 2016**

independence coupled with rigorous financial controls on spending and regular outreach to potential new funding and programme partners;

- The expectations of our beneficiaries and supporters – historically, the Foundation has always sought to limit its beneficiaries' and supporters' expectations so as to avoid disappointment, reputational loss or loss of financial support. Clear media and communications strategies continue to evolve to better explain the *gradual, qualitative* nature of our work while expanding individual and institutional communication locally as well as regionally and internationally.

Finally, the Foundation's risk register is reviewed on an annual basis by both senior management and the Board and action plans drawn up to address any imminent risks that could threaten the Foundation's ability to function efficiently in line with its plans.

#### **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.

#### **Senior Management Remuneration**

The Foundation does not currently have a formal senior management remuneration policy but we are taking advice to put one place in line with the recommendations suggested by NCVO. Historically, the Foundation has aimed to offer senior management remuneration that in line with a median measurement between local organisations (low) and internationals (high to very high). We regularly draw up comparables to set new rates and to negotiate existing rates.

#### **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 strict parameters for accepting external funding of any sort, which must be totally unconditional. In that spirit, and during the year ended 31 March 2016, 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
- International Development & Relief Foundation (IDRF)
- American Near East Refugee Agency (ANERA)
- Prince Claus Fund
- United Palestine Appeal (UPA)
- Bank of Palestine (BoP)
- Centre for Culture and Development (CKU)

In 2015-2016, the percentage of external funding reached 23% (\$2,561,535 of a total of \$11,278,874) of the overall expenditures, down from 35% in 2014-15.

# **A.M. Qattan Foundation**

## **Trustees' Report**

### **For the year ended 31 March 2016**

#### **Reserves Policy**

The Foundation maintains a 100% Cash Reserves as far as its Palestine employees severance pay (\$1,267,270 as of 31/3/2016) and employees' Provident Fund are concerned (\$1,090,157 as of March 31 2016). The Foundation has adopted a reserve policy in which a cash reserve fund of £300,000 will be created by March 31 2018 by allocating to it an annual amount of £100,000 (to date, £200,000 has been deposited into the reserve fund).

#### **Connected Charity**

The Charity continues to provide office, meeting rooms and hospitality to the Welfare Association UK; one of the Charity's Trustees is also a member 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-focused educational projects. The Chair of the Board is also Chair of the Palestinian Museum, a project wholly owned by Welfare Association (Geneva).

#### **Trustees' Responsibilities in relation to the Financial Statements**

The trustees 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 required 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 its income and expenditure 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 the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements
- 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 2016**

**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 18 August 2016 and signed on their behalf by:



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**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 2016 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow 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) including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland'.

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 so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's 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 (APB'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 company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition we read all the financial and non-financial information in the [describe the annual report] to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. 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 2016 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.

*K.S. Smith LLP*

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

Devonshire House  
60 Goswell Road  
London EC1M 7AD

*14 / 8 / 2016*



**The A. M. Qattan Foundation**  
**Statement of Financial Activities (Incorporating the Summary Income and Expenditure Account)**  
**For the year ended 31 March 2016**

	Notes	Unrestricted £	Restricted £	2016 Total £	Unrestricted £	Restricted £	2015 Total £
<b>Income From:</b>							
Donations and legacies		639,287	8,889,311	9,528,598	313,059	5,198,243	5,511,302
Investments - bank interest		1,010	-	1,010	69	-	69
Charitable activities							
The Mosaic Rooms		55,966	950	56,916	40,218	1,200	41,418
Other		-	546,593	546,593	-	635,466	635,466
<b>Total Income</b>		<b>696,263</b>	<b>9,436,854</b>	<b>10,133,117</b>	<b>353,346</b>	<b>5,834,909</b>	<b>6,188,255</b>
<b>Expenditure On:</b>							
Raising funds		420	-	420	2,475	-	2,475
Charitable activities							
Grant-making:							
Grant expenditure	2	1,000	3,816,952	3,817,952	10,822	3,587,655	3,598,477
Grant related support costs	3a	1,313	573,559	574,872	1,251	394,880	396,131
<b>Total Grant-making expenditure</b>		<b>2,313</b>	<b>4,390,511</b>	<b>4,392,824</b>	<b>12,073</b>	<b>3,982,535</b>	<b>3,994,608</b>
The Mosaic Rooms	3b	366,528	2,962	369,490	371,197	2,979	374,176
<b>Total Expenditure</b>		<b>369,261</b>	<b>4,393,473</b>	<b>4,762,734</b>	<b>385,745</b>	<b>3,985,514</b>	<b>4,371,259</b>
<b>Net income / (expenditure)</b>		<b>327,002</b>	<b>5,043,381</b>	<b>5,370,383</b>	<b>(32,399)</b>	<b>1,849,395</b>	<b>1,816,996</b>
Fund balances brought forward		28,050	4,957,688	4,985,738	60,449	3,108,293	3,168,742
<b>Fund balances carried forward</b>	9	<b>355,052</b>	<b>10,001,069</b>	<b>10,356,121</b>	<b>28,050</b>	<b>4,957,688</b>	<b>4,985,738</b>

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 42 to 52 form part of these financial statements.

## The A. M. Qattan Foundation

### Balance Sheet as at 31 March 2016

	Notes	2016 £	2016 £	2015 £	2015 £
<b>Fixed Assets</b>					
Tangible fixed assets	5a		4,920,409		2,602,505
Assets under construction	5b		3,596,226		1,340,819
Fixed Asset Investment	5c		8,500		8,500
			8,525,135		3,951,824
<b>Current Assets</b>					
Stock		16,588		13,353	
Debtors	6	1,106,901		1,769,992	
Cash at bank		8,021,528		4,829,392	
		9,145,017		6,612,738	
<b>Current Liabilities</b>					
Other creditors		5,668,580		4,233,022	
Accruals & deferred income		4,932		5,219	
		5,673,512		4,238,241	
<b>Net Current Assets</b>			3,471,505		2,374,497
<b>Total Assets less Current Liabilities</b>			11,996,640		6,326,321
<b>Liabilities: Amounts falling due after more than one year</b>					
Provision for employees' benefits	7		1,640,519		1,340,583
			10,356,121		4,985,738
<b>Funds</b>					
Unrestricted			355,052		28,050
Restricted	8		10,001,069		4,957,688
	9		10,356,121		4,985,738

The notes on pages 42 to 52 form part of these financial statements.

Approved, and authorised for distribution, by the Board of Trustees on 18 August 2016  
and signed on its behalf:



**Omar Al-Qattan**  
Chairman

**COMPANY NUMBER: 02171893**

**The A. M. Qattan Foundation**  
**Statement of Cashflows**  
**For the year ended 31st March 2016**

	2016 £	2016 £	2015 £	2015 £
<b>Net Cash provided by Operating Activities</b>		<u>7,447,486</u>		<u>1,286,468</u>
<b>Cash flows from investing activities</b>				
Interest received	1,010		(69)	
Cost of purchasing tangible fixed assets	(2,386,865)		(166,768)	
Cost of constructing assets	(2,255,407)		(1,027,229)	
Foreign Exchange on SoFA	<u>385,911</u>		<u>-</u>	
<b>Net cash used in investing activities</b>		<u>(4,255,351)</u>		<u>(1,194,066)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>3,192,135</u>		<u>92,402</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		4,829,392		4,736,990
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>8,021,528</u>		<u>4,829,392</u>
<b>Reconciliation of Operating Profit to Net Cash provided by Operating Activities</b>			<b>2016</b> £	<b>2015</b> £
Net income / (expenditure)			5,370,383	1,816,996
Depreciation charges			256,485	207,276
Foreign exchange movements			(385,911)	(282,816)
Foreign exchange on Fixed assets			(188,083)	-
Interest received			(1,010)	69
Loss on fixed asset disposals			559	499
Decrease / (increase) in debtors			663,091	(362,573)
Increase / (decrease) in creditors			1,735,207	(99,194)
(Increase) / decrease in stock			(3,235)	6,211
<b>Net cash provided by from operating activities</b>			<u>7,447,486</u>	<u>1,286,468</u>

The notes on pages 42 to 52 form part of these financial statements.

# The A. M. Qattan Foundation

## Notes to the Financial Statements

### For the year ended 31 March 2016

#### 1 Accounting Policies

##### **Basis of Accounting**

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The company is a public benefit entity for the purposes of FRS 102 and a registered charity established as a company limited by guarantee and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011.

The Charity has adopted FRS 102 for the first time when preparing these financial statements. The transition date to FRS 102 was 1 April 2014 and the last financial statements prepared under the previous financial reporting framework were prepared for the year ended 31 March 2015. An explanation and reconciliation of how the transition has affected the reported financial position and financial performance is provided in the notes to the financial statements.

##### **Going Concern**

The trustees have assessed whether the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. In particular, the trustees have considered the charitable company's forecasts and projections and have taken account of pressures on fee income. After making enquiries, the trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements.

##### **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.

##### **Taxation**

The company is a registered charity and therefore has no taxable profit or losses in the year.

##### **Investment Income**

Gross investment income is accounted for on a receivable basis.

# **The A. M. Qattan Foundation**

## **Notes to the Financial Statements**

### **For the year ended 31 March 2016 (Continued)**

#### **1 Accounting Policies (Continued)**

##### **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.

##### **Expenditure**

Expenditure is included in the Statement of Financial Activities on a accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

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.

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

##### **Fund Accounting**

Details of the nature and purpose of each restricted fund is set out in note 8.

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 are 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 caused by timing differences on translation are taken to the Statement of Financial Activities within Other Income.

##### **Critical Accounting Estimates and Areas of Judgement**

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

# **The A. M. Qattan Foundation**

## **Notes to the Financial Statements**

### **For the year ended 31 March 2016 (Continued)**

#### **1 Accounting Policies (Continued)**

##### **Financial Instruments**

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic Financial Assets**

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

##### **Impairment of Financial Assets**

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

##### **Derecognition of Financial Assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

##### **Classification of Financial Liabilities**

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

# **The A. M. Qattan Foundation**

## **Notes to the Financial Statements**

### **For the year ended 31 March 2016 (Continued)**

#### **1 Accounting Policies (Continued)**

##### **Basic Financial Liabilities**

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Other Financial Liabilities**

Derivatives, including forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in the statement of financial activities, unless they are included in a hedging arrangement.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

##### **Derecognition of Financial Liabilities**

Financial liabilities are derecognised when, and only when, the charity's obligations are discharged, cancelled, or they expire.

**The A. M. Qattan Foundation**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2016 (Continued)**

**2 Charitable Grants Expenditure**

	Unrestricted £	Restricted £	2016 Total £
Donations paid to 65 (2015: 53) individuals	-	160,560	160,560
Donations paid to 129 (2015: 125) Institutions	1,000	774,974	775,974
	<u>1,000</u>	<u>935,534</u>	<u>936,534</u>
Arts and Literature Unit (ALU)	-	242,894	242,894
Child Friendly Spaces - UPA	-	11,579	11,579
Future, Cognitive, Social, Emotional & Physical Development of Children through ECCD	-	39,872	39,872
Create Ibdaa - A Culture and Arts Project in Gaza (QCC)	-	19,423	19,423
Audio - Visual Unit (AVU)	-	48,231	48,231
Community Based Heart program	-	6,476	6,476
Culture, Arts & Social Engagement - SDC	-	9,439	9,439
Educational Research and Development Programme (ERDP)	-	752,070	752,070
Explore, Learn & Enjoy - IDRf	-	13,195	13,195
Improved Education - Norwegian Refugee Council	-	2,724	2,724
Mobile Library - Bank of Palestine	-	21,359	21,359
Our Communities, Our Schools - Phase 2 - Norwegian Refugee Council	-	2,956	2,956
Performing Arts Project - European Commission	-	421,519	421,519
Performing Arts Network Programme (PAN) - SIDA	-	50,481	50,481
Promoting Healing and Learning for Children & Empowering Women in Gaza	-	61,341	61,341
Child Centre - Gaza (CCG)	-	757,552	757,552
Selat: Links Through the Arts	-	9,836	9,836
Selat: Links Through the Arts 2	-	3,989	3,989
Supporting Contemporary Art Production and Practice in Gaza 2015-16 - CKU	-	4,243	4,243
Wajd-Co-Curricular Activities for the Orphans of the 2014 Assault on Gaza	-	97,380	97,380
The Walid & Helen Kattan Science Education Project	-	304,859	304,859
	<u>1,000</u>	<u>3,816,952</u>	<u>3,817,952</u>



**The A. M. Qattan Foundation**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2016 (Continued)**

**2 Charitable Grants Expenditure (Continued)**

	Unrestricted £	Restricted £	2015 Total £
Donations paid to 53 (2014: 35) individuals	-	114,527	114,527
Donations paid to 125 (2014: 124) Institutions	10,822	808,200	819,022
	<u>10,822</u>	<u>922,727</u>	<u>933,549</u>
The Qattan Centre for Educational Research and Development	-	602,672	602,672
The Qattan Centre for the Child	-	686,222	686,222
Read and enjoy together in GAZA	-	-	-
Selat links through the arts	-	14,005	14,005
Culture and Arts Programme	-	-	-
QCERD Gaza	-	51,001	51,001
Walid & Helen Kattan Science Edu. Project	-	338,661	338,661
Production Support Project	-	-	-
NRC - Our Communities, Our Schools	-	6,007	6,007
NRC - Parental skills club	-	-	-
Performing arts network (PAN)	-	72,464	72,464
Drama in Education	-	-	-
Comp. Dev. Of KGs in Jerusalem	-	83,104	83,104
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 activities	-	9,263	9,263
Promoting healing and learning for Gaza's children	-	27,315	27,315
Supporting temporary art production in Gaza - CKU	-	148	148
Animation in Education - Phase 2	-	34,026	34,026
Create "Ibdaa" QCC	-	34,241	34,241
Improving Early Childhood Care in Gaza	-	4,217	4,217
Lamsat Hanan for Gaza Children After the War	-	-	-
Partnership for Development- Drosos	-	31,086	31,086
Performing Arts Admin	-	-	-
Performing Arts European Commission	-	376,284	376,284
	<u>10,822</u>	<u>3,587,655</u>	<u>3,598,477</u>

**The A. M. Qattan Foundation**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2016 (Continued)**

<b>2 Charitable Grants Expenditure (Continued)</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Grants paid to institutions in excess of £10,000 during the year are as follows:		
The Edward Said National Conservatory of Music	162,103	179,094
Popular Art Center	54,020	52,911
Ministry of Education, PNA	38,775	39,733
The Freedom Theatre	34,774	34,462
Theatre Day Production	26,526	26,554
Al Harah Center for Theatre & Arts	26,526	26,554
Ashtar for Theatre Education & Training	26,526	28,724
El Funoun Popular Dance Troupe	26,526	26,554
Palestinian Circus School	24,234	26,838
Al Kamandjati Association	24,234	36,517
Yes Theatre for Communication Among Youths	17,412	17,769
Magnificat Institute	12,335	12,936
Beit Al-Musiqa - Shefa Amr	10,613	-
Center for Palestinian Studies/Columbia University	18,242	17,046
Arab Youth Association	-	13,637
Zidan Salameh Association	-	12,397
Zoukak Association	-	10,755
	<u>502,846</u>	<u>562,481</u>

The direct charitable expenditure of the Palestine branch consisted of:		
	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Staff costs	1,204,287	1,059,334
Depreciation	224,017	194,637
Other direct programme costs	<u>2,386,848</u>	<u>2,332,483</u>
	<u>3,815,152</u>	<u>3,586,455</u>

**3a Grant Related Support Costs**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>2016</b>
	<b>£</b>	<b>£</b>	<b>Total</b>
			<b>£</b>
Salaries	-	299,858	299,858
Office costs	-	140,174	140,174
Depreciation	-	29,520	29,520
Legal and professional fees	-	91,708	91,708
Auditors' remuneration:			
Audit fee	<u>1,313</u>	<u>12,299</u>	<u>13,612</u>
	<u>1,313</u>	<u>573,559</u>	<u>574,872</u>

**The A. M. Qattan Foundation**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2016 (Continued)**

**3a Grant Related Support Costs (Continued)**

	Unrestricted £	Restricted £	2015 Total £
Salaries	-	267,567	267,567
Office costs	-	78,131	78,131
Depreciation	-	7,964	7,964
Legal and professional fees	-	20,658	20,658
Auditors' remuneration:			
Audit fee	1,251	20,560	21,811
	<u>1,251</u>	<u>394,880</u>	<u>396,131</u>

**3b The Mosaic Rooms**  
(including Support costs)

	Unrestricted £	Restricted £	2016 Total £
Salaries	144,991	-	144,991
Office/programme costs	218,589	-	218,589
Depreciation	2,948	2,962	5,910
	<u>366,528</u>	<u>2,962</u>	<u>369,490</u>

	Unrestricted £	Restricted £	2015 Total £
Salaries	126,264	-	126,264
Office costs	243,237	-	243,237
Depreciation	1,696	2,979	4,675
	<u>371,197</u>	<u>2,979</u>	<u>374,176</u>

The average number of persons employed by the charity during the year was 88 (2015 - 88).

During the course of the year, trustees were reimbursed \$3,158 (2015: \$6,325) in respect of travel expenses to attend Board meetings. No employee earned over £60,000 in this year or the preceding year.

Key Management Personnel include the Trustees and the Senior Management Team (consisting of: The Director General, CCG Director, ERDP Director, CAP Director, Director of Finance, Director of Administration and Director of the Mosaic Rooms). Total remuneration paid to Key Management Personnel amounted to £278,812 (2015: £262,207).

**4 Net Incoming / (Outgoing) Resources for the Year**

	2016 £	2015 £
This is stated after charging:		
Depreciation of tangible fixed assets	256,485	207,276
Auditors' remuneration:		
Unrestricted	1,313	1,251
Restricted	12,299	20,560
	<u>270,097</u>	<u>229,087</u>

**The A. M. Qattan Foundation**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2016 (Continued)**

**5 Tangible Fixed Assets**

	<b>Freehold Land and Buildings</b>	<b>Furniture and Fittings and Books</b>	<b>Computer Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
<b>Cost</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1 April 2015	3,154,294	1,236,519	290,512	84,692	4,766,017
Additions	2,079,264	61,145	246,456	-	2,386,865
Disposals	-	(15,967)	(41,678)	-	(57,645)
Exchange differences	203,872	41,783	18,400	2,734	266,789
At 31 March 2016	<u>5,437,430</u>	<u>1,323,480</u>	<u>513,690</u>	<u>87,426</u>	<u>7,362,026</u>
<b>Depreciation</b>					
At 1 April 2015	1,006,057	915,847	227,345	14,263	2,163,512
Charge for year	99,875	86,771	53,807	16,032	256,485
On disposal	-	(15,408)	(41,678)	-	(57,086)
Exchange differences	37,379	32,860	7,220	1,247	78,706
At 31 March 2016	<u>1,143,311</u>	<u>1,020,070</u>	<u>246,694</u>	<u>31,542</u>	<u>2,441,617</u>
<b>Net Book Value</b>					
At 31 March 2016	<u>4,294,119</u>	<u>303,410</u>	<u>266,996</u>	<u>55,883</u>	<u>4,920,409</u>
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>

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 Child Centre - Gaza, opened to the public in September 2005.

**5b 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.

**5c Fixed Asset Investments**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Cost</b>		
At 1 April 2015	8,500	8,500
Additions	-	-
At 31 March 2016	<u>8,500</u>	<u>8,500</u>

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

**The A. M. Qattan Foundation**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2016 (Continued)**

<b>6 Debtors</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Other debtors	1,029,941	1,681,312
Prepayments and accrued income	76,960	88,680
	<u>1,106,901</u>	<u>1,769,992</u>

All debtors above are financial instruments where debtors are measured at present value.

**7 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.

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Provision brought forward	1,340,583	950,678
Net movement in the year	299,936	389,905
	<u>1,640,519</u>	<u>1,340,583</u>

**8 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.

**9 Analysis of Net Assets between Funds**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>2016</b>
	<b>£</b>	<b>£</b>	<b>Total</b>
			<b>£</b>
Fixed assets	10,575	8,514,560	8,525,135
Net current assets	344,477	3,127,028	3,471,505
Liabilities: Due after more than one year	-	(1,640,519)	(1,640,519)
	<u>355,052</u>	<u>10,001,069</u>	<u>10,356,121</u>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>2015</b>
	<b>£</b>	<b>£</b>	<b>Total</b>
			<b>£</b>
Fixed assets	3,712	3,948,112	3,951,824
Net current assets	24,338	2,350,159	2,374,497
Liabilities: Due after more than one year	-	(1,340,583)	(1,340,583)
	<u>28,050</u>	<u>4,957,688</u>	<u>4,985,738</u>

**The A. M. Qattan Foundation**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2016 (Continued)**

**10 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:**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Details:</b>		
Contribution from Al Qattan Charitable Trust - Guernsey	3,803,566	2,779,070
In-kind donation from Mr. Abdel Mohsin Al-Qattan	1,594,978	-
Restricted contribution from Directors for new Palestine building	4,533,230	526,904
	4,931,774	3,306,074

**b) Balances with related parties are as follows:**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Details</b>		
Restricted net assets from Directors for new Palestine building	3,699,166	1,889,639
Contribution receivable from Walid & Helen Kattan	-	404,479
Due from A. M. Qattan Foundation in Palestine	-	6,840
	3,699,166	2,301,058

**11 Financial Commitments**

At 31 March 2016 the total minimum lease payments due over the lease term under non-cancellable operating leases was:

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Payments due:</b>		
Within one year	771	771
Within 2-5 years	-	771
More than 5 years	-	-
	771	1,542

This relates to a 36 month hire of a photocopier held in the London office. The lease expires in March 2017.

# The A. M. Qattan Foundation

## Detailed Income and Expenditure Account

### The A. M. Qattan Foundation - UK

	2016	2016	2015	2015
	£	£	£	£
<b>Income</b>				
Donations receivable		571,925		181,034
Grants receivable				-
Gift aid on donation from Omar		67,362		132,025
Investment income		1,010		69
The Mosaic Rooms				
- Restricted donations to exhibitions	950		1,200	
- Exhibition sales	15,464		17,858	
- Book sales (incl. closing stock of books)	14,572		3,483	
- Ticket sales	13,676		1,832	
- Rental income	12,254		17,045	
		56,916		41,418
				354,546
		697,213		354,546
<b>Expenditure</b>				
Office staff salary/NIC	144,991		135,670	
Casual staff and recruitment costs	3,423		-	
Donations	2,800		12,022	
Audit and accountancy	13,864		13,860	
The Mosaic Rooms	133,017		144,692	
Rates	9,491		9,287	
Telephone	415		459	
General office costs	5,655		6,780	
Repairs and maintenance	525		(839)	
Bank charges and interest	1,779		1,947	
Fundraising consultant	420		2,475	
Stationery	3,548		3,838	
Professional Fees	900		6,398	
Premises and general insurance	7,537		4,349	
Couriers	2,974		4,643	
Depreciation:				
Furniture and fittings	331		275	
Office equipment	2,617		1,421	
Travel	99		3,097	
Cleaning	2,529		-	
Translation fees	-		(451)	
IT support	14,035		19,992	
Events catering	4,588		3,783	
Hospitality	1,260		610	
Advertising	12,329		11,478	
Equipment under £500	883		659	
Bad and doubtful debts	-		500	
Exchange rate variance	(262)		-	
		(369,748)		(386,945)
<b>Net income / (expenditure)</b>		<b>327,465</b>		<b>(32,399)</b>

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 2016**

**The A. M. Qattan Foundation - Palestine**

	2016 £	2016 £	2015 £	2015 £
<b>Income</b>				
Donations receivable		8,889,311		5,198,243
Investment income		-		-
Other income		<u>546,593</u>		<u>635,466</u>
		9,435,904		5,833,709
<b>Expenditure</b>				
Donations	877,121		869,569	
Project expenses (see Note 1 below)	2,884,295		2,671,424	
Administration salaries	246,706		214,444	
Severance pay	53,151		53,123	
Office expenses	140,174		78,131	
Professional fees	104,007		41,218	
Depreciation	29,520		7,964	
Other	7,375		1,948	
Accommodation and travel	<u>50,637</u>		<u>46,494</u>	
		<u>(4,392,986)</u>		<u>(3,984,315)</u>
<b>Operating Surplus / (Deficit)</b>		<u><u>5,042,918</u></u>		<u><u>1,849,394</u></u>
 <b>Note 1</b>				
<b>Project Expenses</b>				
Employees' benefits		1,204,287		1,059,334
Office expenses		307,028		294,648
Workshop and training		-		-
Professional fees		98,524		90,953
Transportation		-		-
Project activity expenditure		577,760		505,001
Project related conferences and seminars		280,892		256,825
Depreciation		224,017		194,637
Accommodation and travel		50,637		46,494
Other		<u>141,150</u>		<u>223,532</u>
		<u><u>2,884,295</u></u>		<u><u>2,671,424</u></u>

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