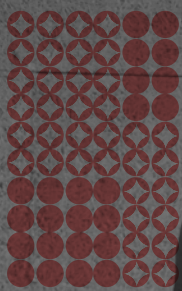


A. M. Qattan Foundation

Strategic Framework Summary

2026–2030



Vision

A society characterised by justice, freedom, and tolerance, where dialogue thrives and where science, art, and literature are revered, created, and hold global influence.

Mission

An independent Foundation dedicated to fostering a vibrant cultural and educational environment that promotes emancipatory thought, knowledge, and creativity.

Context and Strategic Approach

The A. M. Qattan Foundation operates in a context of constant flux shaped by occupation, war, genocide, and global uncertainty. Instead of adopting a traditional, standardised strategic plan, the Foundation has developed a living, participatory strategy — a flexible, adaptive overarching framework grounded in continuous sense making, experimentation, collective learning, and dialogue.

This framework results from retreats, working groups, and organisational reflection conducted since 2024, synthesising collective analysis and identifying shared direction for 2026–2030 while maintaining the flexibility required to respond to unpredictable and shifting realities:



Cross - cutting Value - driven Commitments

The Foundation translates its organisational values into daily practice through four commitments that guide implementation of all six strategic goals:

- **Advancing Palestinian identity(s), imaginaries, and narrative(s)** to foster creativity, steadfastness, and self determination.
- **Practising solidarity, mutual care, and shared responsibility** within the organisation and through strategic partnerships and alliances.
- **Opening up physical and digital spaces and programmes** for expanded diversity, inclusion, and community access.
- **Staying flexible, responsive, and continuity minded**, especially in times of crisis, to maximise relevance, effectiveness, and efficiency.

Strategic Goals 2026–2030

Culture for Liberation

Supporting community rooted cultural interventions and productions that advance Palestinian imaginations, narratives, and identities; enrich cultural diversity; preserve and recreate narratives; and broaden participation in cultural life, particularly among marginalised communities.



A Resilient, Decentralised, Independent Cultural Ecosystem

Encouraging the development of resilient, independent, locally anchored cultural groups, networks, and infrastructures; supporting alternative modes of organising; diversifying partnerships; and enabling shared, community governed resources and structures.

Child-centred Community based Education

Initiating and supporting educational and cultural programmes that enable children (ages 4–18) to heal, thrive, and become active participants in their communities through community based, critical, emancipatory learning approaches, with strengthened tools, spaces, and partnerships.

Front line Educators

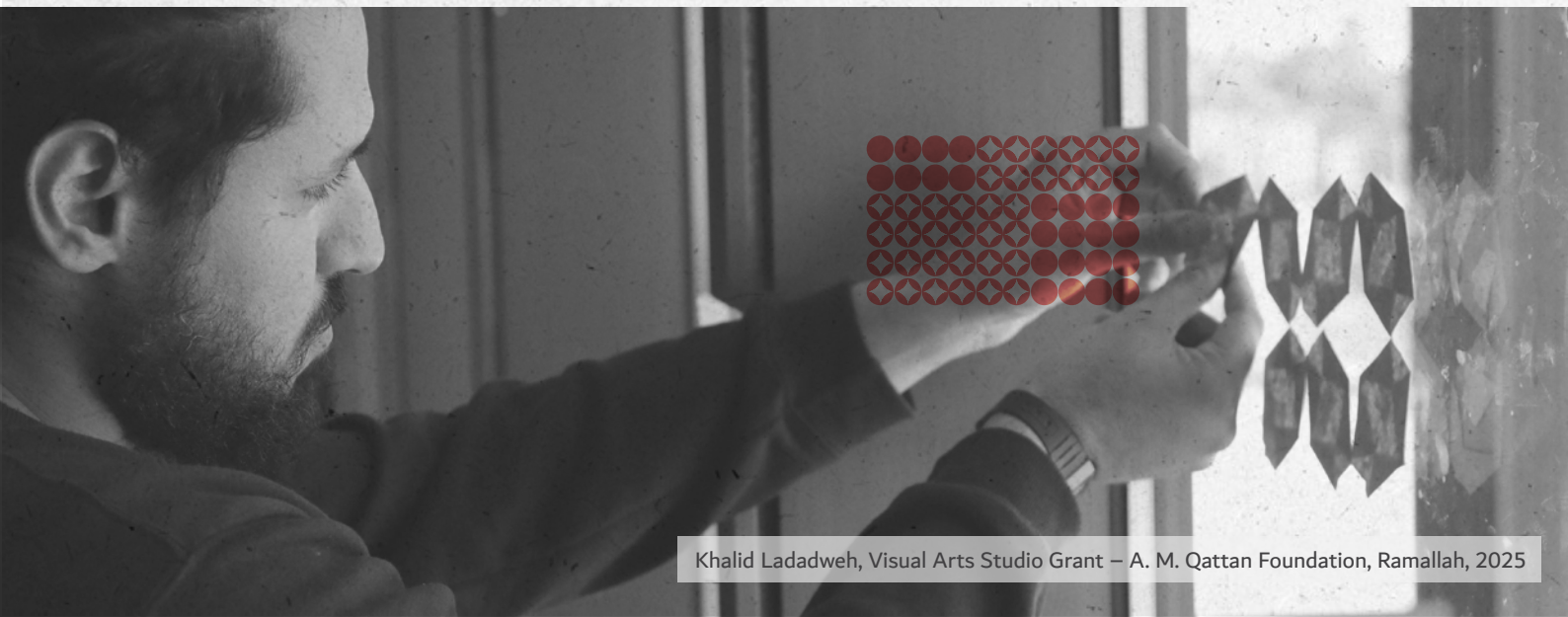
Supporting educators — including teachers, counsellors, social workers, community animators, and others — to pursue community based learning approaches that promote continuity, protection, inclusivity, adaptability, well being, and collective resilience.

Organisational Culture and Governance

Fostering an inclusive, value driven organisational culture with agile structures; strengthening governance, compliance, and accountability systems; supporting staff development, well being, and shared leadership; and establishing an organisational Measurement, Evaluation, and Learning (MEL) system.

Resources and Assets

Ensuring sustainability through diversification of revenue streams, strategic resource management, strengthened digital infrastructure, enhanced data governance, and protection of physical, cultural, and financial assets to safeguard institutional continuity and independence.



How We Work - Modalities

- **Grant making:** Providing grants and calls designed to support issues and areas the Foundation seeks to champion.
- **Direct Programming:** Projects developed and implemented by AMQF teams, including community libraries; cultural and educational programmes; capacity building; and commissioning, curating, and hosting cultural events.
- **Collaborative Initiatives:** Co creating time limited or ongoing special projects with partners, including affiliate hubs, collective productions, and joint interventions in culture and education.

Who We Work With and For

The Foundation seeks to move from audience to community, fostering deeper, longer term participation, volunteerism, and shared cultural ownership.

Key stakeholders include:

- Children and their families.
- Educators (pre service, in service, formal, informal).
- Young creatives, artists, and writers.
- Local communities.
- Partner institutions in Palestine and the diaspora.

The Foundation also reimagines its physical and digital spaces to be more open, inclusive, and accessible, and strengthens its digital outreach and audience mapping tools.



Where We Work

The Foundation maintains its presence in Palestine and seeks to expand its reach to displaced, marginalised, and isolated communities through partnerships, satellite spaces, and mobile infrastructure.

The Palestinian diaspora is a critical space for shared learning, connection, and collaborative cultural work.

Implementing a Living Strategy

Implementation includes structured annual work plans, a streamlined MEL system, periodic strategic check ins, and a cross departmental learning approach.

A dedicated Strategy Task Force accompanies the process to ensure alignment, adaptability, and organisational readiness in times of crisis.

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