



# ANNUAL REPORT

Spring 2022 – Spring 2023

**Al-Shabaka: The Palestinian Policy Network**



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# RECOMMITTING TO A DECOLONIAL FUTURE

Over the past year, Al-Shabaka's staff and board have engaged in a process of deep reflection about the role of the organization within the broader struggle for Palestinian liberation. Aware of the risk of inertia, we wanted to ask hard questions – primarily among them, whether we are strategically using the tools at our disposal to best serve the Palestinian people at this moment in time.

The journey was a creative and invigorating one, unfolding in different directions, and taking us down important paths of self-inquiry and critical thinking. Through several rounds of iteration and consultation, including with stakeholders, we expanded our mission to one that articulates a [decolonial vision for liberation](#), and that challenges the limitations of both [international law](#) and the current [polycymaking paradigm](#) Palestinians remain beholden to.

Rather than accepting those as a given, we understand our responsibility as Palestinians to challenge these systems, to fight back against their politicization, and to shed them of the baggage of their colonial past and present.

As part of this process, we reiterated our commitment to remain accountable to the Palestinian people, to hold democratic values, and to better leverage our resources to strengthen and amplify the Palestinian narrative. With [more than 200 leading Palestinian experts, thinkers, activists, and intellectuals](#), Al-Shabaka is well-placed to convene Palestinians across the world to collectively articulate and imagine the contours of a liberated future. What might such convenings look like?



How can a new language of policy, law, and human rights be articulated if it centers a commitment to democratic values? Who is our audience in this exercise, and how can we more intentionally form ties with communities similarly engaged in imagining a more equitable world order, first and foremost the people in the region around us?

This process has left us both humbled by the task at hand, and invigorated about the potential for change, for new and exciting content and convenings that might shape public discourse on Palestine. We are not naïve about the challenges ahead. As Israelis take to the streets proclaiming their desire to fight for so-called democracy, world leaders and policy makers appear unwilling to admit that there can be no democracy in a regime of apartheid. The meaning of democracy has been warped, and has long been weaponized to serve imperial interests in our region.

Palestinians are at the forefront of pushing back against such distortions, and we understand that it is our responsibility to articulate an alternative political imaginary – one that fulfills the longstanding demand of our people for self-liberation. With a rejuvenated mission and a recommitment to our core values, we at Al-Shabaka are proud to serve this struggle for a decolonial future.



## Tareq Baconi

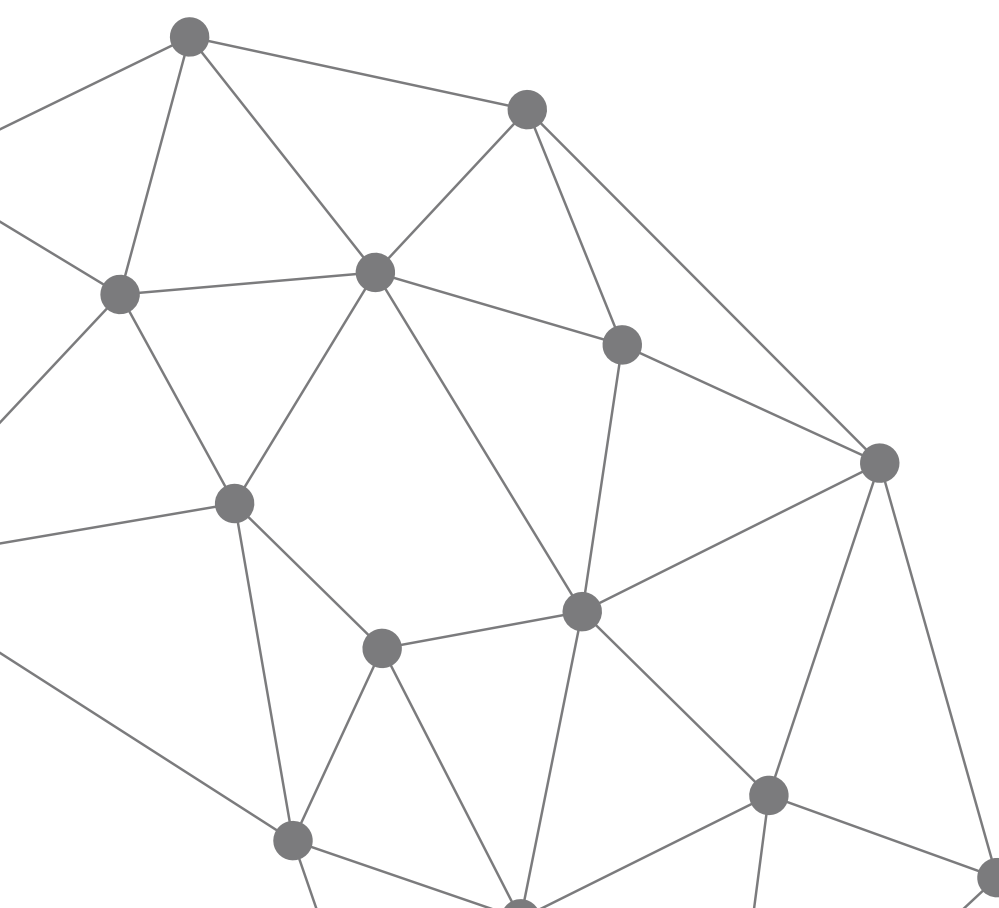
Al-Shabaka Board President



# A NEW STRATEGY

Throughout 2022, Al-Shabaka's staff and board engaged in a strategic planning process to map out our organizational goals for the subsequent three years. As part of this process, we solicited input from policy network members, partners, and supporters through surveys, focus groups, and interviews. We then took this feedback inward, with numerous collective discussions among the staff and board, and an in-person team retreat.

The result was not only a new strategic plan, but rearticulated vision and mission statements as well as new institutional values.



## OUR VISION

We envision the Palestinian people articulating and determining the contours of a liberated future.

## OUR MISSION

Al-Shabaka convenes a multidisciplinary, global network of Palestinian analysts to produce critical policy analysis and collectively imagine a new policymaking paradigm for Palestine and Palestinians worldwide.

# A NEW STRATEGY

We believe our vision will be realized through strengthening the popular movement for Palestinian liberation with the theoretical and analytical policy foundations to both dismantle the current structures of oppression and **build a liberated future.**

In order to realize our vision, we must create space for our network to:



**Challenge the status quo** of dominant narratives, particularly – but not limited to – Zionism, as well as the policies and policymaking approaches informed by such narratives.



**Reimagine policymaking** in service of decolonization, and prefigure a new climate for policy analysis, designed by and for Palestinians.



Develop **consensus-derived liberatory analysis** and strategies.



**Disseminate Palestinian-led thinking** to support the building of grassroots power within and beyond Palestine.

# ORIGINAL ANALYSIS

In the past year, Al-Shabaka released 17 original publications on an array of critical and timely topics. These included: [cryptocurrencies](#) and Palestinian resistance, [administrative detention](#), [nationality rights](#) for exiled Palestinians, the [legacy of Mahmoud Abbas](#), the impact of [Arab normalization](#) on Palestinian liberation and the region, and [anti-boycott legislation](#) in the US.

In total, 29 analysts from our policy network authored or contributed to Al-Shabaka publications during this time.

Featured below are some of our most viewed publications:



# ORIGINAL ANALYSIS

In November 2022, we proudly launched the [Al-Shabaka Scenario Matrix](#), a policy-driven research initiative that engages with and leads a Palestinian-led scenarios assessment exercise. Crucially, the matrix details implications and consequences of future political scenarios for Palestinians in the occupied West Bank and Gaza from policy and sectoral perspectives.

In its first iteration, four sectors were examined: governance, security, and the rule of law; the economy; education; and the social sector. Political analysis is likewise provided for each scenario. Further sectors are anticipated to be included in the matrix in subsequent phases.





# OUTREACH



**9**

Policy Labs



**12**

Podcasts



**13**

Briefings



**12**

Public events



**43**

Op-eds published



**50**

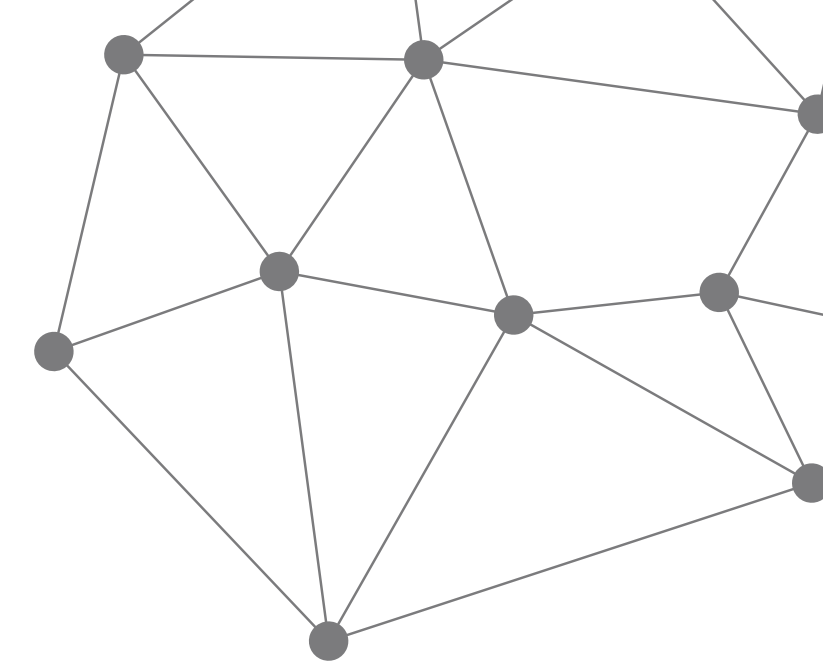
Scholarly citations

**3.5 million**



# MEANINGFUL GROWTH

In line with our new strategic vision, we recommitted ourselves to intentional institutional growth. This meant reprioritizing resources to strengthen core organizational capacity, and ensuring that our institutional progress remained aligned with our core values and mission.



## US POLICY FELLOW

In August 2022, we recruited [Tariq Kenney-Shawa](#) as our new US Policy Fellow. The US Fellow is an integral part of Al-Shabaka's staff, and plays a leading role in producing critical policy analysis, representing the organization in public forums, and strengthening relationships with US-based partners.

Since joining Al-Shabaka, Tariq has already published a [policy brief on anti-boycott legislation](#), and has been featured twice in Foreign Policy Magazine, covering [open-source intelligence](#) and [unconditional US support to Israel](#).





# MEANINGFUL GROWTH

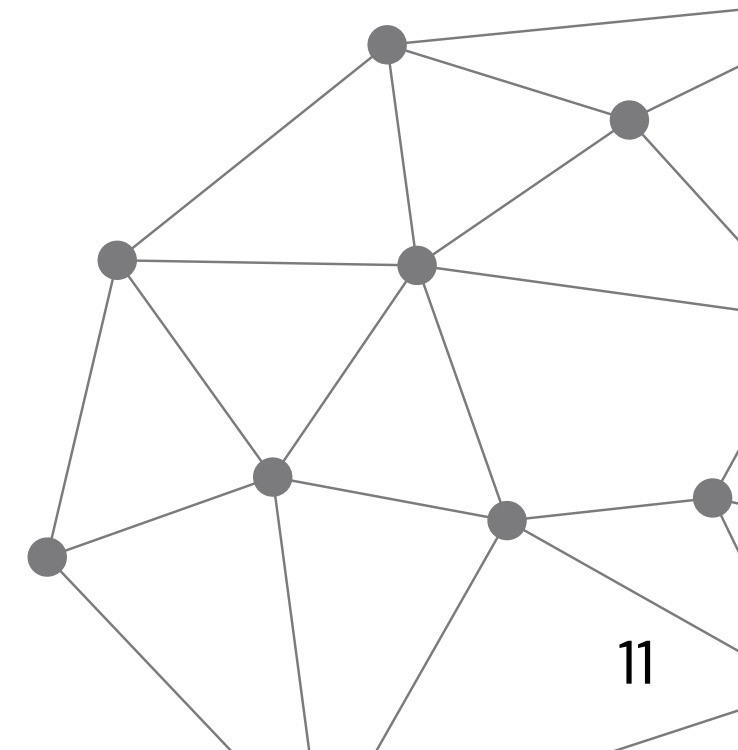
## VISITING GAZA FELLOW

Asmaa Abu Mezied joined Al-Shabaka for a six-month term as our 2022–2023 visiting Gaza fellow. During this time, Asmaa produced a [policy brief on energy poverty in Gaza](#) and took part in a [Rethinking Palestine podcast episode](#) on the same topic, among other outreach activities.



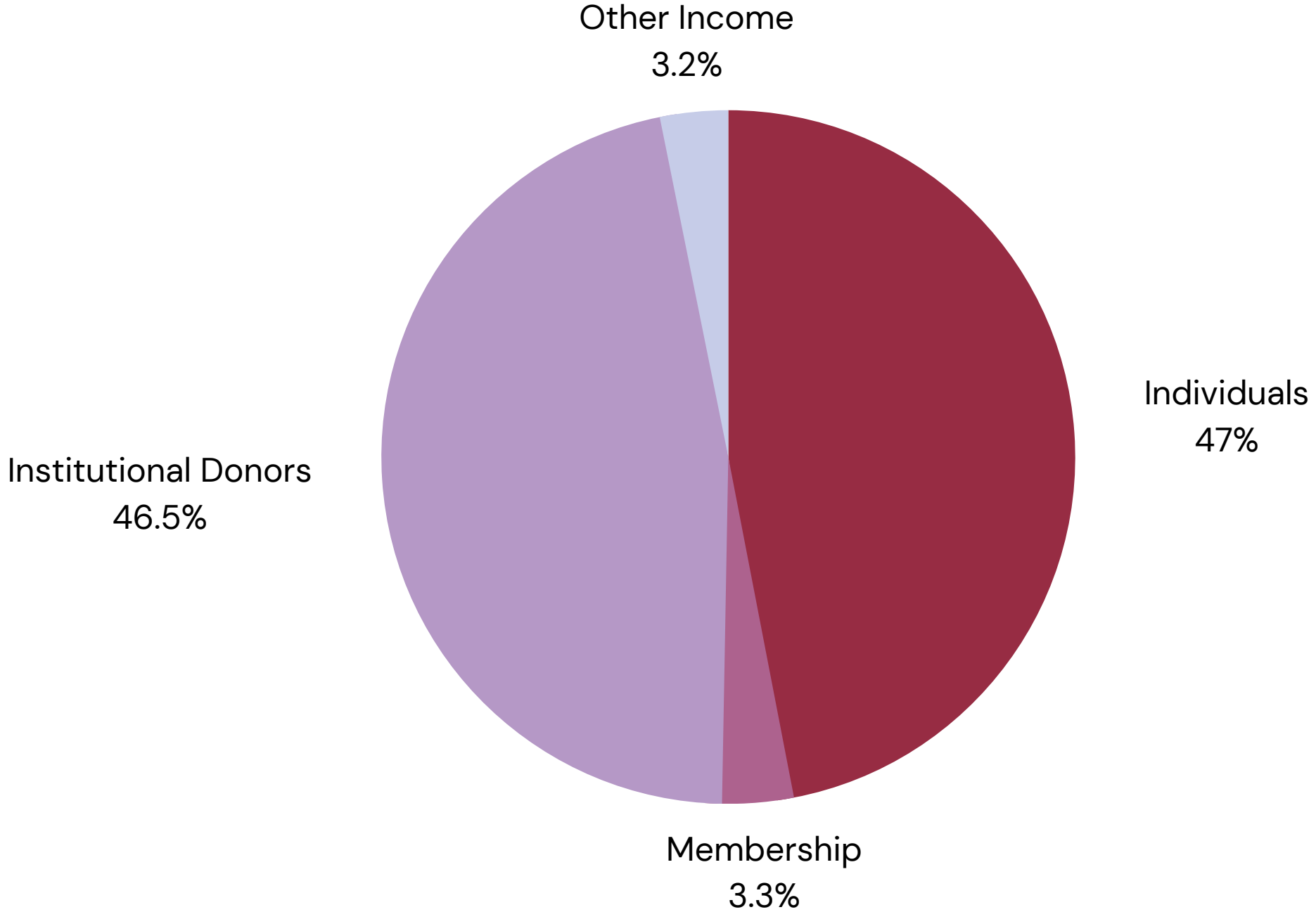
## EXPANDING OUR TEAM

Throughout the latter half of 2022, we raised sufficient funds for **two new hires in 2023**: A Palestine policy fellow and a member & communications coordinator. The latter is a brand new position for Al-Shabaka, and will be focused on stewarding our 200+ member policy network to strengthen engagement, foster community, and spur critical conversations.

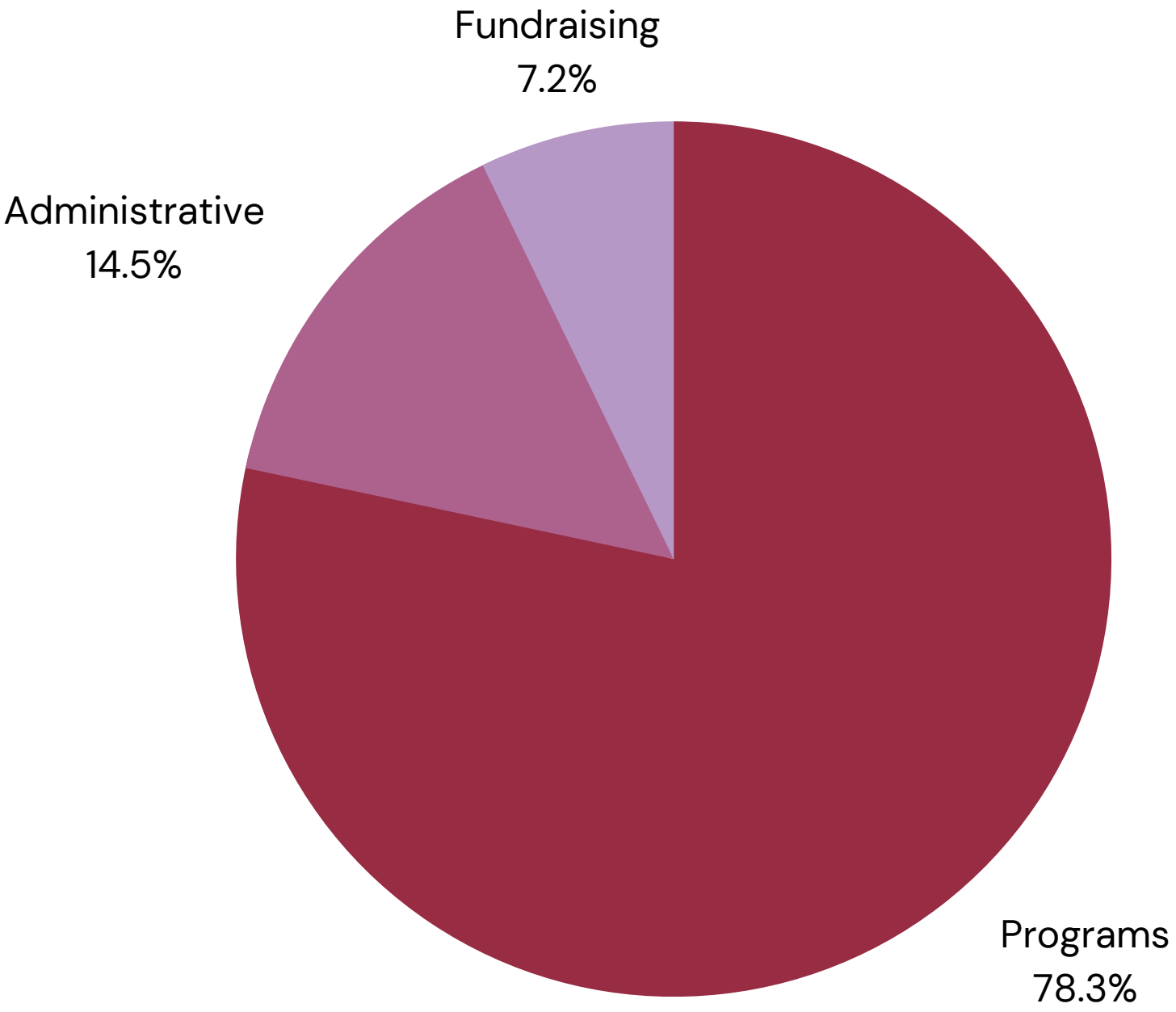


# FINANCIALS (FY 2022)

## Revenue



## Expenses



# OUR VALUED SUPPORTERS (2022)

*The Al-Shabaka staff and board express our deepest gratitude to the following supporters, as well as to those who wish to remain anonymous.*

## Major Donors

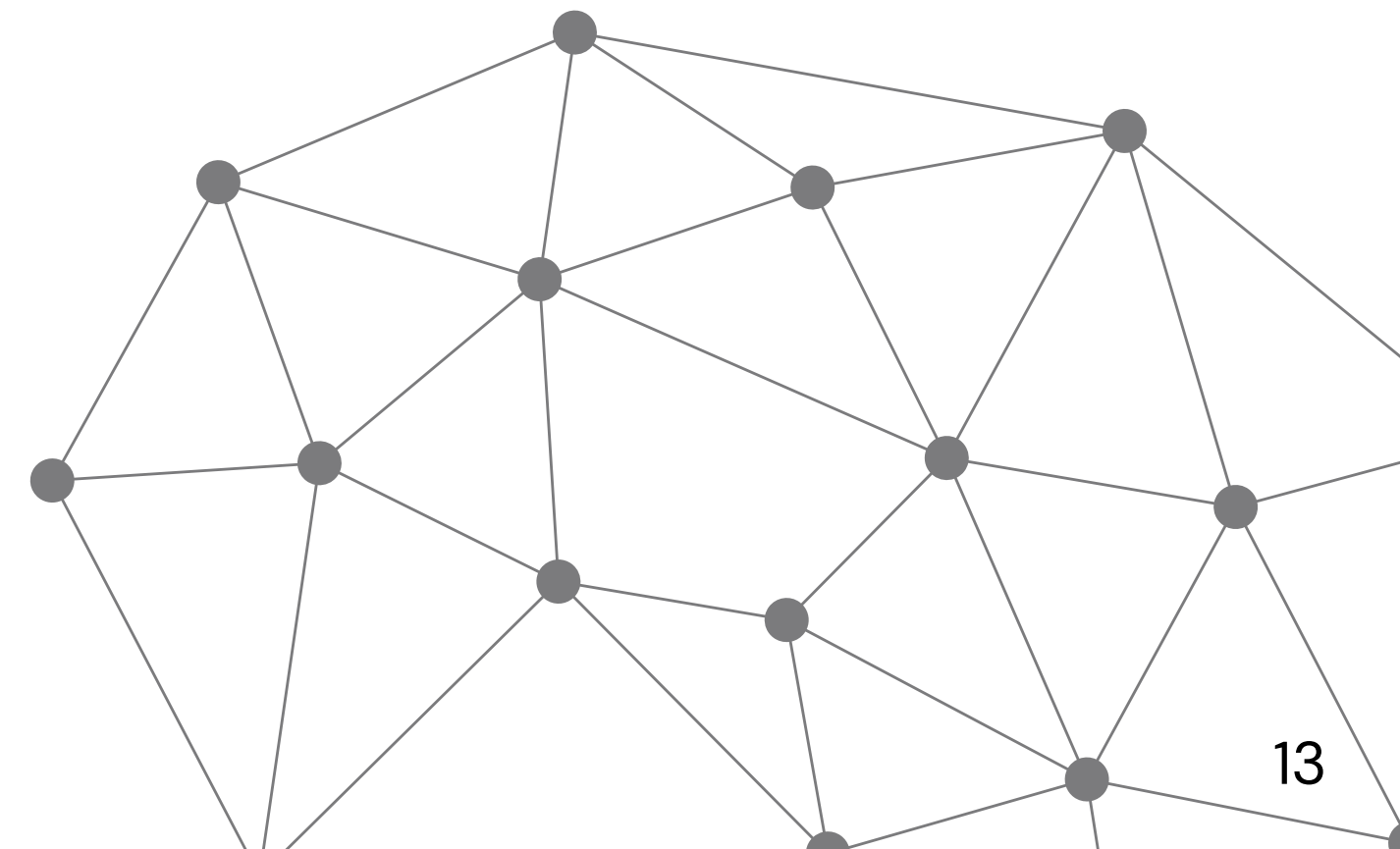
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Saleh Yassin  
Mary Yelenick  
Liverpool Friends of Palestine

## Foundations

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Open Society Foundations  
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Swiss Federal Department of Foreign Affairs



# OUR VALUED SUPPORTERS (2022)

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