



**BUILDING ON
OUR STRENGTHS:
MAP'S STRATEGIC
FOCUS 2025-2028**

JULY 2025

Recreational activities by MHPSS facilitators at MAP Solidarity Polyclinic in Deir Albalah (Credit: Palm Media)

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1. OVERVIEW

Medical Aid for Palestinians (MAP) developed its current organisational strategy in 2022, to cover the five-year period of 2023-2027. Since this strategy was agreed, the Palestinian people have been plunged into an era-defining, generational crisis and a time of unprecedented and existential uncertainty as a result of:

- The mass killing, starvation and forced displacement of Palestinians in Gaza by the Israeli military since October 2023;
- The accelerated forced displacement of Palestinians in the West Bank to make room for the massive expansion of illegal settlements, and the unchecked intimidation and violence perpetrated by the Israel military and settlers against the Palestinian population;
- The fragile ceasefire in Lebanon, repeatedly violated and threatened by the Israeli military;
- Increasing restrictions placed by Israel on humanitarian operations and the entry of commodities, fuel, water and humanitarian assistance to Gaza;
- Legislative, regulatory, delegitimation and physical attacks on the humanitarian system, UN and NGOs by Israel, aimed at depriving Palestinians of essential services and rights; and
- The threat of ethnic cleansing across the occupied Palestinian territory, advocated by US President Trump and embraced by the Israeli Government.

This document therefore articulates MAP's strategy in this new and challenging context, at a pivotal moment for the Palestinian people living under Israeli occupation and as refugees in Lebanon and, by extension, for our organisation.

MAP's resolute determination is to stand with the communities we serve and to ensure we can meet their needs and uphold their rights whatever the future brings. This means that MAP needs to grow and improve its support. It also means that the organisation needs to be both resilient and adaptable to rise to the challenge of any eventualities.

We recognise the importance of healthcare not only in protecting Palestinian lives and wellbeing, but also in enabling Palestinians to resist attempts to force them from their lands in Gaza and the West Bank. We are one of the few organisations that recognises the historic injustices of the Nakba, and how this remains the lived reality for refugees in Lebanon and across the region. With this clarity of mission, we will continue to provide services to Palestinians under any scenario, to ensure their health, dignity and human rights, which are indelibly linked.

This document sets out how we will continue to deliver for the Palestinian people, in alignment with our strategy while adapting to the new reality.

2. MAP'S STRATEGY

MAP's vision is a future in which all Palestinians can access an effective, sustainable and locally-led system of healthcare and the full realisation of their rights to health and dignity.

To achieve this, we work in collaboration with Palestinian communities and trusted local partners, and coordinate with key stakeholders and relevant clusters, to answer a wide range of health and social needs, from providing vital medical aid in emergencies, to supporting the development of better health services for the long term. We also uplift the voices of Palestinians, and campaign for an end to the barriers to health and dignity that come from living through occupation, displacement, discrimination and conflict.

MAP's strategic objectives: MAP's organisational objectives outlined in the 2023-2027 MAP strategy were as follows:

1. **Measurable improvements in health and wellbeing** across the communities with which we work.
2. **Enhanced professional, technical and/or organisational capacity** of our local programme partners.
3. **An end to the political, economic and social barriers to Palestinians' rights to health and dignity**, and the sustainable development of an effective, locally-led system of healthcare for all Palestinians.

Each of these objectives has linked indicators of achievement, developed within a human rights-based approach to health, which understands that programmes must prioritise the needs of the most marginalised first and strive for greater equity. Accordingly, our work also promotes the principles of equality, non-discrimination and meaningful participation.

3. MAP'S RENEWED STRATEGIC AMBITION

In the past, MAP has grown at times of intense crises for Palestinians living under occupation and as refugees, and then shrunk once these crises have abated. The needs of Palestinians, following developments since October 2023, are now acute and certain to be ongoing for many years to come. That shrinking is not an option for MAP. We must grow sustainably, and we must have a demonstrable positive impact across the communities we serve.

Accordingly, we have set ourselves the following strategic ambition, to guide our work until 2028:

“MAP will be a high-performing, international organisation with an annual income of at least £50 million by 2028 and to enable one million Palestinians to access quality and effective healthcare every year.”

The strategic priorities to underpin this ambition are to:

- 1. Follow a clear and focused fundraising strategy:** to generate sustainable income through a diverse portfolio in the UK and beyond, delivering annual funds of £50 million by 2028.
- 2. Build the best possible team:** Attract, develop and retain diverse, mission-driven talent. Fill critical capability and capacity gaps.
- 3. Nurture a performance culture:** Strong and visible leadership, and a team committed to growth and improvement.
- 4. Implement processes set up for scale:** The processes and infrastructure supporting a scaled-up organisation and unlocking the potential of our people.
- 5. Build on programme strengths:** Programmes reflect MAP's distinctive and recognised strengths.

The need for flexibility and resilience: MAP operates in an exceptionally volatile operational and political context in the West Bank, Lebanon and especially Gaza. To ensure we remain nimble and flexible to respond to rapid and radical changes in operating conditions and political developments, we regularly undertake scenario planning, assess risks and update mitigation measures to be ready to respond to any potential changes.

While working to ensure services can continue to be provided in Gaza, and resolute in our determination to continuing to operate across the occupied Palestinian territory, we are also exploring ways to extend our support where it is most needed, including to Palestinians who are displaced from Gaza and the West Bank, Palestinian refugees in Syria and Jordan, and medical evacuees being treated in other countries where there are sizeable numbers of Palestinian refugees unable to access adequate healthcare.

Such volatility in our operating environment also requires us to be a resilient organisation, with systems, policies and processes that are fit for purpose regardless of the changing operational and political environment. And, of course, we place the highest priority on our duty of care to our staff and volunteers working in often dangerous environments, and in assuring the safety and security of our partners and the communities we serve.

4. IMPLEMENTING OUR STRATEGY AND VISION, 2025-2028

Reflecting our changing context, here is how we intend to continue to pursue our organisational strategy over the coming three years across all areas of operations:

4.1. PROGRAMMES

The immediate overwhelming needs of Palestinians across all areas of operation and the region, and in Gaza in particular, mean that MAP is currently geared towards providing emergency, life-saving humanitarian assistance. This reflects the principle that drives our interventions: we will always seek to direct our work to where the needs are most acute and where MAP can build on our strengths to have the greatest impact in supporting those we serve.

However, in providing essential humanitarian relief, we will also always seek to align our interventions to our long-term vision, and ensure the viability and functioning of Palestinian-led health services that ensure that Palestinians' rights to health and dignity are restored. Accordingly, in all our interventions, we will seek to:

- Preserve and protect critical health services from collapse.
- Enable immediate or early locally-led recovery of health systems and services whenever possible.
- Work in partnership with local organisations and other stakeholders who play a key role in supporting healthcare services.

MAP will continue to be guided by the priorities and needs of the communities we serve, and we will not be deflected in this determination by top-down, donor-driven agendas or any political pressure directed against us or our relief efforts.

This means that we will avoid "one size fits all" solutions but will tailor our programmes according to the needs of the different areas in which we operate. For example, right now, the situation in the West Bank calls for a more decentralised approach, whereas in Gaza we must be mobile to serve a population who have been driven from their homes. And in Lebanon, we need to be embedded in and trusted by the refugee communities whose needs we serve and whose rights we promote.

In response to the changing context, and to deliver our vision, we have moved towards more direct service delivery to fulfil the overwhelming needs, while also maintaining strong partnerships. Accordingly, our programme areas have expanded, and now include:

- 1. Medical care, including emergency preparedness and response, capacity-building and the provision of medical supplies and equipment.**
- 2. Public health and communicable diseases, including water, sanitation and hygiene (WASH) and the rehabilitation of facilities.**
- 3. Nutrition, including nutrition support and food security.**
- 4. Mental health and psychological support (MHPSS).**
- 5. Protection, including gender-based violence (GBV) and women's empowerment.**
- 6. Disability, with a focus on service provision and empowerment.**
- 7. Woman & child Health.**

At all times our work will continue to be guided by the unique strengths of MAP's programmes, which include:

- **Palestinian-leadership:** Our programmes are Palestinian-led and implemented, and our teams are deeply embedded in their communities, meaning we are able to understand and respond to local needs and maintain the trust of key stakeholders including healthcare providers, civil society, and communities themselves.
- **Agility:** We are able to respond rapidly and effectively to emergency situations and emerging needs, and can deploy short-term support quickly in case of surge requirements.
- **Sustainability:** Strengthening partnerships grounded in mutual learning is at the centre of our programming to ensure our interventions are sustainable. We are able to sustain long-term local partnerships, building trust and capacity over time, and are thereby regarded as more than just a donor organisation but rather as a genuine partner.
- **Strong networks and strategic partnerships:** We coordinate with various local and international programme networks, including UN-led clusters and their technical working groups (in which MAP is well represented and respected as a partner) to ensure efforts are complementary and not duplicative. We also co-implement programmes with other INGOs and strategic partners which have complementary technical skills to maximise the impact for Palestinians.
- **Technical expertise:** We have access to a range of specialised technical support and knowledge enhancing the quality of our programmes and ensuring we apply sector-wide standards and best practice. We can draw on a network of hundreds of highly qualified professionals across various medical specialties, deploying them to support local health care providers and stakeholders, and provide specialist medical training, project design, implementation and other tasks.
- **Accountability:** Our programming is designed and delivered in consultation with stakeholders, including the communities we serve, to ensure accountability, access for marginalised groups, gender and inclusion, mainstreamed protection and sustainability.

Data is at the heart of MAP's decision-making for programming. Accordingly, we will ensure our monitoring, evaluation, accountability and learning (MEAL) system:

- Is aligned with international best practice;
- Enables us to make informed adjustments to our programmes to ensure optimal efficiency and impact;
- Measures and demonstrates the positive impact of our work; and
- Supports MAP to be a learning organisation, continuously improving our programmatic delivery.

4.2. FUNDRAISING

Aligned to the organisational strategy, the overarching purpose of MAP's fundraising approach is:

"To enable MAP supporters to play a long-term role in creating a healthier, more dignified future for Palestinian communities by offering meaningful and lasting opportunities to engage, support and amplify."

To ensure MAP can achieve our strategic ambition of growth and impact, we are committed to driving our annual income to £50 million by 2028, raising more than £200 million over the strategic period.

Accordingly, MAP's fundraising strategic priorities over the coming three years are:

- 1. Sustainable growth:** Through a diverse portfolio, grow value and volume of long-term partners, supporters and donors in the UK and internationally.
- 2. Insights-driven:** Embed a culture of audience and data-driven decision making, developing products that will inspire and maintain support, including Islamic fundraising.
- 3. Supporter experience:** Create sector-beating supporter experiences that surprise and delight, demonstrating impact and sharing challenges to build trust.

And to achieve this, our key opportunities include:

- Philanthropic giving in the UK and internationally.
- Retaining and growing regular givers.
- Creating a mid-value supporter programme.
- Raising quality funding from institutional donors.
- Ensuring an ethical approach to our fundraising.

4.3. ADVOCACY, CAMPAIGNS AND COMMUNICATIONS

Recognising that many of the barriers to achieving our organisational vision and strategic ambitions are political, economic and social, MAP uses advocacy, campaigning and public communications to pursue meaningful and lasting change.

Responding to the unprecedented crisis affecting all communities MAP serves, we have set out three strategic goals for our advocacy, campaigning and communications work which are aligned with MAP's overarching strategy and our programmatic and fundraising goals.

- 1. To see an end to violations of Palestinians' rights to health and dignity**, including attacks on healthcare personnel and facilities, obstruction to health and humanitarian relief, atrocity crimes and broader discriminatory and fragmentary policies, and to achieve accountability and justice for victims.

- 2. To enable principled and effective humanitarian response and the recovery of Palestinian healthcare** in Gaza and across the region, aligned with the principles of self-determination and sustainable development.
- 3. To use impactful and engaging public communications to support the sustainable growth of MAP's humanitarian and (re)development response** and enable one million Palestinians to access quality healthcare.

Within each of these goals, we pursue a number of objectives, which include:

- The UK and other key states ensure a permanent ceasefire in Gaza and Lebanon and an end to Israeli military and settler violence in the West Bank, to allow Palestinians to return to their homes and rebuild free from Israeli control.
- The UK and other states impose an arms embargo against Israel, and ensure legal accountability for perpetrators of violations against Palestinians' rights to health and healthcare.
- The UK and other governments ensure their response and recovery strategies are developed with the meaningful participation of affected Palestinian communities, and uphold Palestinians' rights to self-determination
- Growing our digital, media and celebrity and VIP audiences, and engagement with MAP's fundraising and campaigning calls to action.
- Ensuring MAP's fundraising team have the materials they need to demonstrate our impact and make a compelling case for support.

To deliver these aims, MAP focuses on the following five channels of influence:

- 1. Promoting better policy:** ensuring governments, parliamentarians and other decision-makers are well-informed by evidence-based research and the voices of affected Palestinian communities, and encouraged to effect meaningful policy change.
- 2. Mobilising the public:** working to inform and motivate supporters and the public to engage with policymakers and their communities in support of change.
- 3. Shifting narratives:** ensuring media and online narratives recognise political barriers to Palestinian health and dignity, and include Palestinian voices.
- 4. Strengthening networks:** building strong networks of like-minded local, UK and international civil society, academia, health practitioners and donors.
- 5. Communities take the lead:** ensuring Palestinian partners and communities have the skills, knowledge and opportunities needed to make their voices heard and to pursue their rights locally and internationally.

Our advocacy, campaigns and communications will be informed and steered by the insights, data and inputs from our programmes teams, partners and the communities we serve, and we will develop participatory models for research to inform our policy development and influencing strategies.

We will also ensure our communications are factual, and ethical, safeguarding the wellbeing and dignity of the communities we serve and the people who share their stories, experiences and expertise with us.

4.4. ORGANISATIONAL CULTURE AND PERFORMANCE

MAP recognises that a healthy organisational culture – the way our people behave in their work and with each other – drives excellent performance and mitigates against the risk of staff loss, burnout or wrongdoing. Accordingly, we continuously measure, monitor and manage our culture in a number of ways, including regular staff surveys.

i. Our values

At MAP, our culture is underpinned by our values, to which all our policies and practices are aligned and which everyone at MAP agrees to follow:

- **Solidarity:** We put solidarity into action by working collaboratively as one MAP team, and working side-by-side with local partners and with volunteers, in genuine partnership, to address injustice.
- **Dignity:** We are inclusive, and we support diverse leaders within the Palestinian community, ensuring that both women and men – and those groups who may normally be underrepresented – can participate meaningfully in decision-making.
- **Impact:** We deliver significant, sustainable impact for Palestinians in need.
- **Integrity:** In order to partner effectively with Palestinian communities and to maintain the trust of our local partners, volunteers, employees, supporters, donors, suppliers and other stakeholders, we always operate with integrity.

ii. Internal communications and fostering a “speak-up culture”

We ensure that we have a variety of effective two-way communication channels with all our staff, including regular all staff meetings, events and internal newsletters.

We promote psychological safety and a speak-up culture that encourages people to contribute and challenge with confidence that they will be heard. This drives innovation and better collaboration among our people and helps to ensure that we learn from our mistakes rather than apportion blame. At the same time, our people know that they can – and must – whistle-blow on unethical behaviour without fear of reprisal.

We also engage with the communities we serve and our strategic and delivery partners, seeking feedback to ensure we meet our determination to be, and be seen as, accountable for the work we do and its impact.

iii. The MAP team

We are incredibly proud of our talented, hardworking and committed people at MAP. By cascading our strategic priorities down to the performance objectives of every member of staff, everyone in MAP can see how they are contributing to the MAP mission and benefiting Palestinians living under occupation or as refugees.

We are determined to ensure that we can continue to recruit and retain colleagues with the right skills and experiences through our competitive remuneration and benefits package. We invest in the professional development of all our employees through a programme covering personal, team and organisational/strategic development.

We care for and promote the well-being of our teams and offer support when needed.

And we consult with our staff when we regularly review our policies to ensure they continue to meet the evolving needs of the organisation and remain aligned with the strategic goals and values of MAP.

4.5. OPERATIONAL SUPPORT

We will continue to develop all operational support functions in MAP to ensure that the focus of our staffing, policies and ways of working are clearly aligned to the support and achievement of MAP's programmatic and other goals.

i. Finance

MAP's finance policies and practices, including procurement, are aligned with organisational priorities and best international practice.

Trustees, MAP leadership and managers are provided with accurate and timely reports. The financial situation in MAP is continually monitored, at all levels, and re-forecasting is done quarterly to support programme delivery and monitor fundraising performance. Such accurate forecasting enables MAP to build robust budgets and to effectively mitigate against financial risks, thereby ensuring MAP's resilience and sustainability.

Reserves: Since October 2023, in response to the crisis in Gaza and across the region, MAP has benefitted from an outpouring of support from the public and donors in the UK and internationally. MAP quickly scaled up its projects and humanitarian relief efforts in Gaza through the procurement of equipment and medical supplies, to the greatest extent possible given Israeli restrictions and siege.

Given both the scale of these restrictions and the level of support we have received, our financial reserves have foreseeably grown too. These reserves are not surplus funds, but are critical for sustaining and expanding humanitarian and recovery efforts in the following ways, particularly as this crisis has become prolonged and the recovery – when it comes – will be protracted. These reserves will enable us to do the following:

- **Scale our response responsibly:** Ensuring we recruit the right staff, coordinate effectively with humanitarian stakeholders, and have the logistics and infrastructure in place to deliver aid at scale.
- **Adapt to unpredictable challenges:** Given the uncertainty surrounding a potential ceasefire, we must prepare for multiple scenarios, including continued restrictions or sudden shifts in humanitarian needs.
- **Invest in long-term recovery:** The costs of rebuilding Gaza's healthcare system will be immense. We must be ready to act immediately, once restrictions ease, to restore essential healthcare services and infrastructure and continue to build the capacity of local partners to support a sustainable and locally-led healthcare system.

When the ceasefire becomes permanent, our reserves (and much more) will be needed for MAP to continue delivering at scale the longer-term lifesaving projects, service reconstruction and refurbishment and rebuilding of the healthcare system so desperately needed. This is in addition to the upscaling of our existing areas of work, including medical missions, nutrition support, treatment of infectious diseases, provision of potable water and sanitation facilities, psychosocial support, disability support, provision and protection of aid items that Palestinians will continue to need after reconstruction has started.

ii. Internal controls and compliance

We maintain a system of robust – yet not overly-burdensome – internal controls to mitigate against financial, legal, reputational and other risks, so that our donors and trustees can have confidence that MAP’s resources are properly managed and deployed. These are reviewed regularly to ensure that they are aligned with best industry standards and are consistently followed.

Regular audits are conducted on high-risk areas, in order to ensure the elimination of any gaps in financial and operational compliance. And we ensure that findings contribute directly to improving our processes, risk mitigation and compliance.

We have a sound risk management policy and our risk registers are regularly reviewed, including at Board level, so that the organisation can continuously improve its management of the various risks we face.

We will continually monitor our activities to ensure compliance with the relevant legislation in our sphere of operation and with the requirement of relevant governmental and other regulatory authorities.

iii. Technology

The IT team will work with colleagues in the programming and fundraising teams to develop and support the use of effective technology solutions to meet the needs of the organisation. Our cybersecurity policies, processes and platforms are aligned with industry standards, such as Cyber Essentials Plus.

iv. Procurement and logistics

Working closely with the programme teams, MAP is developing a strategic view of procurement needs and the delivery of supply chains, recognising the need for nimbleness and flexibility to meet the needs on the ground.

v. Data

Across MAP, we collect and use key metrics and data for decision-making, performance assessment and the prioritisation of resources, making sure that the data is accurate, securely stored, and properly used.

Accurate and timely collection and management of information and data informs decision-making at all levels on all aspects of the organisation, allowing for course correction in programming, fundraising, advocacy, campaigns and communications, and the continual improvement of our policies and practices. The use of reliable data also provides assurance to the Board, enabling our trustees to discharge their oversight responsibilities.

With respect to information and knowledge management, we aim to be ISO 27001 certified in recognition of our implementation of effective information management principles.

MAP

**MEDICAL AID FOR
PALESTINIANS**

Medical Aid for Palestinians (MAP) works for the health and dignity of Palestinians living under occupation and as refugees.

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