

**Konrad Adenauer-Stiftung  
(KAS)**

**The Coalition for Accountability and  
Integrity (AMAN)**

**End of Project Evaluation:**

**EU-funded “Strengthening Civil Society through  
Enhancing the Accountability and Good  
Governance in the NGO Sector – Nazaha”**

**Final Report**

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## List of Acronyms

<b>AMAN</b>	Coalition for Accountability and Integrity
<b>CBOs</b>	Community Based Organizations
<b>CoC</b>	Code of Conduct
<b>EU</b>	European Union
<b>ExCO</b>	Expanded Coalition
<b>ITA</b>	Integrity, Transparency and Accountability
<b>KAS</b>	Konrad Adenauer-Stiftung
<b>MOLTAQA</b>	Arab Thought Forum
<b>MUSAWA</b>	The Palestinian Center for the Independence of the Judiciary and the Legal Profession - Musawah
<b>NDC</b>	NGO Development Center
<b>NGOs</b>	Non Governmental Organizations
<b>PA</b>	Palestinian Authority
<b>PRDP</b>	Palestinian Reform and Development Plan
<b>RIWAQ</b>	Center for Architectural Conservation – Riwaq
<b>TOT</b>	Training of Trainers

## 1. Executive Summary

The principal finding of the current evaluation is that partner organizations; namely KAS and AMAN, have successfully implemented the Nazaha project through carrying out all project activities in light of the amended logframe and action plan that were developed during the mid term review of the project; January – February 2007 and the Addendum submitted and approved by the EU. The project has lived up to its objectives and the ability to continue the project interventions despite the difficult political, economic and legal context and should be commended given the changing political environment in the West Bank and Gaza.

The main achievements of the project can be summarized in the following points:

- ♦ Nazaha project constituted an important pillar at AMAN, as well as complementing its projects within the National Plan against Corruption, according to which civil society organizations play a key role in combating corruption within the NGO sector and in monitoring the performance of the public sector.
- ♦ The project has successfully mobilized NGOs against corruption and gained the trust, credibility and cooperation from decision makers and government officials including the prime minister, PLC members and representatives of public institutions.
- ♦ Nazaha project has contributed important research studies and publications that added to the Palestinian knowledge base in the areas of good governance, transparency and accountability. These areas have been long under researched and will remain a challenge. Studies included a legal review in response to current legislative acts and bills concerning ITA issues, a study on the administrative and financial standards relevant to the NGO sector, a study on the legality of NGOs in Palestine, two reports on allocations and distributions of PNA funds covering the years 2006 and 2007, seven detailed reports on different PA spending practices, and public opinion polls regarding corruption with emphasis on the NGO sector. In addition, a guide for NGO to conduct public hearings was developed and distributed.
- ♦ The project has established the standard for the NGO Good Governance certificate, the first of its kind in Palestine. The certificate was developed and piloted on three NGOs and the Palestinian experience is now fully documented. More importantly, the piloting process informed the full future procedure for awarding the certificate that is now in place.
- ♦ A code of conduct detailing ITA principles in the work of civil society organizations was developed, widely discussed, promoted and signed by 108 NGOs. In partnership with the NDC of the Welfare Association, Nazaha project contributed two specialized criteria on transparency and accountability which were integrated within the larger and more comprehensive code of conduct drafted by NDC. This code of conduct was signed by more than 400 NGOs. The current partnership between AMAN and NDC on capacity building of NGOs in applying the code of conduct contributes to sustaining the outcomes of the Nazaha project.

The main challenge ahead will be sustaining the above mentioned achievements and ensuring consistency between the activities in the West Bank and Gaza particularly after

the recent political developments where two authorities are in charge in the WB and Gaza. Overall and specific recommendations in this regard are presented throughout the discussion of the findings and in the recommendations section. The main strategy proposed is to integrate the project initiatives within the core program of AMAN including its strategic and implementation plan, in order to sustain the project outcomes and accordingly develop the future programs and projects.

## 2. Background

The project partners believe collectively, that the Palestinian NGO sector embodies a set of norms and values associated with good governance, transparency, accountability and integrity. Historically, the NGO sector has consistently proven its ability to respond to constituent needs. The partners also believe that NGOs should continue to play a critical role in the development of the Palestinian society on all levels. NGOs, for example need to play their role in the democratization process during this transitional period of state building. Moreover, NGOs, in practicing good governance principles can contribute to instilling such norms and values within the Palestinian society.

The idea for the project was based on the assumption that the principles of accountability and transparency are still underdeveloped in Palestine and are thus hindering the establishment of a system of good governance. The consequences of corruption on a country's democratic principles, its human rights and its economic well-being are widely known. The Palestinian NGOs are an essential part of the civil society, which in turn is the main actor able to exert pressure on the governmental sector to strengthen democratic structures, standards of integrity, transparency and accountability as well as observance of the legal framework. Nevertheless, before the NGOs assume their watchdog role towards governmental and the private sector institutions, the issues of corruption, nepotism and favoritism within the NGO sector itself must be addressed. Enhancing civil society's watchdog capacity as an indispensable device for a democratic transition will consequently not only combat the deficiencies on the political level, but will also progressively channel democratization into observance of human rights on the public, private and individual levels.

To date, the Palestinian civil society has not been able to maintain its watchdog role towards the public institutions due to the lack of political will for reform and good governance as well as the overall political situation. Since its establishment, AMAN Coalition has identified enhancing a National Integrity System as part of its mandate. The strategy was adopting a comprehensive multi-sectoral program that includes: the public sector, private sector, role of civil society, role of the media, education etc.

With the above-mentioned in mind, NAZAHA project comes to support part of that comprehensive program against corruption and thus making it relevant to the Palestinian context and complements a missing part that was not initiated before. It specifically targets NGOs by creating awareness among Palestinian NGOs of internal anti-corruption methods (Specific Objective 1), and by empowering these NGOs to apply ITA standards among themselves (Specific Objective 2), NGOs will be upgraded through expertise (Specific Objective 3) to act as promoters of good governance and as watchdogs in the fight against corruption at all levels of the Palestinian society (Specific Objective 4).

## 3. Evaluation Methodology

### 3.1 Preparatory and Follow up Meetings with KAS and AMAN:

A preparatory meeting was held with KAS and AMAN on March 3<sup>rd</sup>, 2008 to discuss the proposed methodology for carrying out the end of project evaluation. In addition, the consultant was briefed on progress to date, the methodology was confirmed and a list of all documents for review was agreed upon and documents were received by email and in hard copies.

### 3.2 Document Review:

Following the preparatory meeting with the project management, the consultant received all the relevant project documents. The consultant conducted a comprehensive document review of relevant materials and reports provided by them. This stage was assisted by the consultant to become more acquainted with the modifications done since the mid term review and the project results:

- Interim report on progress dated February 28<sup>th</sup>, 2007.
- Final logframe.
- KAF grants application corrected for addendum.
- Final training report (September – November 2006).
- Final training report (May – June 2007).
- List of project publications.
- Opinion polls; starting, interim and final polls.
- AMAN Code of Conduct.
- NDC Code of Conduct.
- Summary Report of Projects Activities provided by KAS.
- Nazaha newsletters (Issues 2 – 8).

### 3.3 Preparation of Evaluation Tools:

Based on the results of the preparatory meetings with AMAN and KAS staff members; review of the Program documents; detailed semi-structured questionnaires (Annex 1) targeting project management as well as beneficiaries of the different project activities who were interviewed either personally or by phone and those met during the focus group, discussions went as follows:

Questionnaire (1):	Guiding questions for interviews with project management.
Questionnaire (2):	Guiding questions for focus group with members of expanded coalition.
Questionnaire (3):	Guiding questions for interviews with participants in training courses.

Questionnaire (4):	Guiding questions for interviews with representatives of organizations who participated in the NGO certificate.
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### 3.4 Interviews:

Intensive personal and phone interviews were conducted as listed according to sequence of events in the following table (Annex 2 – Participants List):

	Target Group	Date	Number of Participants
1.	<b>AMAN Coalition:</b> - Dr. Azmi Shuaibi - Ms. Ghada Zughayar - Ms. Jamileh Abed - Ms. Mona Jaber, AMAN Coordinator in Gaza	March 8 <sup>th</sup> , 2008  April 5 <sup>th</sup> , 2008	4
2.	<b>KAS:</b> - Mr. Thomas Birringer - Ms. Konstanze Gehlen	March 10 <sup>th</sup> , 2008	2
3.	<b>Representatives of NGOs:</b> - Eman Radwan: MOSAWA - Abdul Rahman Abu Arafa: Arab Thought Forum - Rana Al Hussain: ROWAQ	March 19 <sup>th</sup> , 2008 March 26 <sup>th</sup> , 2008  March 31 <sup>st</sup> , 2008	3
4.	<b>Dr. Hadeel Qazzaz, Jury Member for the NGO Certificate</b>	March 16 <sup>th</sup> , 2008	1
5.	<b>Participants in Training Courses in the West Bank and Gaza</b> (Annex 2: list of participants).	March 13 <sup>th</sup> – 31 <sup>st</sup> , 2008	9
6.	<b>Members of the Expanded Coalition in Gaza:</b> (Annex 2: list of participants).	March 13 <sup>th</sup> – 31 <sup>st</sup> , 2008	4
7.	<b>Shawkat Sarsour, Trainer</b>	April 6 <sup>th</sup> , 2008	1
8.	<b>Dr. Ahmad Abu Dayyeh, Researcher</b>	April 8 <sup>th</sup> , 2008	1
<b>Total Interviews</b>			<b>25</b>

It is worth noting here that the consultant Obed Diener conducted the evaluation pertaining to the NGO certificate to avoid any conflict of interest as the lead evaluator was part of the technical committee that assessed the NGOs during the pilot project under evaluation within the scope of the current end of project evaluation.

### **3.5 Focus Group Discussion:**

The consultant held a focus group discussion with 10 members of the expanded coalition (NGOs Against Corruption) on March 22<sup>nd</sup>, 2008 (see Annex 2 for participants list). The meeting aimed at identifying the following:

- ✧ Reasons behind their interest in joining the (NGOs Against Corruption)?
- ✧ How they evaluate their role within the project?
- ✧ Whether or not they have promoted principles of ITA within their organizations, their programs or in their work with partner organizations in their communities?
- ✧ Obstacles and challenges faced and, or expect to face in the future relating the integration of ITA?
- ✧ Their perspective and recommendations on how to continue with the (NGOs Against Corruption) after the end of the project?

### **3.6 Analysis and Reporting:**

Once all the data above was collected and all the interviews and focus group discussions were held, the consultant implemented a multi-level analysis process that included the following:

- The first level of analysis was ensuring that the needed data from all sources was collected.
- The second level was verifying the information and different views through cross checking the information from the document review, interviews with beneficiaries and project management and the focus group.
- Drafting the current evaluation report.

## 4. Findings

The findings section will discuss the main outcomes of the NAZAHA project after two years of implementation. The discussion of the outcomes will highlight achievements to date including impact, challenges for the future and specific recommendations. The findings are informed by the extensive document review conducted by the consultant, individual interviews with related individuals and the focus group discussion.

### 4.1 Forming the Expanded Coalition (*NGOs Against Corruption*):

#### *Achievements:*

- After extensive efforts of holding a series of workshops and meetings with more than 100 representatives of NGOs in the West Bank and Gaza Strip, a coalition comprised of 103 NGOs in the West Bank (73) and Gaza Strip (30) is now formed and named “NGOs Against Corruption”. This coalition now constitutes a workforce against corruption from within the NGO sector. The uniqueness of its composition stems from the fact that its membership includes the big well established NGOs, mainly concentrated in Ramallah, as well as grassroots community based organizations located in the different cities, villages and refugee camps of the West Bank and Gaza.
- Raising issues of public accountability and mobilizing the NGO sector to take that role was particularly important despite the difficult political and economic conditions that the Palestinian society went through during the past two years. This is because these same difficult conditions have further weakened the role of the formal monitoring bodies such as the PLC hence creating a gap that needed to be filled by other actors such as the civil society organizations.
- Issues of ITA are now put on the NGO sector’s agenda and public debate on these issues is now acceptable. Furthermore, the NAZAHA project contributed to keeping a lively debate on good governance issues within the work of civil society organizations. Previous resistance to raising issues of ITA within the NGOs is now minimized and members of NGOs have a strong sense regarding the importance of their engagement with the project activities as NGOs Against Corruption because it became an interest and a need and not a choice anymore in light of the threats surrounding the NGO sector of being accused of lack of good governance and transparency. The Palestinian society has strong views against corruption and the recent national election is a lesson learned.
- The coalition members stated that they always had concerns about corruption in the Palestinian society but never had the tools, knowledge or the forum through which they can state their concerns. Many of them mentioned that the current project provided them with the tools, context and most importantly the voice on these issues.
- The coalition members stated that combating corruption in the Palestinian society is a national priority and part of building the future Palestinian state. It is interesting how they are relating the ITA issues to wider national aspirations and

- thus making the initiative relevant to the members hence increasing the chances for sustaining it after the project ends.
- Members of NGOs Against Corruption were activated through encouraging their participation in different activities that included raising their awareness and interest in ITA issues within the NGO sector and about the importance of their role in monitoring PA performance and spending on behalf of their constituencies, building their capacity in the different training courses conducted by the project, giving them the opportunity to participate in the NGO Certificate process, inviting them to participate in different workshops documented and showed in local TVs, providing them with first hand and updated information and data through the newsletters, publications and research studies to inform their advocacy and lobbying activities.
  - The impact of the above mentioned activities on encouraging individual initiatives by members of the coalition is impressive:

*“We were stimulated by the project and initiated work on the Private Sector Annual Prize to be awarded for companies that commit to best business practices including good governance, transparency and accountability. The prize will be awarded in an annual conference by representatives of the Palestinian private Sector”.* Mr. Mohammad Kirresh, the General Secretary of the Palestinian Economists Association.

*“We have conducted seven workshops on ITA and the code of conduct in Dura in Hebron for other CBOs who did not yet sign the code of conduct and now they are encouraged to adopt it”.* Mrs. Fatima Abu Kayya, Rural Women’s Development Society in Hebron.

- In order to maintain the current momentum and sustain the initiative, AMAN Coalition has developed a draft concept paper that discusses and presents suggestions for a vision, mission, objectives, strategies, composition of the coalition membership and the secretariat (AMAN). It is proposed that AMAN will continue to act as the secretariat for NGOs Against Corruption and will be responsible for calling for general meetings for this body, keep the files and documentation of activities, promote its activities on AMAN website and different publications and assist the coalition members in developing technical reports.
- Representatives of organizations interviewed believed that it's really important to promote ITA standards among their beneficiaries and target groups, as it is a value that they maintain internally and would like to transfer and expand externally.
- Representatives of organizations believed that through facilitating access to their financial and administrative documents and being transparent to their constituencies, they can promote and create an environment and culture that refuses corruption, taking into account that one of the representatives of the

- organizations noted that their organization reaches at least one fourth of the Gaza population, and if they succeed to promote ITA standards, they will promote combating corruption in practice and enhance a public culture against it.
- One of the organizations representatives in Gaza noted that most of the organizations are politically affiliated, and promoting ITA standards within the NGOs will reflect positively not only on the NGO itself, but also on the reference political party. This was seen as an indirect impact of the project's activities.

***Challenges:***

- The main challenge that is facing NGOs Against Corruption as a body is maintaining the commitment of its members to continue their work and expand the membership; and that AMAN will have the resources and capacity to continue working as the secretariat for the coalition.
- Many members who participated in the focus group or interviewed expressed concerns about the extent to which they are forming a strong lobbying force collectively and whether or not all members will be at the same level of commitment and participation.

***Specific recommendations:***

- To continue with the newly started efforts of developing the draft mandate for NGOs Against Corruption by AMAN to sustain the initiative.
- To engage the members in the different activities and projects conducted by AMAN to maintain their commitment and active participation.
- To continue working in Gaza despite the difficulties on the ground and continue communication between the two parts of the body (NGOs Against Corruption) to constitute a force on the ground.
- To develop a specific plan of action that is realistic and has clear targets where members of (NGOs Against Corruption) work on certain projects and priority issues defined by the members themselves so that they develop common goals and common language and enhance their sense of achievement. The PRDP was proposed as a starting point. Currently most of them feel that there are no clear targets and they are supposed to work on all issues at all levels.
- To focus on the role of media in presenting and shedding the light on successful models and achievements of the members of (NGOs Against Corruption) that can be a role model to other organizations.
- Distribute roles and responsibilities among the members to benefit from their complementary roles. The big well established NGOs have higher technical capacities and closer to the decision making and policy formulation circles and thus can play an active role of engaging in monitoring the national government and conduct legal reviews as well as public hearing activities. Smaller CBOs are stronger in their locations and have more direct access to grassroots and thus can play an active role in raising awareness and engaging the grassroots and constituencies in national dialogue on ITA issues. In addition, the CBOs can take

an active role in monitoring the performance of the local government institutions such as village councils and local municipalities in their locations.

## **4.2 Developing and Signing of the Code of Conduct:**

### *Achievements:*

- A code of conduct setting standards for ITA within the NGO's work was developed by the project. The CoC was widely discussed with NGOs in the West Bank and Gaza and was endorsed and signed by 108 NGOs in a national conference.
- The code of conduct was well received by NGOs working in the West Bank and Gaza. A challenge that Nazaha project has successfully endured during difficult political circumstances pressuring for complete severing of the West Bank Gaza. As stated by a keynote speaker during the conference:

*“NGOs do have a special impact on institutions and society in the Gaza-Strip, sending out a clear message that people still continue to work for the establishment of a unified, democratic Palestinian state”.* Dr. Kamal As-Shirafi stated via videoconference from Gaza.

- The code of conduct was widely promoted and distributed raising the NGO and public awareness of the importance of applying its values. 2,000 copies of the Code of Conduct were printed in one booklet containing the Arabic and the English version of the CoC. Additionally, a poster depicting the signatories of the Code of Conduct was printed and awarded to them. Different newspaper adds were published in the local newspapers that aimed at raising awareness to the recent publication of the Code of Conduct and called on the civil society organizations who had not received a copy of the CoC to call or visit AMAN's office for a copy; or to download it from the Nazaha-Website. The Code of Conduct was published on the websites of the Nazaha-project, AMAN's website and the website of Konrad-Adenauer-Stiftung in Ramallah. In addition, an article on the CoC was published in the newsletter of the international department of the Konrad-Adenauer-Stiftung and printed in an agenda for the year 2008 (1000 copies were distributed).
- Nazaha project also played an instrumental role in developing the two components pertaining to transparency and accountability within the code of conduct developed by the NGO Development Center (NDC) of the Welfare Association. The two components have detailed indicators of transparency and accountability besides other administrative and financial standards. This code of conduct was also signed by around 400 NGOs in the West Bank and Gaza in a national ceremony held by the NDC. The inclusion of the criteria pertaining to transparency and accountability within this code of conduct is another way for sustaining the initiatives of the project as the NDC received a three-year grant from the World Bank to build the capacity of signatory NGOs on the principles of

- ITA. Partnership with AMAN in the capacity building component is foreseen and discussions have already started between the two organizations.
- Nazaha project has initiated the code of conduct within the NGO sector and stimulated impressive initiatives in that regard:

*“After we went through the different training courses and the process of developing the code of conduct with the project, we started to discuss the importance of developing a code of conduct for our union. This is something we would never think of before, actually having a code of conduct that sets standards against which we can measure our performance and develop internal accountability systems was not a practice within the work of civil society organizations and we think our participation in the project showed the importance of that”.* Mr. Mahmoud Ziyadeh, Independent Workers’ Union.

*“In addition to the workshops conducted in Ramallah on the code of conduct, we held a workshop for the NGOs and CBOs in the northern region of the West Bank in Tulkarem. We discussed it in details, encouraged the CBOs to adopt it and it was very well received by them”.* Mr. Burhan Al Saadi, the Palestinian National Institute for NGOs.

*“We have discussed the code of conduct within the board of the Women’s Affairs Technical Committee (WATC) and adopted it. We are currently discussing the practical mechanisms on how to reflect it within our systems and programs”.* Ms. Siham Barghouti, Board Member of WATC.

### ***Challenges:***

- Nazaha project contributed to the development of the code of conduct and raising the awareness of the NGO sector about its importance. The challenge ahead would be ensuring the application of the code of conduct by the signatory NGOs.

### ***Specific recommendations:***

- To take into consideration the development of additional mechanisms for ensuring NGOs commitment to the implementation of the principles of the code of conduct and not only signing it. One option is to make it a requirement for applying to the NGO certificate. Another option could be a condition for membership in NGOs Against Corruption after it is further organized. This option can be examined through requesting an internal assessment report that reflects an internal assessment process where organizations review their systems and programs against the standards of the code of conduct and report accordingly.

- To continue coordination with NDC who will be including the code of conduct standards as assessment tools for capacity building. AMAN would be interested in the results of those assessments to track the status of the NGOs and where they stand compared to the standards of the CoC.

### 4.3 NGO Certificate:

#### *Achievements:*

- Obtaining the NGO certificate motivates organizations to raise the spirit of competition among organizations in which its immediately interpreted by amending their organizational structure and strategic planning, their attitudes towards accountability to their beneficiaries and clients; taking into account that the majority of interviewed trainees work with a vast number of beneficiaries and are considered as a role model. Nazaha project contributed to the establishment of the first NGO Good Governance Certificate in Palestine and set the procedures, standards and the necessary technical committee and jury to award the certificate through a pilot project.
- The participating NGOs in the pilot project; namely Musawa, ATF and Ruwaq, stated that they aimed at applying to the certificate because it adds to their credibility among other NGOs; towards their constituencies and towards their donors. It also contributes to enhancing the credibility of the NGO sector, particularly where public opinion is concerned which still believes that there is corruption within NGOs. The following is a statement by one of the interviewees:

*“An organization like MUSAWA considers itself a monitoring body and its main objective is to promote for the idea of creating a state of justice and rule of law, by working as a monitor to legal bodies in the WB and Gaza, and empowering those who work in legal organizations, it would need a credible recognition to empower its mandate and sustain its transparent and credible performance”.* Eman Radwan, Musawa.

- The impact on participating NGOs in the pilot process was impressive as the three NGOs stated that they took the recommendations provided to them very seriously and currently working on amending or initiating new procedures within their organizations, such as developing a human resource management system, financial procedures including procurement standards, reviewing staff contracts in light of the requirements of the Labor Law and staff insurance. They also stated that these recommendations are being implemented now because they are willing to apply for the full process in order to get the NGO certificate of good governance. It is impressive to see the seriousness of these organizations and that the idea of the NGO certificate is becoming a prestigious award recognized by the NGO sector.
- The participating NGOs also stated that the exercise was important as it forced them to conduct an internal review of the currently implemented systems and it assisted them to identify their strengths and weaknesses and provided them with

direct recommendations on the interventions and actions that need to be taken into consideration. They also stated that they have included some of the recommendations within their annual planning.

### *Challenges:*

- The participating NGOs in the pilot project felt that there is over emphasis on systems and administrative and financial procedures while there is still a need for working on the organizational culture that should enhance good governance, best practices through the commitment to the code of conduct hence enhancing a culture against corruption from within.
- The participants in the last training course that focused on the NGO certificate stated that there is absence of the rule of law in general and resistance to change from within the NGOs. Their concerns stemmed in particular from the general assembly and board members who constitute an overall challenge to the implementation of the ITA standards and in applying for the certificate.
- The standards required by the NGO certificate, despite the many details and level of sophistication, were still found doable by the big well established NGOs who have participated in the pilot program. However, it is expected that this will be more challenging when it comes to small grassroots organizations for a number of reasons: the nature of their activities that focus on service delivery and charity where professionalization of those CBOs might not suit the nature of their work. On the other hand establishing minimum standards and procedures will remain important; however the internal capacity and human resources within those CBOs will remain a challenge.

### *Specific recommendations:*

- More time is needed for the preparatory phase through meetings and interviews at the different governing and executive levels of the organization to engage them in the process, solicit their interest and ownership, minimize resistance for change and commit them to action afterwards. The preparatory phase will differ from one organization to the other, but many participants from the last training course and representatives of NGOs who are thinking of applying to the NGO certificate emphasized the importance of this preparatory phase.
- The NGO certificate is a sensitive and a critical activity and at the same time constitutes an important opportunity to activate the NGOs Against Corruption coalition. It is recommended that a committee of credible members of that body is formed to review applications and short list the NGOs. Once short listed in coordination with AMAN, the names of the nominees are announced and circulated among the NGOs that they are going through the NGO certificate process for transparency and accountability. An independent jury is formed in consultation with members of NGOs Against Corruption to award the certificates based on the work of the technical committee. AMAN will remain the secretariat,

- but will widen the forum that decides on every step of awarding the certificate, so that credibility of the process is enhanced.
- Since the NGO certificate was piloted within the Nazaha project, the following is recommended for the full process in the future:
    - To increase the minimum required score from 60 % to 70 %; raise the ceiling for the organizations to seek good governance and not only good management practices.
    - To raise the scoring points allocated for the socio-economic impact and sustainability, as these two domains are the main reason organizations were established hence the degree of the effect of their programs on the target groups is of most importance. These domains also constitute a major part of good governance and accountability.
    - To implement the good governance certificate process over two phases: the first phase should be solely for technical assessment; document review, scoring and holding meetings with the different focus groups and conducting interviews. The second phase includes jointly developing a feasible realistic implementation plan for the organization to work on the recommendations of the technical committee. At the end of the second phase the technical committee would confirm the readiness of the NGO for receiving the good governance certificate and nominate it to the Jury that will make the final decision
    - To specify a period of time for re-accreditation; this could be a period of three years.
    - To develop a set of conditions which the organization needs to maintain after being awarded the certificate. Any violation of those conditions by the NGO should be reported and action taken by the Jury such freezing or withdrawing the certificate.

#### **4.4 Capacity Building and Training Courses:**

##### ***Achievements:***

- Three training courses targeting NGO representatives, directors and senior staff members were conducted during the project. A total of 380 people participated in the training courses; 235 from the West Bank and 145 in Gaza. In the first training course, employees of NGOs were trained on the role of civil society and NGOs to the strategy system of integrity on the national level and the basic definitions and mechanisms of transparency and accountability. In the second training course, more focused training was provided to NGOs on the code of conduct and how to put in practice the newly developed financial and administrative standards. In the last training courses, NGOs in the West bank and Gaza were introduced to the NGO certificate procedure, requirements and standards that need to be in place to qualify for the certificate.
- Many of the trainees interviewed stated that the training courses were important in terms of raising their awareness and in introducing concepts stated. They vouched

that they became more acquainted with ITA concepts and standards and they did not have this knowledge before. Many have stated that they had impressions about corruption but learnt how to distinguish it from other issues such as management deficiencies. They also stated that they became more knowledgeable of the tools and mechanisms available and can be customized to the needs of their organizations for improving good governance practices and decrease the chances of corruption within the organization.

- Some trainees noted that their organizations started working on developing their own organizational structure with focus on integrity, transparency and accountability standards. Other trainees took the certificate seriously and think to implement an internal review and to take an action in this regard. They also mentioned that they will be working on this to qualify for applying to the NGO certificate.

*"Our organization is in the process of adapting ITA standards and we are really taking it seriously"* mentioned Sunia Maklouf from Juhoud for Development Organization.

- Almost unanimously, the participants in the three training courses commended and appreciated the expertise of the trainers, the quality of the training materials provided and training techniques utilized in the different training courses.

### ***Challenges:***

- The majority of the NGOs who participated in the training courses were grassroots small CBOs rather than the big well established NGOs whose funding portfolio is big and operations are major. The challenge will remain for attracting those big NGOs to commit to ITA standards and solicit their interest in participating in such training courses and activities against corruption.
- Many interviewees stated that the trainings were mostly theoretical and lacked practical examples and on the job follow up mechanisms because their organizations' mandate and internal bylaws differ from each other and thus still needed more direct support from within the current systems.
- Despite the good efforts, many trainees stated that financial aspects were not covered in depth during the training courses and they felt that it is a key area for ensuring transparency.
- Some trainees who attended the NGO certificate training considered the training as a brain storming session that provoked them to stress what they need in order to apply ITA standards, but still did not provide them with practical and applicable tools that shows them how to review, set new systems and mechanisms and establish the internal accountability systems that would ensure good governance and would enhance an internal environment that minimizes the risks of corruption.
- The training raised awareness and thus impact on the participants' knowledge. This was assessed through the training evaluation conducted by the training center

at the end of each training course. However, the challenge remains on how this training had impact on their organizations.

***Specific recommendations:***

- Many participants of the NGO certificate training expressed concern about the time allocated for the training; two days were not enough to cover all topics in depth. In future similar training courses, there is a need to allocate sufficient time to training subjects and training days, the training can be implemented in a different way; through expanding the duration of the training (instead of two days to allocate at least five training days) and distribute them on phases to ensure that topics are covered well and enough application exercises, case studies and discussion are carried out to those topics. The different phases can reflect training modules where each module focuses on a certain topic and its sub-categories as follows:
  - Module 1: Introduction to the assessment process: application form, supporting documents, commitment to code of conduct, technical committee, assessment tool, recommendations, implementation plan on recommendations, jury decision.
  - Module 2: Introduction to Good Governance as a theory and concepts with focus on NGOs: principles of transparency, accountability and integrity, main international players in this field, importance to NGO sector and relevance to Palestine, role of different monitoring bodies and role of AMAN in Palestine.
  - Module 3: Introduction to the legal framework governing NGOs in Palestine with focus on the three laws required for the certificate: NGO Law, Labor Law and Tax requirements.
  - Module 4: The Code of Conduct: its articles, applicability and endorsement forms and possibilities by the NGOs.
  - Module 5: The Institutional leadership: role of the general assembly, board of directors and mutual responsibilities towards the executive body in terms of reporting and communication channels, accountability measurements and different forms for implementation (different models from NGOs according to size and nature of the NGO).
  - Module 6: In depth analysis and discussion of internal administrative and financial systems: human resources manual, financial manual, procurement system, internal policies and practices etc.
  - Module 7: Documentation and reporting systems and alternatives as well as requirements as best practices.

- Module 8: The Program Cycle and its relevance and accountability to beneficiary needs and expectations. Systems of monitoring and evaluation as well as applied participatory approaches and accountability to the organization's constituency.
- The NGOs who have participated in the three training courses stated the need for on the job training follow up to ensure the application of the ITA principles and proposed tools and mechanisms for ensuring ITA within the organizations. Some of the NGO representatives stated that they needed additional support and more practical and hands on consultation for the development of the internal systems in light of the discussed standards, which could be done in the follow up activities. The suggestions for follow up emphasized the importance to work on enhancing all departments within the organization and key people in each department will transfer the knowledge and skills that were gained and adapt or advance the way of implementing the work within ITA standards.
- Some trainees showed interest in the content of the training courses and the importance of passing this knowledge to their constituencies and target groups. This is a good opportunity for AMAN to consider the training of trainers approach where 1-2 trainers receive intensive TOT with AMAN and then under the supervision and technical support of AMAN they train at their localities for different target groups such as local government units, women groups, youth, activists etc. This training module can then be developed into a standard training of trainers manual to be expanded through partner NGOs and CBOs. This could also contribute to activating the NGOs against corruption coalition.
- A clear targeting strategy needs to be developed for future similar training courses. The NGOs who participated in the training course varied widely in terms of size, establishment, internal systems, mandates etc. While this was useful for exchange of information, some trainees' notes that the training was too advanced for their organizations and confused them and others noted that the training managed only to refresh their knowledge of the training topics stating that they already knew the training content and some of them are even specialists in this domain. It would be more helpful if similar organizations are brought together or only the introductory sessions are joint and then on the job applications are done with each NGO or CBO so that all topics and mechanisms are customized and applied.

#### **4.5 Opinion Polls and Measurement of Public and NGO Workers' Opinion of Good Governance within the Palestinian NGO Sector:**

##### ***Achievements:***

- Three opinion polls were completed within the span of the project. The starting public opinion poll was conducted to measure the public's awareness of corruption issues, of whistle-blowing and international financial standards as well as the sensitivity for good governance within the PA institutions and the private

sector. The poll was distributed on the entire e-mailing list, including the PA institutions and the results were printed and published in the local newspapers, on AMAN's and KAS' websites, in booklets and discussed publicly in the West Bank and Gaza in workshops covered by the media. The starting opinion poll informed the subsequent awareness raising and mobilization activities conducted by AMAN to encourage NGOs to take practical steps against corruption as the results showed that (57 %) believed that there was some form of corruption at different levels in the NGOs. Concerning employment in NGOs, the respondents stated that nepotism was either always or most often (65%) used as the main route of conduct in this field.

- The second opinion poll was conducted in order to determine and measure the impact of the activities undertaken on NGOs and their staff, a small interim poll was conducted after 12 months. The results of the survey clearly indicated the need to improve ITA standards among NGOs and the NGO-employees' awareness of the problems caused by the lack of access to financial and administrative systems. Of the sample, (67 %) of those interviewed answered No when asked whether their institutions publicly publishes these systems. Concerning employment and preference to providing service in NGOs, most of the respondents (82.4 %) stated that nepotism was either always or most often used as the main route of conduct in this field.
- The final opinion poll was conducted at the end of the project and interestingly targeted the directors of the NGOs and another sample of public opinion. It has re-asked employees working in the NGO-sector and the general public some of the questions of the first and the interim poll to measure changes. The results show that in the starting poll only (57 %) thought there was corruption within NGOs, increased to (86 %) in the interim report and slightly dropped to (84 %) in the final poll. This probably shows that the public opinion is becoming more strict against corruption and that the media campaigning and awareness as well as public debates initiated by Nazaha project have raised the public awareness and enhanced a culture against corruption. The results were published in the local newspapers, on KAS's and AMAN's websites and distributed in hardcopy and via the entire e-mailing list as well as discussed publicly in a workshop in the West Bank and Gaza who participated via the video conference.
- The last opinion poll also had interesting indicators on the impact of Nazaha project in the following domains:

	<b>Indicator</b>	<b>Participating NGOs</b>	<b>Non Participating NGOs</b>
<b>1.</b>	Knowledge of the NGO law	85 %	65 %
<b>2.</b>	Adopted a code of conduct within their organization	70 %	57 %
<b>3.</b>	Signed the code of conduct developed by Nazaha project	88 %	66 %
<b>4.</b>	Heard of the campaign carried out by	38 %	20 %

	NGOs Against Corruption Coalition		
5.	Joined the above mentioned Campaign	53 %	19 %

The above results clearly show that the participation of the NGOs in Nazaha project raised their awareness about the applicable laws and the importance of conforming to them, influenced their performance through encouraging them to adopt codes of conduct as best practices, encouraged them to join the general efforts of the civil society organizations against corruption.

- The opinion polls have also provoked important debate among civil society key actors as all the opinion polls were discussed in workshops with the participation of representatives of the NGO sector. It created momentum, self assessment and encouraged the collective thinking and calling for action. It is also an effective way for committing NGOs for action and solicits their interest in such action.

***Challenges:***

- The main challenges with opinion polls are that they illustrate perceptions rather than actual scientific knowledge of the corruption phenomena, its forms and ways for combating it.
- In a highly politicized context such as the Palestinian context, results of opinion polls can become tools for further marginalization and attacks on the civil society if the results are not handled carefully.

***Specific Recommendations:***

- The opinion polls proved to be effective in providing general indicators about the public opinion towards corruption and thus recommended to be repeated in the future. However, it is highly recommended that general questions are followed up with concrete cases and examples to minimize the risk of general impressions.
- For measuring the impact of the project, a pre and post survey of the direct target group compared to a control group is more recommended than public opinion polls as the general public's opinion could be related to many other factors beyond the control of the project.

**4.6 Publications and Media Campaign:**

***Achievements:***

- Over the two years of Nazaha project, a media campaign was on going. This has taken the form of workshops documented by the media, roundtable discussions that were edited and summarized and then shown on the Palestinian TV and the local TV stations, publishing the results of opinion polls in local media and newspapers, printing of booklets and newsletters. The media campaign has contributed to maintaining the topic of reform and combating corruption within

- the media and public attention through NGOs' publications and means in order to mobilize the public to act against corruption.
- Nazaha project has added to the Palestinian knowledge and library valuable resources on good governance, best practices for combating corruption and important research studies. In total, four research studies<sup>1</sup> were developed during the course of the project and seven specialized reports<sup>2</sup>; tackling critical issues that would inform the monitoring activities of NGOs Against Corruption on the performance of the public institutions. This was particularly important as many NGOs stated that they did not have enough information to inform their monitoring and lobbying activities of the PA institutions; and now this information was made available by the project.
  - A wide range of newsletters, booklets and posters were also published by the project and widely circulated keeping the discussion around ITA issues alive and ensuring that it is present supporting the ongoing debate on combating corruption.
  - The participatory approach followed by AMAN in developing the research ideas, consulting with the NGO sector on priority areas and publicly discussing the results of the research studies and requesting feedback from the NGOs is highly commended. This has increased ownership to the results and ensured awareness of the NGOs on certain facts necessary for public debate and advocacy.

### ***Challenges:***

- The project and its focus are tackling very sensitive issues for most of the organizations. This was apparent through some organizations refusal to reveal documents and data necessary for the research. To overcome this problem, sometimes it required a direct intervention from AMAN and or the use of some informal networking to obtain documents and data required for research. It is anticipated that this will remain a challenge for those who would like to conduct future similar research due to the fact that the culture of transparency (i.e., revealing information) is not widely accepted yet.

### ***Specific Recommendations:***

- It is highly recommended that AMAN maintains the research and special reporting as best practice hence ensuring that interventions and lobbying activities

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<sup>1</sup> The four studies included: 1. Legal Review of Current Legislation Concerning ITA, 2. PA Allocations and Distribution of Funds, 3. Administrative and Financial Standards pertaining to the NGO sector and 4. General Assessment Study of the public opinion perceptions of the situation of the Palestinian NGOs in terms of ITA Standards.

<sup>2</sup> The specialized reports developed by the project included: 1. Travel Imbursements for Employees of the Governmental Sector, 2. The Privileges in the Use of Mobiles and Phones for Employees of the Governmental Sector, 3. The Privileges in the Use of Governmental Vehicles for Employees of the Governmental Sector, 4. The Privileges in the Use of Fuel Coupons for Employees of the Governmental Sector, 5. The Palestinian Water Authority and its Practices, Mechanisms and Relations with the PA, 6. Grants and External Assistance Given to Local Governments in Palestine, and 7. Tender Procedures Applied in the Governmental Sector

- are based on facts and accurate knowledge, especially since corruption issues have been tackled based on perceptions and rumors rather than actual facts.
- The research studies and special reports could provide another way for activating the members of NGOs Against Corruption and thus commission some of the NGOs to carry out a research study in partnership with AMAN.
  - During the interview with one of the project researchers, some new research areas were identified for future consideration by AMAN as a result of the current research efforts done within the Nazaha project that included the following:
    - Combating corruption methods.
    - Sectoral studies that affect beneficiaries directly such as health and education.
    - Enhancing legislations that focus on the right of access to information.
    - Studies with focus on formal organizations in terms of adapting ITA standards.

## 5. Recommendations

### 5.1 Overall Recommendations:

The principal recommendation is to create the necessary mechanisms and plans to sustain the results of Nazaha project by continuing to engage the NGOs in the struggle against corruption within the framework of the National Plan against Corruption. This can be done through integrating the outcomes of the project within AMAN strategic and implementation plans, particularly: 1. Continue the discussion with members of NGOs Against Corruption on the proposed vision, mission and mandate, 2. Activate members of NGOs Against Corruption by providing fundraising for a program that capitalizes on the results of Nazaha project where certain activities are conducted by the coalition members such as the awareness campaigns, research and special reports and media campaign, 3. Continue with the partnership initiated with the NDC and jointly identify the mechanisms that ensure the application of the code of conduct by NGOs 4. Create a sustainable structure for awarding the NGO certificate through further discussions with members of NGOs Against Corruption. 5. shift this activity to the core program of AMAN to ensure availability of funds to sustain the process. The following recommendations further elaborate the overall recommendations.

### 5.2 Specific Recommendations:

#### 5.2.1 Specific Recommendations – NGOs Against Corruption:

- ✧ To continue with the newly started efforts of developing the draft mandate for this body by AMAN to sustain the initiative.
- ✧ To engage members of NGOs Against Corruption in the various AMAN activities and projects to maintain their commitment and active participation.
- ✧ To continue working in Gaza despite the difficulties on the ground and continue communication between the two parts of the coalition to constitute a force on the ground.
- ✧ To develop a specific plan of action that is realistic and has clear targets where members of the coalition could work on certain projects and priority issues defined by the members. The purpose being to develop common goals and common language and enhance their sense of achievement. The PRDP was proposed as a starting point. Currently most of them feel that there are no clear targets and they are supposed to work on all issues at all levels.
- ✧ To focus on the role of media in presenting and shedding the light on successful models and achievements of the members that can be a role model to other organizations.
- ✧ To divide roles and responsibilities among the members so that they can benefit from their complementary roles. The big well established NGOs have higher technical capacities and closer to the decision making and policy formulation circles and thus can play an active role in monitoring the national authority and conduct legal reviews as well as hold public hearing sessions. Smaller CBOs are

stronger in their locations and have more direct access to grassroots and thus can play an active role in raising awareness and engaging the grassroots and constituencies in national dialogue on ITA issues. In addition, the CBOs can take an active role in monitoring the performance of local government entities in their locations.

### ***5.2.2 Specific Recommendations – Code of Conduct:***

- ✧ To take into consideration the development of additional mechanisms for ensuring the NGOs commitment to the application of the principles of the code of conduct and not only to signing it. One option is to make it a requirement for applying to the NGO certificate. Another option could be is to make it a condition for joining NGOs Against Corruption.
- ✧ To continue coordination with the NDC that will be applying the code of conduct standards as assessment tools for capacity building. AMAN could utilize the results of those assessments to track the status of the NGOs and where they stand compared to the standards of the CoC.

### ***5.2.3 Specific Recommendations – NGO Certificate:***

- ✧ More time is needed for the preparatory phase through meetings and interviews with the different governance and executive levels of the organization to engage them in the process, solicit their interest and ownership, minimize resistance for change and commit them to action afterwards. The preparatory phase will differ from one organization to the other, but many participants in the last training course and representatives of NGOs who are thinking of applying to the NGO certificate emphasized the importance of this preparatory phase.
- ✧ The NGO certificate is a sensitive and a critical activity and at the same time constitutes an important opportunity to activate the NGOs Against Corruption coalition. It is recommended that a committee of credible members of this body is formed to review applications and short list the NGOs. Once short listed in coordination with AMAN, the names of the nominees are announced and circulated among the NGOs that they are going through the NGO certificate process for transparency and accountability. An independent jury is formed in consultation with members of NGOs Against Corruption to award the certificates based on the work of the technical committee. AMAN will remain the secretariat, but will widen the forum that decides on every step of awarding the certificate, so that credibility of the process is enhanced.
- ✧ Since the NGO certificate was piloted within Nazaha project, the following is recommended for the full process in the future:
  - To increase the minimum required score from 60 % to 70 %; raise the ceiling for the organizations to seek good governance and not only good management practices.
  - To raise the scoring points allocated for the socio-economic impact and sustainability, as these two domains are the main reasons organizations were established hence the degree of the effect of their programs on their target

groups is of most importance. These domains also constitute a major part of good governance and accountability.

- To implement the good governance certificate process over two phases: the first phase should be solely for technical assessment; document review, scoring and holding meetings with the different focus groups and conducting interviews. The second phase includes jointly developing a feasible realistic implementation plan for the organization to work on the recommendations of the technical committee. At the end of the second phase the technical committee would confirm the readiness of the NGO for receiving the good governance certificate and nominate it to the Jury that will make the final decision
- To specify a period of time for re-accreditation; this could be a period of three years.
- To develop a set of conditions which the organization needs to maintain after being awarded the certificate. Any violation of those conditions by the NGO should be reported and action taken by the Jury such freezing or withdrawing the certificate.

#### ***5.2.4 Specific Recommendations – Capacity Building and Training Courses:***

- ✧ Many participants of the NGO certificate training expressed concern about the time allocated to the training as two days were not enough to cover all topics in depth. In future similar training courses, there is a need to allocate sufficient time to training subjects and training days. The training can be implemented in a different way; through expanding the duration of the training (instead of two days to allocate at least five training days) and distribute them on phases to ensure that topics are covered well and enough application exercises, case studies and discussions should be carried out around those topics. The different phases can reflect training modules where each module focuses on a certain topic and its sub-categories as follows:
  - Module 1: Introduction to the assessment process: application form, supporting documents, commitment to code of conduct, technical committee, assessment tool, recommendations, implementation plan on recommendations, jury decision.
  - Module 2: Introduction to Good Governance as a theory and concepts with focus on NGOs: principles of transparency, accountability and integrity, main international players in this field, importance to NGO sector and relevance to Palestine, role of different monitoring bodies and role of AMAN in Palestine.
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  - Module 7: Documentation and reporting systems and alternatives as well as requirements as best practices.
  - Module 8: The Program Cycle and its relevance and accountability to beneficiary needs and expectations. Systems of monitoring and evaluation as well as applied participatory approaches and accountability to the organization's constituency.
- ✧ The NGOs who have participated in the three training courses stated the need for on the job training follow up to ensure the application of the ITA principles and proposed tools and mechanisms for ensuring ITA within the organizations. Some of the NGO representatives stated that they needed additional support and more practical and hands on consultation for the development of the internal systems in light of the discussed standards, which could be done during the follow up activities. The suggestions for follow up focused on the importance to work on enhancing all departments within the organization and key people in each department will transfer the knowledge and skills that were gained and adapt or advance the way of implementing the work within ITA standards.
  - ✧ Some trainees showed interest in the content of the training courses and the importance of passing this knowledge to their constituencies and target groups. This is a good opportunity for AMAN to consider the training of trainers approach where 1-2 trainers receive intensive TOT with AMAN and then under the supervision and technical support of AMAN they train at their localities for different target groups such as local government units, women groups, youth, activists etc. This training module can then be developed into a standard training of trainers manual to be expanded through partner NGOs and CBOs. This could also contribute to activating the NGOs against corruption coalition.
  - ✧ A clear targeting strategy needs to be developed for future similar training courses. The NGOs who participated in the training course varied widely in terms of size, establishment, internal systems, mandates etc. While this was useful for exchange of information, some trainees' noted that the training was too advanced for their organizations and confused them. Others noted that the training managed only to refresh their knowledge of the training topics stating that they already

knew the training content and some of them are even specialists in this domain. It would be more helpful if similar organizations are brought together or only the introductory sessions are jointly given; then on the job applications are done with each NGO or CBO so that all topics and mechanisms are customized and applied.

#### ***5.2.5 Specific Recommendations – Opinion Polls:***

- ✧ The opinion polls proved to be effective in providing general indicators about the public opinion towards corruption and thus it is recommended to be repeated in the future. However, it is highly recommended that general questions are accompanied with concrete cases and examples to minimize the risk of general perceptions.
- ✧ For measuring the impact of the project, a pre and post survey of the direct target group compared to a control group is highly recommended vis-a-vis public opinion polls; as the general public's opinion could be related to many other factors beyond the control of the project.

#### ***5.2.6 Specific Recommendations – Publications and Media Campaign:***

- ✧ It is highly recommended that AMAN maintains the research and special reporting as best practice and ensuring that interventions and lobbying activities are based on facts and accurate knowledge as corruption issues are generally tackled based on impressions and rumors than actual facts.
- ✧ The research studies and special reports could be another way for activating the members of NGOs Against Corruption and thus provide ways for commissioning some of the NGOs to carry out a research studies in partnership with AMAN.

## 6. Annexes

- Annex 1** Evaluation Questionnaires
- Annex 2** Participants List

## **Evaluation Questionnaires**

### **EU-funded “Strengthening Civil Society through Enhancing the Accountability and Good Governance in the NGO sector – Nazaha”**

#### **Guiding Questions (1) - Project Management**

1. Coming to the end of the project, what were the main results / achievements?
2. Did you face any difficulties while implementing the project in the second year, even after the re-design done in the mid-term review? What are they? How did you overcome them?
3. What were the implications in Gaza? How did things go there?
4. Was it easy to reach organizations and involve them in the project? What were the main difficulties that encountered you in this regard and how did you overcome them?
5. In your opinion, do you think the project managed to establish a culture against corruption and generally accepted principles among NGOs, how? What should be done to emphasize establishing it?
6. What were the main differences between the first and second opinion poll results? Was there any change? What do you think were the factors influencing those changes?
7. Were there any emerging opportunities during implementation, what are they, how did you accommodate them?
8. Was there an added value of the partnership between KAS and AMAN? If there is no financial obligation, will you still go into partnership in future similar initiatives? How?
9. How is AMAN planning to sustain the project?
10. Was there enough capacity built to the expanded coalition? Can they continue on their own? Did you identify mechanisms for that?
11. The NGO certificate was a pilot and it built momentum, now that the project is coming to an end, how is AMAN planning to continue with that? Do you think such an initiative can continue on project basis?
12. What are your recommendations for the coming cycle?

## **Guiding Questions (2) - Members of the Expanded Coalition**

1. How did you hear about the project?
2. Why were you interested in joining the coalition?
3. What is your role as a member?
4. Did you take any initiative to promote the principles of the ITA within the Palestinian society? How?
5. Did you take any initiative to promote the principles of the ITA your organization? How?
6. Did you sign the code of conduct developed by AMAN?
7. How did you apply the code of conduct in your organization? Specific examples?
8. What obstacles did you face while implementing the above and while participating in the project? How did you overcome them?
9. In your opinion what could be done to establish a non corrupted culture and generally accepted principles among NGOs in regard to Integrity, transparency and accountability?
10. The NAZAHA project is coming to an end; do you think the coalition will continue after that?
11. What specific recommendations do you have for sustaining the coalition?
12. What general recommendations do you have to the project and AMAN?

## Guiding Questions (3) - Training Courses Participants

### **Section one: Training content and Mechanisms:**

1. How did you hear about the training?
2. How were you selected?
3. Was the training clear for you in terms of :
  - Training material
  - Training tools
  - Allocated scoring for the certificate themes
  - Ways of applying the training in your organization
  - Timing
4. Was the training content relevant to the work of your organization? How?
5. In your opinion, does the training enable you and your organizations to act as watchdogs to combat corruption?
6. In your opinion, was the training on the NGO certificate enough to enable you to apply for the certificate? Were the conditions clear to you?

### **Third: Impact of the training**

1. Did the project affect you (your beliefs and values) in regard to integrity, transparency and accountability? How? Give examples?
2. Do you think you have gained practical skills that you can apply immediately in your organization?
3. How many courses (workshops) did you participate in? Do you think they were all important? Did they cover all your needs? Do you feel that some training topics were not important? Were there any other important training subjects that were not covered by the project?
4. In your opinion does the training contribute in establishing a non corrupted culture and generally accepted principles among you as an individual and among your work place (NGOs)? How?

5. Did you gain unexpected knowledge, skill or attitude in regard to the training topics?  
If yes, what are they?
6. Did the training that you received have direct or indirect influence on:
  - a. Your place work?
  - b. You're surrounding?
  - c. Others? How?

**Forth: obstacles**

1. Are there any difficulties you expect in applying the ITA standards you learnt in the training in you organization?
2. Are there any difficulties you expect your organization will face in applying for the certificate? What are they?
3. Did the training cover all your expectations? If not, what was missing?

**Recommendations**

1. In your opinion how can the training be more doable and adapted by organizations?
2. Do you have any recommendations in regard to the training
  - Content
  - Mechanisms and procedures
  - Implementing the training
  - Others
3. Do you have any specific recommendations to AMAN in regard to implementing the project? What are they?

### **Guiding Questions (4) - Organizations who participated in NGO Certificate Pilot Project**

1. How did you hear about the project?
2. Why did you apply for the NGO certificate? Was the project important to your organization? Why?
3. What do you think of the process as a whole? Were the standards identified difficult to meet?
4. In your opinion, did the certificate and its procedures present opportunities to your organization? If yes? In what way?
5. As you know this was the pilot certificate and you still need to apply for the full process? Are you willing to do that? Why and why not?
6. The assessment process for the certificate resulted in a list of recommendations for the organization to work on to get the full certificate? Were these recommendations applicable? Over what time frame?
7. Did you apply any of those recommendations (voluntarily) after the assessment?
8. Do you encourage other organizations to apply for NGO certificate? Why?
9. Did the project manage to influence:
  - your attitudes
  - knowledge
  - skills
  - accountability
  - transparency
  - integrity, How?
10. What are your recommendations for the project?
11. Can the project be implemented in a better way? How?

### Participants List

#### 1) Coalition Members:

##### West Bank:

	Name	Organization
1.	<b>Hada Aryan</b>	MUWATIN – Ramallah
2.	<b>Fatma abu Kayya</b>	Rural Women’s Development Society – Hebron
3.	<b>Mahmoud Ziyadeh</b>	Independent Workers’ Union – Ramallah
4.	<b>Mohammad Kirresh</b>	Palestinian Economists Association - Ramallah
5.	<b>Khalil Shiha</b>	Palestinian Agricultural Relief Committees (PARC)
6.	<b>Ali Santarisi</b>	Kanaan Cultural Society - Jericho
7.	<b>Siham Barghouti</b>	Women’s Work Society - Ramallah
8.	<b>Burhan Saadi</b>	Education Charitable Society – Tulkarem
9.	<b>Iyad Al Salem</b>	Palestinian Future Society – Al Ram
10.	<b>Allam Jarrar</b>	Palestinian Medical Relief Committees - Ramallah

##### Gaza Strip:

	Name	Organization
1.	<b>Jamal Al Hawajri</b>	Palestinian Health Work Committees
2.	<b>Nawal Al Gasayn</b>	Al Majd Women’s Association
3.	<b>Bader Al Goul</b>	
4.	<b>Zainab Gunayim</b>	Women’s Center for Legal Aid and Counseling

#### 2) Training Participants:

##### West Bank:

	Name	Organization
1.	Hilda Esa	Palestinian Center for Peace and Democracy
2.	Naseef Al Moalem	Palestinian Center for Peace and Democracy
3.	Bashar Edkaidek	Abdul Muhsen Al Qattan Foundation
4.	Nathar Al Halta	Young Women Christian Association
5.	Sunia Maklouf	Juhoud for Development Organization
6.	Mazoza Mahfouz	Union of Women’s Work Society

##### Gaza Strip:

	Name	Organization
1.	Tamer Abu Kweik	Center for Democracy and the Workers Rights
2.	Abeer Jona	Rafia Association
3.	Maisoun Al Faawi	Culture and Free Thought Association