

AMAN
Transparency Palestine



تقرير النشاطات 2021

تقرير الادارة التنفيذية عن عام 2021
مقدم لمجلس الادارة

مقدمة:

بشكل عام، التزمت الادارة وطاقم امان التنفيذي بالتوجيهات والسياسات التي اقرها مجلس الادارة في اجتماعاته التسعة التي عقدت خلال عام 2021. وقد تم وضع مجموعة من الاهداف للعمل عليها بشكل مركز خلال 2021 وشملت:

- تطوير التوجهات الاستراتيجية امان على ضوء ازدياد التحديات على صعيد نزاهة الحكم\الفساد السياسي
- تطبيق توصيات تقارير اللجان التي شكلها مجلس الادارة خلال عام 2021
- تحسين وتطوير بيئة العمل،
- تطوير السياسة الاعلامية،
- تطوير الانظمة والاجراءات الداخلية بما فيها سياسة منع التحرش الجنسي.
- تعزيز مصداقية ومهنية المعلومات الواردة في تقارير امان واوراق الموقف وفي اللقاءات الاعلامية
- تعزيز دور امان التشبيكي والتحالي مع مؤسسات المجتمع المدني
- تعزيز دور امان الاقليمي

أولاً: على صعيد التوجهات الاستراتيجية

تم تطوير استراتيجية عمل امان للفترة 2022-2025 لتستجيب للتحديات المتصاعدة والمتعلقة بنزاهة الحكم في فلسطين وذلك بجهود داخلية بالاستناد الى لقاءات فريق التحليل الداخلية وتوصيات مجلس الادارة، تحليل البيئة الداخلية والخارجية، استراتيجية منظمة الشفافية الدولية، تقارير ودراسات امان.

استراتيجية 2022-2025 والتي اطلق عليها اسم (اخضاع السلطة للمساءلة Holding power to account) شملت تركيزاً على تعزيز النزاهة السياسية\ نزاهة الحكم ومكافحة الفساد السياسي. تم اعداد الخطة التنفيذية التفصيلية وموازنتها للاعوام الثلاث الاولى من الاستراتيجية.

ثانياً: على صعيد تنفيذ خطة عمل 2021

تمكنت امان من تنفيذ كامل الانشطة المخططة لعام 2021 بكفاءة عالية ، مع الأخذ بعين الاعتبار أن قيمة موازنة عام 2021 اعلى من موازنة 2020 بمبلغ ستمائة الف دولار وهو ما انعكس على حجم أنشطة أكثر.

ثالثاً: على الصعيد الداخلي:

1. تطوير الانظمة والاجراءات

تم خلال 2021 ايلاء اهتمام بتطوير الانظمة والاجراءات، حيث تم:

- تطوير سياسة منع التحرش الجنسي

- تطوير نظام تدقيق ورقابة داخلي
- تطوير نظام المشتريات
- تطوير النظام الاداري وادارة شؤون الموظفين
- تطوير نظام الشكاوى ليشمل قسم جديد يتعلق بمجلس الادارة
- يتم العمل حاليا على تطوير نظام ادارة المخاطر

2. على صعيد بيئة العمل

بشكل عام، تظهر المؤشرات تحسن في بيئة العمل، حيث تم

- تطوير الهيكلية ووصوف وظيفية اكثر وضوحا ودقة لكافة العاملين
- تطوير نظام تقييم الاداء السنوي، حيث نقرب من الوصول الى تطبيق نظام تقييم 360 درجة وسوف يتم استكمال تطوير هذا النظام خلال عام 2022
- لم يتم استقبال اي شكاوى من اي من العاملين في امان خلال عام 2021، بينما هناك استقالة واحدة لإحدى الزميلات غير مرتبطة بالعمل في امان او لرغبة بالانتقال للعمل في مكان آخر.
- تم رفد مكتب امان في قطاع غزة بموظفين جديدين (دوام كامل ودوام جزئي).
- تم العمل على تطوير مهارات الطاقم في قضايا متخصصة بحقول النزاهة ومكافحة الفساد، وشهد عام 2021 قفزة نوعية في حجم اوراق العمل والاوراق التحليلية والتقارير المعدة داخليا من قبل الطاقم (قراءة 40 ورقة)، بالاضافة الى تقرير الفساد السنوي ومقياس النزاهة.
- يضاف الى ذلك، أن مستوى مشاركة الطاقم في تقديم أوراق عمل متخصصة في المؤتمرات السنوية الخاصة بأمان وغير امان ارتفع ايضا بشكل ملحوظ.

ثالثا: على صعيد العلاقة مع الاطراف الخارجية

1. على صعيد العلاقة مع مجتمع المانحين كان لأعضاء مجلس الادارة دور كبير ومثمر في تعزيز العلاقة مع مجتمع المانحين، حيث تم تنظيم وعقد مجموعة من اللقاءات جمعت اعضاء من مجلس الادارة مع القنصلية البريطانية، النرويج، هولندا، UNDP واطراف اخرى ساهمت في توسيع قاعدة الممولين لأمان أو حصلت على تظمينات باستمرار التمويل.

وبناء على ما سبق فقد:

- تم ابرام 5 اتفاقيات تمويل جديدة مع (EU, UNDP, Oxfam, UK, TI Belgium)
- تم الحصول على تعهد من حكومات النرويج وهولندا باستمرار التمويل لعام 2022

2. على صعيد العلاقة مع العالم العربي

تعزز دور أمان الاقليمي خلال عام 2021 حيث تقوم أمان حاليا (منذ 2021) بادارة مشروع اقليمي ينفذ في كل من الاردن والمغرب ولبنان وفلسطين. كما حصلت أمان على فرصة لتنفيذ مرحلة جديدة من مشروع تعزيز نظام النزاهة في الهيئات المحلية في ليبيا مدته عامان (2021-2022). كما شاركت أمان بفاعلية في اجتماعات الشبكة العربية لتعزيز النزاهة ومكافحة الفساد وبشكل خاص في بلورة وتحديد أولويات المنطقة العربية على صعيد مكافحة الفساد.

رابعا: على صعيد العلاقة مع القطاعات المحلية (مؤسسات المجتمع المدني والاعلام والقطاع العام)

كان عام 2021 عاما استثنائيا من حيث التحديات الداخلية ان كان على صعيد نزاهة الحكم او الحريات والحقوق والظروف الصحية والاقتصادية، وهو ما تطلب تنسيقا أكبر مع مؤسسات المجتمع المدني في حملات الضغط والمناصرة:

- نشطت أمان بشكل ملحوظ في تدخلات ضغط ومناصرة قادتها مع مؤسسات مجتمع مدني او كانت جزء من تدخلات منسقة مع مؤسسات مجتمع مدني (توفير وتوزيع اللقاحات، تأجيل الانتخابات، التعيينات في الفئات العليا، الفساد السياسي ونزاهة الحكم، استقلالية القضاء، المراسيم والقوانين بقرارات رئاسية، الموازنة العامة، المؤسسة الامنية والحريات...الخ.
- كان لأمان دور في اثارة قضايا من قبل الاعلام المحلي وتعزيز المساءلة الاعلامية، حيث اعتمد الاعلام بأشكاله المختلفة على تقارير امان وارواق الموقف في اثارة عشرات القضايا.
- عززت أمان من دقة المعلومات الواردة في تقاريرها حيث خلا عام 2021 من اية اخطاء في التقارير مع الاخذ بعين الاعتبار أن عدد التقارير والاوراق المعدة قد تضاعف عما كان عليه في عام 2020. انعكس هذا الامر بشكل ايجابي على تأكيد مهنية ومصداقية وحيادية أمان.
- ائتلاف أمان كان حاضرا في مختلف اللقاءات التي دعا لها القطاع العام وجمعيته بممثلي المجتمع المدني، ومن جهة أخرى عقدت ادعيت أمان بشكل خاص لمجموعة من اللقاءات مع ديوان الرئاسة، وزارة الداخلية، وزارة المالية، الحكومة، سلطة النقد، ديوان الرقابة، صندوق الاستثمار، سلطة الاراضي، وزارة الصحة وهيئة مكافحة الفساد. وذلك لمناقشة قضايا تتعلق بعمل أمان ومكافحة الفساد في فلسطين، وقد لوحظ ارتفاع تجاوب بعض هذه المؤسسات مع المعلومات التي تطلبها امان او في متابعة الشكاوى التي تحول من أمان الى هذه الجهات وبشكل خاص ديوان الرئاسة ووزارة الداخلية.

Activities summary:

A diverse number of activities were implemented during the reporting period towards achieving the AMAN strategic outcomes including : preparing analytical and diagnostic reports and indices tackled relevant subjects (i.e. ITA in different sectors including LGUs, political corruption, public budget ,,etc); conducting capacity building on anti-corruption targeting various stakeholders; awareness raising and advocacy activities; hearing sessions, advocacy campaigns, producing educational materials and curriculums, and monitoring the public performance and the management of the public fund.

Main results achieved under each outcome are as follows:

Outcome 1: “Promoted community-based action in support of anti-corruption efforts and build the national Integrity System (NIS)”

AMAN continued efforts for strengthening voice and demand for improved practices and policies towards integrity, transparency and accountability gained further momentum during the reporting period. Through several awareness raising activities, outreach visits, providing legal counseling to citizens, media empowerment, granting integrity awards, etc, AMAN was able to engage different societal actors in the fight against corruption (citizens with focus on women and youth, media, CSO), and ensure gender inclusion at the program level in line with the recommendations of the gender audit which was concluded in 2020. Details of main achievements as under:

34 outreach visits carried by AMAN during the reporting period. 1274 citizens (909F, 365M) became aware of impact of corruption and gendered corruption on service delivery and motivated to report corruption in the West Bank and Gaza Strip.

21 raising awareness sessions were conducted in the Gaza Strip targeting **470 (246F, 224M)** staff members of public\CS social development and relief institutions and LGUs to raise their knowledge on how to promote values of integrity, accountability, and transparency in managing relief programs

582 contacts (78F, 490M, others14) approached AMAN’s ALAC for legal advice on cases of suspects of corruption. AMAN was able to work with the contacts on their cases and managed to follow up suspects of corruption complaints with the competent bodies. Several success stories have been achieved in this regard and highlighted below in this report. It is worth mentioning that

the percentage of women approached AMAN's ALAC for legal advice reached 13% of the total contacts in 2021.

28 media investigative journalists expressed an interest and commitment to address corruption and gendered corruption and to produce more accountability program and investigative reports on gendered corruption as a result of the two training programs conducted by AMAN aiming at motivating female journalists to play more active role in holding power into account. 14 journalists were privileged with acceptance and were able to prepare 14 investigative reports. The participation of female journalists boosted unusually in comparison to previous years, resulting a total of 6 females, with a percentage of more than 43%.

AMAN took important step towards ensuring that gender needs and priorities are identified and advocated for through the program leading to engagement of 100 youth and 7 women CBOs in the West Bank and the Gaza Strip. This could be obvious through the followings:

- Since the announcement of the General Elections was the most important event during the year 2021, AMAN intensified its efforts during the reporting period to mobilize societal efforts to strengthen the monitoring of the elections. AMAN in cooperation with Sharek in WB and The Social Developmental Forum in GS developed three integrity schools (1 in West bank and 2 in Gaza) targeting 100 youth (59 F\41 M) aimed to empowering youth to develop social accountability initiatives linked to monitoring the general elections. These efforts resulted in the development of many creative initiatives by youth including: “the Youth Parliament Initiative” in the West Bank, “The Election Oversight\ Integrity Online Camp” in Gaza, and 40 youth-led social accountability sessions holding officials in Gaza accountable on various issues of major concern to citizens including the access to information law.
Moreover, AMAN and several other CSOs conducted several lobby campaigns to pressure the PA to conduct the general elections, as AMAN considers that not holding general elections is a form of political corruption.
- A special programme in partnership with the Women's Centre for Legal Aid and Counselling (WCLAC) entitled “Women Against Corruption (NED) program and network” which aims to improve national legislations, policies, and the institutional framework to prevent gendered corruption in the public service sphere.

Outcomes 2: Promoted the values of integrity, principles of transparency, systems of accountability and fight against corruption in public administration, public financial management, and service provision to the Palestinian public

Aman during 2021 performed a set of activities aimed at providing periodic **monitoring of the integrity and anti-corruption system at the national level** and in specific sectors (including monitoring the transparency of public resources management, , good governance in security sector, transparency and accountability in the performance of the government in managing the COVID-19 crisis,,etc), devise proposed solution, and offer policy advice leading the government to bring

in necessary policy reform through adopting AMAN's and its partners (mainly CSTPBT) recommendations. Good examples include:

1. Council of Ministries decided, in its session held on September 7th, 2021, to establish a gas company to manage the gas facilities in Palestine and to conduct contracts for the purchase of gas from various sources. As well the Council of Ministries has previously decided, in its session June 21st, 2021, to assign the petroleum commission to set the basis on which to grant licenses for new fuel plants. These decisions reflect adoption of Aman's recommendations that were advocated for since 2009 until this day. The recommendations related to the petroleum commission, emphasized on the need to enact a special law to the petroleum commission, and setting a special system for it, as well reinforcing the governance in the management of oil sector through the separation of relevant bodies, where public policies are formulated by the Government, while the governing body operates licensing, monitoring of activities and operations, as well as implementing parties such as potential carriers, distribute and transfer fuels. As well the existence of the policy of strictness in granting licenses to stations and the need to ensure the existence of an efficient licensing system to ensure that the stations are not financially stumbled, which costs the authority and the public treasury a lot of money. Regarding AMAN's recommendations related to the management of the gas file, AMAN has previously demanded, and still demanding the government to disclose real information about the documents of East Mediterranean Gas Forum and the Palestinian rights in Mediterranean gas, as well the rights and commitments of Palestine in the forum, since its member in 2020.
2. The issuance of the decree by law No. (37) of 2021 regarding communications and information technology. This decree by law came after AMAN 's long advocacy over the past years urging the Palestinian government to ratify a law to regulate the communications and information technology sector. The adopted law has taken into consideration most of AMAN's comment on the law draft. It worth mentioning that AMAN's conference in 2019 was held on the governance of the communication sector in Palestine, where the coalition recommended that the Council of Ministers should take prompt action to establish the Independent Telecommunications Regulatory Commission (TRC) as provided for by the Law by Decree No. 15 of 2009. In addition to regulating the telecom sector, an informed policy will guide the Ministry of Telecommunications and Information Technology (MoTIT), as well as the broader government, to ensure a clear separation between policy making and regulation processes. The roles of the MoTIT and TRC will be delineated. While maintaining its independence, the TRC will ensure representation of consumers. The government needs to expedite action to approve a modern and general law, which gives the government and MoTIT the flexibility to keep pace the rapidly growing telecom sector.
3. The Council of Ministers, at its session No. 139, held on the date of 20/12/2021, decided to approve a package of administrative and financial development measures to raise the level of public revenue in the State. It also decided, at its session held on the date of the 21/6/2021, to set up a ministerial finance committee under the chairmanship of the Minister of Finance to examine the mechanisms for improving revenue and reducing current-year expenditures. These decisions come in response to the repeated demands of the Aman

Coalition for rationalization and austerity in public expenditures, the latest of which was a report prepared by the coalition in late 2021 entitled “The Authority's financial crisis and ways to reduce it”, as well as similar annual reports on ways to rationalize and reduce public expenditures, most of them focus on presenting proposals to serve as a reference and aid to the Palestinian government to formulate a comprehensive plan and take actions that contribute to rationalizing expenditures and the reduction of public waste in several areas, the most important of which are: the civil and security sectors, taxation, the health sector and net lending with a view to finding practical and applicable solutions in order to move towards better management of limited resources and rational spending, taking into account economic and social equity in the distribution of the burden of austerity, the preservation of acquired rights, and the non-compromising of the quality of public services.

4. Forming a ministerial financial committee headed by the Minister of Finance to study mechanisms to improve revenues and reduce expenditures for the current year.
5. Start scheduling the debts owed to the contractor’s sector and the health and food sectors.
6. On the 5th of April 2021, the PA Cabinet approved to prohibit the extension of the civil servant’s service when retiring. By taking this decision into consideration, it is a step forward to limit the salaries’ and the wages bills’ increasement and to rationalize the expenditures.
7. On 21 June 2021, the Prime Minister decided to publish the agreement that has been signed by Ministry of Health regarding the purchase of Pfizer vaccines from the Israelis. and to format an independent committee headed by the Head of the Independent Commission for Human Rights to investigates this issue. This decision came in line with AMAN’s recommendations to form an investigation committee regarding the agreement signed with the Israelis vaccines’ supply. AMAN, since the beginning of the COVID-19 pandemic emphasized the need to enhance transparency during the emergency period. Since it is one of the most important tools for immunizing the process of managing the provision and distribution of the vaccine from any abuse or exploitation. By publishing the details of all the contracts and the agreements that have been signed between the Governments and suppliers in general, and suppliers of the vaccine in particular.
8. During the Cabinet’s session No. 91, that was held on 11 January 2021, the Palestinian Government approved the tax exemptions package of Zahrat Al-Finjan landfill project, that aims to generate electric power, eliminate environmental problems related to the landfill and preserve groundwater resources. The Government’s decision focused on the need to monitor the work of the random waste dumps that affect the citizen’s health as well as affecting the environment. The Government asked the relevant ministries: Ministry of Health, Ministry of Local Government, and the Environmental Quality Authority to take responsibilities of their roles and specialized field to attain the required achievement and progress regarding this issue.

Outcome 3: Consolidated efforts enhanced to expose corruption and corrupt individuals and prevent impunity by justice sector actors and law enforcement agencies.

Working towards achieving this outcome, AMAN during the reporting period scaled up the production of research work with focus on indicators of political corruption in many sectors and areas (i.e. Judiciary, accessing to power, senior appointments, exercising power, and holding power to account...etc). Through this, AMAN brought up many recommendations to Palestinian decision makers and pushed towards taking reformatory actions in term of policies and legislations, institutional structure to fortify public institutions against political corruption and hold the corrupted accountable and avoid impunity, followed by strong advocacy initiatives in partnership with existing coalitions and platforms (i.e. civic platform for enhancing good governance in the security sector). The achievements included issuance of several governmental decisions to reform the public money and management. Detailed achievements are highlighted in Page 20 of this report.

Outcome 4: Develop the institutional and organizational performance of Aman Coalition to fulfil its mission, vision, and national, international, and Arab partnerships, and to respond efficiently and effectively to emerging priorities.

The year 2021 marked the development of AMAN's new strategic document (2022-2025) which covers AMAN's work priorities for the next four years (2022-2025). A concept-note and full proposal that set a ground for a successful new phase of the core programs were developed and submitted to CFG for their approval. It's worth noting that AMAN built on the findings\recommendations of the external review for its current strategy, what was conducted during this reporting period and on views & insights of its various stakeholders in the development of the new strategy.

At the regional and international level, AMAN's vision and recommendation to mainstream fighting political corruption within the regional strategies against corruption was adopted by Transparency International and embedded in the international anti-corruption strategy (2030) as one of main strategic priorities. Furthermore, AMAN is currently implementing two regional programs that are implemented jointly with several Arab chapters (i.e., Lebanon, Jordan & Morocco) in partnership with Transparency International Secretary and TI Belgium.

Findings of the assessment will feed into the development of the principal areas that need to have high priority in the next strategic cycle.

To ensure that it is applying best standards of governance, AMAN in the first half of 2021 sought to enhance its manual and internal policies to align with the international best practice procedures and those of the TI. In this respect, AMAN developed new bylaws relevant to administrative and Human resources issues, a procurement manual, and a

comprehensive internal control guide. The stated policies\manuals are expected to be approved by AMAN's BoD during the second half of 2021. It's worth noting that AMAN has recently approved a new operational manual with internal forms to guide the employee and facilitate the process and workflow between the departments, mainly between the operations department and the financial and administrative department

4.1 AMAN response to Covid-19 Pandemic

The covid-19 has huge implications for anti-corruption, government, and development. Risks of corruption increases during and after crises and disasters, especially in the management of humanitarian aids and in the contractual relationship between the public sector and the private sector regarding tenders and purchases. In addition to other potential forms of corruption related to providing health services to citizens. When faced with extraordinary circumstances, governments often resort to extreme measures leading to inequality and human rights abuses.

The declaration of the state of emergency has led to a greater concentration of power in the hands of the executive authority, which provides a fertile environment for the abuse of power for political gains rather than the public interest and violates the integrity of government and violates the principle of balanced separation of powers and leads to undermining the independence and role of the official oversighting bodies in monitoring the management of the public and money affair.

Considering these exceptional circumstances, AMAN based on its accumulated experience in fighting corruption, was able to develop its programs in a way to respond to this emerging crisis.

Aman in the first half of 2021 focused on implementing all activities related to the production of knowledge, raising awareness, monitoring the performance of government in managing the crisis and providing the needed support/guidance to ensure that the crisis (covid and the Israeli attack against Gaza) are handled based on full integrity, transparency, and accountability.

Several demands were sent to the government to assure integrity, transparency, and accountability in the vaccination process. The advocacy plan started in September 2020 ended in August 2021. As part of the efforts made by AMAN to promote the values of integrity, transparency, and accountability in the management of COVID-19 vaccination process, the Coalition partnered with several civil society organizations (CSO's) in assessing justice, integrity, and transparency in distribution of anti-COVID vaccines. These efforts focused on assessing the measures taken by the Ministry of Health (MoH) and the stated policies of the Ministry to combat the virus during the period from March to August 2021. Three reports were produced in this regard, which were compiled into one final report concluding the integrity of the distribution process. It worth noting that the final report relied on information issued by the MoH and other government bodies as well as relevant CSOs. The report also relied on a polling conducted by AMAN to measure the views of citizens, who visited the vaccination centers to receive the vaccine during the period between May to September 2021, on the integrity of the process, and to explore whether the vaccination was distributed according to the prioritization criteria released by MoH.

The report which addressed several core issues, including; government measures to combat the virus and provide the vaccines (till 31 August,2021), the distribution of the vaccine in accordance with the government's prioritization plan, and the Pfizer vaccine exchange deal between the Palestinian and Israeli sides, concluded that the commitment of the MoH to strict implementation of the prioritization plan, which aligns with the World Health Organization's standards, was very weak during early stages of the vaccine distribution, as many violations, abuses of power and use of Wasta were observed; while the MoH commitment to the prioritization plan during the second plan of distribution improved (due to the availability of larger quantities of the vaccine). This aligns with AMAN's beliefs that opportunities of corruption are greater when demand on services increases and the resources are reduced. The satisfaction of citizens on the provision of the vaccine also increased during the second phase.

The report was shared with the Ministry of Health for their review and feedback before publication after the publication of the report, a series of advocacy activities were conducted by AMAN calling on the Palestinian government to adhere with the values of integrity, transparency and accountability to ensure equity in vaccine distribution and to adopt all recommendations of the report.

A special TV and radio program produced by AMAN in partnership with Ma'an TV and Al Shaab Radio in the Gaza Strip was launched late April 2020. The program, (which produced 46 TV episodes and 119 radio episodes), is a talk show that brings together experts from the Palestinian society and public officials to discuss daily pressing issues related to COVID 19 pandemic and provide practical recommendations related to the policies pursued by the Palestinian government, including the political corruption, health sector, education, work, Economy, budget, security, social affairs, banking, the role of media, the role of civil society, the role of the private sector etc.

RESULTS FRAMEWORK

LEVEL	EXPECTED RESULT	INDICATORS	Indicator data				Data source of verification	Comments
			BASELINE Y0	TARGET Y1	TARGET Y2	FINAL TARGET YX		
IMPACT	Mobilized efforts to promote integrity and combat corruption, drawing on a lawful activity sanctioned by the Palestinian law, public support, and full membership of Transparency International.	Sustained or increase in the percentage of people provided positive perception towards anti corruption efforts implemented by AMAN and its stakeholders	Results and analysis of AMAN's annual 75% Achieved :	% increase 77.8%	% increase 81%	Sustained increased 6% increase	AMAN's annual anticorruption survey	AMAN compared the results of the annual surveys and measure its success and failure base on the increase or decrease in percentage of people and stakeholders showed positive perceptions towards its efforts
OUTCOME 1	Promoted community-based action in support of anti-corruption efforts and build the national Integrity System (NIS)	Percentage of enhanced knowledge of Palestinian society of the forms, causes and impacts of corruption and concepts of accountability and transparency, according to age, place of residence and occupation.	26.4% Achieved :	27% 25%	29% 28%	 1.6% increase	Annual Opinion poll	

<p><i>OUTPUT 1.1</i></p>	<p>Community awareness campaigns addressing causes and impact of corruption towards raising citizen's awareness and interest on forms, causes and impact of corruption on citizens' lives and future generations.</p>	<p>Number of radio and TV messages developed and broadcasted</p>	<p>0 Achieved :</p>	<p>600 928</p>	<p>800 6408</p>	<p>1400 7336</p>	<p>AMAN Monitoring system</p>	
<p><i>OUTPUT 1.2</i></p>	<p>Capacity building training and coaching training workshops designed and implemented to support selected civil society organizations in integrating anti-corruption tools and activities within their programs</p>	<p>Selected non-governmental organizations benefit from training workshops involved in awareness programs related to integrity and combating corruption by 14 organization</p>	<p>0 Achieved :</p>	<p>7 7</p>	<p>7 11</p>	<p>14 18</p>	<p>Social media statistics</p>	

<i>OUTPUT</i> 1.3	Capacity building and coaching program targeting youth, media and students on social accountability tools and initiatives..	Increase in the number youth social accountability and media investigative	0 Achieved :	14 10 30 40	14 10 33 40	28 media inst 20 youth initiatives 63 media inst 80 youth initiatives		
<i>OUTPUT</i> 1.4	Educational materials developed to enhance schools and university students' awareness on causes and impact of corruption	educational institutions adopted anti-corruption curricula and support the implementation of local social accountability initiatives	2 Achieved :	4 2 9students initiative	4 3 8 student initiatives	8 5 17 students initiatives	Universities adopted the program	
OUTCOME 2	Promoted the values of integrity, principles of transparency, systems of accountability and fight against corruption in public administration, public financial management, and service provision to the Palestinian public.	Number of overall recommendations of AMAN and its partners in relation to promoting the integrity and anti-corruption system, adopted by various stakeholders increased by 12	0 Achieved :	6 32	6 11	12 43		

<p><i>OUTPUT</i> 2.1</p>	<p>Periodic analysis and diagnose provided on the work environment of public institutions, LGUs and business sector on the status of the integrity and anti-corruption system in respective operations provided and provide applicable recommendations.</p>	<p>Period reports developed to set recommendations adopted and implemented by representative bodies of the business sector and government agencies through producing 48 analytical reports on corruption and integrity matrix in Palestine</p>	<p>0 Achieved :</p>	<p>24 32</p>	<p>24 34</p>	<p>48 66 periodic reports</p>		
<p><i>OUTPUT</i> 2.2</p>	<p>Capacity enhancement workshops and training to support local community groups, LGUs members and CBOs on combating corruption matrix and social accountability to hold the LGUs and local service providers accountable</p>	<p>At least 4 LGUs representative bodies and 4 local community received capacity building on ITA and able to implement 7 advocacy campaigns and social accountability initiatives.</p>	<p>0 Achieved :</p>	<p>7 7</p>	<p>7 10</p>	<p>14 17</p>	<p>Mainstreaming report</p>	

<i>OUTPUT</i> 2.3	Monitoring system developed by AMAN on the adherence of transparency, accountability, and integrity in managing the public budget, and officials are held accountable for managing public fund and affairs	At least 12 reports prepared, and applicable recommendations provided to enhance managing public budget and fund in cooperation with AMAN partners.	0 Achieved :	6 7	6 9	12 16	Reports	
<i>OUTPUT</i> 2.4	Periodic monitoring and analysis addressing the anti-corruption system at the national level with devise proposed solutions and policy advice to combat corruption	10 draft proposals submitted to improve management of the public budget, procedures related to disclosure, reducing corruption, and preventing impunity.	0 Achieved :	5 10	5 5	10 15	Proposals	
OUTCOME 3	Consolidated efforts enhanced to expose corruption and corrupt individuals and prevent impunity by justice sector actors and law enforcement agencies.	No decrease in citizens' confidence in the anti-corruption efforts compared to previous years	Comparison of results Achieved :	% increase or decrease 18.5%	% increase or decrease 14.7%	3.8% decrease in citizens' confidence in the anti-corruption efforts	Annual survey	

<i>OUTPUT</i> 3.1	Training workshops for the public and nongovernmental institutions working in the legal sector with specific focus on political integrity and political corruption and its indicators in Palestine	4 papers and reports and set of indicators produced by the workshops, related to the status of political integrity and political corruption in Palestine including money laundering.	0 Achieved :	2 5	2 9	4 14	Training report	
<i>OUTPUT</i> 3.2	Training workshops and participatory meetings to coordinate efforts and monitor the efficiency and independence of justice sector and oversight bodies provided	10 national social accountability initiatives and campaigns implemented by the supported national coalitions to oversight of the integrity and anti-corruption system in the	0 Achieved :	10 12	10 10	20 22	Number of produced investigative reports and accountability programs	
<i>OUTPUT</i> 3.3	Training workshops and participatory meetings with key national organizations active in the national efforts to implement SDG 16 (Promote peaceful and inclusive societies for	2 CSOs integrated SDGs2030 – G16 indicators and interventions within their strategies and are able to	0 Achieved :	2 2	0 0	2 2		

	sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	implement 10 social accountability initiatives and local campaigns towards achieving SDG 2030, with a particular focus on SDG 16.						
OUTCOME 4	<u>Develop the institutional and organizational performance of Aman Coalition to fulfil its mission, vision and national, international and Arab partnerships, and to respond efficiently and effectively to emerging priorities</u>	The rate of satisfaction with AMAN's performance by various parties reached 75%.	Last year base line Achieved :	% increase 77.8%	% increase 81%	Annual satisfaction survey		
OUTPUT 4.1	Regulatory, administrative and financial structures and policies	At least 4 policies and procedures adopted by AMAN's BoD to improve AMAN's work	0 Achieved :	6 6	4 4	10 10	Internal reports	
OUTPUT 4.2	Training program for AMAN's staff	At least 7 reports and papers prepared by AMAN staff on corruption risks	0 Achieved :	0 4	4 4	6 8	10 (7 reports and papers, and 3 developed tools)	

		including the production of 3 new anti-corruption tools						
<i>OUTPUT 4.3</i>	Initiatives developed by AMAN and its local and international partners to respond to new priorities.	At least 10 training days offered by AMAN staff to institutions at the national and regional levels through 2 service contracts signed with AMAN to benefit from its expertise in combating corruption.	0 Achieved :	4 4	6 6	10 initiatives 10		