



AMAN
Transparency Palestine



Coalition for Integrity and Accountability – AMAN

Annual Report 2024

April 2025



Introduction

This report provides an overview of the key activities and achievements carried out and realised by the AMAN Coalition during 2024 by its executive and governance teams (Board of Directors and Internal Audit and Oversight Committee). The executive team successfully implemented 95% of the activities planned for 2024 with high efficiency. The executive team worked to develop action plans suited to the prevailing situation, characterised by the ongoing genocide in the Gaza Strip and the continuous aggression against the West Bank, Aman was keen to activate the role of citizens and civil society in strengthening community oversight and accountability in the distribution of aid in the Gaza Strip and focused on enhancing the integrity of governance in preparedness and response to emergencies in Palestine.

Aman Coalition Board of Directors Report for 2023

During 2024, Aman's Governing Board held four meetings of its Board of Directors and one General Assembly meeting. A set of interventions was established to be implemented in a focused manner throughout 2024, including:

- Discussing and approving Aman's work plan and budget for 2024, along with practical recommendations regarding the continuous development of Aman's interventions to align with the reality faced by the Palestinian people.
- Strengthening networking and cooperation with civil society organisations in the Gaza Strip.
- Intensifying communication with official and unofficial parties to present Aman's vision on crisis and disaster management in Palestine during 2025.
- Investing in the Transparency International resolution linking the occupation to corruption and developing a specific strategy to hold the occupation accountable for corrupt practices in its management of vital services for Palestinians, through coordination and networking with international organisations during 2025.
- Ways and mechanisms to address the significant funding challenges for 2025, resulting from decisions by certain international parties to freeze funding.

The executive team has reflected these directions in its work plan, specifically by:

- Conducting a review of AMAN's strategy for 2025–2027 and developing it by adding interventions related to the management of relief aid, financial and administrative reform within the Palestinian Authority, political integrity in emergency management, private sector governance, and holding the occupation to account for corrupt practices in the management of services provided to citizens.



- To continue conducting advocacy and lobbying campaigns via local radio stations and social media, focusing on the need to halt the aggression and hold the occupying power to account for the war of extermination, in addition to holding numerous coordination meetings with international and local parties as part of the lobbying process, and preparing and issuing statements, position papers, and correspondence to international networks, groups and others.
- Continue to prepare a series of relevant investigative reports (on extortion and bribery at the Rafah crossing, the distribution of humanitarian and relief aid, consumer protection, and the role of clans, local groups and official bodies in managing the distribution of aid).
- Representing the Aman Coalition in court regarding the case brought against it by the Presidential Office in 2024 on two occasions, where the case was adjourned each time for various reasons, such as hearing responses from Aman and the Public Prosecution after each hearing.

Regarding the means and mechanisms for dealing with decisions to freeze funding by certain international parties.

Like other organisations, Aman faces significant challenges in securing funding, particularly for its core programme, and the Executive Management submitted a special report to the Board of Directors outlining these challenges and proposals to overcome them. The Board of Directors adopted these proposals for implementation, which resulted in the resolution of all the challenges that had arisen and the securing of the 2025 budget, whilst funding challenges for the years 2026–2027 remain. Members of the Board of Directors were also active in meetings held with representatives of the donor countries of the Aman Coalition, which contributed significantly to overcoming these challenges.

The management team also held a series of meetings with international donor organisations, developing and refining a range of projects and presenting them to potential funders. We have successfully finalised the required budget for 2025, amounting to approximately \$2.7 million, and part of the 2026 budget.

Aman is in the final stages of signing two funding agreements with the European Union and GIZ, with implementation set to begin after mid-2025, totalling €600,000 for a period of one and a half years.



Implementation of Strategic Directions and the 2024 Action Plan

As part of its commitment to implementing the approved 2024 Action Plan, the Aman Coalition has carried out a wide range of diverse interventions, with approximately 95% of the planned activities having been implemented. Given the exceptional circumstances resulting from the genocidal war, some activities were modified and replaced with others in line with the reality on the ground.

These interventions included strengthening cooperation and coordination with civil society organisations, particularly in the areas of political integrity and anti-corruption, as well as the preparation of reports, studies and indicators addressing topics such as political corruption, the national budget, the security sector, local authorities, public services, appointments, corruption risk assessments, annual reports and opinion polls, as well as specialised reports on disaster and emergency risk management in Palestine, the management of relief aid, and monitoring reports on the reform process. The Coalition also focused on implementing capacity-building training programmes and raising community awareness across various sectors, alongside launching advocacy and lobbying campaigns, organising accountability sessions and workshops, and producing educational materials to support institutions in integrating integrity and accountability standards into their programmes.

Aman's interventions in Gaza during 2024

In response to the grave challenges posed by the ongoing war of annihilation in Gaza, AMAN adopted a two-pronged strategy aimed at promoting integrity and transparency in meeting urgent humanitarian needs and fostering long-term structural change in crisis management. This strategy centred on two main aspects: firstly, shaping the discourse on crisis management through knowledge production and the development of policy recommendations; and secondly, implementing field interventions aimed at mobilising citizens, promoting transparency, and holding those in power to account.

Shaping the discourse on crisis management

AMAN recognised the importance of influencing the public debate on integrity in crisis management and disaster risk reduction. In 2024, AMAN organised its annual conference entitled '**Political Integrity in Crisis and Disaster Management in Palestine**', bringing together key stakeholders to discuss strategies for effective crisis management and the promotion of political integrity in times of disaster. The conference addressed national policy frameworks, the challenges facing emergency response, and the crucial role of good governance in crisis management.

In addition, AMAN published a series of diagnostic and analytical papers on pressing issues in Gaza, totalling **13** papers, which addressed topics such as the role of the Ministry of Health in



medical referrals, the impact of the conflict on consumer protection, and the challenges facing non-governmental organisations operating in the region. These papers served as key resources for advocacy, providing clear recommendations for urgent intervention by the relevant authorities.

Promoting accountability and responding to urgent needs

Alongside shaping the discourse on crisis management, AMAN focused on immediate field interventions to ensure integrity and transparency in meeting urgent needs and to strengthen accountability in the humanitarian response:

1. Providing legal support and raising community awareness

Aman's **Advocacy and Legal Assistance Centre (ALAC)** played a crucial role in providing legal support to individuals facing difficulties in accessing humanitarian aid. A total of **390 legal consultations** were provided to citizens, in addition to **90 consultations** for patients receiving treatment in Egypt. Aman also organised **18 training sessions** for civil society organisations and social accountability groups to strengthen their capacity to monitor aid distribution and promote community participation.

2. Development of a digital platform to enhance aid transparency

In collaboration with **the Social Development Forum**, Aman launched a **digital platform** aimed at improving the transparency of humanitarian aid distribution. This platform enabled citizens and civil society organisations to track aid at every stage of its delivery, ensuring a transparent and accountable distribution process and encouraging wider public participation in monitoring the relief effort.

3. Investing in youth and strengthening community capacity

Through AMAN's **Integrity School**, **30 young men and women from Gaza** took part in capacity-building programmes on the fair management of humanitarian aid. The participants also organised **the Youth Summit**, a three-day event that became one of the most prominent youth initiatives during the crisis. The summit addressed issues of transparency and fairness in aid management and encouraged young people to play an active role in shaping Gaza's response to the crisis.

4. Media awareness and journalism initiatives

Given the importance of the media in shaping public opinion and driving action, AMAN launched a **media campaign** involving **30 journalists from Gaza**, who produced **30 media pieces** calling for an immediate ceasefire, accountability for war crimes, and the fair distribution of humanitarian aid. The media pieces also focused on issues such as the black market for aid, the destruction of health infrastructure, and the challenges faced by humanitarian workers in Gaza.

5. Public outreach via radio and social media

In addition to its media campaign, AMAN organised a **six-hour live radio broadcast** across **nine radio stations** in Gaza, addressing the ongoing crisis with a focus on the destruction of the health



system and the urgent need for humanitarian aid. The programme was also broadcast on social media platforms, broadening its reach and sparking discussions on accountability, the importance of transparency in aid distribution, and the role of civil society in ensuring the effective use of resources.

6. International advocacy to promote accountability

Aman's efforts were not limited to local interventions; it also leveraged its relationships with international partners, including **Transparency International** and its affiliate chapters, to raise awareness of human rights violations in Gaza. By highlighting violations of international law, Aman sought to hold actors and international organisations accountable for their humanitarian response and urge them to take more effective and transparent action.

Despite enormous challenges, AMAN's interventions in Gaza during 2024 yielded tangible results in promoting transparency, accountability and the humanitarian response. By combining policy analysis, field interventions, and media and international advocacy, AMAN contributed to empowering communities and strengthening the role of civil society in confronting the war of extermination.

In 2024, the Aman Coalition made significant progress towards achieving its four strategic objectives, achieving notable successes in promoting integrity, transparency and accountability in public sector governance, mobilising community support to combat corruption, and strengthening its institutional capacities as follows:

Strategic Objective 1: Strengthening integrity, transparency, accountability and anti-corruption systems in the management of public finances and services

In 2024, the Aman Coalition made progress towards achieving its first strategic objective. The Aman Coalition focused on efforts aimed at strengthening the integrity of governance in public institutions by fortifying them against the risks of corruption, through the implementation of programmes to enhance the capacities of public sector employees and to embed the principles of integrity, transparency and accountability in service delivery, with particular attention paid to marginalised groups, such as women and young people. These efforts were based on diagnostic reports that assessed corruption risks in certain sectors, such as the security sector and local government units, and others that examined the environment of integrity, transparency and accountability in service delivery, leading to the adoption of a number of recommendations by the targeted institutions. Training programmes were also implemented in response to these recommendations, some of which resulted from advocacy campaigns and demands carried out by AMAN in collaboration with other civil society organisations, most notably:



Government reforms

AMAN has worked to support reforms aimed at improving public financial management and enhancing transparency and accountability across various sectors. Among the most notable achievements, which AMAN's interventions helped to realise alongside those of partner organisations, are:

- **The Palestinian Government's adoption of the National Sectoral Strategy to Combat Corruption (2025–2030)**

In October 2024, the Palestinian Government adopted the National Strategy for Strengthening Governance and Combating Corruption for the years 2025–2030. AMAN exerted significant pressure to ensure it was formally adopted as a cross-sectoral strategy, contrary to the approach taken in previous strategies, on the grounds that the government is accountable for this strategy, not just the Anti-Corruption Commission. In addition, pressure was exerted to form a national team to oversee and implement the strategic plan, thereby ensuring broader participation from all sectors and strengthening the implementation and monitoring of anti-corruption efforts in line with the government's strategic objectives.

- **Rationalisation of government expenditure:** In April 2024, the government adopted a series of austerity measures to control spending, including regulating the use of government vehicles, restricting official travel, halting the purchase of new furniture and vehicles, and ensuring that all appointments are made in accordance with standards of transparency and competitiveness.
- **Localisation of health services:** The government has launched a plan aimed at developing health infrastructure and reorganising the medical referral system, in line with AMAN's recommendations to enhance the efficiency and equity of health service delivery. Lobbying campaigns will continue to urge the government to adopt a universal and compulsory health insurance scheme.
- The government's **approval in September 2024** to grant certain local authorities **the power to collect property taxes and fines**. This step is in line with lobbying campaigns by AMAN and partner civil society organisations to support local government units in achieving financial independence and delivering better services to citizens.
- **The Palestinian government's handling of the petrol station debt crisis and the protection of public funds:**

In January 2024, the 18th Government approved recommendations to address the debts of struggling petrol and gas stations. This took place during a session organised by AMAN with



the participation of representatives of the relevant parties, alongside AMAN's call to form a committee to investigate the causes of the waste of public funds resulting from the accumulation of these stations' debts, and to explore mechanisms for recovering these funds and holding those responsible for this crisis to account.

- **Palestinian Government takes measures to enforce the State Property Law and prevent encroachments:**

In October 2024, the government referred a draft amendment to Decree–Law No. (43) of 2021 on the management of state property to the Head of State, and the amendment was published in the Official Gazette, Issue No. 221. The government also decided to form a committee to examine reports concerning encroachments and violations on state land. These decisions are in line with the recommendations of AMAN and its partners regarding the need to remove encroachments on state land in accordance with the law, to implement decisions issued against violators, and to ensure accountability for such violations.

- **The Palestinian Monetary Authority takes measures to strengthen oversight of money exchange companies in the Gaza Strip:**

During the recent war in Gaza, some money exchange companies were accused of exploiting the crisis for financial gain. AMAN noted that these companies had manipulated exchange rates, leading to a rise in the prices of essential goods and services and increasing the economic burden on the affected population. In response to these concerns, on 24 September 2024, the Palestinian Monetary Authority issued a warning to currency exchange companies and shops against manipulating exchange rates, It also set a margin between the selling price of currencies and their actual buying price on global screens, with the aim of protecting citizens and creating a deterrent environment against fraud and exploitation.

- **Ministry of Social Development strengthens its role in overseeing aid distribution in Gaza:**

On 24 December 2024, the Ministry of Social Development issued a warning to aid distribution organisations in the Gaza Strip that had failed to comply with its observations regarding their practices, noting the possibility of taking legal action against these organisations in coordination with the Palestinian Ministry of the Interior. The Ministry reaffirmed its commitment to regulating the entry and distribution of aid to safeguard citizens' rights and ensure fairness in the delivery of humanitarian support, given the difficult circumstances facing the Strip. This measure is in line with the recommendations of AMAN and its partners and their campaign calling for transparency and integrity in the aid distribution process.

- **The Palestinian Petroleum Authority adopts new regulations for the petroleum sector:**

The Petroleum Licensing and Permits Regulation No. 7 of 2024, issued by the Palestinian General Petroleum Authority, was published in issue 221 of the Official Gazette. This is in line



with AMAN’s recommendations regarding the regulation of the petroleum sector in Palestine, particularly its call for the development of a system specific to the General Petroleum Authority that takes into account its unique nature, as well as the preparation of a comprehensive procedural guide for its implementation by the Authority’s management and staff to protect them from corruption.

- **The government’s strengthening of cooperation with anti–corruption bodies:**

On 7 May 2024, the Palestinian Government issued directives to all ministries and government bodies on the need for full cooperation with the Financial and Administrative Control Bureau and the Anti–Corruption Commission. This decision aims to strengthen governance, integrity and transparency, as well as to establish criteria for the selection of deputy ministers on a competitive basis. These measures are in line with AMAN’s recommendations to ensure integrity and equal opportunities in public appointments.

- **Palestinian Government measures to regulate special funds and promote employment:**

The Palestinian Government has decided to review and direct operational funds, loans and compensation funds towards priority sectors to support job creation. This decision came in response to AMAN’s recommendations regarding the need to enact a law regulating special funds, to unify their legal framework and resolve the issue of their multiple designations, with the aim of improving the use of public funds and ensuring they are effectively directed to support development and job creation.

- **Palestinian Cabinet approves policies for the management of state lands and waqf resources:**

On 7 May 2024, the Cabinet decided to review and develop criteria for the allocation of state land, alongside reviewing the mechanisms and procedures for leasing waqf land. This decision is in line with AMAN’s recommendations regarding the need to establish a national policy for the management of waqf properties and to enact a unified law regulating this sector in both the West Bank and the Gaza Strip.

- **Enactment of a law regulating value added tax:**

In December 2024, the President of the State of Palestine, Mahmoud Abbas, issued a decree regulating value added tax, following a long advocacy campaign led by several civil society organisations calling for necessary amendments to the Palestinian tax system to ensure social justice. This decision came via Decree–Law No. (26) of 2024, which is the first Palestinian law governing value added tax. This tax is levied as an indirect tax on consumption, applied to goods and services at every stage of the supply chain, with the final cost borne by the end consumer. The Civil Society Team for Monitoring Budget Transparency considers the enactment of this law to be an important step towards reforming the tax system and improving the legal



framework for taxation; it is also expected to contribute to increasing tax revenues and broadening the tax base.

At the local government level

AMAN has worked to strengthen the capacities of local government units to meet citizens' needs and improve transparency and accountability in service delivery. Among the most notable efforts in this regard are:

- **Training members of 42 local councils** within the Joint Services Councils in the West Bank to equip them with the necessary skills to combat corruption and promote transparency.
- **Adoption** by local councils of **the integrity guidelines issued by AMAN**, to serve as a key reference in ensuring accountability in service delivery.
- **Conducting studies on the performance of joint service councils**, including an analysis of integrity systems in the Joint Service Council for Planning and Development in East Bethlehem and the Higher Council for Waste Management in Bethlehem and Hebron, which contributed to improving governance within these councils.
- **Assessing the integrity systems in the municipalities of Beitunia and Ramallah**, and developing a transparency index for 17 joint service councils across various sectors, which helped in making recommendations to enhance transparency, most of which were adopted by the two municipalities.
- In August 2024, AMAN collaborated with **the Palestinian Anti-Corruption Commission and the Ministry of Local Government** to launch a new programme aimed at integrating principles of integrity and accountability into the work of joint services councils. This programme helped to address gaps in governance systems, ensure the integrity of service delivery to staff, and improve institutional oversight.

Objective 2: Strengthening the integrity of governance and holding the political class accountable for the public good

The AMAN Coalition has paid close attention to this objective given its profound impact on the system of governance in Palestine and the persistent tendency to prioritise personal interests over the public interest in the decision-making process. In this context, the coalition prepared a series of diagnostic reports, , and issued numerous position papers and press releases on laws and decisions enacted to serve private interests at the expense of the public interest, followed by the implementation of dozens of lobbying and advocacy campaigns to promote the integrity of governance.



The Aman Observatory continued to monitor public decisions and analyse their compatibility with the public interest, focusing on issues such as the appointment of senior officials, the influence of the security establishment on political life and decisions, the executive branch's interference in judicial affairs, as well as decisions relating to civil society and the media, and conflicts of interest in Cabinet decisions.

Key outcomes that aligned with Aman's recommendations, campaigns and coordination efforts with its civil society partners:

1. The lobbying and advocacy efforts led by Aman resulted in the Palestinian government adopting major reforms regarding appointments in the public sector, subjecting senior positions such as that of Deputy Minister to competition under specific criteria and conditions.
2. These efforts resulted in the government, at its fourth session on 23 April 2024, adopting a decision to base appointments on merit for all senior positions, to ensure that these posts are filled according to criteria of competitiveness, transparency and qualifications. Although gaps in the integrity of these appointments persist, progress has been made in this regard. AMAN will build on this by continuing to press for the formation of a Governance Quality Committee in Palestine to oversee appointments to senior positions.
3. AMAN's efforts contributed directly to the government's decision to stop extending the service of employees who have exceeded the legal retirement age, including civil servants and military personnel over the age of 60, ambassadors over the age of 65, and judges over the age of 70. This decision, alongside the cessation of exceptions regarding service extensions, has reduced the concentration of power amongst officials who hold their posts for extended periods, in line with AMAN's vision of promoting a more inclusive system of governance.
4. Aman also succeeded in persuading the government to adopt a decision to suspend the re-employment of retired civil servants, except in cases of absolute necessity and only after at least two years have elapsed since their retirement, thereby enhancing the integrity and transparency of public appointments.
5. The Aman Coalition dedicated its annual conference to discussing '**Political Integrity in Crisis and Disaster Management in Palestine**', which highlighted the absence of a comprehensive disaster risk management system. Based on the conference's recommendations, AMAN wrote to the Prime Minister, calling for the adoption of these proposals. As a result, the Prime Minister forwarded AMAN's letter to the relevant authorities to take the necessary action, marking an important step towards implementing these vital reforms, which we still believe require significant work and a more mature and clear vision.



6. Aman’s ongoing efforts to promote the integration of civil society into the policy-making process culminated in **a landmark decision by the Palestinian Cabinet on 2 April 2024**, requiring heads of government departments to hold regular consultations with civil society organisations to discuss key issues affecting government programmes and the public interest. This decision is in line with AMAN’s ongoing calls for the adoption of an open policy towards civil society, and the promotion of genuine partnership and participatory decision-making to ensure that government policies reflect the needs of the wider community.
7. In 2024, the AMAN Coalition and its partners succeeded in pushing for fundamental reforms that strengthened the independence of the judiciary. On 28 April 2024, in response to the recommendations of the Civil Society Panel for the Independence and Protection of the Judiciary, the Palestinian government tasked the Minister of Justice and the Permanent Ministerial Committee for Reform with overseeing reforms in the justice sector, in coordination with the Supreme Judicial Council, to ensure judicial independence, improve the quality of services, and tackle corruption within the judicial system, through a review of legislation and the development of administrative and financial procedures and technological tools to enhance transparency. Efforts have also succeeded in enacting major legal amendments, with the Official Gazette publishing two key laws on 26 December 2024: Law No. (24) of 2024, which amended the Civil and Commercial Procedure Law No. (2) of 2001, making the legal system more efficient and accessible, and Law No. (25) of 2024, which amended the Enforcement Law No. (23) of 2005, thereby reducing opportunities for corruption in the enforcement of court rulings, thus enhancing the integrity and transparency of the legal system in Palestine

Objective 3: Community mobilisation to support anti-corruption efforts and hold the ruling authority to account for the public good

This strategic objective stems from the importance of strengthening mobilisation and networking, whether at the level of civil society organisations, their coalitions and networks, or at the level of citizens directly and indirectly. This is in light of the escalating challenges associated with the integrity of governance in Palestine, which has required increased efforts by the AMAN Coalition to lead initiatives raising public awareness among citizens regarding the forms of corruption, its causes, its impact, and how to report it, through various means, such as holding direct awareness-raising meetings, networking and building and strengthening existing alliances, making greater use of social media and the media, publications, educational programmes and courses, receiving visitors to Aman Coalition’s Advocacy and Legal Advice Centre, and networking with civil society organisations across the West Bank and the Gaza Strip.



Despite the challenges arising from the war in Gaza and increasing Israeli violations in the West Bank, the Aman Coalition has made progress in mobilising the community and raising awareness of accountability and the fight against corruption. Among its most notable achievements are:

Working with civil society organisations and citizens

- As part of Aman’s efforts to promote integrity and accountability, 80 community accountability initiatives were implemented with the participation of 2,160 people in collaboration with civil society organisations, with the aim of enhancing transparency in the management of public affairs. The ‘Masar Gaza’ digital platform for monitoring humanitarian aid was also developed in partnership with the Social Development Forum. In an effort to protect workers’ rights, four accountability sessions were held with decision-makers regarding workers’ rights in Gaza and the West Bank. In addition, 25 youth initiatives were implemented addressing issues of transparency in aid distribution and emergency preparedness, alongside 50 initiatives led by school students to review public projects and strengthen governance in the education sector.
- As part of youth empowerment, three integrity schools were organised, resulting in 25 social accountability initiatives and two youth summits. A media campaign on integrity in aid distribution was also launched to encourage citizens to report corruption. To strengthen emergency response, three local protection committees were formed in shelters to monitor humanitarian operations, alongside the training of 40 young people and the publication of a report on local authorities’ emergency preparedness, resulting in three accountability sessions with the relevant authorities.
- In the West Bank, AMAN intensified its interventions in the areas of Hebron, Bethlehem and north-west Jerusalem by implementing 36 community initiatives and 24 media productions. The Integrity Club and Camp programme was also implemented to promote transparency among 370 children, resulting in two accountability sessions and the production of a podcast on transparency. In the education sector, 100 teachers were trained in social auditing, enabling 1,500 students to carry out 50 social audit projects.
- In terms of awareness-raising, 99 awareness-raising visits were carried out at 18 institutions in the West Bank and Gaza, targeting 1,961 participants, and resulting in 126 reports of suspected corruption. Fourteen training courses on anti-corruption were also delivered to 406 participants from various groups. In terms of media outreach, 11,720 radio advertisements were broadcast across 21 stations, leading to 764 legal consultations and 51 corruption cases.



- In the context of advocacy and lobbying campaigns, several high-profile campaigns were launched, including a campaign on the fair distribution of scholarships, a campaign in Gaza on the fair distribution of aid, a campaign to address violations of the Settlements Law, and a lobbying campaign to end work conditional on security clearance, amongst others.
- Following awareness-raising, lobbying and advocacy campaigns, the Legal Advocacy and Guidance Centre provided 764 legal consultations, took on 51 corruption cases, and successfully resolved 17 of them, with the proportion of complaints submitted by women rising to 32%

Promoting media accountability

- Despite the challenges, AMAN launched a media initiative to support journalists in producing reports on integrity and anti-corruption, in collaboration with 38 journalists from Gaza and the West Bank. A total of 30 reports (17 female and 13 male journalists) covering topics such as the distribution of emergency aid, challenges in healthcare, and issues such as famine, travel restrictions and the sale of medicines. These reports aimed to call for a ceasefire, the fair distribution of aid, and accountability for crimes.
- In the West Bank, AMAN organised two training sessions for 45 journalists to equip them with the skills needed to produce reports on corruption and integrity in emergency management. Following the training, 14 proposals for journalistic reports were received, and eight journalists were selected to produce content focusing on emergency preparedness, water security, and accountability in the public sector.
- In addition, Aman organised a specialised training session for 12 media outlets on “Community accountability in enhancing the effectiveness of security forces and local communities in responding to crises and emergencies”. This resulted in the selection of three initiatives addressing emergency preparedness in southern Nablus, emergency services in villages south-west of Hebron, and water infrastructure in Tulkarm, reflecting Aman’s commitment to promoting accountability, transparency and resilience through decentralised media efforts. A call for media proposals was also launched on “Community accountability in enhancing the effectiveness of security forces and local communities in responding to crises”. Three initiatives were selected from among 10 proposals, namely: **Emergency preparedness in southern Nablus** – via Hawa Nablus Radio. **Emergency services in villages south-west of Hebron** – via Alam FM. **And water infrastructure in Tulkarm** – via Kul Al-Nas Radio.
- Aman also launched **154 radio episodes**, alongside the production of impactful **television content**, focusing on governance, transparency and crisis management, which contributed



to the widespread dissemination of anti-corruption messages. Partnerships with **eight radio stations** and Aman's appearance in **more than 30 media outlets** helped expand the reach of its anti-corruption campaigns and boost public awareness and engagement.

Strengthening the role of trade unions in anti-corruption efforts

Through a capacity-building programme on community accountability tools, Aman was able to engage **14 representatives from trade unions and federations**, which helped integrate anti-corruption standards into their internal regulations and operational structures. In terms of strengthening governance within trade unions, **memoranda of understanding and cooperation** were signed with **the Bar Association and the Engineers' Association**. Although the planned memorandum of understanding with **the Doctors' Association** has been postponed, AMAN remains committed to seeking future partnerships to strengthen its anti-corruption efforts.

Objective 4: To develop AMAN's institutional and organisational performance, vision and partnerships at all national, international and Arab levels:

As part of its fourth strategic objective, the AMAN Coalition sought to implement an ambitious programme to develop its organisational, administrative and programmatic capacities, to strengthen its internal integrity framework, to expand its pool of potential funders, and to increase its activity at the international and regional levels as a centre of expertise in the field of anti-corruption. The following are the most notable achievements in this regard:

Firstly: In terms of organisational and institutional capacity building:

- As part of AMAN's efforts to develop its internal administrative and organisational procedures and tools to align with international best practices, enable it to perform its functions efficiently and effectively, and adapt to emerging circumstances and needs, work has been undertaken to review all the regulations governing AMAN's operations and to submit recommendations to the Board of Directors regarding the required amendments. Work will continue to finalise the development of all regulations by the end of 2025.
- The Coalition has introduced a series of improvements to strengthen its management and internal governance, in line with the recommendations of the Membership Accreditation Committee (MAC) regarding its accreditation as a national chapter of Transparency International. Among these improvements is the amendment of the term limits for board members, allowing for fixed-term appointments. The Aman Coalition has also received re-accreditation from Transparency International following a comprehensive assessment of its organisational and programmatic capabilities.



- The Coalition worked to enhance career development opportunities and capacity building for its staff, with various staff members participating in training programmes and local and international engagements. These contributed to improving their performance and increasing their knowledge of emerging issues related to anti-corruption efforts, such as political integrity and the fight against political corruption, whilst developing their skills in integrating gender perspectives into their work. The Aman Coalition also organised a specialised training course, during which the Coalition's staff were trained in the mechanisms for integrating gender into the organisation's programmes and work.
- With the aim of improving the working environment, the Aman Coalition leased half of the second floor of the same building and equipped it with the technical facilities required to enhance productivity and provide a healthy working environment.

Secondly: Regarding relations with the donor community:

The Aman Coalition worked diligently to strengthen its partnership with potential funders and to raise sufficient financial resources to fund its current and future operations, in order to overcome the challenges resulting from the suspension of some funding. Through its relationships with international partners, partnerships with civil society organisations, and joint efforts with Transparency International, the Coalition has succeeded in concluding new funding agreements as follows:

- A funding agreement was concluded with the European Union, in partnership with the Miftah Foundation, to implement a project related to the civil society sector worth approximately €89,000, for a period of four years starting in April 2024.
- A new funding agreement has been concluded with the Foreign, Commonwealth and Development Office (FCDO) worth £1.1 million for two years, ending in March 2026.
- A project for community oversight of the government reform process, worth approximately €300,000, has been approved, starting in mid-2025 and running for two years.
- A regional project in collaboration with Transparency International, worth €160,000, has been approved, starting in mid-2024 and running for four years, focusing on the recovery of assets derived from corruption.
- A project funded by GIZ on strengthening the role of local communities and youth groups in community accountability, worth €300,000, has been approved, starting in mid-2025 for a period of one and a half years.
- 100% of Aman's budget for 2025 has been secured.



Third: In terms of knowledge production:

During the current year, the Aman Coalition contributed to the production of dozens of publications, including reports, studies and practical guides, to promote integrity and combat corruption, including the following:

The Aman Coalition continued to develop its digital platform, known as the ‘Corruption Observatory’, and to populate it with information. It is considered a vital tool for monitoring and tracking developments related to policies on integrity, anti-corruption and public finance management.

During 2024, the Aman Coalition prepared a shadow report on Palestine’s implementation of Sustainable Development Goal 16, in addition to producing 53 reports (12 of which were prepared by the team) monitoring the state of integrity and anti-corruption efforts across various sectors and services, and presented important recommendations to Palestinian decision-makers to strengthen integrity and combat corruption.

Fourth: The Executive Team:

In 2024, Aman had a total of 33 staff members, including 5 employees on temporary contracts that expired at the end of 2024 and 2 consultants. Women accounted for 58% of the workforce and 65% of the management team. As part of the recruitment plan for 2025, and following the Board of Directors’ approval of the Aman Coalition’s 2025 structure, work is currently underway to fill four permanent full-time positions included in the 2025 structure; three of these have been advertised in accordance with the Aman Coalition’s current regulations. The fourth position will be advertised later, as soon as funding becomes available. In parallel, work is underway to engage part-time experts on consultancy and contract terms to support Aman’s executive team in their work.

Aman wins the Excellence and Creativity Award:

In light of its role during the period of the genocidal war on the Gaza Strip and its role in social accountability in the West Bank, the Aman Coalition has won the Award for Excellence and Innovation, which is awarded annually by Transparency International. Aman was honoured during a special ceremony held via the Teams platform.

Aman succeeds in securing support for Transparency International’s endorsement of a resolution linking the occupation to corruption

The resolution is considered historic and will have a significant impact on how Transparency International and its branches deal with the occupation and its role in fostering corruption. The resolution was adopted following a vote by members and after three months of strenuous efforts led by Aman in 2024.



AMAN appears in court for the sixth time in the case brought against it by the Office of the President:

Court hearings continued in the case brought by the Office of the Presidency against Aman in 2023, following the publication of the findings of the report on the state of integrity and the fight against corruption during a special conference. Aman appeared before the court twice in 2024, and the seventh hearing was scheduled for 22 April 2025.