

# Activity Report

## 2011

## Table of Contents

Letter from the Chair .....	4
Board of Directors and General Assembly Report .....	7
Work Environment in 2011 .....	10
External Environment .....	10
Internal Environment.....	12
Main Activities and Achievements .....	15
Cooperation, Coordination, and Networking: .....	20
Aspirations for the Year 2012 .....	49
Acknowledgments.....	51
Annex 1: Resource Center and Website.....	52
Annex 2: AMAN's Publications in 2011 .....	54

## Letter from the Chair

### Dr. Hanan Ashrawi



The Coalition for Accountability and Integrity (AMAN) continued its efforts to combat corruption, enhance integrity and transparency in the public sector, and rationalize government expenses. These efforts aim to bring about an efficient and optimum use of available resources and enable public organizations to provide their services to the Palestinian public especially at a time when the economic situation in oPt has sharply deteriorated as a result of the acute financial crisis the PA suffered in 2011. The economic deterioration was also accompanied by a very complex political situation resulting from the continuation of the Israeli military occupation including: the political impasse, the Israeli violation of international law and the agreements signed with the PA, the acts committed to destroy the chances for establishment of an independent, sovereign Palestinian state with full authority. Moreover, Israel has escalated settlement activities and the deadly and destructive campaigns against Palestinian civilians, their culture and identity particularly in occupied Jerusalem. All this takes place in full view of the international community which lacks the will to hold Israel accountable, but rather it exerts pressure on the PA by withholding financial support to it. Moreover, what aggravates the situation further, is the political split and the existence of two Palestinian governments one in the West Bank and another in the Gaza Strip. In fact, the political split has contributed to a rise in human rights violations especially the right to assembly and organization, the ongoing paralysis of the PLC, and to weakening other monitoring organizations. All this resulted in the absence of transparency and integrity in the performance of government institutions especially in the Gaza Strip where the government continues to manage public affairs in light of the nonexistence of an active role in monitoring by civil society.

In this context, AMAN has felt the urgency of providing added attention and focus to some aspects of work, and intervened in order to oblige concerned parties to manage public funds and institutions with more transparency and responsibility. During 2011, AMAN concentrated on enhancing the immunity of the integrity system in

the Palestinian society through intervention. Among the most prominent interventions were awareness and mobilization campaigns aiming to reinforce commitment to codes of conduct in public organizations, the Judicial Authority, national commissions, civil institutions, and the private sector. In addition, the intervention process comprised training sessions for the purpose of incorporating codes of conduct with work systems and procedures, as well as the preparation of codes of conduct for five national commissions, the Central Election Committee and political factions.

On the other hand, AMAN worked on enhancing accountability and monitoring of government and public sector expenses. Hearing sessions were held for the Minister of Social Affairs and the Ministers of Transportation, Health and Labor, as well as for the Directors of the General Personnel Council and the Palestinian Pension Authority, and for the Executive Director of Palestinian Telecommunications and the Director of Jerusalem District Electricity Company.

AMAN gave particular attention to studying and analyzing the PA's public expenses and fiscal policy. In its capacity as Secretariat of National team for supporting the Public Budget Transparency, AMAN Coalition issued a paper including suggestions to reduce government expenses. The paper was later delivered to the national dialogue meetings launched by the Prime Minister at the beginning of 2012 in order to deal with the suffocating financial crisis facing the PA.

With regard to the enhancement of the anti-corruption legal environment, AMAN Coalition prepared a guide on international cooperation, extradition and recovery of assets. Moreover, AMAN Coalition prepared regulations on financial disclosure, prevention of conflict of interest and protection of reporters on corruption. Furthermore, regulations, complaint units and monitoring systems in public institution especially the Judicial Authority and national commission have been developed and activated.

In order to build capacities and provide sources of knowledge related to corruption, AMAN Coalition prepared seventeen reports to monitor and examine the existing system of integrity in several sectors and institutions most notably of which were the Judicial Authority, Forensic Judiciary, Shari'a Judiciary, Orphans and Pension

Funds, public shareholding companies, medicine and food sectors, humanitarian aid, construction and opening of roads licenses. AMAN Coalition also published the Annual Corruption Report and reports on public opinion polls. Moreover, it published a study on the right of access to information and prepared five specialized training manuals for trainers on anti-corruption.

For the purpose of promoting broader and more active participation in combating corruption among the different segments of the Palestinian society, AMAN Coalition held several meetings with the Ministry of Endowments and Religions Affairs for the sake of incorporating imams, as well as male and female preachers in the process of raising public awareness and urging them to reject corruption, and to speak out against it in their Friday noon prayer address to worshippers and in their preaching and counseling. AMAN also maintained cooperation with the Ministry of Education and national universities in order to incorporate anti-corruption in the curriculum and the teaching-learning process.

At the Arab and international cooperation level, 2011 witnessed a considerable rise in AMAN's activities in supporting and assisting Arab civil society organizations and Transparency International in the development of an anti-corruption program in the Arab Spring countries especially in Egypt and Tunisia. AMAN has created an Arab national pioneering model respected by international and Arab communities.

Finally, I would like to thank the Palestinian people and their institutions for the support they provided AMAN, and for their trust in the Coalition. My thanks are extended as well to donor countries especially Norway, Holland and Luxembourg for the unceasing support without interfering in AMAN's work agenda. This has boosted AMAN's credibility and respect among the Palestinian public. I extend my gratitude and appreciation as well to AMAN's staff for their diligence and commitment to AMAN's mission and values, and for their serious efforts and hard work. I would like to thank in particular AMAN's Commissioner for Combating Corruption Dr. Azmi Shuaibi and Executive Director Ghada Zughayar for their exceptional and distinct efforts. Last but not least I would like to thank members of the General Assembly, the Board of Directors and AMAN's member institutions for their continuous support.

## Board of Directors and General Assembly Report

AMAN Coalition's Board of Directors held three meetings while the General Assembly held one meeting during 2011. The meetings resulted in several decisions and recommendations that have largely promoted AMAN Coalition's role at the institutional and programmatic levels as well as at the level of national, regional and international networking. The following are the most important results of the meetings at the different levels:

### Institutional:

1. Commitment of executive management of the Coalition's institutions to the payment of their annual contributions for 2011.
2. Endorsement and adoption by the Board of Directors of the individual membership form and attracting new young members by the members of the Board of Directors and General Assembly.
3. Endorsement of the 2010 administrative and financial reports.
4. Updating information relevant to financial disclosure for the members of the Board of Directors and displaying them on the Coalition's website.
5. Commissioning Mr. Azzam Abu Suud by the General Assembly to monitor and audit the works of the Board of Directors, while keeping the role of the Internal Audit Committee consisting of Dr. Mohammad Abbas Abdelhaq, Mr. Abdel Qader Husseini in auditing the internal works of the Executive Management.
6. Contracting Ernst & Young to audit AMAN Coalition's final accounts for 2011 while ensuring rotation of staff auditing AMAN's financial data.
7. Endorsement of the amended code of conduct and seeking to implement it.
8. Activating AMAN's Facebook page while maintaining certain standards and rules on the nature of responses and remarks.

9. Providing the Executive Management with recommendations to evaluate the volume of paper work, and looking into possible ways to reduce it gradually especially in the areas of monthly plans and progress reports.
10. Stressing the need for AMAN's staff in the General Assembly, the Board of Directors and the Executive Management to remain transparent in their work by relying on a clear rationale and laws so that AMAN could become a model for other institutions.
11. Extending gratitude and appreciation to the Executive Management for committing itself to presenting periodic reports to the Board of Directors in its meetings. The reports give the Board of Directors a clear and accurate picture of the nature of AMAN's work, activities and relations. In addition, the General Assembly highly regards the capability and readiness of the Executive Management in tactfully handling the oscillating funding process and codifying expenses which has in fact protected the institution and preserved its sustainability.

#### **Programs:**

1. Approving the joining of Luxembourg as a third main donor to support AMAN's program. The Executive Management is still seeking to add a new donor to the program.
2. Approving a new project titled "Combating Corruption through Information and Systematic Networking," which is a regional project implemented in Palestine, Morocco, Egypt and Yemen. The importance of the project is in its response to the events taking place in the Arab World and the calls for change, reform and combating corruption.
3. Providing the Executive Management with recommendations to focus on advocacy and lobbying activities in addition to training and awareness in AMAN's work, while keeping a high level of concentration on

interventions that enhance transparency and accountability in the management of public affairs whether in the West Bank or the Gaza Strip.

4. Providing the Executive Management with recommendations to network with Jerusalem institutions in order to encourage them to adopt anti-corruption activities and programs.
5. Requesting that the Executive Management present a diverse number of projects for funding.

#### **National, Regional and International Networking:**

1. Improvement in the participation of the members of the Board of Directors in the Gaza Strip in networking activities with the public sector, and providing support and assistance to AMAN's staff in the Strip and helping researchers have access to governmental information.
2. Participation of the members of the Board of Directors in several national regional and international activities such as strategic review sessions, hearing sessions, reporting, lobbying and communicating with all relevant parties (public and government sector, Judicial Authority, monitoring institutions, national commissions, civil institutions, universities, etc.), in addition to taking part in regional and international conferences.
3. Taking decisions to mobilize with Arab transparency organizations in the recovery of assets campaigns (movables and looted and smuggled public property) through a statement issued by the Coalition and civil institutions.

## AMAN's External Environment

The year 2011 witnessed numerous external factors that had an impact on AMAN's work. In terms of the legislative environment, the implementation of the Anti-Corruption Law issued by a Presidential Decree in 2010 had a positive impact on tracking down corruption cases and meeting the requirements of the United Nations Convention Against Corruption- UNCAC including broadening the scope of actors covered by the law, imposing stricter punishments on some corruption crimes, and ensuring that corruption crimes are not affected by prescription. However, the delay in endorsing the regulation pertaining to that law, especially the regulation related to the protection of informers of corruption, had a negative impact on anti-corruption efforts in terms of the reluctance of informers to report cases of corruption for fear of retaliatory acts that they could be vulnerable to. In addition, the lack of clarity in some parts of the law especially that part related to Wasta, favoritism and nepotism and how to track down these crimes, has limited the ability to control these crimes that constitute the worst forms of corruption widespread in Palestine according to the results of public opinion surveys conducted by AMAN during the past few years.

On the other hand, and in terms of the political environment, the persistence of the internal split and the struggle for authority have contributed to weakening of the National Integrity System that AMAN is seeking to build. As a result of the split, the Legislative Council has become dysfunctional and has lost its essential role in monitoring, accountability and completing the relevant legislative system of enhancing the environment and system of integrity, transparency, accountability and anti-corruption. Failure to hold presidential, legislative and local elections has contributed as well to the aggravation of this problem, especially popular accountability which is one of the pillars of national integrity. Added to this is the ongoing duality of public institutions as a result of the existence of two governments, one working in the Gaza Strip and another in the West Bank, and where each has its own staff and bears huge running costs which opens the door for waste of public funds and threatens to aggravate the financial crisis the PA is suffering from. Finally, the Israeli occupation has a very negative impact especially on the judicial mandate of the PA in tracking down corrupt individuals.

Lack of cooperation from some official authorities with AMAN created an obstacle and a challenge in implementing interventions that have already been planned for especially in the field of enhancing the transparency and independence of the Palestinian judiciary. As a result of the problems facing the Judicial Authority, neither AMAN nor civil society institutions could hold a national conference to put forth the request of civil society for reform of the High Judicial Council. Moreover, there was no cooperation in the follow-up of requests for assistance and clarifications that come to AMAN from reviewers and reporters on corruption as some ministries did not reply to the inquiries sent to them by AMAN. In addition, some official authorities dealt negatively with the inquiries believing that they included direct accusations from AMAN despite the clarification provided that the inquiries express the opinion of complainants only and not that of AMAN.

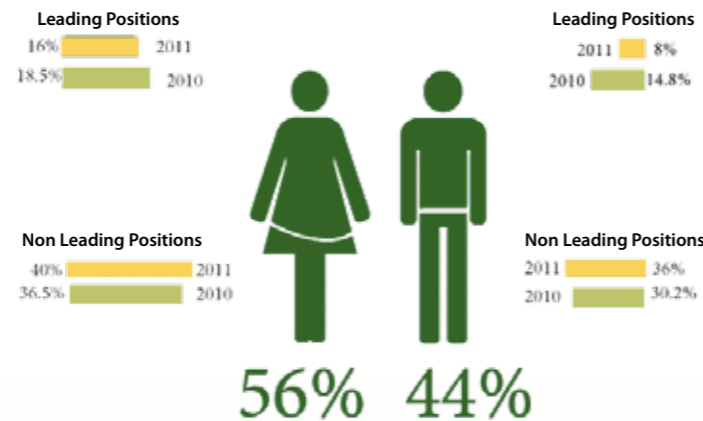
On the other hand, the year 2011 witnessed an increase in the understanding of the role of AMAN Coalition and cooperating with it. Numerous ministries and public institutions responded to AMAN's letters and recommendations presented in its reports and studies, and undertook different forms of interventions that aimed to enhance the system of integrity, transparency and accountability in the management of public affairs and public funds.

Finally, the cooperation between the Anti-Corruption Commission and AMAN in some aspects had a very positive impact as a catalyst in AMAN's work and has promoted its mission in the propagation of national integrity and solidifying its foundation. In return, AMAN hopes to accelerate the signing of the MoU that was prepared in 2011 in line with the Anti-Corruption Law and the provisions contained therein concerning the necessity to enhance the concept of community partnership and cooperation among civil society institutions with respect to combating corruption.

## AMAN's Internal Environment

AMAN's management believes in the importance of human resources development and training of staff on all technical and professional skills and tools in order to have capable staff empowered to develop the work of AMAN Coalition and achieve its mission and strategic objectives. AMAN's management is also seeking to draw up a clear strategy concentrating on the efficient and effective management of performance, human resources and finance. In addition, AMAN is looking forward to consolidate the system of integrity, accountability and transparency, and ensure gender equality in the recruitment and professional promotion processes. In this context, AMAN's management encourages staff to develop their special code of conduct and adopt self-initiated initiatives for monitoring compliance with it.

AMAN had 25 employees as of December 31st, 2011, distributed between the Ramallah and Gaza offices. There were 22 male and female employees working in Ramallah, and 3 male and female employees working in Gaza. Two employees left the organization while a new employee joined AMAN. The ratio of female employees in the executive staff is 56 percent compared to 44 percent male employees, and that the ratio of female employees holding leadership positions among the executive staff is 16 percent while that of males is 8 percent. These ratios are compatible with the policy of incorporating and including gender at AMAN as well as with the policy of empowering women and building their capacities in attaining leadership positions.



## Human Resources Department

The Human Resources Department manages the activities related to developing institutional performance. As part of its strategic orientation in developing the skills of its staff, enhance professional performance, develop administrative and technical capabilities, and in alignment with its fifth strategic objective that provides for "empowering AMAN as a house of expertise and a model to be imitated in the field of combating corruption," the Human Resources Department concentrated during 2011 on building and developing institutional and human capabilities and managed to achieve the following:

1. Follow-up on the compliance of staff to work policies and regulations: AMAN periodically follows up and evaluates staff compliance to work policies, regulations and procedures to ensure the application of best standards of integrity, transparency and accountability. AMAN undertakes annual implementation of internal auditing and performance evaluation, and submits relevant reports to the Board of Directors.
2. Review of operational needs and filling of vacancies: In 2010-2011 the Human Resources Department followed up financial matters with the Financial Manager to ensure the efficient implementation of AMAN's strategy and sustainability of funding. AMAN assimilated national and international students to work as volunteers and trainees in different departments.
3. Improving the efficiency and effectiveness of staff to ensure sustainability and achievement of objectives: The Human Resources Department held two training sessions for the staff members on Arabic grammar and editing of text, as well as on managing meetings and facilitating workshops. In addition, the Human Resources Department provided 6 employees the opportunity to take part in international training sessions. Moreover, the department held three training and cultural workshops for exchange of experiences, transmission of knowledge among staff and improvement of participatory learning.
4. Improving the internal work environment: The Human Resources Department improved the internal work environment in order to encourage executive staff to upgrade their performance through the following:
  - Updating, equipping and refurbishing the administration offices and the Program and Projects



Department in order to assimilate a larger number of employees

- Updating the IT infrastructure of the organization
  - Conducting a comprehensive review of all administrative forms and developing them in a manner that ensures completeness of standardized work procedures.
5. Preparing program document for 2011-2013: The Human Resources Department held a strategic review workshop on 28 March 2011 in Gaza and Ramallah via video conference to discuss and approve the main themes of the document with the participation of members of the Board of Directors, the General Assembly, the executive staff, partners and relevant parties.

## Table of Main Activities and Achievements in 2011:

### Strategic objective I: Contribute in creating a culture against corruption

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
Involve individuals and institutions in the campaign of combating corruption	1- Active participation of AMAN's partners, activists, local networks, and people in corruption-related national campaigns	Hold two awareness workshops for religious institutions and preachers in order to encourage them to take part in combating corruption	Two workshops were held in Gaza Strip. The Ministry of Endowments and Religious Affairs participated in implementing more activities in West Bank during 2012	Customized material was distributed to participants 41 participants in both workshops
		Invite parliamentarians to participate in hearing sessions and to discuss reports, studies and systems projects	Parliamentarians participated in AMAN's workshops to discuss reports drafts, attend hearing sessions, and annual activities such as the Transparency and annual conferences	
		Expand youth network in order to reinforce integrity throughout West Bank	Organize a group of 60 students from the faculties of Law and Media at Najah University. Prepare awareness meetings for the group about corruption concept Create a Facebook page	
	2- 24 NGOs signed support and partnerships agreements with AMAN and adopted programs and activities to combat corruption in their annual plans	Implement 12 awareness projects about corruption by 12 NGOs during 2011	Signed on partnership contracts with 12 non-governmental institutions (9 from West Bank and 3 from Gaza)	Duration of Implemented projects averaged between 2-6 months with a maximum budget of 12,000 USD for each institution



	3-Skills and capacities of researchers and trainers were increased in areas of combating corruption	Prepare and develop 5 manuals specific in combating corruption	5 training manuals prepared: Skills at holdin hearing sessions Mechanisms of employing codes of conducts Mechanisms of employing governance regulations Mechanisms of including integrity, accountability, and transparency in financial and administrative regulations for the public sector Review and Analysis of the public budget	
	4-Integrity, transparency, and accountability were incorporated in education including curricula or extra-curricular activities of the 9th-grade civic education class	Invite trainers and researchers to participate in workshops, conferences, and activities organized by AMAN	Researchers participated in workshops held to discuss reports, hearing sessions, transparency conference, and annual conference	
		Evaluate Civic education curriculum for 9th grade	9th grade Civic education curriculum evaluated with focus on accountability	
		Prepare and print out a teacher manual for 9th-grade civic education course	Manual prepared	Printing and distribution of 3000 copies of the manual with introductory material about the reasons and mechanisms of combating corruption and case studies

		Hold 6 meetings and produce 6 TV episodes and post 3 media to raise people's announcements to raise awareness regarding the role of education in combating corruption	6 workshops were held for supervisors and civic education teachers of 9th grade	125 teachers and supervisors participated from the north, middle, and south of the West Bank
		Conduct two polls for teachers and students of 9th grade	Two polls were conducted	125 teachers and 140 students participated in pre and post polls
		Develop students projects and extra-curricular activities on combating corruption	A competition for implemented projects about concepts and value of integrity, accountability, and transparency for students was held in cooperation with the Ministry of Education	125 schools participated in the competition and winners will be honored in 2012
	5- Active youth in combating corruption including youth groups, social networks, forums, academics, universities, youth leaders in parties and political movement, and summer camps)	Establish a forum for youth of civil society organizations and provide it with logistic support	Implemented activities are work-in-progress with journalists union, Amin for Internet Media, Mada Media Center, Asdaa Media Center in Nablus, and Women Affairs Center	A round-table meeting will be held during the first quarter of 2012 to agree on strategic objectives, visions, and eligibility standards for members of the youth forum

		4 workshops to be held about corruption which will target women organizations and sports clubs	4 workshops were held	83 participants
		Hold an awareness meeting for bloggers and youth media professionals and social networks users about the right to access to information	"I want to know and I must care" was the slogan for the meeting	22 participants
		Hold awareness workshops about advocacy and lobbying skills for youth groups and young media professionals	A workshop was held	25 participants from youth media professionals
		Hold 5 workshops about right to assembly targeting youth groups	5 workshops held (3 workshops in West Bank and 2 in Gaza)	125 participants
		Hold 2 training courses for members of the Right to Assembly Coalition	Two training courses held in Gaza and West Bank	42 participants
		Hold 2 training courses for media about investigative Journalism.	Two training courses held for fresh media professionals	40 journalists including a number which worked on an investigative report regarding Local Authorities' services

Encourage individuals and institutions to report corruption and hold those involved in corruption accountable	1- Skills and services in providing legal advice for victims and witnesses of corruption cases were improved at ALAC and people trusted its services	Hold 20 citizen awareness meetings related to corruption and means of whistle blowing	32 meetings were held	413 participants
		Receive and follow up on complaints at the Advocacy and Legal Advice Center	The number of complainants at ALAC reached 1204 persons during 2011. ALAC provided them with legal advice	84 suspected corruption cases were taken into consideration
		Implement 4 radio campaigns to encourage citizens to report corruption	4 radio campaigns are implemented.	Each campaign was 3-months long and broadcasted via 10 local channels.
	2-Transparency annual conference includes activities to honor whistleblowers	Hold Transparency Conference in 2011	Conference was held were the winners were awarded. Prior to that, nomination criteria for winning the integrity award which has 4 aspects was developed and duties of technical committees were expanded. Prior to the conference, a wide campaign was conducted to announce the awards; this included billboards, handouts, and newspaper ads	385 participants in West Bank and Gaza Strip from different sectors.  For further information see: <a href="http://www.aman-palestine.org/">http://www.aman-palestine.org/</a>  Transparency Festival2011_78.htm #first

## School Students Join the Anti-Corruption Mission

The cooperation between AMAN and the Ministry of Education in involving school students especially 9th graders in the efforts of combating corruption through practical implementation of students' projects was a successful achievement.

The effort started with AMAN evaluating and reviewing the school curricula to learn how the concepts of transparency, accountability, and integrity are addressed in them. Findings were that Palestinian curricula was weak related to this, therefore AMAN took a decision to set up a plan to reinforce the role of education in combating corruption. The Ministry of Education welcomed the idea and the Directorate

General of Supervision and Quality Assurance led the coordination to implement activities with 125 schools in different districts after a MOU between AMAN and the Ministry of Education was signed.

During the awareness raising meetings which were held for teachers and supervisors, one suggestion was to support the theoretical side with a practical element by launching a student project competition which complements the curriculum such as sketches, drawings, and short stories, and investigative reports which tackle the issue of corruption such as utilizing public funds at students' places of residence.

125 projects were submitted for evaluation by the Ministry of Education Directorates, and 16 projects from different districts of the West Bank were selected and will be evaluated to select the 3 best projects, and the students participating in the best projects will be honored at a special celebration. The implemented student projects were about examining the existence of integrity, transparency, and accountability in offering services such as road constructions, building sewage systems, wasting public fund and exploiting positions. Among many addressed cases, one example was the Head of a Municipal council tampering with cattle numbers to get extra cattle feed, and another example of Wasta and favoritism was the acceptance of students in regular schools who do not have the qualifications for admission.



## Strategic Objective II: Reinforce the concepts of Integrity, Transparency, and Accountability in private and public sectors as well as NGOs focusing on decision-making points

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
Develop standards of transparency, integrity, and accountability within public and private institutions as well as NGOs	1-Certificate of Good Governance of NGOs is adopted and applied	Develop standards for the certificate of good governance by the certificate technical team, prepare its manual, and print it out	Criteria to obtain a certificate developed by AMAN's technical team including preparation and printing of the related manual	Certificate manual will be printed during 2012
		Launch a campaign to reinforce the good governance certificate	Not implemented yet	Delayed to 2012 to resume discussions with NGOs
		Evaluate the applications to obtain the certificate	Pre-assessment for application was done based on developed standards of the certificate	Partner organizations were targeted during this phase
		Establish a national body to give good governance certificate to NGOs	Document draft was prepared which includes a vision of the national authority to issue the certificate.	Continue work on discussing the draft to be endorsed by NGOs and other concerned parties
		Prepare and print out the good governance manual of NGOs	Manual prepared	1000 copies were printed out and distributed.
	2-Good governance regulations are adopted and implemented	Hold two awareness workshops about good governance regulations of the private sector	2 workshops held in the West Bank and Gaza strip	17 participants

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Implement awareness campaign about governance regulations of private sector	A campaign was broadcasted via radio channels	120 radio spots
		Hold two training courses for joint stock companies about the mechanisms of implementing governance regulations	A training course was held in Gaza about the mechanisms of governance implementation based on the manual prepared by AMAN	19 participants The training course in Ramallah was delayed to 2012
	3-Codes of conduct are adopted and applied in different sectors	Prepare special codes of conduct for political parties as well as the Central Election Committee	Codes of conduct were prepared for political parties, and codes of conduct drafts were prepared for the code preparers and central election committee	The code of conduct for political parties was signed during the Transparency conference in 2011. The other two codes will be signed in 2012
		Distribute codes of conducts specific to local authority to 5 local authorities in West Bank and Gaza	Code of conduct was distributed to 5 local authorities	Abu Dees, Dora, Qalqilia, Nsirat, Jabalya Alnazla
		Hold 4 courses for local authority workers about the code of conduct	4 courses for local authorities were held about the mechanisms of implementing local authorities' code of conduct in Gaza and West Bank.	80 participants
		Hold two meetings which aim to lobby for the implementation of NGO code of conduct.	Two meetings were held for Board of Directors and Executive Administration of NGOs in Ramallah and GAZA	46 participants

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Hold 4 awareness workshops about code of conduct in the judicial authority	4 workshops were held for judicial authority's employees.	100 employees from different departments and courts participated in the workshops
		Hold 7 workshops about workers' code of conduct at judicial authority for law students	7 workshops were held for university students and attorneys	244 participants
		Implement awareness campaign about the importance of committing to the code of conduct of those working in judicial system	Implemented	Campaign included 500 meters of billboards and 206 radio spots
	4- Public fund management by public institutions is taking into consideration good governance regulation	Reprint the basic law due to increased demand for it	Implemented	4000 copies of the basic law were printed and distributed
		Print the anti-corruption law and the UNCAC	Implemented	3000 printed and distributed
		Hold two courses for administrative and financial departments' employees in the Supreme Judicial Council	Two courses were held about the best administrative and financial practices	40 participants from the employees of institutions, attorneys union, and academics attended

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Hold a national seminar with the participation of civil society representatives related to the legal framework of justice	The seminar was held in Ramallah	17 representatives from institutions, Bar Syndicate and academia participated
		Hold a national conference about justice sector from civil society's viewpoints.	The conference, based on recommendations, was postponed until March 2012	Hold a national conference about justice sector from civil society's viewpoints.
		Hold two training courses for judges and administrative personnel related to the development and creation of strategic plans for combating corruption	Two training courses were held in Gaza Strip	80 participants in both courses
		Incorporate concepts of transparency, integrity, accountability within the financial and administrative system of Supreme Judicial Council	Implemented in cooperation with the departments' directors at the Supreme Judicial Council. 3 meetings were held for this purpose	The council was provided with a copy of the developed system to continue efforts for official endorsement and in accordance with official procedures
		Launch a campaign which includes the concept of citizenship, debts paying, reporting exploitation of water and public proprieties	The campaign was implemented in 3 target cities including: Nablus, Hebron, and Al-Ram	Campaign included 180,000 flyers, 200 radio spots, and 80 meters of billboards

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Launch a campaign to persuade the Palestinian government to conduct the local elections.	Implemented	Campaign included 150 radio spots and 12 announcements
		Update and publish the permission and licenses guidelines	License and permissions guideline updated and uploaded on a special website	It will be launched during 2012
		Hold two training courses for change-makers in local authorities to improve customer services.	Unimplemented	The implementation of this activity is related to the citizen report card (crc). It wasn't implemented by the second partner on this project
		Arrange two visits among 4 local authorities for change-makers and supervisors to share experiences of improving customer services.	Unimplemented	The implementation of this activity is related to the crc. It wasn't implemented by the second partner on this project

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Work on two lobbying campaigns targeting public institutions based on recommendations concluded by AMAN's reports to focus on financial disclosure and holding senior officials accountable	3 campaigns were implemented	406 billboards 220 radio spots 7000 brochures
		Hold two training courses for change-makers in local authorities about participatory governance	Two courses were implemented	55 participants including transparency committees for a better service
		Hold two training courses for local supervisors about the concept of integrity, accountability, and transparency in the Central Election Committee.	Not implemented	Due to postponing of the elections

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Hold 4 awareness meetings about the judicial and legislative status in local authorities.	Three meetings were held in Hebron, Nablus, and Jericho.	The meeting was not held in Al-Ram because the council was preparing for relocating. 70 employees participated in meetings
		Prepare a manual on Good Governance in local authorities	Manual prepared and distributed to employees of 49 local authorities till now, 15 in Gaza and 34 in West Bank	1000 copies were printed
	5. Civil society organizations and active individuals in monitoring public sector's performance	Hold two hearing and accountability sessions about the received complaints at ALAC with concerned parties	A hearing session held for the ministers of social affairs, Transportation, Health, and Labor about what was published in media of these ministries expenses.  A hearing session for Palestinian Telecommunication Company's Executive Director and Jerusalem District Electricity Company's Director	36 people attended the first session in addition to a number of journalists, TV channels, the public accountant, and PLC members.  40 people attended the second session

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Hold a training workshop for the national team for supporting the transparency of public budget regarding analyzing the public budget and monitoring its implementation	Two training workshops were held	14 participants in each meeting who represented different sectors of NGOs
		Prepare a national vision for civil society organizations about the required form of justice for Palestine	Implemented with the participation of different NGOs specialized in law and human rights	The vision will be discussed with other CSOs in order to validate it
		Hold a hearing session for justice officials on the national vision of justice within the pillar of justice	Not implemented	This activity is related to the national conference which was postponed based on a recommendation by representatives of CSOs Related to the vision
		Hold two hearing sessions for Pension Commission and Orphans Fund	3 hearing sessions were held in Gaza and West Bank	43 participants

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Hold two training courses for NGOs on the organization of hearing sessions	Two training courses were held in Ramallah and Gaza	46 participants
	6- Activated and efficient Complaints Units and systems at public institutions	Develop complaint's systems and a procedures manual in local authorities. Advocate for adopting it by reference parties	The system and manual developed in cooperation with local authorities of Hebron, Nablus, Jericho, and Al-Ram	43 persons participated in discussing both the system and the manual
		Hold a training course for local authorities' staff on the system and complaint manual	The training course was held for directors and staff of the Complaints Units on public relations and customer relations in local authorities	18 participants
		Hold two courses for the staff of the Complaints Unit at High Judicial Council.	Two training courses held	30 participants
		Hold two courses for the staff of the Complaints Units at public institutions	Two training courses were held in Gaza and West Bank	57 participants



Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Develop complaints manual for the High Judicial Council and launch an awareness campaign in this regard	Complaint's Unit was established at the High Judicial Council and a special manual was developed for related to the unit's work	3000 guidelines will be distributed at information centers at courts in 2012
	7- Control systems in the public sector are improved and active.	Provide technical assistance for inspection administration at the High Judicial Council to prepare their annual report	5 intensive meetings were implemented with the department Including the participation of 3 judges to develop an annual report for them	An improved model was provided for work on it at the department
		Prepare a system of internal monitoring units specifically for local authorities.	- system prepared - technical support for target authorities to assist it in implementing the system was provided	In cooperation with the target authorities in Hebron, Nablus, Jericho, and Al-Ram
		Hold two training courses on the internal monitoring system and manual for staff working in the internal monitoring units of local authorities	The training was held for internal monitoring units of local authorities	15 employees and municipal council's members participated

Specific Objective	Outputs	Planned activities	Implemented activities	Notes
		Hold two training courses on the control mechanisms of the judicial authority	Two training courses in Gaza were held for attorneys and academics.	40 participants
		Hold two training courses on the concepts and monitoring mechanisms of those employed at public institutions and official monitoring institutions	3 training courses were held on this issue in Gaza and West Bank. It targeted monitoring units in ministerial public institutions	104 participants. The third training course aimed to raise awareness and introduce amended auditing system for the same target group upon the request of the Ministry of Finance
	8- Citizens' right to have access to public information and archives is implemented	Hold an awareness workshop for youth activities about social media of citizens' right to have access to certain information.	An awareness workshop for media experts were held in Bethlehem and Hebron	24 participants

## **In a step towards enhancing the accountability system in the work of the Judicial Authority**

### **Head of the High Judicial Council (HJC): "We are proud to establish a complaint unit at the HJC."**

The Judicial Authority, similar to the Executive and Legislative Authorities, is subject to official and public accountability within the framework of the balanced separation in powers, as provided for in the Palestinian Basic Law, and in line with the concept of independence, the legal personality and prestige of the powers, as well as the provisions referred to in the Palestinian laws and legislations.

The findings of the report prepared by AMAN Coalition on the implementation of the accountability system by the HJC in general and by the Judicial Inspection Department in particular, have revealed a prominent weakness in the methods and procedures of receiving and handling of complaints by the HJC. During a workshop held to discuss the conclusions of the report, participants addressed a significant need for the institutionalization of a Complaints Unit, which can be achieved by issuing clear instructions, preparation of work regulations to organize procedures, and addressing the capacity building of its employees.

The Head of the HJC, Mr. Farid Al-Jallad, responded positively to the recommendations and expressed the willingness of the HJC to cooperate with AMAN to establish a complaints unit and to build the capacities of its staff. Accordingly, based on cooperation between both parties, AMAN prepared a specific system and comprehensive guidelines to enable procedures for receiving, handling and following up of incoming complaints. In addition, an intensive training program was organized targeting 24 employees from all concerned departments at the HJC. The topics of the course included basic understanding of the established system, practical training on handling, studying and following up of incoming complaints. Much of the expertise of AMAN came from its cumulative three year experience of receiving and



handling citizen complaints through its Advocacy and Legal Aid Center (ALAC).

In order to inform the Palestinian public of the new Complaints Unit, the HJC and AMAN launched a huge media awareness campaign that included a special TV broadcast in which the head of the HJC and AMAN's Commissioner for Combating Corruption participated. In addition, the awareness campaign included billboards and radio spots to encourage the public to benefit from the services of the unit. The campaign also included the installation of complaint boxes in all the premises of Palestinian courts. Guidelines and leaflets were issued also to enable the citizens to post their complaints and to follow up with the appropriate party at the Complaint Unit.

AMAN foresees in this achievement a good practical approach for the citizens to practice their right of accountability, with a clear distinction on the concept of independence and the principle of the rule of law.

### **In a first step of its kind on the international level: The Prime Minister declares the willingness of his cabinets to link AMAN with the financial system of the Palestinian Authority for the viewing of the daily expenditures and revenues.**

An unplanned occurrence at the celebration of transparency organized by AMAN on January 2011 during the International Anti-Corruption Day was the Prime Minister, in his capacity as Minister of Finance, declaring linking AMAN with the financial system of the PA. This declaration would enable NGOs and citizens to access the financial transactions of the PA on a daily basis. Consequently, AMAN will move directly to set a plan to establish a unit to monitor the general budget, and to assign the human resources to enable the unit to analyze the budget and its related transactions. The plan's outputs and recommendations will be used in lobbying campaigns to improve financial reform and to enhance the systems of accountability, transparency and integrity.

At the end of 2010, AMAN's faith and efforts to enhance the tools of accountability, transparency and integrity resulted in establishing of a Civil Society Team for Budget Transparency from different members from the NGO sector in order to support the transparency process in putting the budgetary master plan and providing access for the public to view it. The complete budget presentation does not allow the citizen easy attainment of information, and so the national team lobbied for the citizen budget to be produced which is based on

similar experiences around the world. The first citizen budget was produced in 2011 and is a key element in the transparency of the public budget. This will allow for monitoring the general expenditures and revenues, and question the related authorities about financial issues. AMAN has worked previously on empowering the and on building its capacity in the domain of budgetary finance analysis and enabling its members to participate in the 2010 and 2011 questioning sessions of the Minister of Finance.

It should be noted that enhancement of cooperation between the Civil Society Team for Budget Transparency and the Ministry of Finance allowed for a participatory meeting between the Director General of the general Budget and the national team to exchange remarks and comments put on the general budget and citizen budget. The team's remarks have been considered to improve the general citizen budget for next year. It is worth mentioning that during the seventh annual AMAN conference, the Minister of Finance emphasized the importance of the citizen budget to be issued by his cabinet every year.

### **A sign towards improving the political will of the parties in favour of enhancing the national integrity system: Political Parties, factions and other political affiliations signed a code of conduct**

A historical event took place when political parties, forces and factions signed the "Code of conduct for Palestinian Political Parties, Forces and Factions". It has been difficult, due to the internal political division, to reach any signed agreement among the divided political factions since 2006, in particular between Hamas and Fatah. In addition to this is the fact that these political factions have worked and are still working under Israeli occupation, since the return of their leaderships and the PA rise in 1994.



This signed document represents the basic cornerstone to strengthen the relationships among political forces and factions, and to build up mutual confidence. Furthermore, this would lead to reinforcing the status of the performance and the conceptual role of the parties in favour of the public interest and the higher national objectives, through enhancing transparency, integrity and accountability systems in the activities of these political parties, as one of the fundamentals of the national integrity system.

This event did not take place by coincidence but indeed was the crowning of successive efforts and where the last was the establishment of a Palestinian coalition in 2010. The coalition aims to defend the right of assembly and association. Its membership categorized representatives of political parties, NGOs and trade unions. AMAN, in its capacity as the Secretariat of the Coalition, has worked on enhancing and defending the right of assembly and association in Palestine, particularly among the three representative categories, with a given priority to political parties.

Stemming from a Palestinian need, a code of conduct document was drafted and agreed upon by all parties, who work with the absence of the Party Law. In addition, there has never been in the past occurrence such a document to organize the relationships among its members and among political parties or movements and other social sectors. The drafted document has been edited and modified during the participatory works of most of the representatives of political parties, leading to its final edition which took into consideration the particular Palestinian conditions due to the existence of the Israeli occupation.

During the ceremonial event of Transparency which AMAN organizes yearly during the International Day of Anti-Corruption, the document was signed by the following political factions and parties: Islamic Resistance (HAMAS), National Palestinian Liberation Organization (FATAH), Popular Front for the Liberation of Palestine, Democratic Front for the Liberation of Palestine, People Party (Al Sha'ab Party), National Palestinian Initiative (Al-Mubadara), Palestinian Democratic Union (FIDA), Palestinian Liberation Front, Popular Struggle Front (Al Nidal Al Sha'bi), Arab Palestinian Front, Popular Front for the Liberation of Palestine - General leadership.

## In light of the focal meeting on Transparency in Public Shareholding Companies: Launching of a series of activities to implement Governance rules in Public Shareholding Companies

AMAN has prepared a document dedicated to several issues concerning the work of the administrative councils of Public Shareholding Companies in Palestine. Issues included transparency, awarding of the members of the administrative councils, and the tools required to prevent conflict of interest in their particular work. The document was discussed at a meeting including a number of Palestinian experts in the field of management of Public Shareholding Companies, the Palestinian Monetary Authority and the Capital Market Authority. The meeting resulted in highlighting the implementation of coded governance systematic rules in corporations as a basis to solve all current problematic issues, which undermine the systems of integrity, transparency and accountability in companies. Activation of implementation of such a code is the responsibility of the National Governance team of which AMAN is a member of.



Based on this recommendation, AMAN and the Capital Market Authority held several joint meetings, which produced an action plan to activate the implementation of the governance rules in Public Corporations. The action plan includes conducting several awareness sessions and training programs in specific areas of governance; based on current priorities and needs and the availability of resources at the corporations. Accordingly, work has started in preparing a manual to assist the companies in implementation of the code.

## Strategic Objective III: Effective enforcement of legislations and conventions against corruption and reduction of impunity

Specific Objective	Outputs	Planned activities	Implemented Activities	Notes
Enhancing a legal environment against corruption	Bilateral and international agreements on international cooperation:- active and efficient extradition, judicial & international cooperation, recovery of stolen items	Preparation of guidelines	Completion of the draft of the guideline	Guidelines will be developed in cooperation with the Anti-Corruption Commission during 2012
		Two awareness workshops convened about UNCAC to staff of the Judicial sector	Workshops were held for students of the Palestinian Judicial Institute	participants 20
	Four legislations 2-related to the legislative gap as referred to in the study by the UNCAC on anti-corruption	Review and develop 4 legislations related to anti-corruption, advocacy and mobilization for approval and preparation of legal memoranda to be printed and distributed	Follow-up bylaws have been prepared for financial disclosure , the system to prevent conflicts of interest, and the system of protection of witnesses and informants, and financial /administrative system for the High Judicial Council	

Specific Objective	Outputs	Planned activities	Implemented Activities	Notes
Effective participation in preparation and monitoring of the national strategy to combat corruption	National strategy 3-to combat corruption completed	Provide support to Anti-Corruption Commission to prepare a national strategy to combat corruption	Provide the Commission with the draft of national strategy for combating corruption prepared by AMAN Coalition and the national team AMAN Participated in - a work day organized by the commission to discuss the strategy draft	

### Beginning to Prepare the National Strategy to Combat Corruption

AMAN indicated in the 2010 annual Corruption Report that the official parties who have worked throughout 2010 on the subject of anti-corruption strategy lack a national anti-corruption strategy, and they do not have a national plan approved and declared for the year 2010. Though such efforts were important, the results were incomplete and their initiatives were scattered.

The Anti-Corruption Commission did not deny this issue though it holds the full responsibility for developing a national strategy to combat corruption. The Head of the commission announced during AMAN's 2010 Annual Conference that they would develop such a strategy in collaboration with AMAN and other concerned parties, based on what has been developed by AMAN in this regard. This matter confirmed and strengthened the role of AMAN Coalition as being a house of expertise in the fight against corruption and reflected its credibility and professionalism.

Pursuant to its announcement during the conference, the Anti-Corruption Commission prepared an initial draft of the strategy and invited representatives of various sectors to participate in a workday to discuss and develop the strategy, during which AMAN represented civil society organizations in this meeting. It is expected to complete the national strategy to combat corruption in the first half of 2012.

On the other hand, and in light of developments and transformations taking place in the Arab region and the conclusive lessons learned, which include the importance of deterring corrupt persons or officials and preventing them from taking over public funds. AMAN launched a lobbying campaign to start the implementation of Anti-Corruption Law, particularly with regard to the adoption of financial disclosure under the slogan «Where did you get this?» The campaign was accepted and welcomed by many official parties and the Palestinian public as well who encouraged and interacted with the campaign.

In turn, the Anti-Corruption Commission developed a plan to implement the law; to approve the particular model for financial disclosure, and to identify the target groups and restrict them to commissioned ones. It should be noted that the Anti-Corruption Law obliges officials by the provision of law to submit their financial disclosure, but thousands of them did not apply to approve their receivable funds. The cause of this was the lack of readiness of the Anti-Corruption Commission to start the application of this step. The law permitted the Anti-Corruption Commission to save all financial disclosures, and to request any data or clarifications related thereto. The importance of this matter lies in questioning officials subjected to the provisions of the law, and in their obligation to submit their financial receivables to be approved from time to time, than it does the principle of «where did you get this?»



**Strategic objective IV: To provide sources of knowledge about the reality of corruption and integrity in the Palestinian society to decision makers**

Specific Objective	Outputs	Planned Activities	Implemented Activities	Notes
Impact public opinion-makers and concerned community leaders to support and disseminate anti-corruption initiatives	Annual Corruption 1- Report published; it is available to all interested parties and was discussed on a national level	Preparation of annual report on corruption 2010	Prepared and launched during the annual conference	copies of the 1000 corruption report 2010 printed and distributed in both Arabic and English versions
		Preparation of annual report on corruption 2011	Started data collection and analysis for the report	Will be launched in 2012
		AMAN's 7th annual conference convened	7th Conference was held entitled "Division and the weakness of political will obstructed the popular accountability"	participants from 40 Gaza & WB, for more info, visit the web site <a href="http://www.aman-palestine.org/amanConf2011.htm">http://www.aman-palestine.org/amanConf2011.htm</a>

Specific Objective	Outputs	Planned Activities	Implemented Activities	Notes
		Preparation of 7 reports and work papers specifically for the corruption reports of 2010 & 2011	<p>The following 7 reports and work papers were prepared</p> <p>The reality of transparency &amp; integrity in non-governmental sectors</p> <p>Shari'a Courts in Palestine -</p> <p>Integrity and transparency - in the granting of diplomatic passports to senior officials</p> <p>Reality of integrity and transparency in the food and medicine sectors</p> <p>Political corruption index in - Palestine</p> <p>Paper critical of the anti-corruption law</p> <p>Sexual harassment in public institutions</p>	Completion of the printing of reports and papers will be during 2012 as planned

Specific Objectives	Outputs	Planned Activities	Implemented Activities	Notes
	Integrity index 2-developed and implemented	Development of integrity and transparency index in the Palestinian public activities	Implemented	Index will be printed and distributed during 2012
	Seventeen 3-studies, reports and work papers on management and public fund and public affairs, completed and published	Preparation of report on the right to access information in the Judicial Authority	Report produced Report results/conclusions discussed during a working session	representatives 30 of NGO's, Judicial Authority, media, and journalist association participated
		Prepare a report on the legal framework governing the parties of justice and the drafting of a memorandum governing the relationship between them	Report prepared and a memorandum released Workshop held and attended by stakeholders, academics and representatives of NGO's	copies 1000 participants 25
		Preparation of statistical and analytical report on economic crimes of corruption	Report prepared and printed after being discussed with relevant parties	copies 1000 participants 25
		Prepare a report to the legislative framework governing the work of the Judicial Institute	Report prepared and printed after being discussed with relevant parties	copies 1000 participants in 25 workshop
		Prepare a report on system of integrity, transparency and accountability in the appointments and occupying of senior positions	Report was prepared and discussed during the hearing session with the President of the General Personnel Council	copies 1000 participants 21

Specific Objective	Outputs	Planned Activities	Implemented Activities	Notes
		Prepare a report to monitor compliance with the UNCAC with a focus on the system of integrity, transparency and accountability in the management of the Pension Fund and Orphans Fund	Report was prepared and discussed during the hearing with the Head of the Pension Commission and in the absence of monitoring the Legislative Council	copies 1000 participants 21
		Prepare a report on the system of integrity, transparency and accountability in the management of humanitarian aid in the Gaza Strip	Report was prepared on the system of integrity and transparency in the management of humanitarian aid in the Gaza Strip	Report will be published in 2012 as planned
		Prepare a report on corruption in the private sector	Draft of the report completed	Report will be discussed and published in the first quarter of 2012 as planned
		Prepare a report on the system of integrity, transparency and accountability in the granting of construction licenses and road-construction	Report was prepared and discussed with relevant representatives of municipalities, the Ministry of Local Government, Engineering Syndicate, Federation of Contractors, the Ministry of Public Works and PEC DAR	copies 1000 participants 30
		An evaluation report was prepared on the relevant anti-corruption and reform national plans	A report was prepared on anti-corruption strategies in the Reform and Development Plan 2008-2011 focusing on the governance sector	copies 1000
		Prepare a study on access to information: gaps between actual practice and the legal framework	Draft of the report completed	Will be launched during 2012



Specific Objective	Outputs	Planned Activities	Implemented Activities	Notes
		Prepare a report on the election of the Chambers of Commerce, Industry and Agriculture	Report was prepared following the monitoring of elections and was submitted to the Ministry of National Economy	
		Prepare a report on the integrity, transparency and accountability in the Central Election Commission	Not implemented	Postponed due to cancelation of local elections
		Prepare a report based on the information provided through the complaints that reached the ALAC	Two reports were prepared which are: tax evasion, and integrity/transparency/ accountability in the work of Public Shareholding Companies	copies of each 500 report
		Prepare a statistical and analytical report on the complaints that have reached AMAN in 2010	Report was prepared and published	copies 500
		Prepare a report on the role of the judicial inspection department as a monitoring body over the judiciary authority	Report was prepared and discussed in a workshop with the authorities in relation with the content of the report	copies 1000 participants 25
		Development of an investigative report about "the ghost employee"	Not completed yet	Awaiting for numerical data from the General Personnel Council
	Public 4-opinion poll on the status of corruption in 2011	Conduct a public opinion poll on corruption in the Palestinian society during 2011	A public opinion poll was conducted, it was printed and published for the year 2010	copies of the poll 1000 2010

## Director-General of Personnel Council:

### **AMAN's report on integrity and transparency in appointments will be an important reference in the development of the Civil Service Law**

Most public non-ministerial institutions are characterized by having financial and administrative independence in their work on one hand, and the process of appointment of their directors and holding them accountable on the other hand. Holding officials of these organizations accountable is a matter that largely depends on the PLC. In light of the political division, which has obstructed the role of the Legislative Council, the role of civil society organizations has emerged as very significant in monitoring the running of public affairs. In 2010, the annual report on corruption issued by AMAN indicated that the absence of legislative and community monitoring has greatly weakened the system of accountability in the Palestinian society.

AMAN prepared several reports in order to diagnose the strength of the integrity system in public institutions against corruption, and to arrive at feasible recommendations to mitigate challenges and difficulties. This step did not represent an alternative or a takeover of the role of the Legislative Council; rather it contributed to enhancing the system of accountability and activating a monitoring role by the community.

The targeted sector in 2011 was the institutions of those of the General Personnel Council, the Presidential and the Prime Ministry, with a major focus on the diagnosis of the accountability and integrity systems in the face of appointments of higher officials in the PA. The report which was discussed during the hearing session to the Director-General of the General Personnel Council revealed clearly a major imbalance in running this process, particularly mentioning of the measures of selection criteria and the delay in the recruiting process. Hence, the report set practical recommendations to reform and rectify this imbalance.

The Director-General of the General Personnel Council praised the level of professionalism that went into the report, its findings and recommendations, and stated that the report would be a very important starting reference for the development of the Civil Service Law, focusing in particular on the process of appointments and authorization role of each party in the process. The statement of the Director-General of the General Personnel Council has been translated into practice by enabling AMAN to be a member of the committee which was established to review and develop the Civil Service Law.

## Cooperation, Networking and Coordination

The year 2011 witnessed many remarkable achievements at the networking, coordination and cooperation levels. The Coalition strengthened its relationships in networking and coordination with partners from grassroots and national organisations as well as governmental and international institutions. The objective was to gain more momentum and support in combating corruption, and to maintain AMAN's leadership role in this area.

### Cooperation with NGOs:

AMAN has sought throughout the year to develop a strategy of new communication with NGOs in alignment with the organization's general objective of encouraging these institutions to be involved in efforts to combat corruption on the one hand, and to develop the good governance systems, especially integrity, accountability, transparency and social responsibility in its work on the other hand. AMAN has signed partnership and supportive agreements with twelve NGOs from the West Bank and the Gaza Strip through the grants program it has implemented for the second consecutive year. These organisations include: Nibras Society in Bethlehem; Palestinian Centre for Public Communication in Hebron; Palestinian Centre for Peace and Democracy in Jenin; Shams Centre, Pyalara Institute and Teacher Creativity Center in Ramallah; Al Hayat Centre for the Development of Civil Society and Al-Lod Charity Society in Nablus; the Women's Centre in Shufat refugee camp; Institute of Developmental studies and Friendship Centre, and the Civil Association in the Gaza Strip. It is planned that AMAN will sign similar agreements with 12 additional institutions during 2012. The program has objectives to implement projects and creative initiatives led by partner institutions, in order to expand the targeted base and to add more involvement in combating corruption.

### Cooperation with the Executive Authority:

AMAN continued to strengthen its connections with the government through interactive communications, and reciprocity based on mutual respect and the appreciation of the role of both parties in combating corruption. This communication yielded a declaration by the Prime Minister, Dr. Salam Fayyad, of his readiness to connect AMAN with the financial system of the PA, so that the NGOs will be able to review and monitor in detail all expenditures and public revenues on a daily basis, supported by all documents. On another level, the institutions



of the public sector have cooperated with AMAN's researchers, as many of them have provided responses to the private corruption complaint messages received by ALAC.

### Cooperation with the Judicial Authority:

AMAN continued to strengthen its cooperation with the government through the pillars of Justice and by the EU-funded project of "Enhancing the Autonomy and Effectiveness of the Judicial Authority." AMAN implemented a series of activities in cooperation with the High Judicial Council, Judicial Training Institute, Ministry of Justice and the Public Prosecution. For example, one of the activities included the incorporation of special procedures in the work of the Complaint Unit in the HJC, and a preparation of a directory of guidelines to receive complaints and the handling procedures for follow-up. In addition, new administrative and financial systems were produced for the HJC, and 6 reports were published to address the immunity of the Judicial Authority to counteract corruption, and to handle the interconnection between the pillars of Justice.

### Cooperation with the Private Sector:

Based on the comprehensive and integrated strategy to combat corruption, AMAN sought in 2011 to create interventions and strategies in an attempt to target the private sector, as this sector is one of the pillars of the national integrity system AMAN is seeking. In this aspect, AMAN enhanced its relationship with the monitoring institutions and the public shareholding corporations, seeking to implement the rules of good governance. Among these private corporations are: Capital Market Authority, Monetary Authority, Controller of Companies in the Ministry of National Economy, Governance Institution, Auditing Society, Coordination Council of Private sector, Businessmen Association, Union of Palestinian Industries, Union of Insurance companies, Banks Associations and Union of Chambers of Commerce, Industry and Agriculture.

### Cooperation with the Anti-Corruption Commission:

AMAN continued its cooperation with the Anti-Corruption Commission through coordinative efforts to implement a national strategy to combat corruption. In this regard, AMAN launched a national campaign of different activities to activate the specific law related to the approval of financial disclosure by senior officials, and to urge the Anti-Corruption Commission to adopt the necessary follow-up and verification measures. Consequently, the measures will protect Palestine from illicit enrichment and facilitate legal prosecution of violators to retrieve the stolen funds.

## Regional and International Cooperation

AMAN maintained continuous networking and exchange of experiences with a number of networks as well as regional and international organizations. The following are the significant achievements of 2011 in this area:

**Participation in regional and international activities:** AMAN participated in the network meeting of Arab Accountability which took place in Jordan. Four other conventions were attended by AMAN to keep up with the efforts related to anti-corruption in the Arab region. One of the conventions was the third conference for the Arab Network of Integrity and Anti-Corruption, while another was a regional conference to activate the commitments and practices to combat corruption. Furthermore, AMAN attended another workshop organized by the Arab Parliament Members against Corruption, and participated in many workshops and the consultations forums held by the European Union.

**Participation in the activities of Transparency International (TI):** AMAN attended a conference in Beirut to address institutional reforms in the Middle East and North Africa, during which the 2015 TI strategic plan was discussed. AMAN also attended the membership meeting, and the annual approval meeting in Berlin. On the other hand, AMAN has commenced to execute a project on combating corruption based on knowledge and effective networking, and which is now implemented in 4 regional countries, including Palestine.

**AMAN received a delegation from UNRWA at its headquarters,** and the two parties agreed that AMAN would target UNRWA in monitoring reports prepared by AMAN. Henceforth, AMAN was invited to participate in the evaluation process conducted by the UNRWA in preparation of formulating a comprehensive strategic plan to combat corruption, and to integrate the system of integrity, transparency and accountability at UNRWA.

**Hosting a delegation from the Kuwaiti Transparency Society:** Within the framework of enhancing cooperation and exchange of experience with the national chapters of Transparency International (TI), AMAN hosted a delegation from the Kuwaiti Transparency Society led by the Head of its Administrative Council, Mr. Salah AL Ghazali. The visit came as a response to an invitation sent by the Coalition for participation in the 2011 Transparency Conference held in Palestine.

## Cooperation with donors and supporters:

AMAN was able to expand its core program base of funding following a visit by Mr. Charles Schmidt, the representative of the International Cooperation Agency in the Foreign Ministry of Luxembourg on February 26th, 2011. The Agency donated half a million Dollars in support of AMAN's core program. In 2011, AMAN held three meetings with representatives of the governments of Holland and Norway who are both core program donors. Other meetings were held with donors to secure funds for various projects and activities. In addition to this, AMAN continuously invites international organizations and donors to its key annual activities.

## Aspirations for the year 2012

AMAN will continue to execute its 2011-2013 strategic plan, which is distinguished from the previous plan in its orientation to expand the massive participation of the people in efforts to combat corruption and enhancing the integrity system in the public and private sectors. Many activities that were started in 2011, will reach their peak in 2012, and in particular the certification of good governance for NGOs. It is expected that an independent Palestinian body will emerge, consisting of previous civil activists and a number of specialists in the area of good governance, thus forming the first self-initiative to monitor the civic activities by members of this sector itself.

Furthermore, AMAN will continue its awareness campaigns in the Palestinian society, targeting specifically the cadres and activists of the Palestinian political factions and parties by fostering the principles mentioned in the code of conduct for the political parties which was endorsed by the parties during the ceremonial celebration of transparency in January 2011.

On the other hand, AMAN will share and disseminate during its eighth conference, which will be held in the first quarter of 2012, the findings of its research and monitoring of the state of corruption in Palestine in 2011. AMAN will issue the results of the integrity index in the context of the public Palestinian work, which it developed during the period 2010-2011, and will expose the index order of the Palestinian institutions in terms of its transparency scale revealing the defective areas in the integrity system of these institutions. Moreover, AMAN will share the results of the defense and security index, which was conducted by Transparency International in cooperation with AMAN. This will provide a comprehensive view of the integrity system and strategies to combat corruption adopted by the Palestinian Security Institution.

Related to the private sector, AMAN will increase its pace of work in this area targeting Public Shareholding Companies in order to enhance their accountability and transparency through their adoption of strategies to combat corruption and the increase of profit margins designated for the social responsibility funds. As for public awareness, AMAN will continue cooperation with the Ministry of Endowments and Religious Affairs to continue conducting workshops with preachers with the objective of involving them in the awareness campaigns against corruption through their Friday sermons and counseling lectures.

With the year 2012 coinciding with the financial crisis of the PA, and the launching of the national dialogue to combat this crisis, AMAN will be active in this dialogue. It will intensify and focus its efforts for the adoption of its vision, which was formulated in cooperation with the national group to support transparency of the general budget and provide governmental expenditure guidance which AMAN, as head of the Secretariat has diligently monitored and

analyzed the budget. Both AMAN and the national group hope to be successful in contributing in the crystallization of PA financial policies that are characterized with more transparency, social justice and responsiveness to the needs of the Palestinian people, particularly those who are highly marginalized and weak. During 2012, AMAN will launch its new unit for monitoring the general budget, and this will be facilitated by a provision of specialized software to be linked with the computerized financial system of the PA. Thus, AMAN specialists will be able to survey daily the general expenditures and analyze or monitor any problematic cases with submission of recommendations to the concerned authority pressuring for implementation of these recommendations.

With the hope that the local, legislative and presidential elections will take place and the start of restorations in Gaza will convene now that Hamas and Fatah have signed the Doha Agreement, AMAN will divert part of its efforts to monitor the electoral process and the restoration process in Gaza. The aim is enhance a systematic environment that is respectful of integrity, accountability and transparency in these two processes, as this will enhance the democratic process, and bring about social justice and civic peace.

The beginning of 2012 brought with it new regional efforts in the form of a project including 11 Arabic countries, supported by the Swedish government and supervised by Transparency International. The project aims at establishing anti-corruption organizations in the Arab region, particularly in the countries of the "Arab spring". The project will activate the role of civil society during the transition process into democracy and in drawing general policies, in a way to enhance good governance, integrity, transparency and accountability in both governmental and public institutions. This will all be towards establishing an effective monitoring role by civic society organizations of the various governmental systems and bodies. In this regard, AMAN will continue to transfer its experiences to other activists in the Arab countries in the field of combating corruption.

AMAN as an organization will continue reviewing its administrative approaches aiming at enhancing the impact of completing and establishing work procedures and striving for a higher commitment to them. As part of this endeavor, AMAN is preparing to adopt a result-oriented methodology in 2012 modifying the internal system and environment towards that, in addition to building capacity of the executive workforce for a better response and interaction with this methodology that focuses on results and impact. The administrative and human resource department has put forth an incentive plan aiming at increasing the commitment level of the executive workforce to the concepts of AMAN's code of conduct. Monitoring will take place by the employees based on indicators set by them including those that address avoidance of conflict of interest, respect of organization property as well as work hours, integrity and transparency in relationships and embracing accountability.

## Acknowledgments

AMAN Coalition extends special gratitude to its local and international partners and donors who shared their experience and resources to support AMAN's work. Without such support, it would have been difficult for AMAN to continue its work.

We extend special appreciation to donors of our core program: the governments of Norway, the Netherlands and Luxembourg. Special thanks are also extended to the following international organizations:

Transparency International (TI)

The European Union (EU)

UK- Department For International Development( DFID)

TIRI-Making Integrity Work

National Endowment for Democracy (NED)

Foundation for the Future (FFF)

Finally, AMAN extends thanks to the Palestinian and Arab networks, all the researchers, trainers and academics, representatives of the public institutions and CSOs for their cooperation which contributed to the enrichment of AMAN's activities.

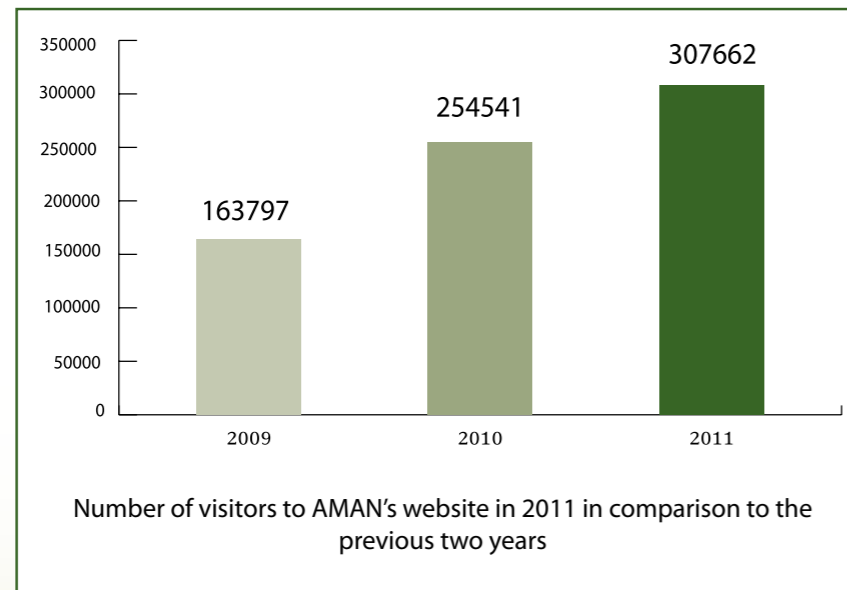
## Annex 1: The Resource Center and Website

The Resource Center serves AMAN's members, researchers and decision makers by providing reports, books, research studies, and statistics as well as local, regional and international studies specialized in the area of combating corruption.

During 2011, the Resource Center achieved the following:

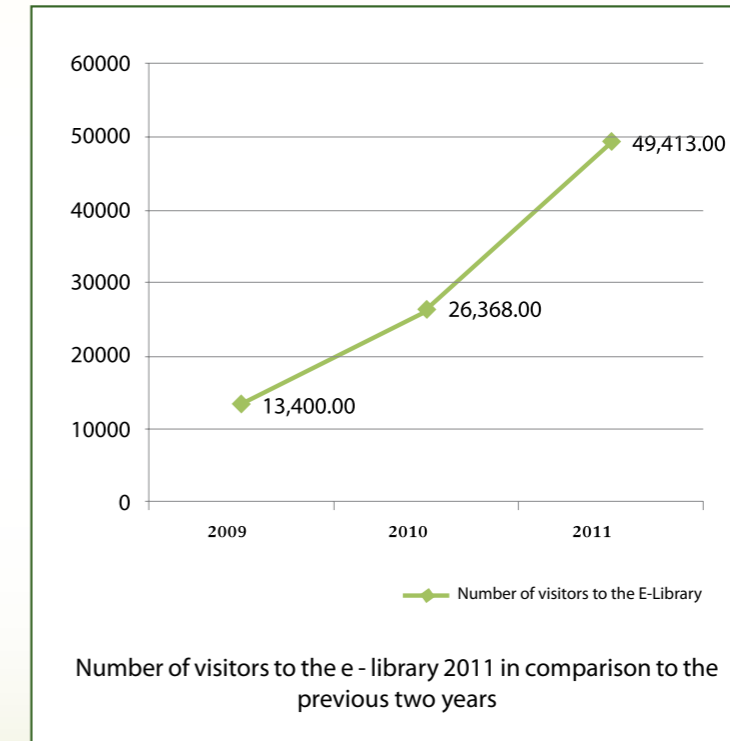
An addition of 146 corruption-related materials including books, reports and studies.

Receipt of 30 official letters from public institutions and NGOs requesting AMAN's publications including reports and/or leaflets on laws.



The website has become one of the most important resources for Palestinian researchers and concerned parties in anti-corruption cases. This is due to a content of published studies and reports, latest corruption-related news on local, regional and international levels. It is worth mentioning that a number of Arab organizations concerned with issues of corruption seek information on the website for planning and designing their projects and programs.

The charts below reflect an increase in the number of visitors to AMAN's website in 2011 in comparison to the previous two years.





## Annex 2: AMAN's Publications in 2011

- Legal Framework Governing the Legislations of Palestinian Judicial Institute
- Right of Access to Information in the Judicial Authority
- Integrity and Transparency in Court Administration
- Corruption and Economic Crimes
- Integrity and Transparency in the Construction Sector
- Integrity and Transparency in Recruitment Procedures of High Ranked positions in Palestinian National Authority
- Analytical Review for Just Sector  
Legislative, Institutional and Legal Systems
- Integrity, Transparency & Accountability in Non Governmental Institutions
- Principles of Good Governance in Local Bodies
- Integrity, Transparency & Accountability in Importing and Licensing The Used Vehicles

- Public Officers Survey Result Analysis for Governance Indicators and Anti-Corruption
- Households Survey Result Analysis for Governance Indicators and Anti-Corruption
- Integrity & Transparency and Accountability in the Reform Plan.
- Practices of Palestinian National Authority in Combating Corruption and Retrieving Assets through the International Cooperation
- 2010 Annual Report for Advocacy and Legal Advice Center (ALAC)
- Annual Administrative and Financial Report
- Corruption Report 2010
- Monitoring over the Judiciary Authority - Role of Judicial Inspection Department

## Executive Staff 2011

Ghada Zughayar \ Executive Director

Isam Haj Hussein \ Program and Project Director

Tha'er Abdallah \ Financial Director

Lana Tawasha \ Administrative Director

Abeer Musleh \ Research and Development Unit Director

Hama Zeidan \ Director of Advocacy and Legal Advice Center (ALAC)

Wael Ba'alousha \ Gaza Office Director

Rami Mousa \ Resource Center & Webmaster Coordinator

Wael Haj Mohammed \ Project Coordinator

Jamileh Abed \ Project Coordinator

Belal Barghouthi \ Legal Advisor – Part Time

Nancy Mahmmud \ Public Relations Officer – Part Time

Ayman Rezqallah \ Core Program Accountant

Mohammad Damdoum \ Accountant – Part Time

Baker Turkmani \ Legal Advisor

Luay Jaber \ Administrative Assistant (ALAC)

Salam Zahran \ Administrative Assistant

Viola Attallah \ Administrative Assistant

Somoud Barghouthi \ Administrative Assistant

Manal Kawaneh \ Administrative Assistant

Marwa Abo Odeh \ Administrative Assistant

Amani Jamal \ Secretary

Faeda Daghra \ Domestic Services

## AMAN Coalition Board Members

Dr. Hanan Ashrawi, Chairperson

Dr. Kammal Al Sharafi, Deputy Chairperson

Dr. George Giacaman, Treasurer

Mr. Sameer Hleile, Secretary

Dr. Najwa Irsheid, Member

Dr. Lily Feidy, Member

Ms. Hanan Taha, Member

Mr. Abdul Rahman Abu Arafeh, Member

Mr. Issam Younis, Member

**Dr. Azmi Shuaibi, AMAN's Commissioner for combating Corruption**



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### Independent Auditors' Report to the General Assembly of The Coalition for Accountability and Integrity - AMAN

We have audited the accompanying financial statements of the Coalition for Accountability and Integrity - AMAN, which comprise the statement of financial position as at December 31, 2011, and the statement of activities and changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate for the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Coalition for Accountability and Integrity - AMAN as at December 31, 2011 and the results of its activities and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

13 March, 2012  
Ramallah, Palestine



THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Financial Position

As at December 31, 2011

	Notes	2011 U.S. \$	2010 U.S. \$
<b>Assets</b>			
<b>Non-current assets</b>			
Property and equipment	3	33,535	23,844
<b>Current assets</b>			
Contributions receivable	4	1,542,119	1,802,130
Other current assets	5	31,468	33,019
Cash and cash equivalents		706,106	540,017
		<u>2,279,693</u>	<u>2,375,166</u>
<b>Total Assets</b>		<u>2,313,228</u>	<u>2,399,010</u>
<b>Net Assets and Liabilities</b>			
<b>Net assets</b>			
Unrestricted net assets		11,602	64,336
<b>Total net assets</b>		<u>11,602</u>	<u>64,336</u>
<b>Non-current liabilities</b>			
Deferred revenues	6	34,809	23,154
Provision for employees' indemnity	7	106,787	85,052
		<u>141,596</u>	<u>108,206</u>
<b>Current liabilities</b>			
Accounts payable and accruals	8	125,461	88,890
Temporarily restricted contributions	9	2,034,569	2,137,578
		<u>2,160,030</u>	<u>2,226,468</u>
<b>Total liabilities</b>		<u>2,301,626</u>	<u>2,334,674</u>
<b>Total Net Assets and Liabilities</b>		<u>2,313,228</u>	<u>2,399,010</u>

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Activities and Changes in Net Assets

For the year ended December 31, 2011

	Notes	2011 U.S. \$	2010 U.S. \$
<b>Revenues</b>			
Temporarily restricted contributions released from restriction	9	1,202,648	1,106,529
Deferred revenues recognized	6	11,612	13,733
Unrestricted Contributions		4,434	16,456
<b>Total revenues</b>		<u>1,218,694</u>	<u>1,136,718</u>
<b>Expenses</b>			
Projects' expenses	10	1,202,648	1,106,529
Depreciation	3	13,576	13,552
Other expenses	11	55,204	28,891
<b>Total expenses</b>		<u>1,271,428</u>	<u>1,148,972</u>
<b>Decrease in net assets</b>		(52,734)	(12,254)
Net assets, beginning of the year		64,336	76,590
<b>Net assets, end of year</b>		<u>11,602</u>	<u>64,336</u>

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

**Statement of Cash Flows**

For the year ended December 31, 2011

	<u>2011</u>	<u>2010</u>
	U.S. \$	U.S. \$
<b>Operating activities:</b>		
Decrease in net assets	(52,734)	(12,254)
Adjustments:		
Depreciation	13,576	13,552
Provision for employee's indemnity	37,755	36,062
Provision for legal cases	-	13,666
Loss from sale of property and equipment	-	357
Deferred revenues recognized	(11,612)	(13,733)
	<u>(13,015)</u>	<u>37,650</u>
<b>Changes in working capital</b>		
Contributions receivable	260,011	(480,992)
Other current assets	1,551	(20,732)
Deferred revenues	23,267	17,845
Temporarily restricted contribution	(103,009)	858,996
Accounts payable and accruals	36,571	(30,226)
Employee's indemnity paid	(16,020)	(8,826)
<b>Net cash flows from operating activities</b>	<u>189,356</u>	<u>373,715</u>
<b>Investing activities:</b>		
Purchase of property and equipment	(23,267)	(17,845)
Proceeds from sale of property and equipment	-	300
<b>Net cash used in investing activities</b>	<u>(23,267)</u>	<u>(17,545)</u>
<b>Increase in cash and cash equivalents</b>	166,089	356,170
Cash and cash equivalents, beginning of the year	<u>540,017</u>	<u>183,847</u>
<b>Cash and cash equivalents, end of year</b>	<u><u>706,106</u></u>	<u><u>540,017</u></u>