



ACTIVITY REPORT

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Publications of the Coalition for Integrity and Accountability- AMAN

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AMAN program Funded by
the Norway and Netherlands governments

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CHAIRPERSON OF THE BOARD OF DIRECTORS STATEMENT

Dr. Hanan Ashrawi

At this time ten years ago, AMAN Coalition was mapping its way towards the achievement of its goal: Enhancing integrity values, transparency principles and systems of accountability in the Palestinian society. Today, thanks to the consolidated efforts of its founding member organizations Miftah, Paltrade, the Arab Thought Forum, Muwatin, Al- Mezan Center for human rights and the Council on Foreign Relations, AMAN is leading organization in Palestine fighting corruption.

Armed with hope and faith in the mission and vision of the Coalition, AMAN managed to weather all obstacles and challenges, including the weak political will for reform, and the absence of the culture of citizenship and anti-corruption. Throughout the past decade, AMAN has succeeded in placing the fight against corruption on the national agenda of

the Palestinian people as part and parcel of its struggle to end the Israeli occupation and build the institutions of a Palestinian state in which good governance and respect for the rule of law are two indispensable pillars. As a civil society organization, AMAN has established itself as a reliable coalition and the house of expertise in all matters related to the fight against corruption. In record time, AMAN has become fully recognized by Transparency International as its national branch in Palestine.

Although all states are plagued with various degrees of corruption, we Palestinians are distinguished from the rest because the phenomenon of corruption is concentrated in the high official levels while the broad popular base is eager for its eradication. Based on such understanding, AMAN has since its inception, adopted a professional and



cooperative strategy with all stakeholders to consolidate the fight against corruption. This cooperation aims at promoting a culture among the many sectors of the Palestinian society not only in order to reject corruption and resist any engagement in such practices but is also ready to blow the whistle on those offenders, since this is an important precautionary measure to protect our future generations, national institutions and social groups from the ramifications of corruption. Over the past ten years, AMAN's contribution strived to build this culture through its work in the collection, analysis and dissemination of relevant information on corruption. Dozens of analytical reports and applied research studies were conducted. AMAN also worked on strengthening the capacities of civil society organizations and public institutions and their capabilities for the adoption of

good governance practices and rules in their work as well as for carrying out lobbying activities and advocacy campaigns to enlist the support of the Palestinian political will to combat corruption. The Palestinian National Authority is urged to adopt new legislation, regulations, policies, and action plans, or amending current ones to combat corruption on the basis of international standards and the United Nations Convention against Corruption in particular.

The year 2009 witnessed the strengthening of AMAN's capacities, whether at the institutional, programmatic or networking levels, or in its attempts to institutionalize the cooperative ties with local and international civil society organizations in addition to its relations to the Palestinian executive, legislative and judicial authorities. We take great pride in our special relationship with

the grassroots: women, youth, associations, trade unions, charities and other societies and institutions. AMAN depends on working together with them through several contracts in order to collectively deliver many anti-corruption interventions, of which I will mention some notable examples. Most importantly, Codes of Conduct for Trade and Labor Unions and professional associations were developed with the aim to motivate, enable and expand the role of the Palestinian civil and grassroots organizations in the fight against corruption. This is being done through launching public awareness-raising initiatives and activities on the dangers of corruption as well as through building their capacities in the integration of anti-corruption activities in their programs and projects. The latter initiative was well received and has achieved great success due to the positive impact it had on strengthening the aforementioned partnership with NGOs and other civil society organizations in accordance with the local cooperation strategy that AMAN embraces for the consolidation of all efforts to combat corruption.

The year 2009 also marked the establishment of the Advocacy and Legal Aid Center as the first center specializing in receiving and following up of complaints from people who

have been subjected or witnessed corruption acts. The center has the power to deter and blow the whistle on those involved in corrupt activities. Despite its nascence, the center was able to succeed in many areas. The most prominent achievement is related to the introduction of some positive changes in the legislative and institutional structures. This included acceleration in the preparation and adoption of the traffic fine system in addition to the adoption of new monitoring mechanisms to control the use of vehicles assigned to government officials; a matter that could save the Public Treasury large amounts of money. ALAC also aspires to serve as a catalyst for behavioral change of individuals and institutions alike. ALAC will contribute to the provision of informational infrastructure and a theoretical framework by virtue of information and data the center obtains while carrying out its functions. Through such a framework, ALAC could provide clear indications on areas of weaknesses, and potential coping mechanisms required for combating corruption in Palestine.

In 2009, AMAN also carried out numerous activities in which hundreds of individuals, groups and officials played a pro-active role. This fact affirms the important role AMAN plays, in its capacity as a civil

society organization, in the monitoring of public institutions and in holding officials accountable for their actions and decisions on the management of public funds. It is also a reflection of the credibility and legitimacy the Coalition has earned due to its objectivity and professionalism in addressing corruption; away from the centers of powers and political and factional polarization. This reputation stems from the concrete results it has achieved during a relatively short period of time since, as mentioned, it was established in year 2000.

On that note, allow me, on behalf of AMAN and the coalition's members, to thank all partner institutions, both official and public. I also would like to thank the donor agencies for their support and responsiveness that enabled AMAN to reach the level of excellence in its performance. Partners'

support and contribution are positively felt, whether through their extensive participation in conferences, workshops and marches organized by AMAN or through opening their doors to AMAN's researchers and providing them with information and data required for the preparation of research studies and reports.

Finally, allow me to thank the executive team, the Board of Directors and the General Assembly of AMAN for their great efforts and contributions. We are especially thankful for all of AMAN donors and in particular the Governments of the Netherlands and Norway for their continued support which stems from their salient and genuine desire to combat corruption.



BOARD OF DIRECTORS' REPORT

During 2009, the Board held three meetings while the General Assembly held one meeting which resulted in a number of decisions and recommendations that enhanced the role of the Coalition on various levels, the most conspicuous of which are:

1. Review the suggested amendments to the bylaws and approve them by the Board, endorse them by the General Assembly then send them to the Ministry of Interior to inform them with the new modifications.
2. Approve the 2008 financial and administrative reports then to be endorsed by the General Assembly
3. Set an amount of 100USD as a member subscription fee for each member organization in the Coalition and to pay the subscriptions of 2008 and 2009.
4. Invite both Al- Mezan Center for Human

Rights and Palestine Trade Center-PALTRADE to call the fifth member of the General Assembly

5. Update the database of the BOD and GA members
6. Seek to open a branch for the Advocacy and Legal Advice Center in the Gaza Strip subsequent to the outstanding achievements of Ramallah branch in following up and dealing with complaints filed by citizens on corruption-related cases. This requires the Executive Management to launch a fundraising campaign to establish this branch.
7. Update the information related to financial disclosure by for the Board members and upload it on the Coalition's website.
8. Not to accept any conditioned grant or funding that does not comply with the Coalition's policy



9. Approve several funding agreements among which are: a survey on Corruption in Palestine funded by the World Bank, Education against Corruption funded by the National Endowment for Democracy, the Pro-Poor Integrity funded by TIRI; a British organization.
10. Confirm the role of BOD members and the importance of their engagement in offering all possible assistance in fundraising for the executive staff
11. Not to increase recruitment on the core program and terminate the services of

employees on projects once the project is over.

Despite the fact that Board members take part in the various activities organized by the Coalition like conferences and workshops, there is still an urge for more active participation from their end to some big activities such as the strategic review and conferences held by Transparency International as well as other regional activities.



WORK ENVIRONMENT IN 2009

THE EXTERNAL ENVIRONMENT

The political instability in the Palestinian Territories continued throughout the year 2009 given the lingering Israeli occupation of the West Bank and Jerusalem. The Israeli settlement building activities, and the uprooting of Palestinians and demolitions of their homes, particularly in Jerusalem City, all increased substantially and reached unprecedented levels. In addition, the unjust embargo on the Gaza Strip continued for the third consecutive year. On the other hand, the internal geo-political divide between the Palestinian two regions took a very hard turn to the worst leaving behind severe negative impact on the composition and the evolution of the nascent Palestinian political system. In this context, the Coalition for Integrity and Accountability (AMAN) continued to function and implement its programs and

interventions despite of the magnitude of pressures and obstacles that could be summarized as follows:

1. The Israeli occupation remains one of the most influential factors that contributed to the PNA failure in combating corruption. Not only the Israeli occupation provides safe haven for those persons fleeing from the Palestinian justice but also it impedes the work of the Palestinian security agencies in more than 60% of the Palestinian territories and facilitates the work of the Israeli and Palestinian mafias with regard to contrabands and money laundering.
2. The weak status of accountability and transparency in the public arena, especially in light of the disruption to the Palestinian Legislative Council which is supposed to function as the most

important mechanism of oversight over the executive branch. The official oversight bodies also suffer from similar weakness although their mandates are to exercise control over and detect irregularities in the performance of public institutions. In addition, the Palestinian factions and parties have been so concerned with the political division without paying due attention to the issues of internal control and accountability, whether through the activation of mechanisms of transparency and accountability or through assuming a significant role in the adoption of a national program for combating corruption. The poor accountability and oversight over the executive authority had led to an increased discrimination in the recruitment process of civil servants process on the basis of political affiliation in the West Bank and Gaza Strip alike.

3. The deteriorating status of the rights to association, assembly and expression of opinion, imposed on AMAN, just like other civil society organizations, more burdens as shown by the nature of public complaints AMAN has received through its Advocacy and Legal Advice Center; particularly in relation to the refusal or reluctance of various security agencies

to carry out or enforce the judgments and decisions issued by the Palestinian Courts, especially by the Supreme Court of Justice.

4. Interference in the work of the judiciary, and the Public Prosecution in particular, by the PNA officials and security agencies, also continued in the past year which entailed that important opportunities were missed that would have otherwise enabled the apprehension of those individuals involved in corruption. The inability to bring such persons to justice and hold them accountable for their actions resulted in the wide-spreading of frustration among the Palestinian public and the reluctance of citizens and whistleblowers to report corruption in light of the absence of laws that protect witnesses and informants.
5. The non-formation of an independent official Palestinian body for combating corruption with the mandate to interrogate senior officials involved in corruption also meant that the task of following up of such cases remains scattered between the many units at the Public Prosecution and the various security agencies. Despite a notable progress in their work, these institutions are still

in need for major intervention for building their capacities and infrastructures.

All of the above factors have complicated the environment in which AMAN works. Combined, they appear to have been successful in pushing anti-corruption efforts to the lowest rank on the priority agenda of the concerned parties, especially both executive authorities in the West Bank and the Gaza Strip, as well as oversight institutions.

Therefore, AMAN adapted its activities and efforts to conduct advocacy campaigns and lobbying activities to pressure all relevant parties for achieving more progress in the fight against corruption and for them to adopt policies, procedures and legislations that contribute to combating corruption. The efforts were culminated in late 2009 when the Prime Minister, Dr. Salam Fayyad, responded to calls by AMAN and the civil society organizations for the activation of the Illicit Gain Commission.

Despite the aforementioned difficulties and challenges, AMAN continued to carry out its activities effectively and professionally all in an objective and politically impartial manner. Such objectivity reflected positively on AMAN as the Coalition's credibility and respect grew throughout the year. More importantly, AMAN has succeeded in gaining the confidence

of new allies and widening its broad public base supporting AMAN's national program for the development of a Palestinian National Integrity system.

THE INTERNAL ENVIRONMENT

"Driving the spirit of leadership: a Gateway to Innovation"

This is the 2009 motto that prompted the work during that year by applying an approach which focused on enhancing and activating the staff by engaging them in all parts of the process beginning with planning, then implementation, impact evaluation and finishing with setting a strategy for the next phase.

The Executive Management believes that the external environment of AMAN mirrors the internal one while the achievements made during 2009 reflect the staff's team work and their belief that the key to success in combating corruption is promoting transparency, integrity, and accountability. They also believe that one has to lead by example and one cannot give what he does not own.

One of the lessons learned in 2008 is the importance of engaging the staff in all activities of the organization whether being conducted locally or abroad even if the employee is associated only with a specific project or activity. Such activities include representing



the organization in various external activities within the framework and scope of AMAN in general such as facilitating workshops, meetings and discussions, participating in risk analysis and setting up intervention plans.

As for setting work strategies, the level of participation in the strategic review meeting of 2009 by the staff has been increased. Work groups were formed from staff members representing the organization's units and departments. These groups prepare specific working papers that include practical recommendations to be discussed with participants at the meeting in order to conclude the best approach and strategy of AMAN's work for the following year.

In addition to AMAN's staff and its ruling body (the Board of Directors and the

General Assembly), several representatives of AMAN's partners participated in its strategic review meeting, including trainers, researchers academics, CSO representatives, donors and advocacy and lobbying networks that were formed by AMAN as well as interested people in combating corruption.

As for the internal relations in general and the relation between the executive management and the staff in particular, the management was keen on enhancing the team player spirit among staff members by giving more authorities and delegation, prompting innovation and proposing initiatives while linking both of these two aspects with the annual employee performance appraisal, where, a mechanism, methodology and an annual performance appraisal form were developed to include these aspects.



HR MANAGEMENT AT AMAN:

STRUCTURE, EMPLOYMENT AND CAPACITY BUILDING

Based on the policy of continuous capacity building and skill development of AMAN's staff and referring to the regulations that govern AMAN's work, it continued to be oriented towards completing the process of reviewing and developing regulations and work procedures in order to build up best financial and administrative practices.

Noteworthy to mention here is that the bylaw was reviewed and endorsed by the General Assembly and the financial and administrative system was developed, while an outsourced consulting firm is currently reviewing them in order to be presented to discussion and approval before the Board of Directors.

Further, AMAN has developed an employee guideline and activated the Internal Audit Unit.

This included a development of the structure in order to reflect the staff's competencies in a manner that prompts abiding by sound administrative and financial rules at work.

Noteworthy of mentioning here is that results of the SAACB's comprehensive audit over AMAN, which was conducted between 15/12/2009 and 26/1/2010, reflected a constant growth in improving the performance and the regulations and work procedures as well as oversight mechanisms. Results also reflected a notable progress in applying the recommendations which resulted from reports of past years as AMAN scored "excellent" in the latest report issued by SAACB¹.

As of the end of 2009, the total number

1. SAACB's report reflected the following scores for AMAN during the past years: 75% (2006), 80% (2008), 86% (2009)

of employees at AMAN is 22 after three employees joined AMAN's staff and two left. Distribution of the staff is as follows: 11 male and 11 female employees where 19 of which are stationed in the West Bank, and 3 in the Gaza Strip.

AMAN has sought and is still seeking to apply gender equality in the recruitment process subjected to complete transparency. Interviewing committees are consisted of representatives of a number of official and civil organizations in order to promote transparency in this process.

Additionally, AMAN continued to offer equal

opportunities for all employees to advance in the employee scale without discrimination as there are 5 female employees occupying senior executive positions in addition to the BOD's chairwoman position.

As for the capacity building of the staff, and in line with the results of the performance appraisal and needs assessment of the organization, four training courses were held targeting most of the staff members which addressed topics like advocacy and lobbying mechanisms and scientific research methods while most employees were designated to take part in local and regional activities.

Distribution of employees during the years 2007,2008,2009

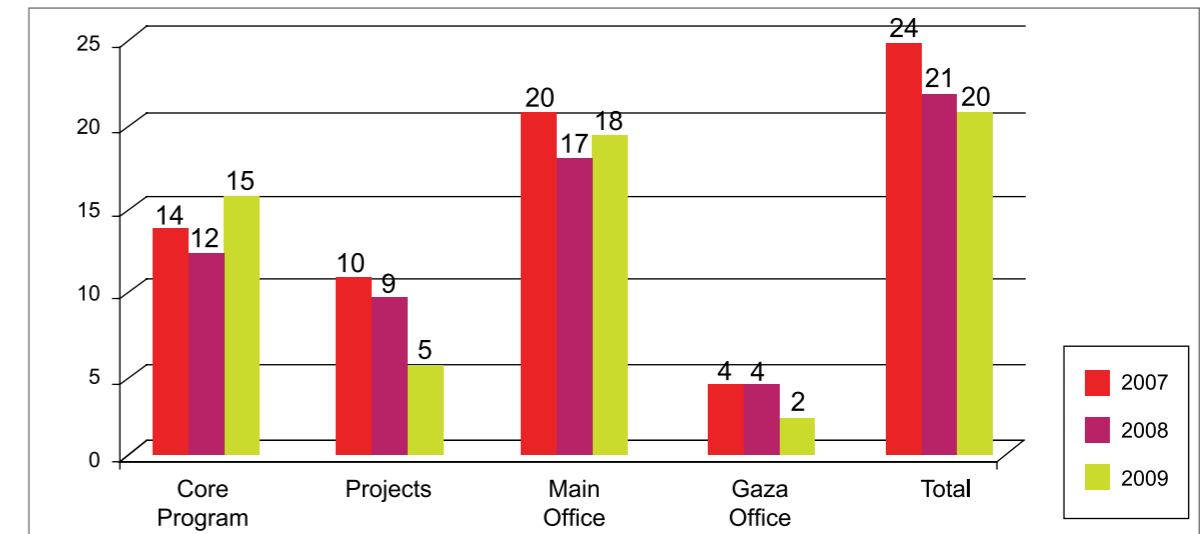


TABLE OF MAIN ACTIVITIES AND ACHIEVEMENTS IN 2009

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
I.Practices and culture of the Palestinians are supported and integrated with anti-corruption intuitions in the public institutions	1.1:To influence the public opinion makers and interested individuals from community figures and leaders to support and spread the initiatives to combat corruption	1.1.1 Producing 4 legal reports	<p>Four legal and analytical reports are produced, the reports cover the legal and institutional environment of some public institutes:</p> <p>In compliance with AMAN's approach, many workshops were conducted to discuss the first draft of the reports with relevant public and private institutions in WB and GS.</p> <ul style="list-style-type: none"> - Transparency and Integrity in the provision of Hajj services -Transparency and Accountability in the work of INGOs operating in Palestine -Transparency and Integrity in the Broadcast and Television services -Transparency and Integrity in the State owned land management <p>The second drafts of the three reports are produced, and they will be discussed in workshops to be held during the first quarter of 2010, after which the reports will be printed and published</p>	85%	<p>The issue of monitoring integrity in the provision of Hajj services was raised through the complaints received by the Advocacy and legal advice center at AMAN</p> <p>No. of participants: 35</p> <p>The work on the 3 report will be completed during the 1st quarter of 2010, where AMAN program 2nd year that extends between May 2009 and April 2010</p>

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		1.1.2 Prepare\ review 3 legislations and regulations and develop the related laws accordingly.	<p>Review of Financial Disclosure</p> <p>Review of funding elections campaigns</p> <p>Review of the Consumer Protection Law</p> <p>Drafting\ developing legislations\laws based on the review process:</p> <ul style="list-style-type: none"> - Preparing draft Regulations for Financial Disclosure. 2 workshops and meetings conducted to discuss the draft laws. 16 experts from different public institutions and ministries participated in each workshop. - Preparing Draft bylaws for the funding of election campaigns - A workshop was conducted to discuss the draft laws with 15 participants. - The draft laws presented to the PLC / Cabinet for discussion Preparing Draft Law for the anti-corruption Commission The draft law will be introduced to legal experts, PLC members for additional feedback. 	95%	<p>No. of participants: 47</p> <p>The work will be completed during the 1st quarter of 2010, where AMAN program 2nd year that extends between May 2009 and April 2010</p>
		1.1.3 Conducting two opinion polls	<ul style="list-style-type: none"> - Measuring the reality of corruption in Palestine in 2008 <p>The first opinion poll was conducted by Alfa Institute in the West Bank last year, and was completed in May -Jun 2009 in Gaza Strip due to the Israeli war on Gaza.</p> <p>It targeted all the Palestinian sectors and it aimed to measure the reality of corruption in Palestine in 2008</p> <p>Measuring the reality of corruption in Palestine in 2009</p> <ul style="list-style-type: none"> - The second opinion poll targeted all the Palestinian sectors and was conducted by Alfa Institute in the West Bank and Gaza Strip. <p>The results were analyzed, and used as one of the main resources for preparing the annual corruption report 2009.</p>	100%	Sample: 1250 each

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		1.1.4 Develop a Palestinian integrity index to measure the integrity within the Palestinian society. "PII"	The PII also known as "Integrity Index" depends on 300 measurable indicators to evaluate the policies and practices of each sector in relation to combating corruption and promotion of integrity. These indicators were developed in 2008, and AMAN is in the process of reviewing and evaluating it. For this purpose, 6 discussion meetings with local experts were held. The PII is now in its final stages will be subjected to the process of weighting and calculation.	90%	The work will be completed during the 1st quarter of 2010, where AMAN program 2nd year that extends between May 2009 and April 2010 20 participants
		1.1.5 AMAN fifth annual conference	AMAN's annual conference was held on April 22, 2009 in WB and GS under the slogan "Towards effective accountability systems in the public sector" AMAN prepared and presented the first annual corruption report "Corruption Report 2008". Copies of the report were distributed to the participants from various sectors in the West Bank and Gaza strip, Two Hearing Sessions were held during the conference; one on the Corruption in Water Sector report and the second one on the Petroleum Commission report. The sessions were attended by the head of Water Authority and the head of Petroleum Commission who received and answered questions by representatives of the civil society.	100%	
		1.1.6 Annual Corruption report 2009	The aim of the report is to describe the nature of corruption in the Palestinian society, its forms and reasons. The annual corruption report for this year will depend on the "Integrity Index" which has been developed and will be used as a tool to gather the information in addition to AMAN reports and opinion polls	80%	1500 copy The work will be completed during the 1st quarter of 2010

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		1.1.7 Promotional, advocacy and raising awareness campaigns: Newsletter * leaflets and brochures * radio spots * billboards * posters *Annual activity report	- AMAN's newsletter 4 issues of AMAN's newsletter were printed and disseminated. Billboards More than 4900 M through WB and GS on these subjects: The importance of conducting fair and transparent local councils elections (have been displayed in WB for 15 days) Protection of public properties The use of public vehicles and cars for personal purposes. ALAC (Whistle on corruption) Integrity awards and AMAN annual conference. - Leaflets and brochures A students Leaflet that carries messages on anti corruption has been printed and disseminated to school children, 70,000 copies were disseminated in the WB and GS. A brochure and a leaflet on integrity awards and transparency festival 2009. - Production and wiring 5 Radio Spots messages on : Protection of public property. Raising public awareness on effects of using Wasta. Encourage witnesses and victims of corruption to report their complains to ALAC. Honoring integrity awards winners at the transparency festival. The spots were wired 1200 time through 10 local radio stations. AMAN's 2010 agenda: The agenda was printed and distributed in WB and GS (3000 copies). The agenda contained information on the magnitude of corruption and its consequences, CoCs, and AMAN's main achievements. AMAN Annual activity report 2008 The report printed and disseminated (2000 copy) Activities on the occasion of the anti corruption International Day: A Rally on Dec, 5th was organized on the occasion of the international anti corruption. The rally was organized in the Ramallah; about 1000 people participated in the Rally. A wall painting was organized in Gaza, on Dec, 9th and 20 artists, and youth against corruption network volunteers and painters participated in drawing the anti corruption wall painting. The painting was presented at the Gallery of Gaza for one week, where more than 200 persons from public officials, NGOs activists, and university students came to visit the place.	100%	3000 copies 1250 participants participated in the anti-corruption international day activities

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		1.1.8 Anti-corruption university Curriculum	<p>The anti-corruption curriculum “Integrity, Accountability and transparency in front of corruption” which was prepared by AMAN in 2007, has been developed in cooperation with Birzeit university, where it was taught at the university for 4 semesters.</p> <p>This curriculum was evaluated and subjected to development by a group of educational experts and academics, legal experts, in addition to AMAN's research and development team.</p> <p>The first draft were prepared and will be discussed and developed during the 1st quarter of 2010</p> <p>Several meetings were held with 7 Palestinian universities. Several universities expressed their willing to adopt the curriculum.</p>	90%	<p>In 2009, The curriculum was introduced at the Islamic University in Gaza,</p> <p>No. of students in both universities participated in the course were 150 students.</p>

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
	1.2 To build the capacities of CBOs and NGOs to implement raising awareness and social Consoling programs	1.2.1 Outsourcing 4 NGOs to implement anti corruption projects	<p>The outsourcing strategy aims to encourage NGOs and CBOs to incorporate anti-corruption activities in their programs and mandate. By doing so, AMAN will enhance the capacity of these organizations and spread the anti-corruption culture and practices amongst the Palestinian people.</p> <p>Three NGOs and one CBO out of 48 applicants were selected and supported by USD 125,455, in addition to technical support of AMAN's staff to implement anti corruption projects</p> <p>Project 1: (educate values of Integrity and Principles of Transparency for a Society Free of Corruption)</p> <p>Target Group: Children and Vanguard</p> <p>Outsourced CBO: The Palestinian Child Club</p> <p>Project goal: Raising awareness of youth and children in 10 villages - Ramallah on corruption; its forms and effects on the Palestinian Society</p> <p>Project 2: (developing and promoting a Code of Conduct for the Palestinian Federation of Trade Unions</p> <p>Target Group: trade unions</p> <p>Outsourced NGO: Democracy and Workers Right Center</p> <p>Project goal: To foster a culture of democracy, integrity, transparency and accountability (ITA) within the Palestinian trade union movement.</p> <p>Project 3: Good governance culture within the youth in Gaza Strip</p> <p>Target group: university students</p> <p>Outsourced NGO: AL Dameer Association for Human Rights</p> <p>Goal of the project: raising the awareness of the Palestinian youth on combating corruption"</p> <p>Project 4: Implementation of the Code of Conduct for Charitable Associations and raise awareness of CoC importance</p> <p>Target group: Charitable CBOs</p> <p>Outsourced NGO: The Palestinian General Union of Charitable Societies</p> <p>Goal of the project: Raise awareness of ITA principles handled in the NGO's code of conduct.</p> <p>The four organizations implemented 175 actions varied between awareness raising workshops, summer camps, conferences, and training courses, and reached about 6500 persons in the WBGS.</p>	95%	<p>External Evaluation will be carried out during the first quarter of 2010</p>

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
Goal 2: Practices of public employees and officials who provide public services are compliant with the values of integrity, transparency principles and accountability systems	2.1 Both of governmental and non-governmental organizations apply systems and procedures of control, follow up, and accountability systems	2.1.1 Training courses for public sector employees Deliver 4 training courses for public sector employees in WBGS.	Three Training courses for the public sector employees were held on the following topics: - Two training courses on the Role of Public Monitoring Units in public ministries in enhancing integrity, accountability and transparency in the Palestinian NGOs. 35 training hours were delivered in two courses held in the West Bank and targeted 42 participants from different ministries - One training course on good governance and ITA: 14 training hours were delivered in two days course for local councils in Jerusalem area. Number of participants: 25	75%	Two courses targeting local councils and internal auditors in 8 -10 ministries in Gaza Strip are planned to be conducted during the first quarter of 2010. 67 participants
	2.2 To spread the symbol of model employee in both governmental and non-governmental organizations	2.2.1 Transparency festival	The Transparency Festival: On 14th Dec 2009, the transparency festival was held in Ramallah and Gaza under the slogan "A Functioning and effective National Integrity System is Immunity for Palestine from corruption", where the National Integrity System Study (NIS) was launched. The study was discussed by representatives of PLC blocs, CSO's representatives, academics, public sector officials, municipalities, stakeholders, politicians and donor's community. During the celebration, integrity Awards were distributed to this year winners from various sectors in the Palestinian society, in addition to honoring awards technical committees members who contributed in the process of developing the awards criteria and studying and evaluating the received applications.	100%	350 participants
		2.2.2 Preparing training of trainers manual in combating corruption within the political parties	In addition to the 6 specialized manuals prepared in 2008, a specialized ToT manual for Political Parties has been completed in 2009. The manual addresses the reality of ITA within the Palestinian political parties.	100%	

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
3. To contribute to establishment of effective local anti-corruption initiatives, institutions, and legislations	3.1 To encourage and enable social initiatives and organization to create and/ or activate anti-corruption programs	3.1.1. Support and Activate AMAN's advocacy and lobbying networks.	Palestinian Parliamentarians against corruption branch: - 2 meetings for the branch were organized, where AMAN provided the logistical support to conduct the meetings (10 members participated in each meeting). Journalist for integrity and transparency Network - Two meeting were held in April and July 2009 for the purpose of establishment of this network in Gaza Strip. - Also 2 meetings for the network members were held in WB (50 member participate in both meetings). Youth against corruption Network: - One day training course were held in July in Gaza Strip on introducing ITA concepts to children.	100%	The training targeted 12 youth members of the Youth for integrity network who later volunteered to conduct 6 raising awareness meetings targeting summer camps and social centers
		3.1.2 Preparing an internal audit manual for NGOs.	An internal audit manual for NGOs has been discussed and drafted after holding brainstorming sessions with NGOs representatives (boards of directors, administrative and finance directors) in Ramallah and Gaza. The manual was edited and made available to the public.	100%	33 participants
		3.1.3 Holding 5 Training Courses for NGOs on the inclusion of ITA principles in their internal procedures and systems.	6 Training courses for NGOs were held in Ramallah, Nablus, Hebron, North Gaza, Middle Gaza and South Gaza.	125%	93 participants

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		3.1.4 Training of youth NGOs, and CBOs on planning anti corruption advocacy campaigns	A 2 day Training workshop titled "Empowering Youth organizations to Lead Anti corruption Advocacy Campaigns" was conducted in Gaza.	100%	21 participants
	3.2 To enforce and activate the role of official institutions in the anti-corruption efforts	3.2.1 Lobbying for establishing and activation of Illicit Gain commission.	Advocacy and lobbying steps to activate the commission: During several workshops and meetings held by AMAN and attended by PLC members, the importance of activation of the commission was raised, where the legislative Reform Plan was recalled occasionally to convince the participants to play a pressing role to have the commission reliable. AMAN organized a peaceful march on Dec, 5th demanding the activation of the illicit gain commission. Where representatives on behalf of the march handed PM Salam Fayyad a memorandum demanding the establishment of an Illicit Gain commission and he promised to do so within the shortest possible period.	100%	

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		3.2.2 Establishing Advocacy and Legal Advice Center (ALAC) at AMAN	On the 19th of March, 2009, ALAC has been formally launched. Since launched ALAC conducted several promotional and outreach activities, that includes: ALAC Promotional campaign Radio spots, Billboards, Newspaper adds. Prepare and distribute ALAC brochures. ALAC guide manual was prepared and distributed for the public, the manual illustrated ALAC policies and procedures and how to complain on corrupt cases. Publishing ALAC Success stories in order to encourage people to get engaged in the fight against corruption. ALAC outreach visits: During 2009, eight outreach visits were conducted in different governorates targeting different groups (Women, students, labor, and public employees) from the west bank and in Gaza strip (320 participants). ALAC workshops & hearing sessions. During 2009 ALAC held 3 workshops, where traffic fines system, complaints of taxi drivers and owners, consumer protection issues were raised. In addition, ALAC organized one hearing session for the Director of scholarships in the Ministry of Education.(130 participants in both activities)	100%	450 participants
Improving AMAN's performance towards achievement of its mission and realizing its vision	4.1 To upgrade internal policies towards integrity and transparency principles.	4.1.1. Appraisal and performance evaluation systems developed	The system was developed and applied including the evaluation forms, evaluation procedures and criteria. In addition to computerized the evaluation results on line for all the staff (on AMAN website with log-in screen)		
		4.1.2. A system for internal audit in place.	AMAN's Board of Directors commissioned one of its members to hold the internal audit task who participate in all the meetings held by AMAN to develop an internal audit system for NGO's.		

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		4.1.3. Staff performance follow up mechanism prepared and implemented.	The following tools and actions were developed and applied: Regular staff meetings. Quarterly work plans and activity reports (prepared and discussed during the staff meetings).		
		4.1.4. financial and administrative procedures and systems developed and applied	- The internal system developed and approved The financial and administrative systems reviewed, modifications identified, specialized firm contracted to develop these systems accordingly.		The financial and administrative systems will be presented to the GA for approval during the first quarter of 2010
		4.1.5. Financial and administrative reports improved and promote transparency, accountability and credibility	Administrative and financial reporting process developed through: Preparing quarterly report (technical, administrative and financial). Audited reports, administrative and financial reports published on AMAN's website.		
		4.1.6 Strategic planning workshop held	AMAN's strategic plan (3 years) reviewed and AMAN core program phase4 prepared (May 2010-April 2013). 1. Strategic planning workshop held: A two 2 days Strategic planning retreat were conducted via video conference with Gaza attended by AMAN's staff in the West Bank and Gaza Strip, members of the board of directors, AMAN's commissioner for combating corruption, senior researcher for AMAN, Key trainer for AMAN, representatives of local partners (the pressure groups of parliamentarians, media, youth and NGOs), and representatives of AMAN's core program donors. AMAN core program phase4 (2010-2013) developed in light of the changes in the external environment and the strategic planning workshop recommendations.		

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
	4.2 To build AMAN's staff capacities	4.2.1 Capacity building training courses for AMAN staff were conducted	Staff capacity building plan for 2009 prepared and 3 training courses for the staff conducted: One Training course on scientific research methods attended by AMAN's research and development unit officer. One training course on advocacy attended by most of AMAN's staff and partners: 17 participants. A training course on financial skills for NGOs attended by the accountant. Most of the staff participated in local, regional and international activities.	100%	19 participants
	4.3 To promote AMAN's relationships and networking at the local, regional and international levels	4.3.1 Strong and reliable relationships with donors sustained and improved	Meetings and events with the Core Program donors, other projects' donors, and potential donors for cooperation and networking were held: 1 technical meeting held with the CP officers at the NRO and NeRO. 1 political meeting between AMAN core program donors and AMANs board of directors 9 Meetings were held with other international organization to discuss future cooperation and networking (TIRI, World Bank, Open society, TI, NED etc.) Bilateral meeting for networking and future cooperation were held with donors and international NGOs in the course of various regional and international events. AMAN's Executive Director, went on a fund raising tour to Luxemburg and Switzerland during July 2009 and participated in the ICCP and ECCP meetings.		
		4.3.2 Networking locally	Two local organization expressed their interest in joining AMAN coalition (Al-Hadaf for human rights and Union of The Palestinian working woman's committees). Three local organizations expressed their interest to cooperate with AMAN in implementing or hosting AMAN's activities (Al-Lud charitable society, Woman center for social and legal advice and The Palestinian Labors union)	100%	

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
		4.3.3 Strong participation at the local, regional and international levels	<p>1. Attending international meetings (4 meetings) Transparency International's Annual conference attended in Berlin Oct 14-20, 2009. Participating in international conference "Fighting Corruption through Collective Action" organized by the World bank, USA (June 2009). Participating in Third Session of the Conference of the States Parties to the UNCAC-COSP, Qatar (Nov, 2009) Participating in International meeting for ALAC centers, Berlin(Nov 2009)</p> <p>2. Attending regional meetings (8 meeting) - Participating in a regional meeting "The Business of Governance and the Governance of Business", Syria May 23-24, - Participating in a regional meeting to discuss the Arab Human Development Report 2009 , Lebanon (July 21-22, 2009) Participating in a regional meeting with other Arab chapters to prepare for TI annual conference and possible joint projects, Jordan (July 24-26, 2009).</p> <p>- Participating in a regional meeting to discuss the reform in the Arab security system, Morocco (March 2009). - Participating in ARPAC board meeting, Lebanon (April 2009) - Participating in regional meeting to launch the Parliamentarians Toolkit on Financial Oversight, Lebanon (April 2009). - Participating in regional meeting organized by The Arab Anti corruption organization to discuss The Arabic Corruption Index, Lebanon (May 2009). Participating in study visit to ALAC- Azerbaijan (Mar2000)</p>	100%	

Strategic Goal	Objectives	Planned activity	Implemented activity (completely or partially)	Achievement percentage (%)	Notes
	4.4 Developing AMAN's Resource Centre, Website and Virtual library	4.4.1 Developing AMAN's Resource Centre, Website and Virtual library with new references on good governance and corruption issues	<p>New section within AMAN website was created and includes updated local and international news related to corruption. More than 1000 university students and researchers visited AMAN's RC seeking resources on good governance and corruption; More than 419219 visitors entered AMAN website, 75705 are new visitors. 300 new materials were included in the resource center. AMAN's website enriched by AMAN's activities, local and international news related to AMAN's work. 8 of AMAN's reports and one study translated to English and distributed. 50 public institutions and NGO's requested copies of AMAN publications</p>		
	4.5 Participation in Regional projects for combating corruption	4.5.1 Three regional projects were implemented	<p>1. Building demand for an effective national integrity system (NIS) in Palestine It is a joint project aiming at measurement and promotion of anticorruption efforts in Egypt and Arab World, and building demand on comprehensive national integrity systems. 2. Enhancing the right of association in the Arab World. The project is implemented in Five countries (Palestine, Jordan, Lebanon, Syria, and Egypt). In 2009, AMAN implemented 10 national activities (303 participants) and participated in one regional activity. 3. Pro Poor Integrity The project is jointly implemented with Areej center and TIRI. It targets four municipalities in the West Bank, and aims at improving services presented to citizens especially poor people, through making changes of the policies and internal systems of the targeted municipalities. In addition to building and strengthening the capacities of the local governments. 12 activity were implemented with the participation of 126 participant.</p>	100%	467 participant

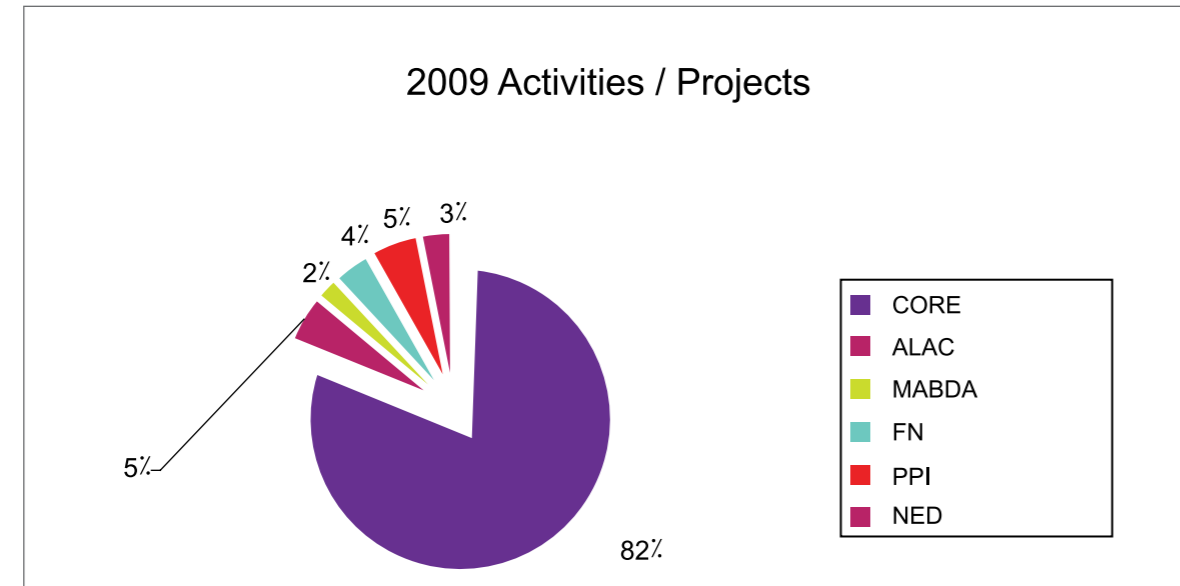
AMAN PROJECTS DURING 2009

AMAN's core program and projects reflect and complete the implementation of the strategic plan (2008-2010) in order to achieve the strategic and interim goals and objectives of the plan.

For the previously mentioned period, the activities enlisted in the strategic plan and the activities which were covered by AMAN's projects in 2009 were all compatible with the adopted timeframe. AMAN succeeded in ensuring the finances to implement these activities by preparing projects that are directly related to the strategic plan.

6 projects including AMAN's core program were implemented during 2009. Some of these projects started in 2008 and is still ongoing till now, while others have started during 2009. AMAN's core program incorporated the biggest percentage of implemented activities in 2009.

Figure 1/A: proportional distribution of AMAN's activities according to each project



With regards to the interaction of the target groups with AMAN's various activities, the total number of participants was more than 10,000. The Grants Program was the biggest activity in terms of the number of participants and target groups.

Figure 1/B: number of participants in activities implemented during 2009 according to each activity

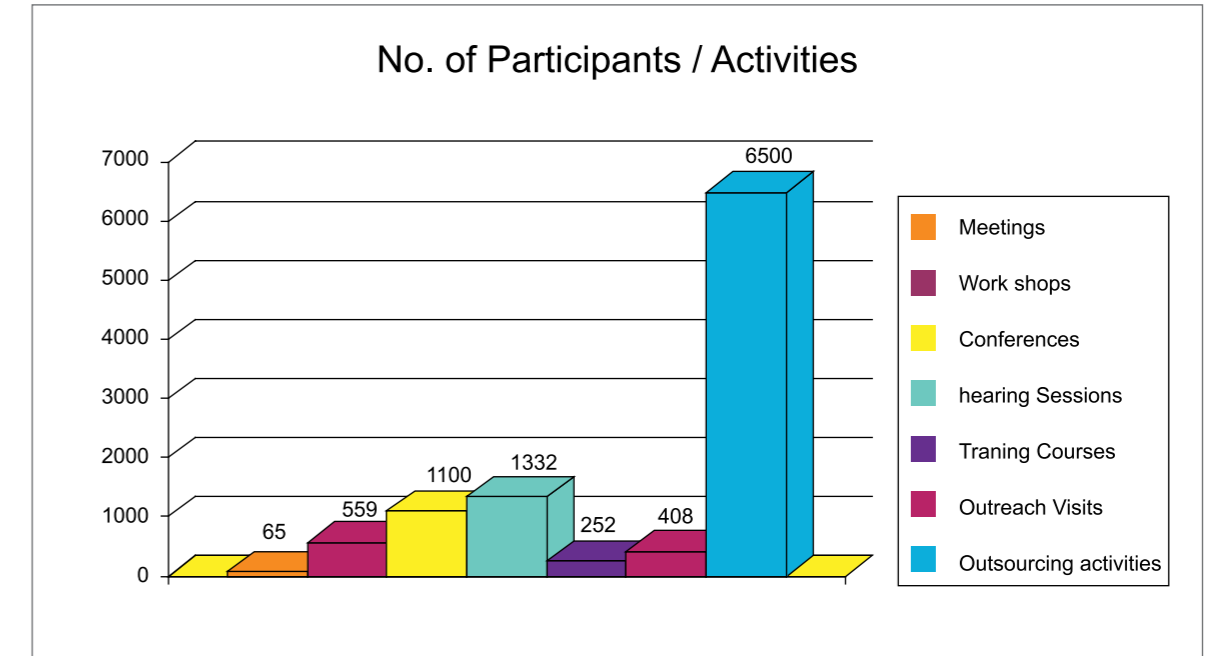


Chart 2: Expenses according to Project/Program

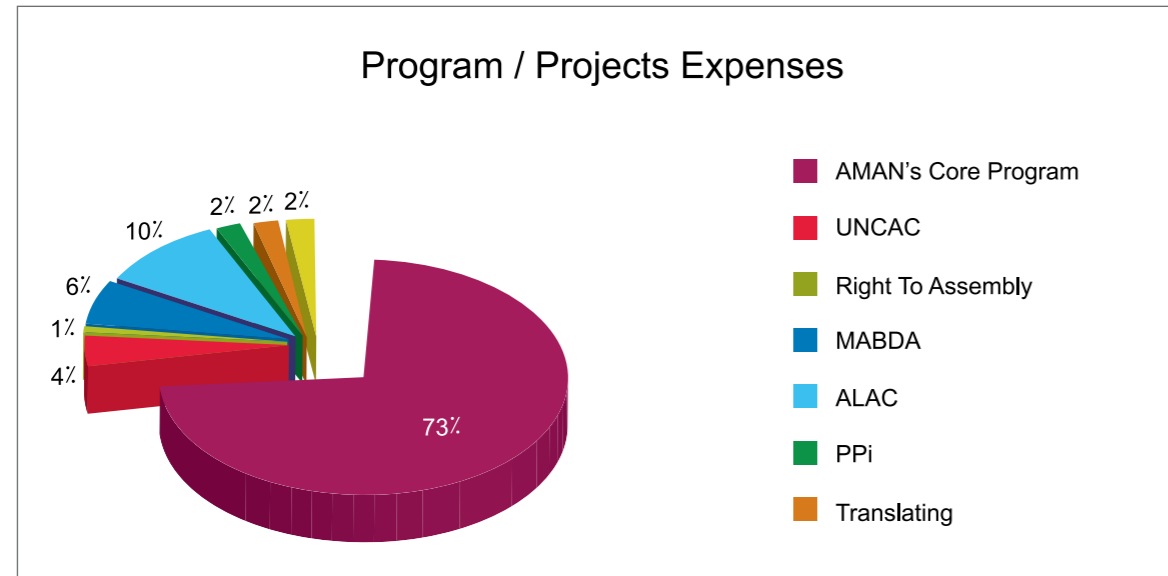
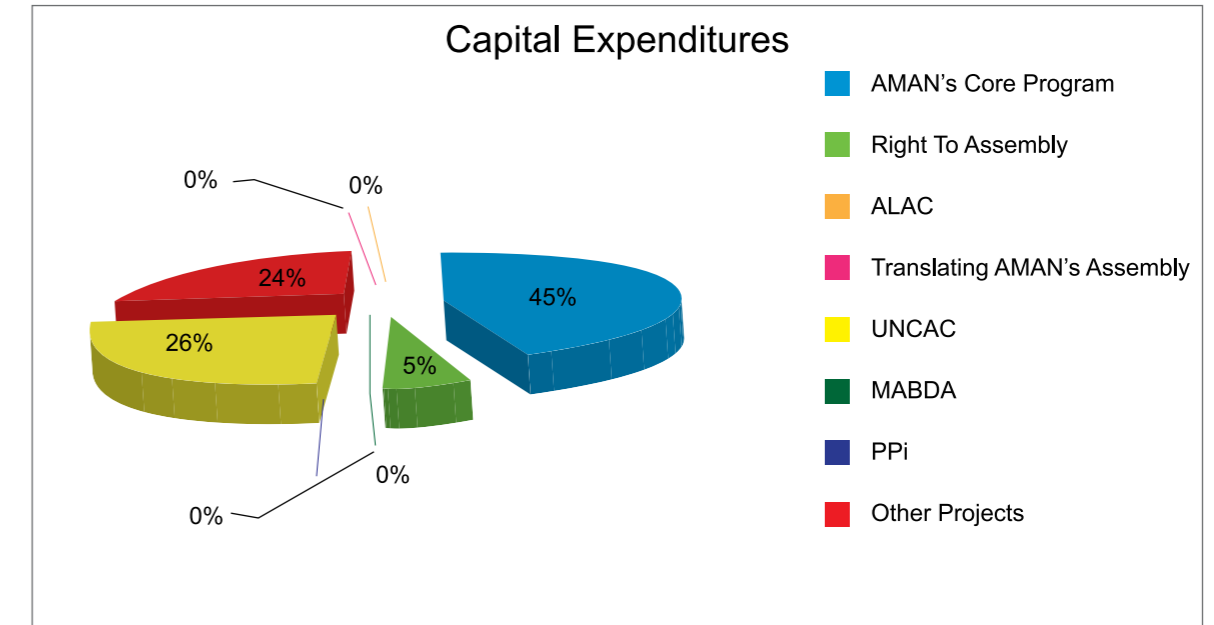


Chart 3: Capital Expenditures According to Project/Program.



The expenses of AMAN's activities during 2009 amounted to 957,983 USD compared to 673,234 USD in 2008. Expenses of the core program and the other various projects constituted 98% of the total spending in 2009.

As for the allocation of expenses on the core program and the various projects, 73% was allocated for AMAN's core program as shown in Chart # 2/A below

Capital expenditures totaled 8,692 during 2009 which constitutes 1% of the total spending of the same year. Expenses were allocated on the core program and the various projects as shown in Chart # 2/A below

Finally, salaries and dues for the staff of AMAN Coalition were allocated on the core program and the various projects as shown in charts 2/C and 2/D below

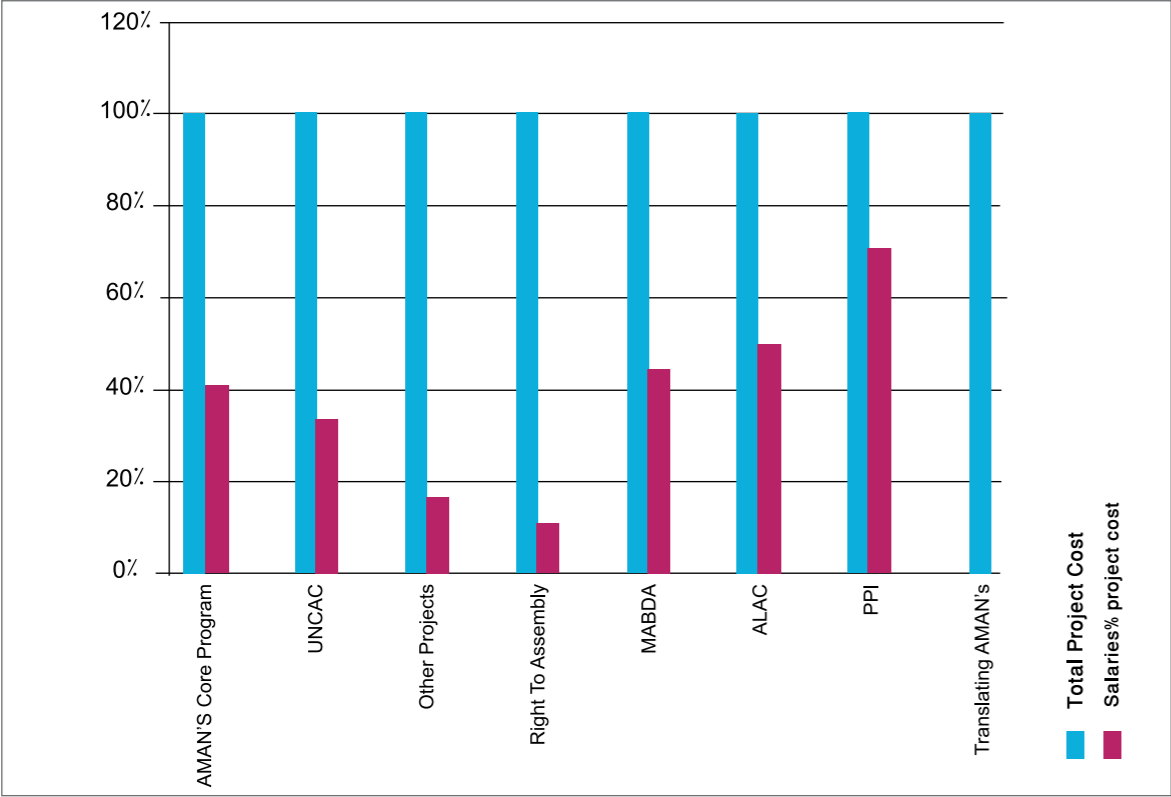


Figure 2/A: allocation of expenses as a percentage of the programs and projects
Figure 2/B: allocation of capital expenditures as a percentage of the programs and projects.
Figure 2/C: allocation of salaries and end of service compensation as a percentage of programs and projects.
Figure 2/D: percentage of salaries and end of service compensation from the program and various projects.

COOPERATION, COORDINATION AND NETWORKING:



Guided by AMAN Coalition's belief that the combat against corruption is an integrated system, which without development and enhancement; all the efforts will remain individualistic and ineffective in the fight against corruption. Therefore, all Palestinian players in the executive, legislative and judicial powers, civil society with all its aspects and the private sector have an important role in this system. AMAN also believes that the international institutions operating in the Palestinian territories- likewise the Palestinian institutions- influence and are influenced by this system, obligating them to contribute to its construction. Hence, AMAN continued to strengthen its cooperation, coordination and networking relations with the various sectors of the Palestinian people to build and enhance an actual will to combat corruption, settle the integrity, transparency and accountability

system in the various institutions and transfer the concept of theory to actual practice. In addition, it strived to activate mechanisms of oversight and accountability, convey and exchange experiences in this area. Addressing these issues, AMAN was characterized as being positive, professional, corporative and achieving mutual learning experience.

COOPERATION WITH NON-GOVERNMENTAL ORGANIZATIONS:
Based on adopting a participatory approach, AMAN seeks to encourage civil organizations to integrate in the national efforts to combat corruption, build and strengthen the integrity system, which constitute one of the important pillars of the National Integrity System that AMAN aims to build as a precautionary and preventive anti-corruption strategy. Not to mention the important role AMAN plays in achieving

high levels of human rights, democracy and sustainable development, as well as, its oversight on the government, holding it accountable to ensure the application of the principle of justice, equality and inclusiveness in the services provided to citizens. In order to achieve these objectives, AMAN has allocated part of its activities and budget for civil, national and grassroots NGOs, where it carried out a pilot phase of a small grants program. The organizations would receive the grants to implement projects and activities that serve to raise awareness of citizens in the areas of combating corruption and promoting integrity, transparency and accountability in their work as a model example for practicing these concepts, values and principles.

AMAN has contracted with four civil institutions in the West Bank and Gaza Strip to carry out awareness campaigns targeting different segments like children, youth, women and trade unions. In the preliminary evaluation of this endeavor, results were positive and encouraging, where hundreds of the targeted citizens participated in a mass rally organized by AMAN on the occasion of the International Anti-Corruption Day on 5/12/2009.

In terms of building the capacities of NGOs,

AMAN continued its developments in all areas that promote the integrity and transparency system, such as the financial rules, sound management, budget transparency, oversight and internal audit. Further, AMAN worked on strengthening their ability in areas of building strategies, advocacy and pressure campaigns, and oversight on the overall performance of the Palestinian National Authority and local bodies. The purpose of which is to enable those NGOs to have a role in influencing policies and plans adopted by the government and local bodies to be in line with the interests of the targeted groups, in particular their right to receive high-end services at reasonable prices with justice and equality.

It is worth mentioning that the most prominent achievements of AMAN at this level, is completing an internal audit system and guidelines for NGOs, based on a participatory process which involved many leading NGOs that are active in areas of health, education, agriculture, good governance and human rights.

The desire out of these guidelines and the entailing exercises is to contribute to alleviating some of the financial obstacles that organizations might face once adopting an internal audit unit or activity. It also aims

at encouraging them to strengthen oversight on the work and decisions of the executive departments to ensure they comply with the legislation and decisions of their governing bodies.

Noteworthy to mention here is that dozens of community-based organizations have been cooperating in the coordination and implementation of joint activities.

RELATIONSHIP WITH THE EXECUTIVE, JUDICIAL AND LEGISLATIVE BRANCHES:

Studies, research, reports and AMAN's practical experience on the reality of the Palestinian integrity system concluded that public accountability systems are weak and lack the substantive guarantees to prevent corruption.

This indicates the weakness of good governance in Palestinian institutions for many reasons including: the existence of legislative gaps, weak political will, failure of the PA to adopt a participatory approach in setting national developmental plans and general budgets, lack of efficiency in the Palestinian institutions, oversight bodies in particular, and their modest experience in achieving integrity, transparency and accountability in the public sector, lack of cooperation accompanied by recurrent high

competition among the different employment sectors and finally, failure of civil society organizations to monitor public affairs and hold the government accountable, and the like.

AMAN's study on the Palestinian national integrity system has concluded the need to encourage the civil society with its various sectors, including its religious institutions to adopt a "comprehensive reform" program that drives drafting and amending legislations and policies of relevance, and mechanisms to hold the government accountable before the public.

COOPERATION WITH THE GOVERNMENT:

Accordingly, AMAN was concerned in raising the level of communication and networking with the government through implementing a range of interventions, most notably was the capacity building of NGOs and human rights units in the various competent ministries and the Cabinet. The purpose of which is to enable a technical control over NGOs, and to emphasize on broadening the principle of horizontal accountability base to prevent any abuse of power.

AMAN had a prominent role in achieving understandings between the government and civil society organizations by taking

part in the meetings held in this regard. Subsequently, a partnership agreement between both the government and CSOs was prepared which aimed at mobilizing the civil society to participate in developing mechanisms and ways to implement the government's action program for the next two years, which is based on consolidating rules of sound management and good governance in all areas.

While AMAN contributed in reviewing several draft laws and regulations prepared by the national legislative plan team at the government, numerous representatives of ministries and non-ministerial institutions participated in workshops and focus groups, held by AMAN, to discuss some of the analytical reports, studies and legal reviews of Palestinian legislation related to combating corruption.

On the other hand, AMAN continued its efforts in preparing the national plan to promote integrity and transparency in the Palestinian public work as a secretariat of the national team, set up by the government and based on the Cabinet's Resolution No. M. F /W.S.F. 08/68/12 issued on 18/8/2008, which consists of representatives of various ministries and non-ministerial institutions.

Also, AMAN organized a campaign to end

the waste of public funds by controlling the use of government vehicles to support the efforts put forth by the Ministry of Transport and Communications in this regard. This distinguished relationship with this ministry has a positive impact and good results, most notably the adoption of a traffic violation fines system, where citizens can pay traffic fines in the bank, not requiring them to go to the courts as is the case, which will reduce the backlog at the judiciary.

Cooperation with the ministry led to influencing the minister to adopt regulations designed to preserve integrity, transparency and prevent conflict of interest in the work of the ministry officials by requiring them to disclose all privileges, services or licenses granted to them. This emerged when AMAN's Coalition raised this issue after receiving many complaints sent to the Advocacy and Legal Advice Center (ALAC) regarding conflict of interest of officials in the ministry who granted licenses and concessions for first-degree relatives by virtue of their position.

Despite some fluctuation of some of the governmental agencies in the level of cooperation, AMAN received a positive feedback and cooperation from most of the public institutions and ministries, either

through their effective participation in AMAN's activities or in receiving AMAN's researchers and operational crews to collect information and pursue complaints of citizens received by ALAC.

Noteworthy to record here is the notable support of Prime Minister Dr. Salam Fayyad to activate the Illicit Gain Commission by nominating a head to this commission for the President of the Palestinian National Authority in order to facilitate the president's approval on the appointment.

Also, the Prime Minister played a role in enhancing the right to access to information by attending the accountability session organized by AMAN regarding the PA's budget for 2009, in his capacity as the Minister of Finance.

COOPERATION WITH THE PRESIDENCY:

AMAN was keen on communicating and interacting with the President's Office, through revising certain laws issued by the President of the Palestinian National Authority and the participation of representatives from the Office in a range of activities, workshops and conferences held by AMAN.

COOPERATION WITH THE LEGISLATIVE COUNCIL- PLC:

Due to the fact that the PLC has not reached quorum for the past three years, AMAN continued its cooperation and coordination with the Palestinian Parliamentarians against Corruption Network, where it continued its participation in reviewing draft laws introduced by AMAN to combat corruption, such as reviewing and amending the Palestinian Penal Code, regulations related to financial disclosure, protection of whistle-blowers on corruption and the like.

In addition, the year 2009 witnessed a remarkable participation by members of this network in the accountability session on the 2009 budget. They were also present in most of the discussions, focus groups and workshops on AMAN's studies and reports and the study on the Palestinian National Integrity System in particular.

COOPERATION WITH THE JUDICIARY AND THE PUBLIC PROSECUTION:

Despite the fact that combating corruption is a criminal felony in principle, and is linked mainly to the ability of the judiciary and prosecution to hold perpetrators of corruption-related actions accountable, everybody, including citizens, should have

a role in exposing the corrupt, making sure they are penalized despite their seniority or rank at the PA or public institutions.

Thus, AMAN focused on strengthening its communication with the Higher Judicial Council and the Public Prosecution. To that end, it held several meetings to explore possibilities and prospects of joint cooperation in combating corruption, exchange information and expertise on corruption issues and pending corruption-related cases before the judiciary, including the complaints received by ALAC at AMAN relating to corruption acts that took place at different institutions.

This cooperation was culminated in signing a Memorandum of Understanding with the Higher Judicial Council enabling AMAN Coalition to execute the project of enhancing the independence of the judiciary and activating the role of civil society in monitoring the judicial system.

Also, the public prosecution responded to the complaints received by AMAN, where it provided the necessary information of some of the corruption files as permitted by law.

REGIONAL AND INTERNATIONAL COOPERATION:

AMAN continued to strengthen relations of cooperation with Transparency International

and its national branches, especially in the Middle East, the Arab States, the United Nations agencies and the global network of parliamentarians against corruption. AMAN's staff has participated in dozens of international and regional conferences, workshops, and training courses, in Germany, the United States, Azerbaijan, Egypt, Lebanon, Syria, Morocco, Jordan and Qatar.

AMAN's delegations had a prominent role in reviewing the Human Development Report of the Arab world in 2009, developing the Arab parliamentary oversight toolkit on public budgets, the Arab corruption index, and the National Integrity System study in the Arab world. It also had an active participation in sharing the Palestinian experience, as well as learning from others.

AMAN Contributed to forming the Arab Coalition for the right to assembly in the Arab world, within the framework of a project carried out by AMAN in Palestine for three years, where it developed general principles and rules to protect the right of citizens to form political parties, trade unions and NGOs in partnership with Arab institutions in Lebanon, Syria, Egypt and Jordan. This was with the support of the Friedrich Naumann Foundation, the European Union and the sponsorship of the League of Arab States.

COOPERATION WITH DONORS AND SUPPORTERS:

AMAN ensured to keep up the communion with its core donors, both the Government of Norway and Netherlands, where it held several technical and political meetings with the participation of the Heads of the two Representatives, their technical staff, AMAN's Board of Directors and the management body.

These meetings came within the framework of constant consultation between above-mentioned parties about the reality of the corruption system and the latest political updates in the Palestinian arena. They also aimed at following up on the work and activities of the Coalition, including identifying the nature of the challenges it faces and the level of cooperation of the concerned parties. AMAN has also sought to open new relations of cooperation with new donors, where there has been a fundraising tour in Europe during the summer of 2009. The most prominent achievements in this area, is forming relations with the following institutions:

1. National Endowment for Democracy (NED) where it financed higher education project in combating corruption.
2. CIPE Foundation, AMAN submitted a project on combating corruption in the

private sector.

3. International Cooperation Agency in Luxembourg, where AMAN invited the Government of Luxembourg to join AMAN Coalition's donors, where it presented the fourth phase of its core program for the years 2010-2012.
4. Solidarity Foundation (ASTM) and the Committee of Justice for Palestine in Luxembourg.

On the other hand, AMAN received a new grant from the World Bank to implement a comprehensive study on corruption in the Palestinian territories, which is currently in process in cooperation with the Palestinian Central Bureau of Statistics.

AMAN also received a grant from the European Union to implement the project of strengthening the independence of the judiciary and activating the role of civil society organizations in overseeing the judiciary. It is expected to start implementation in February 2010. The project will approximately last for two years.

In addition, AMAN received a grant from the German Technical Fund (GTZ) to translate, print and publish the report of the integrity and transparency environment in the Palestinian water sector.



AWARDS AND HONORS:

To culminate the many successes and achievements over a decade of combating corruption, AMAN has won two appreciation awards in 2009 to add to the Achievement Award it received from the Welfare Association in 2008. This reward is dedicated to non-governmental organizations which have achieved distinguished achievements in their fields and services.

AMAN received these awards due to the dedicated work in raising the awareness and education of the Palestinian society to basic concepts of integrity, transparency and accountability, in addition to conducting several research projects, laws, codes of conduct, programs and activities, diagnostic studies and meetings, accountability sessions, lobbying and advocacy campaigns.

1. WORLD BANK AWARD:

AMAN won the World Bank Award for the best creative anti-corruption initiative for one of its programs that targeted the private sector during the past years as a creative case study. This award was within a competition organized by the World Bank in 2009 for governments, non-governmental organizations, companies, academic institutions, donors and individuals.

The competition aimed to shed light on exchanging experiences and lessons learned with regard to distinctive, creative and multilateral interventions in combating corruption. This had a significant impact in strengthening the role of the private sector in the efforts of combating corruption. The World Bank also aimed to participate through this contest in suggesting innovative solutions to combat corruption and build on the experiences and practices of other stakeholders.

2. ARAB REFORM FORUM AWARD:

AMAN won the Arab Reform Forum award for the best twenty non-governmental organizations in the Arab world through a competition organized by the Forum of the Alexandria Library in the Arab Republic of Egypt.

The purpose of the competition is to activate the role of civil society organizations in the areas of reform and development in Arab societies. The nominated names to the forum were revised; it contained information on the achievements of each institution at the local and international level; its role in developing its communities and the extent of achieving their aim.



SPECIAL THANKS:

AMAN-Coalition for Integrity and Accountability wishes to thank all international and local partners, individuals, institutions, and networks, for their financial and moral support given throughout the past year. Special thanks and recognition goes to our core program funders, the Governments and people of the Kingdom of Norway and the Kingdom of the Netherlands who have relentlessly provided us with all support needed for six consecutive years through the Norwegian and Dutch representatives in Palestine.

We reiterate our thanks to all, especially Ms. Raheek Renawi, projects' advisor at the Norwegian Representative office, and Ms. Meena syed, Second Secretary at the Norwegian Representative office, Mr. Ziad sharia the development programs officer in the Representative office of the Netherlands. Thanks are also due to the many international institutions and Palestinian private sector institutions that have supported us through a variety of projects, activities and initiatives carried out by "AMAN" in 2009, namely:

- United Nations Development Programme UNDP / United Nations Fund for Democracy UNDEF.
- Transparency International (TI).

- The British Department for International Development (DFID).
- The European Union.
- World Bank.
- Friedrich Naumann Foundation.
- National Endowment for Democracy (NED).
- Palestinian Telecommunication Group.
- German Agency for Technical Cooperation (GTZ).

It also recorded the "AMAN" thanks to the Palestinian and Arab networks. And to all researchers, trainers, academics and representatives of the ministerial and non-ministerial institutions and civil society organizations to support and assign them to the "AMAN" in the implementation of some of its effectiveness and its various programs, and we would like to thank:

- Palestinian Parliamentarians against corruption Network.
- NGOs against corruption Network.
- Journalists for integrity and transparency Network.
- Youth for integrity and transparency Network.
- Arab Parliamentarians Against Corruption branch.



ANNEXS

ANNEX 1: RESOURCE CENTER REPORT

AMAN resource center provide information and resources on good governance and combating corruption such as books, reports, research, statistics and studies, in addition to what is available on the international and regional levels, to support AMAN's coalition members, and the local community, researchers, decision makers, university students and the Palestinian public in general.

The centre has achieved the following results during the year 2009:

- Provide 300 new resources on the topic of corruption (reports, books, studies, periodic newsletters, electronic copies) published by AMAN and by local, regional and international organizations .
- The center received fifty official letter

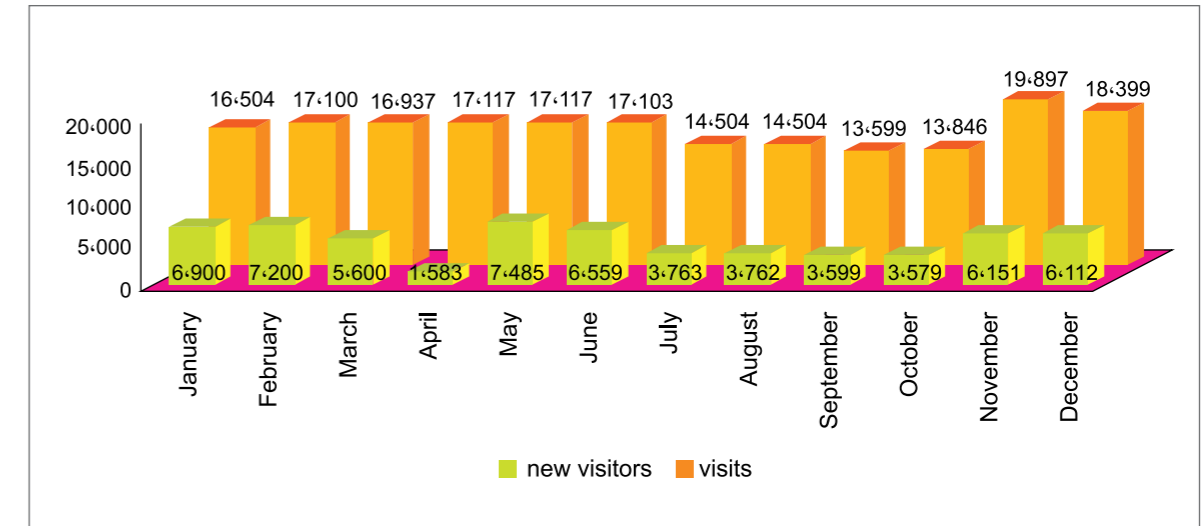
from the governmental institutions and CSO's. The letters sorted into two types; general messages requesting all publications of AMAN, and letters request specific publications such as laws and regulations which is mainly requested from public institutions and universities students.

- More than 1000 visitor visited AMAN resource center during this year including researchers, university students, interested people and experts of economic , political and social fields .Where the center team and the team of the research and development unit provide the full support to them.

As for AMAN web site, it become the most important sources of the Palestinian researchers and all stakeholders interest in anti-corruption issues as this site is mainly

specialized in anti-corruption and good governance resources. The computerized statistics also showed continued increase in the number of visits and new visitors in the year 2009 as follows:

I. Statistics on AMAN's webpage-2009



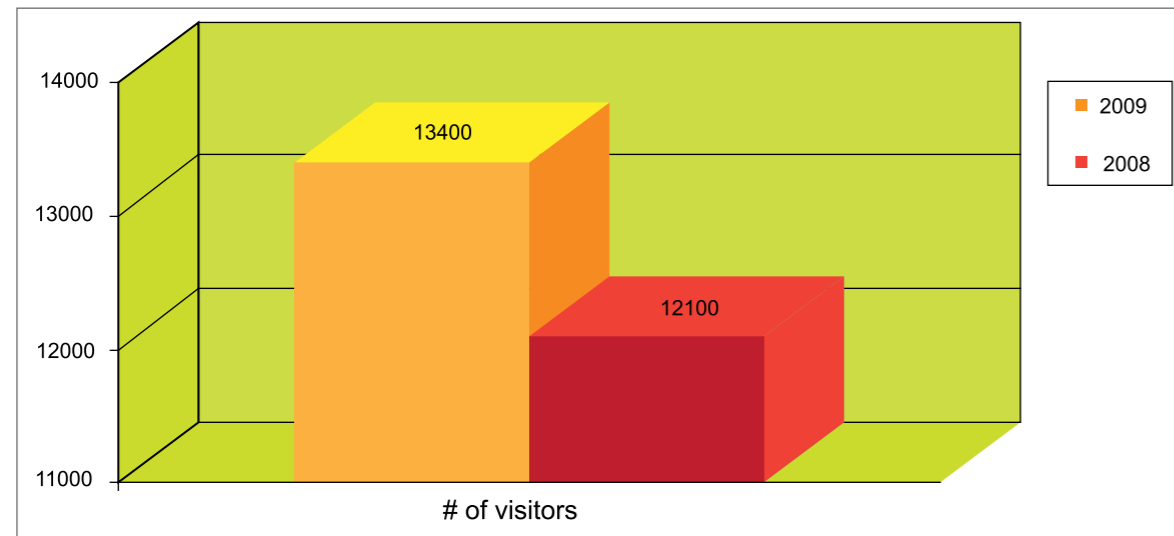
Month	Visits*	New visitors*
January*	16,504	6,900
February**	17,100	7,200
March***	16,937	5,600
April	17,117	1,583
May	17,117	7,485
June	17,103	6,559
July	14,504	3,763
August	14,504	3,762
September	13,599	3,599
October	13,846	3,579
November	19,897	6,151
December	18,399	6,112
Total	219,914	75,705

* Visits: total number of visits to AMAN's webpage.

* * New visitors: total number of visits using new computers.

* * Estimated number of visitors in the first three months as the e-statistics system was activated on 23/3/2009.

II. Number of visitors to the e-library



III. AMAN's Latest publications

1. National Integrity System Study Palestine 2009
2. Annual Corruption Report 2008
3. Brochure: Integrity awards
4. Brochure: summary on the National Integrity System study
5. Public poll results on corruption in Palestine conducted by AMAN
6. Code of conduct for Arab Non-Governmental Organizations, Political Parties, and Labor Unions
7. General Petroleum Corporation: between values and rectification
8. Integrity of administrative contracts
9. Transparency and integrity ambiance in the Palestinian water sector
10. Critical review of a resolution on money laundering of the year 2007
11. Annual Report 2008
12. Special edition on the transparency celebration 2008
13. Newsletter on the National Campaign against Corruption and prompting the application of the UNCAC– Issue No 3
14. Guidelines to the right to assembly and Association in the Arab World
15. Report: The Palestinian experience on anti-money laundering



AMAN'S BOARD OF DIRECTORS IN 2009:

Dr. Hanan Ashrawi : Board Chairperson
 Dr. Kamal Sherafi: Deputy Board Chairperson
 Dr. George Giacaman: Secretary Treasure
 Dr. Mohamad Abbass abdulhaq: Secretary
 Dr. Lily Feidy: Member
 Mr. Isam Younis: Member
 Mr. Maher Hamdan: Member

AMAN STAFF IN 2009:

Dr. Azmi Shuaibi: AMAN's commissioner for combating corruption
 Ms. Ghada Zughayar: Executive director
 Mr. Isam Haj Hussein: Administrative director
 Mr. Thaer Abdallah: Finance director
 Ms. Abeer Musleh: Research and development unit officer
 Mr. Belal Barghthi: Legal advisor
 Ms. Hama Zidan: ALAC coordinator
 Ms. Jamileh Abed: Project coordinator
 Ms. Lina Falah: Project coordinator
 Mr. Mohamad Liftawi: Project coordinator
 Ms. Nadia Bayoumy: AMAN's office Manager- Gaza
 Mr. Said Awadallh: Project coordinator
 Mr. Rami Mousa: Resource center and website coordinator
 Mr. Wael Ba'lousha: Project coordinator
 Mr. Shadi Rezq allah: Accountant
 Ms. Salam Zahran: Administrative Assistant
 Mr. Luay Jaber: ALAC volunteer
 Ms. Amani Al-jamal: Secretary and receptionist
 Ms. Faeda Daghra: Services employee.



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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 of December 31, 2009, and the statement of activities and changes in net assets and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

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. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

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 give a true and fair view of the financial position of the Coalition for Accountability and Integrity - AMAN as of December 31, 2009 and the results of its activities and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

April 29, 2010
 Ramallah, Palestine

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Financial Position

As of December 31, 2009

	Notes	2009 U.S. \$	2008 U.S. \$
Assets			
Non-current assets			
Property and equipment	3	20,208	21,991
Current assets			
Contributions receivable	4	1,321,138	1,887,018
Other current assets		12,287	31,474
Cash and cash equivalents		183,847	166,765
		<u>1,517,272</u>	<u>2,085,257</u>
Total Assets		<u>1,537,480</u>	<u>2,107,248</u>
Net Assets and Liabilities			
Net assets			
Unrestricted net assets		76,590	24,976
Total net assets		<u>76,590</u>	<u>24,976</u>
Non-current liabilities			
Deferred revenues	5	19,042	20,347
Provision for employees' indemnity	6	57,816	37,913
		<u>76,858</u>	<u>58,260</u>
Current liabilities			
Accounts payable and accruals	7	105,450	90,971
Temporarily restricted contributions	8	1,278,582	1,933,041
		<u>1,384,032</u>	<u>2,024,012</u>
Total liabilities		<u>1,460,890</u>	<u>2,082,272</u>
Total Net Assets and Liabilities		<u>1,537,480</u>	<u>2,107,248</u>

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Activities and Changes in Net Assets

Year ended December 31, 2009

	Notes	2009 U.S. \$	2008 U.S. \$
Revenues			
Temporarily restricted contributions released from restriction	8	945,253	638,891
Unrestricted contributions		54,347	39,794
Deferred revenues recognized	5	9,997	17,553
Total revenues		<u>1,009,597</u>	<u>696,238</u>
Expenses			
Projects' expenses	9	945,253	638,891
Depreciation	3	10,475	15,661
Administrative expenses	10	-	16,602
Other expenses		2,255	2,080
Total expenses		<u>957,983</u>	<u>673,234</u>
Increase in net assets		51,614	23,004
Net assets, beginning of the year		<u>24,976</u>	<u>1,972</u>
Net assets, end of year		<u>76,590</u>	<u>24,976</u>

Cash Flow Statement

Year ended December 31, 2009

	2009	2008
	U.S. \$	U.S. \$
Operating activities:		
Increase in net assets	51,614	23,004
Adjustments:		
Depreciation	10,475	15,661
Provision for employee's indemnity	28,771	22,998
Loss from sale of property and equipment	-	188
Deferred revenue recognized	(9,997)	(17,553)
	80,863	44,298
Changes in working capital		
Contributions receivable	565,880	(1,551,696)
Other current assets	19,187	(23,973)
Deferred revenues	8,692	8,534
Temporarily restricted contribution	(654,459)	1,549,011
Accounts payable and accruals	14,479	39,118
Employees' indemnity paid	(8,868)	(12,737)
Net cash from operating activities	25,774	52,555
Investing activities:		
Purchase of property and equipment	(8,692)	(10,243)
Proceeds from sale of property and equipment	-	1,769
Net cash used in investing activities	(8,692)	(8,474)
Increase in cash and cash equivalents	17,082	44,081
Cash and cash equivalents, beginning of the year	166,765	122,684
Cash and cash equivalents, end of year	183,847	166,765