

بسم الله الرحمن الرحيم

**State of Palestine
Anti-Corruption Commission
(PACC)
Jerusalem - Ramallah**



**دولة فلسطين
هيئة مكافحة الفساد
القدس - رام الله**

The National Strategy on Anti-Corruption

2012 - 2014

Table of Contents:

Subject	Page
Introduction	4
Vision	8
Mission	8
Main Goal of the National Strategy on Anti-Corruption	8
The Principles on which the Strategy is based	8
Analysis of the Internal and External Environment	9
The main Parties to Anti-Corruption	10
Components of the Strategy	11
— First Component: Prevention of Corruption	11
— Second Component: Law Enforcement and Prosecution	13
— Third Component: Raise the Level of Awareness, Education, Training and Community Participation	14
— Fourth Component: Coordination of Anti-Corruption Efforts	16
— Fifth Component: International Cooperation	22
— Sixth Component: Capacity Building of Anti-Corruption Commission	23
Attachment: Parties which Participated in the Discussion of the Strategy	24

Introduction

Corruption in its broad context is considered the main source for the failure of development efforts and the perpetuation of poverty in any society. In the presence of corruption, the ability of the state to implement its development plans relating to the well-being of the citizens, the achievement of equality and justice and the establishment of the rule of law state diminishes because corruption depletes resources earmarked for development projects. Moreover, the spread of corruption undermines the citizens' confidence in the PNA, hampers honest and just competition and contributes to the aggravation of poverty and unemployment. To reduce, fight and prevent corruption, it has become necessary to prepare and implement active policies and procedures on anti-corruption and to prevent it, to increase community awareness on its dangers and to prosecute its perpetrators.

The PNA realized the importance of anti-corruption and its consequential dangers on the stability and security of society, something which could undermine the values of democratic institutions, moral and just values and jeopardizes sustainable development and the rule of law. This has urged the PNA to take action aimed at fighting and preventing the phenomenon of corruption. The consecutive reform plans developed by the successive governments and the reforms of the civil service, appointments and financial management are perhaps considered the first steps to counter the danger of corruption as they are considered among the preventive measures which could reduce the chances for the penetration of corruption. Those steps have culminated in the formation of the Anti-Corruption Commission and in granting it a broad mandate that would enable it to perform its tasks in preventing corruption, detecting it and prosecuting its perpetrators.

Fighting and eliminating corruption requires the development of a national anti-corruption plan based on involving the community groups and sectors aimed at fighting corruption at two levels. The first level would target the prevention of corruption and the second would detect it and prosecute its perpetrators.

In view of the above, a national anti-corruption plan was developed to coordinate and join the efforts of official institutions, civil society organizations and all the parties charged with monitoring and accountability.

The Concept of Corruption:

Article 1 of the Anti-Corruption Law No. 1 – 2005 (as amended) provided that the following acts shall be considered corruption for the purposes of implementing this Law:

1. Crimes harmful to public office and to public confidence provided for in the pertinent Penal Codes.
2. Crimes resulting from money laundering as provided for in the Money-Laundering Law.
3. Any act resulting in causing harm to public funds.
4. Abuse of authority contrary to the law.
5. Acceptance of favoritism and nepotism.
6. Illegal gain.
7. All incriminating acts provided for in the Arab and International Anti-Corruption Conventions to which the PNA is a party.

The Strategy in the Palestinian Context:

Occupation is the First and Main Source of Corruption

This strategy has been prepared in light of the continued Israeli occupation of the Palestinian territories. This occupation has proven that through its statements and practices it does not recognize the Palestinian people, its land, its country and its rights and that its ultimate goal is the seizure of the entire Palestinian land. To achieve this goal, it is adopting the policy of corruption and corrupting. As such, it is not strange to always find corruption entrenched with those who are corrupt. It is right to say that “occupation and corruption are two sides of the same coin”.

Despite the obstacles caused by occupation that hinders the implementation of national strategies and plans, the PNA and other Palestinian institutions are still working hard in state institution building and in developing its plans. This anti-corruption strategy is a real expression of the political will as launched by their Excellencies the President of the PNA and the Prime Minister and emphasized it on various official and public occasions. The strategy is compatible with the positions of official and unofficial institutions on anti-corruption in Palestine that were expressed in meetings involving various institutions that are parties to its implementation.

This strategy derived its contents from the Anti-Corruption Law No. 1 – 2005 (as amended) and has taken into consideration the relevant institutional infrastructure in Palestine especially the Anti-Corruption Commission and the State Audit and Administrative Control Bureau while considering that the PLC is an integral part to the implementation of this strategy despite the circumstances we are all aware of. It takes into consideration that the strategy is in harmony with national strategies particularly the Reform and Development Plan (2008-2011).

The Strategy in the Regional and International Contexts:

The United Nations Convention against Corruption adopted by the UN General Assembly in 2003 and which entered into force in 2005 is considered the first global legal instrument against corruption. This Convention outlines the preventive measures to be adopted by countries which are parties to it whether in adopting the policies or practices or in taking administrative, financial and judicial procedures to prevent corruption in the public and private sectors. This is in addition to the creation and development of national institutions to prevent corruption practices, to prosecute its perpetrators, to cooperate with other governments for the recovery of assets and stolen money and for mutual assistance including technical and final assistance in fighting corruption, in reducing it and in enhancing integrity, accountability and the proper management of public property.

On the regional front, Arab countries have signed the Arab Convention against Money Laundering and Terror Financing and the Arab Convention against Corruption with the latter containing 35 articles including: the concept of corruption, the type of acts and the crimes that come under the concept of corruption. Some of the articles have dealt with the necessity that criminal trials and penalties shall be according to the national law of each country. In its articles, it also referred to corruption prevention measures in each country.

The Convention has, moreover, reflected the importance of encouraging civil society organizations to participate in anti-corruption efforts while stressing the independence of the control bodies, the judiciary and the public prosecution of each country. At the same time it encourages member countries to devise measures to cancel contracts and privileges emanating from corruption practices and to provide protection to informers, witnesses,

experts and victims of corruption practices.

The Convention has also outlined the means of cooperation among countries parties to it to enhance the effectiveness of implementing anti-corruption laws and mutual legal assistance. It has also dealt with prosecutions, extraditions, procedures for the recovery of assets and the proceeds of such crimes, the creation and development of training programs for anti-corruption staff and officers, the exchange and statistical analysis of information and the means for collecting and exchanging information on corruption.

The Palestinian Anti-Corruption Law No. 1 – 2005 (as amended) is a clear expression of the two conventions and is the basis of this strategy. And because it is the first strategy in the history of anti-corruption in Palestine, it is in harmony with the needs of the anti-corruption system at the expense of other basic issues which will be focused on in the forthcoming strategies.

Strategy Preparation Mechanism :

The strategy has been prepared by Palestinian experts with a broad participation of various national institutions. In line with the Anti-Corruption Law No. 1 – 2005 (as amended), the Anti-Corruption Commission has assumed the national efforts for the preparation of the strategy. The strategy was produced by PACC staff, a number of experts and the PACC's Advisory Board that is composed of a number of renowned experts.

The draft strategy was presented during a workshop attended by more than 300 people from various institutions and sectors. The recommendations of the workshop were discussed by a professional team appointed during the workshop. This was followed by a follow-up meeting to review the amendments to the strategy as proposed during the workshop which were incorporated in the strategy's final text. Both professional teams recommended that PACC shall communicate with all parties referred to in this strategy to call on them to participate in its implementation. PACC has adopted such recommendation and made communications at the highest level with scores of public institutions and NGOs. It also held 23 meetings and workshops with all such bodies being attended by PACC Commissioner, the Directors General of PACC and those in charge of those institutions. Those meetings have resulted in various recommendations, follow-up mechanisms and a number of comments on the strategy that were

discussed by the specialists with the strategy accordingly amended. During the discussion of the strategy, implementation plans were developed with partners with an aim to transform them to work mechanisms throughout the duration of the strategy.

Vision

A Palestinian society free of corruption based on integrity, transparency and accountability.

Mission

Creation and implementation of general policies on anti-corruption to assist in exposing all forms of corruption and its sources; dealing with its causes, preventing it and limiting its spread by activating community culture that rejects corruption; and cooperating with local, regional and international bodies to take the necessary action to prevent and eliminate it and to prosecute its perpetrators.

Main Goal of the Strategy

In essence, the national strategy on anti-corruption aims at limiting the chances for practicing corruption by devising a legal framework and developing clear administrative and institutional mechanisms for strengthening accountability, preventing and prohibiting the practice of corruption. It also aims at building the capacity of the Anti-Corruption Commission and all the monitoring bodies, thus enhancing the confidence of citizens in PNA institutions on the path towards the creation of the Palestinian state that is free from corruption and the corrupt.

The Principles on which the Strategy is Based:

- a) Despite the current status quo of separation and division among the Palestinian territories, this strategy is based on the prosecution of corruption inside and outside the Palestinian territories.
- b) Anti-corruption efforts are based on the strengths of Palestinian culture that rejects corruption.
- c) Anti-corruption and its prevention is a joint responsibility lead by the Anti-Corruption Commission in partnership with the parties subject to the Anti-Corruption Law.
- d) Anti-corruption is a process based on a group of procedures aimed at preventing corruption coupled with its detection and the prosecution of its perpetrators.
- e) The effective implementation of the anti-corruption policy requires that the

coordination of efforts for implementing it goes through one body, the Anti-Corruption Commission.

- f) Palestinian citizens are entitled to the provision of integrity, the principles of equality and justice, equal opportunities, and effective public services accessible by all.
- g) National duty requires every citizen to counter corruption and to report any case of corruption coming to his/her attention to the Anti-Corruption Commission.

Analysis of the Internal and External Environments

Analysis of the Internal Environment:

First: Strengths :

- A serious political will in regards to anti-corruption.
- The seriousness of the executive authority in the reform and institutionalization of the public sector.
- The existence of an independent commission authorized to develop the national strategy on anti-corruption, to develop the mechanisms and plans for implementing it, to lead the implementation, and to assume responsibility for coordinating the roles.
- The broad powers granted to the Commission by the Anti-Corruption Law enabling it to assume its responsibilities in preventing corruption and in prosecuting its perpetrators.
- A financially and administratively independent Commission performing its tasks without pressures or influences from anybody.
- The existence of the Corruption Crimes Court.
- The existence of monitoring agencies and complaints departments in public institutions.
- The existence of delegated Prosecutors working at PACC.
- The existence of NGOs that are parties to anti-corruption efforts and particularly in the creation of awareness of its dangers and consequences.

Second: Weaknesses :

- The disruption of the PLC and its monitoring role.
- The Anti-Corruption Commission is relatively new and has many tasks, thus requiring the provision of financial and human resources to perform them.
- The failure to ratify certain secondary legislation needed for the operation of the Commission.

- The weak and limited role of NGOs on anti-corruption and in regards to the principles of integrity, transparency and accountability.
- The lack of a Palestinian law that guarantees the right to access information.

Analysis of the External Environment:

First :- Opportunities:

- Strong public rejection of corruption within the Palestinian society.
- The increasing confidence in official Palestinian institutions and in their effective performance.
- The international attitude towards corruption that is considered among the most important causes of the Arab popular revolutions.
- The distinguished relationships with Arab and international anti-corruption institutions.
- The membership of Palestine in the Arab Convention against Corruption and the Arab attitude to activate the bilateral and multilateral anti-corruption mechanisms.

Second:- Challenges:

- The continued Israeli occupation of Palestinian territories particularly Holy Jerusalem and the large number of Israeli checkpoints hindering anti-corruption efforts.
- The separation of the southern governorates (Gaza Strip) and the weakening of anti-corruption efforts there.
- The weakness of international coordination in the extradition of criminals and the recovery of the proceeds of crimes since Palestine is not a party to the pertinent international conventions and the multiple nationalities of some Palestinians.
- The general attitude of Palestinian citizens on the spread of corruption and the delayed serious action in fighting it and in holding its perpetrators accountable.
- Low community awareness of the concept of corruption and its dangers.

The Main Parties to Anti-Corruption:

- The judiciary.
- PLC.
- Executive Authority (Presidency and Government).
- PACC.
- The Public Prosecution.

- State Audit and Administrative Control Bureau.
- Civil society organizations.
- Media
- Educational institutions.

Components of the Strategy:

- **First Component:** Prevention of Corruption.
- **Second Component:** Law Enforcement and Prosecution.
- **Third Component:** Raise Awareness, Education, Training and Community Participation.
- **Fourth Component:** Coordinating Anti-Corruption Efforts.
- **Fifth Component:** International Cooperation.
- **Sixth Component:** Capacity Building of Anti-Corruption Commission.

First Component: Prevention of Corruption

The preventive and procedural measures are a main element in the national anti-corruption strategy since they address the administrative and institutional imbalances which by all means create the perfect environment for the increase of opportunities that enable the spread of corruption vertically and horizontally.

The Purpose: Create an Anti-Corruption Environment that Reduces the Opportunities of its Occurrence.

Goals:

1. **Enhance and develop the necessary preventive measures and update the mechanisms and the means for fighting corruption:**
 - a) Review the regulations and instructions of ministries and governmental institutions to guarantee integrity, transparency, and equal opportunities to reduce corruption opportunities.
 - b) Enhance the role of the internal control units at the agencies that are subject to Anti-Corruption Law.
 - c) Review recruitment procedures to public office, particularly those related to appointment and promotion to high positions.
 - d) Develop corruption prevention measures at the agencies that are subject to Anti-Corruption Law to take into consideration the risks of corruption.

2. Develop the legislative environment that regulates the functioning of governmental work and that of the agencies subject to the Anti-Corruption Law to reduce the possibilities of corruption:

- a) Study, review and evaluate legislation that regulates the functioning of official institutions and all persons subject to the Anti-Corruption Law, particularly the ones related to public office and public procurement to guarantee compliance with international and Arab conventions on anti-corruption.
- b) Finalize the legislative framework that supports transparency and anti-corruption.
- c) Finalize the preparation of the codes of conduct for the staff of civilian and military governmental institutions; local councils, charitable and national societies and those subject to the Anti-Corruption Law to guarantee integrity, impartiality, accountability at work, and protection of public funds.

3. Enhance and strengthen the role of the State Audit and Administrative Control Bureau:

- a) Prepare an assessment study on the role of the State Audit and Administrative Control Bureau to detect the strengths and weaknesses, and to take the measures needed to enhance its role for the purpose of reducing the opportunities of corruption.
- b) Increase coordination and integration between the Anti-Corruption Commission and the State Audit and Administrative Control Bureau.
- c) Review legislations pertaining to the functioning of the State Audit and Administrative Control Bureau and finalize the by-laws and secondary legislation of the Audit and Administrative Control Bureau Law.

1. Crimes harmful to public office and to public confidence provided for in the pertinent Penal Codes.
2. Crimes resulting from money laundering as provided for in the Money-Laundering Law.
3. Any act resulting in causing damage to public funds.
4. Abuse of authority contrary to law.
5. Acceptance of favoritism and nepotism.
6. Illegal gain.
7. All incriminating acts provided for in the Arab and International Anti-Corruption Conventions ratified by the PNA and to which it is a party.

Second Component: Law Enforcement and Prosecution :

Corruption Crimes:

This component is considered one of the main components of the anti-corruption strategy. However, despite the importance of the preventive measures outlined in the first component of this strategy, the confidence of citizens in anti-corruption efforts will not be complete unless public funds are recovered and the perpetrators of corruption are prosecuted, held accountable, and punished. As such, punishment is a deterrent factor that contributes to the delivery of a clear message that the crime of corruption is to be prosecuted and that its perpetrators are to be punished.

Purpose: Effective legislation, prosecution and Judicial Procedures in Prosecuting the Corrupt and in Holding them Accountable

Goals:

1. Review and develop legislation that guarantees the prosecution and punishment of perpetrators of corruption while guaranteeing their right to defense:

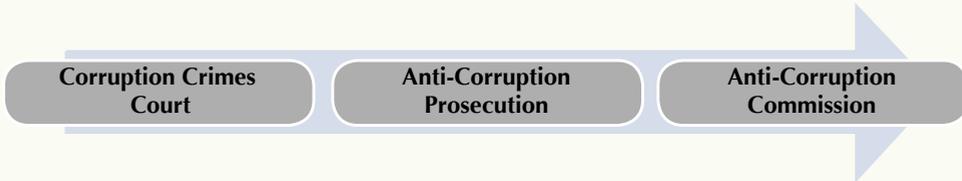
- a) Study and review the two Penal Codes applicable in the northern and southern governorates (Gaza Strip) and the Draft Penal Code to ensure their compliance with the International Convention on Anti-Corruption.
- b) Study and review the Criminal Procedure Code to guarantee the simplification of investigation procedures, trial, seizure orders, and confiscation of money and the proceeds of corruption.
- c) Develop and ratify the informers and witnesses protection system.

2. The realization of the principle of “From where did you get this? “ :

- a) Identify the parties obliged to submit financial disclosures from all sectors subject to the Anti-Corruption Law.
- b) Prepare, ratify and distribute the financial disclosure templates to the obliged parties.
- c) Train the obliged parties on the method of filling the financial disclosure templates and the documents to be attached.
- d) Develop a computerized system for the storage of financial disclosures and their related follow-up documents.

3. Capacity Building of Law Enforcement Institutions on Anti-Corruption:

Law Enforcement Institutions



- a) Strengthen the role of Information and Follow-up Department to enable it to perform its investigation and collection of information tasks in corruption cases in an effective way.
- b) Expand the use of developed investigation techniques in corruption cases.
- c) Build the capacity of the Commission staff designated as judicial officers by offering specialized training programs on investigation of corruption cases and acquainting them with the advanced expertise in this field.
- d) Prepare specialized programs and hold advanced training sessions for PACC prosecution members and familiarize them with the advanced expertise in this field.
- e) Prepare specialized programs and organize advanced training sessions for the Corruption Crimes Court judges and familiarize them with the advanced expertise in this field.
- f) Enhance coordination with law enforcement agencies, particularly the judicial police, security agencies, the public prosecution, and the judiciary.

Third Component: Raise the Level of Awareness, Education, Training and Community Participation

Building a society which rejects all form of corruption and which is an active party to the anti-corruption efforts in view of its danger to political, economic and social development policies is a main component of the anti-corruption strategy. Notably, corruption targets individuals wherever he may be. Moreover, it targets all sectors of the society. The aim, however, is to educate the society as a whole and individuals on corruption definitions, forms and dangers. This in return, strengthen the society's rejection to this lesion and makes it an effective partner in fighting corruption.

Purpose: Create a Social Environment which Supports the Values of Integrity and Transparency, Encourages Accountability and Rejects any Corruption-Tolerant Culture

Goals:

1. Educating the new generation on the principles of integrity, transparency, accountability, and anti-corruption:

- a) Develop and adopt a plan to introduce courses on integrity, transparency and anti-corruption at Palestinian schools, colleges and universities.
- b) Organize various training sessions and workshops to raise the awareness and to educate school, college and university students on the dangers of corruption, anti-corruption methods, and responsibility befalling on them in this respect, and to raise the educational level of school, college and university teachers in this regard.
- c) Organize various training sessions and workshops to benefit from the expertise and competencies of religious scholars on the dangers of corruption and the methods of fighting it.

2. Publicize the principles of integrity, transparency and anti-corruption among public employees by carrying out the following:

- a) Prepare a needs assessment on training needs related to anti-corruption for public employees.
- b) Develop training curricula and material and train trainers in integrity, anti-corruption and public office ethics at the "National Training Institute", which is subordinate to the General Personnel Council.
- c) Train public sector employees in the principles of integrity, transparency and anti-corruption, particularly higher-level positions and the groups most vulnerable to the dangers of corruption.

3. Enhance community participation in anti-corruption efforts:

- a) Involve civil society organizations in anti-corruption efforts, specifically in education, awareness and capacity building.
- b) Enhance the participation of local councils, educational institutions and religious scholars in anti-corruption efforts.

- c) Direct scientific research and support research activities towards enhancing integrity, transparency and anti-corruption; and encourage academics to conduct research and studies in this field.

4. Enhance the role of media in anti-corruption efforts in a professional and impartial manner:

- a) Train media personnel in the concept of corruption and methods of dealing with corruption cases in a way which is consistent with the law and which does not prejudice the principle that "the accused is innocent until proven guilty".
- b) The objective presentation of various corruption cases following the delivery of judgment.
- c) Design continuous media campaigns such as scientific articles on the causes, dimensions, components, indicators and consequences of corruption as well as mechanisms for fighting it.
- d) Launch intensive media campaigns against corrupt practices.
- e) Reward media agencies which were professional and impartial in following-up corruption cases.

Fourth Component: Coordinate Anti-Corruption Efforts:

The implementation of the national anti-corruption strategy requires the coordinated and concerted efforts of all pertinent government departments and national institutions which are subject to the Anti-Corruption Law. If the Commission is authorized by law to prepare the national anti-corruption strategy, the implementation of its contents and programs are considered the joint responsibility of the Commission and the other components of the national integrity system, which is a partner to the Commission in the anti-corruption efforts. This implementation requires a high degree of coordination between the required tasks and the roles of each party.

Thus, the strategic goal of this element is to achieve harmony among the pillars of the national integrity system in their anti-corruption efforts, and to draw the boundaries for the start and end of the role of each party. In this element, attention is focused on highlighting the roles of each party to the system, while taking into consideration the roles performed by the other parties in order to achieve the desired harmony among all parties in the implementation of the components of the strategy.

Purpose: Achieve Harmony in the Performance of the National Integrity System and Coordinate their Anti-Corruption Roles

Goals:

- a) Clarify the role of each party in the national integrity system.
- b) Achieve integrity in the implementation of the components of the national anti-corruption strategy.
- c) Raise the level of coordination among the parties of the national system for the ideal implementation of the central tasks of prevention, awareness and law enforcement.
- d) The central tasks of prevention, awareness and law enforcement.

The Main Parties to the Implementation of the Strategy:

- The Judiciary.
- The PLC.
- The executive authority.
- The Anti-Corruption Commission.
- The Public Prosecution.
- State Audit and Administrative Control Bureau.
- Civil society organizations.
- The media.
- Educational institutions.

Roles of the Parties to the National Integrity System in the Implementation of the Strategy:

First: The Legislative Council:

The Legislative Council assumes various basic tasks that support anti-corruption efforts and enable the implementation of the strategy as follows:

- a) Finalize and ratify legislation on anti-corruption.
- b) Activate the monitoring role of the Legislative Council by monitoring government performance, implementing its projects and placing restrictions on the government with regards to the public budget (revenues and expenses).
- c) Allocate hearing sessions in the Legislative Council to government officials.
- d) Provide an example and model by developing and implementing the Parliamentary Code of Conduct.

Second: The Judiciary:

The impartial, fair and independent judiciary plays a big role in establishing

the rule of law. Indeed, the creation of a specialized court to prosecute corruption cases is considered one of the most important steps taken as part of the judiciary's contribution to the anti-corruption efforts. To enhance the role of the judicial authority in the anti-corruption efforts, the following is needed:

- a) The capacity building of justices adjudicating corruption cases.
- b) The justices delegated to the Corruption Crimes Court must be full time justices adjudicating such cases only. This would build up their expertise in this field.
- c) Ensure that litigation before the Corruption Crimes Court and before the Court of Appeal is fast.
- d) Adopt and implement the Code of Conduct for Judges.

Third: The Executive Authority:

- a) Adopt international conventions and conclude bilateral agreements that enhance anti-corruption efforts, in particular the United Nations Convention against Corruption.
- b) Finalize the preparation and the publication of the by-laws and regulations on the operation and mandates of ministries and public institutions.
- c) Issue the by-laws and executive regulations for anti-corruption laws.
- d) Prepare and implement clear and transparent guidelines for promotion and recruitment to higher positions based on professional qualifications.
- e) Enhance the role of internal control and complaint bodies at ministries and public institutions.
- f) Activate the Code of Conduct for Public Office and train civil servants in its provisions.

Fourth: The Anti-Corruption Commission:

PACC, created by law by Decree No. (7) for 2010, which amended the Law on Illegal Gains No. (1) for 2005, assumes various tasks and authorities in preventing corruption, preventing its occurrence, detecting it, prosecuting its perpetrators and raising awareness on its dangers and effects. Its tasks are distributed among the components of the strategy as follows:

1. Preventing the Occurrence of Corruption:

- a) Prepare the general anti-corruption policy in coordination with the

- implementation of relevant plans and programs.
- b) Coordinate with the institutions of the executive authority in order to enhance and develop preventive measures related to anti-corruption as well as update anti-corruption mechanisms and methods by reviewing the regulations and instructions issued to ministries and government service institutions. The aim is to guarantee integrity, transparency and equal opportunities, which will reduce the chance of corruption.
- c) Store all financial disclosures and request any pertinent data or clarifications.
- d) Review, study and evaluate anti-corruption legislation and propose amendments according to applicable procedures.

2. Implementation of the Law:

The Commission checks the financial disclosure of the parties subject to this Law and investigates complaints and suspicions related to corruption crimes committed by persons subject to the provisions of this Law. Its responsibilities in the framework of implementing the goals of this element of the strategy shall be as follows:

- a) Review and develop legislation which guarantees the prosecution of perpetrators of corruption while safeguarding their right to defense.
- b) Enhance the role of the Information and Follow-up Department to enable it to perform the task of collecting information on corruption cases in an effective manner.
- c) Increase the use of modern investigation methods in corruption cases.
- d) Build the capacity of the Commission's staff and designated judicial officers through the preparation of training programs on investigating corruption cases and familiarizing them with advanced practices in this field.

3. Raising the level of Awareness, Education, Training and Community Participation:

- a) Coordinate with the media in playing an active role in promoting the culture of integrity, transparency and anti-corruption within the society.
- b) Work to enhance the participation of civil society organizations and

educational institutions in anti-corruption activities; devise public awareness campaigns on the dangers and effects of corruption; and enhance the culture of zero-tolerance towards corruption and the corrupt.

- c) Prepare periodicals outlining the dangers of corruption, nepotism and favoritism in PNA institutions and in its public institutions.

Fifth: Public Prosecution:

The Public Prosecution delegated to the Anti-Corruption Commission is considered to be the main implementer of the law because it assumes the responsibility for investigating cases referred to it by the PACC Commissioner and it initiates criminal proceedings before the Corruption Crimes Court on behalf of the Commission. To enable the delegated Public Prosecution to participate actively in the anti-corruption efforts, the following is needed:

- a) Enhance the role and independence of the delegated Public Prosecution.
- b) Widen the use of advanced investigation techniques in corruption cases.
- c) Prepare specialized programs, organize advanced training for anti-corruption prosecutors and familiarize them with advanced expertise in this respect.

Sixth: The State Audit and Administrative Control Bureau:

The Bureau is considered a main partner to the Commission with relation to anti-corruption efforts. By performing its monitoring tasks aimed at safeguarding financial and administrative performance and detecting any deviation, it participates in preventing corruption and in enhancing integrity and transparency. It also helps in detecting any deviation which constitutes one of the corruption crimes. To ensure the success of coordination and integration between the Anti-Corruption Commission and the Bureau on anti-corruption, the Bureau has to do the following:

- a) Refer all cases that have been detected by the Bureau during audits, and which fall within the definition of corruption crimes according to the Anti-Corruption Law, to PACC for investigation and legal action.
- b) Provide the Commission with reports issued by the Bureau.

- c) Prepare the monitoring reports requested by the Commission to verify suspicions of corruption.

Seventh: Civil Society Organizations :

Civil society organizations are considered main partners in anti-corruption by raising awareness, education, training and community participation through its participation in awareness campaigns aimed at defining corruption, its causes, effects and its means of prevention. The aim is to develop a public opinion and culture that is opposed to corruption in Palestine. For the success of the role of the organizations, the following is necessary:

- a) Coordinate between the Anti-Corruption Commission and civil society organizations in order to integrate their plans and programs on enhancing the values of integrity and the principles of transparency within the framework of the national strategy on anti-corruption.
- b) Implement and enhance the principles of integrity, transparency, accountability and anti-corruption in the operation of civil society organizations.
- c) Enhance the role of civil society organizations in monitoring the public sector.

Eighth: Media:

Media is considered a main partner in anti-corruption efforts specifically in the fields of awareness, education and promoting the culture of anti-corruption as follows:

- a) The objective presentation in the media of various cases of corruption following the delivery of judgments.
- b) Design continuous media campaigns through scientific articles on corruption, its causes, dimensions, contents, indicators and effects, as well as anti-corruption mechanisms.
- c) Launch intensive media campaigns on corruption practices.

Ninth: Educational Institutions:

Educational institutions participate in anti-corruption efforts aimed at raising awareness regarding corruption, its causes and effects, as well as methods for combating it, in order to educate the new generation on the principles of integrity, transparency, accountability and anti-corruption. For such institutions to play their role, the following is needed:

- a) Coordination between the Ministry of Education and Higher Education and the Anti-Corruption Commission to develop courses on integrity, transparency, accountability, anti-corruption, and good governance at the various educational stages.
- b) Integrate the concepts of integrity, transparency, accountability and anti-corruption in the curricula at the basic and secondary stages.
- c) Hold workshops and training sessions for school teachers in order to train them in the principles of integrity, transparency, accountability and anti-corruption.
- d) Direct scientific research and support research and educational activities towards enhancing integrity and anti-corruption and motivate academics to conduct studies and research in this field.

Fifth Component: International Cooperation:

Corruption crimes are considered transnational crimes. Its perpetrators, who hold high positions and enjoy wide international relations, strive to smuggle the proceeds of their crimes abroad, and then flee abroad themselves. Thus, enhancing international cooperation on anti-corruption is of utmost importance in extraditing criminals, transferring convicted individuals, mutual legal assistance, law enforcement, joint investigations, information exchange, combating money-laundering and recovering criminal proceeds.

Purpose: Create Mutual and Bilateral International Cooperation Relationships with International Organizations to Enhance Anti-Corruption Efforts.

Goals:

- 1. Enhance coordination and cooperation between the Anti-Corruption Commission and international and regional organizations and bodies**

on the extradition of criminals, mutual legal assistance, cooperation in law enforcement, joint investigations, information exchange and the recovery of assets:

- a) Review the Riyadh Convention and activate its implementation between Palestine and other member countries.
- b) Conclude bilateral cooperation agreements between Palestine and neighboring countries.

2. Achieving consistency between Palestinian legislation and international and regional conventions on anti-corruption.

- a) Conduct a self-assessment with regards to compliance with the United Nations Convention against Corruption.
- b) Seek to join the International Convention against Corruption.

Sixth Component: Capacity Building of the Anti-Corruption Commission:

The volume of tasks and authorities accorded to the Anti-Corruption Commission requires enhancing the capacity of the Commission in order to enable it to perform its tasks: prevention, awareness, education, detection and prosecution of perpetrators before the competent courts.

Purpose: Active Work by the Anti-Corruption Commission Working to Eliminate Sources of Corruption

Main Goal:

The main goal of the above-mentioned component pertains to financial and human-resource capacity building at the Commission:

- a) Provide the necessary financial and moral support to the Commission.
- b) Recruit specialized staff, rehabilitate and train them.
- c) Develop the legislation needed for the operation of the Commission.
- d) Develop and adopt the guidelines and operating procedures for the Commission's activities.
- e) Adopt the Code of Conduct for the Commission's staff.

Parties which participated in the discussion of the strategy

The Main Workshop Follow-up Committee	The Legislative Authority
Dr. Nabil Kassis (PACC Advisory Board Member, Head of the Committee)	PLC members
Dr. Nasr Abdel Karim / Committee Member	The Secretariat- General of the PLC
Dr. Yaser Al-Ammouri / Committee Member	The Judicial Authority
Dr. Majdi Al-Malki / Committee Member	The Chief Justice and HJC members
Dr. Hadeel Gazzaz / Committee Member	The Corruption Crimes Court
Dr. Ahmad Abu-Dayyeh / Committee Member	The Executive Authority
Mr. Naser Al-Rayes / Committee Member	Secretary-General of the Presidency
PLO	Presidential Advisors
Palestine National Liberation Movement (FATAH)	The President's DIWAN
The Popular Front for the Liberation of Palestine (PFLP)	The Secretariat-General for the Council of Ministers
The Arab Palestinian Front	Ministries
Popular Struggle Front	The Ministry of Foreign Affairs
The Democratic Palestinian Union (FIDA)	The Ministry of Interior
Third Way Party	The Ministry of Finance
Negotiation Affairs Department	The Ministry of Justice
Refugee Affairs Department	Ministry of Endowment
	MoPAD
	Ministry of Education

Ministry of Local Government
Ministry of Communications
Ministry of Public Works
Ministry of National Economy
Ministry of Culture
Ministry of Tourism and Antiquities
Ministry of Youth and Sport
Ministry of Social Affairs
Ministry of Women's Affairs
Ministry of Health

Religious Scholars
SHARIAA Judicial Council
Archbishop Atallah Hanna – Archbishop of Sebastia for the Greek Orthodox

Security Services
General Intelligence
Preventive Security
Palestinian Civil Police (PCP)
National Security
Political Guidance
Civil Defense

Monitoring Bodies
Independent Commission on Human Rights (ICHR)
State Audit and Administrative Control Bureau
General Personnel Council
The Public Prosecution
PACC Prosecution

Universities
An-Najah National University
Birzeit University
Hebron University
AL-QUDS University

Guests of Honor
The German Representation Office
The Canadian Representation Office
The Arab Egyptian Representation Office
UNDP
EUPOL COPPS
OECD
Terry Foundation

National Organizations

The Coalition for Integrity and Accountability (AMAN)

JUZOOR for Health and Social Development

Society of INASH EL USRA

Family Planning Association

Youth Development Association

Arab Studies Association (Youth Development Association)

Future Youth Association

Women's Affairs Technical Committee

The Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH)

The Palestinian Counseling Center

The Palestinian Center for the Independence of the Judiciary and the Legal Profession (MUSAWA)

Women's Center for Legal Aid and Counseling

Women's Research and Documentation Center

WASEL Youth Development Center

Applied Research Institute (ARIJ)

Palestine Economic Policy Research Institute (MAS)

NAWAFETH Youth Forum

Students' Forum

AL-HAQ

The Palestinian Institute for the Study of Democracy (MUWATIN)

Palestinian Youth Association for Leadership and Rights Activation (PYALARA)

The Private Sector

Hebron Chamber of Industry and Commerce

Toulkarem Chamber of Industry, Agriculture and Commerce

Palestine Development and Investment Company (PADICO)

Palestine Shipping Council

The Palestinian Investment Bank

The Arab Islamic Bank

The Arab Bank

Unions and Federations

Union of Business Men's Federations

The Federation of Palestinian Youth

The General Federation of Palestine Workers

The General Federation of Independent Unions

The Federation of Chambers of Commerce

The Union of Palestine Workers Federations
The Volley Ball Association
The Teachers Association
The Contractors Association
The Journalists Association
The Pharmacists Association
The Public Employees Association
The Engineering Association

WATAN TV
Radio NISAA
Swiss News Agency
FATAH Media Council
French News Agency
The Saudi SHARQ Newspaper

Authorities
The Palestine Monetary Authority
The Palestinian Central Bureau of Statistics
The Lands Authority
The Palestinian Investment Fund

Media Organizations which Provided Media Coverage for the Workshop
The Government Media Center
Palestine TV
Palestine Broadcasting Authority
Palestine News Agency (WAFA)
Media Department / HJC
Judicial Information Center
Jerusalem Educational TV

For any additional comments, please contact
Anti-Corruption Commission at the following address:

AL-BALOU / Ramallah

Phones: ++970 2 242 4016/17/18

FAX: ++970 2 242 4015

E-mail : info@pacc.pna.ps

Website: www.pacc.pna.ps

