



Advocacy and Legal Advice Center-ALAC

Annual Report 2010

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Coalition for Accountability and Integrity - AMAN

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Advocacy and Legal Advice Center (ALAC) Project - AMAN

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Introduction

The Advocacy and Legal Advice Center ¹ (ALAC) undertakes various activities to inform citizens about the concept of corruption and means to combat it. ALAC encourages citizens to report and lodge complaints about incidents involving corruption and facilitates communication with officials for legal advice. Moreover, ALAC protects citizens from corruption when necessary. On the institutional level, the ALAC contributes to the empowerment of public institutions and NGOs to respond to citizen complaints and take necessary steps to enhance accountability in their work.

During the first year of its inception (2009), ALAC received 884 (phone calls, visits, emails and faxes). While in 2010, ALAC received 1452 calls². This indicates an increase of 568 calls several factors contributed to this increase, namely:

1. The establishment of a center in the Gaza Strip has contributed to the increase in the number of citizens who lodged complaints and sought legal advice.
2. ALAC's achievements on its first year of operation and the several complaints which were translated into success stories
3. The ongoing media campaign promoting ALAC.
4. The field visits which ALAC's team made to all districts have contributed to introducing ALAC, its activities and the offered services.
5. Promotion of ALAC through workshops, conferences, training courses, panel sessions organized by AMAN Coalition.
6. The achievements of AMAN Coalition and its diverse activities in partnership with other private and civil institutions.

¹ AMAN is the national chapter of Transparency International in Palestine, and is one of a 42 centers spread worldwide. ALAC is the party responsible for the implementation of this project in Palestine. Noteworthy, that this is ALAC's second technical report including its achievements and challenges in 2010. .

² Correspondences coming to the center include phone calls, office visits, faxes, or emails.

Report objectives

Overall objective: This annual report aims to provide a descriptive and analytical database about the nature and content of corruption-based complaints lodged by citizens in the period from January 2010 till the end of December of the same year.

Specific objectives

1. Deduce the most salient features of the content of the complainant's application, define the nature and type and venue of corruption complaints that constitute a phenomenon due to frequent occurrence in one year, and draw up a vision for AMAN to deal with the complaints and give it priority in the institution's annual plan.
2. Define the most substantive obstacles and challenges that have faced complainants and ALAC, and develop mechanisms to overcome the obstacles during the coming years.
3. Provide statistical data relating to corruption and supporting studies and researches undertaken by AMAN.

Report aspects

The report contains several aspects, the first of which concerns all the statistic-based correspondence that the ALAC received. This information is categorized according to certain variables such as means of communication, gender, age group, educational level, and the like. In addition, it provides an analysis of the complaints against corruption which the ALAC has adopted and follows up on.

The second aspect explores cases and reports prepared by the ALAC during the year. The ideas of the reports were drawn from a number of complaints received at the ALAC. This section further reviews the awareness activities of 2010 including field visits and media campaigns.

Finally, the report presents an analysis of the relation with stakeholders interested in the received complaints. The third aspect also highlights the challenges and obstacles the ALAC faced in 2010 and presents conclusions and recommendations.

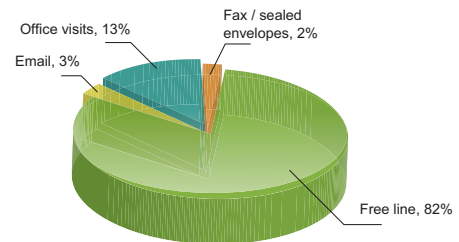
General Statistical Review of ALAC's Complainants

Means of communication with ALAC

Means of communication with the ALAC include phone calls, office visits, emails, sealed envelopes and faxes. The ratio of those who used the toll-free number as a means of communication reached 82% which is the highest percentage compared to other means of communication. The percentage of office visits reached 13%, email 3%, fax and sealed envelopes 2% only. The toll-free phone is the most common means of communication used by citizens because it is easy to use and free of charge. Additionally, the use of the toll-free phone provides users with the feeling of comfort and security since their number remains private and unknown which at the same time enhance trust between them and the ALAC's staff.

A 4% increase in office visits was noted compared to 2009. The figure below shows the ratio of people communicating with ALAC based on the means of communication.

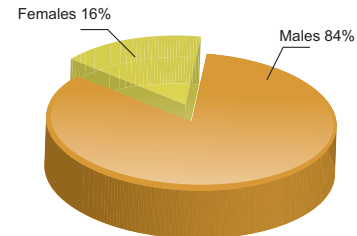
Figure 1: Ratio of distribution of callers with the center by means of communication in 2010



Distribution of ALAC's complainants by gender

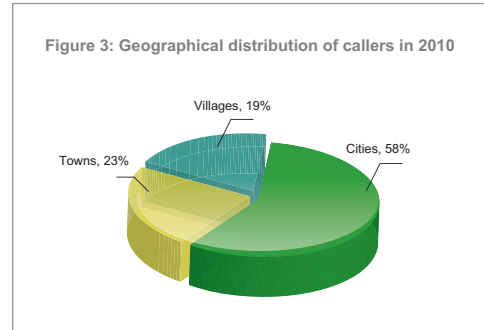
Figure 2 shows that the ratio of males visiting ALAC reached 84% while that of females was 16%.

Figure 2: Ratio of distribution of callers to the center by gender



Geographical distribution of communications³

The geographical distribution of callers for 2010 was as follows: 58% of the callers reside in cities, 23% in towns, and 19% in villages. Figure 3 shows the geographical distribution of callers.



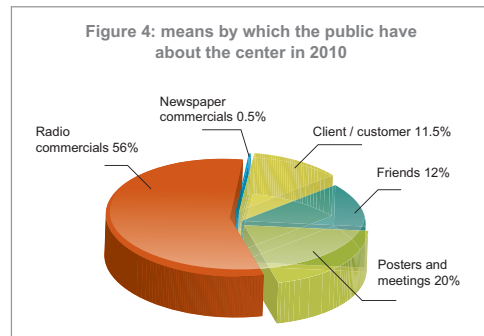
Source of knowledge about ALAC

The Advocacy and Legal Advice Center utilized different tools to promote itself, including radio commercials, ads in local dailies and posters. In addition, ALAC conducted several activities in the Palestinian districts and its representatives met with citizens. Hence, citizens became increasingly aware of the services provided by ALAC and how to make the best possible benefit from those services. In fact, more citizens are visiting ALAC for advice and support, and both reviewers and complainants have played a significant role in raising the awareness of other citizens about ALAC.

The ratio of citizens who visited ALAC through other reviewers was 11.5% and that of citizens who heard about ALAC from a friend reached 12%. The lowest ratio 0.5% constituted citizens who heard about ALAC from local dailies, and the highest ratio of citizens who heard about ALAC via posters of activities reached 20%.

Since the inception of ALAC, experience has shown that radio commercials are the means that reaches out to the largest number of people as they broadcast in all districts. About 56% of citizens who communicated with ALAC learned about it through radio commercials. Therefore, we focus on using this effective means to introduce the ALAC and its toll-free number.

Figure 4 shows the ratio of distribution of utilized media by the public in 2010.



³ Correspondences coming to the center include phone calls, office visits, faxes, or emails.

Proportional distribution of communications by procedures taken for each

All correspondence by the public with ALAC have been addressed. Some had requested legal advice while others inquired information about corruption-related topics, forms of corruption and means to combat it. Some citizens wished to file complaints and sought assistance to ensure that their complaints would reach the competent authorities. In some situations, inquiries had accepted the legal advice given to them by ALAC and attempted to reach to the competent authorities. The legal advice they received encouraged them to notify the authorities about suspected corruption cases.

Furthermore, ALAC dealt with complaints that provided information about suspected corruption cases whereby competent authorities were advised to ascertain whether such complaints indeed involved corruption. The competent authorities decided how to handle the cases, with confidentiality, and had registered the cases as cases that did not reflect AMAN's opinion.



Analytical view of corruption cases received by the ALAC in 2010

This section presents an analysis of some aspects relating to complaints that the ALAC has been following up.

Complainants gender

In 2010 both males and females have lodged complaints about suspected corruption cases. The following figure shows the distribution of complainants by gender.

Figure 5: Ratio of distribution of complainants by gender

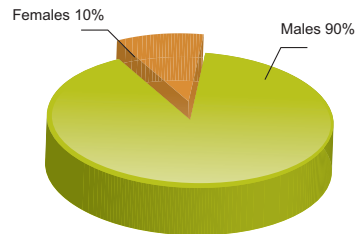
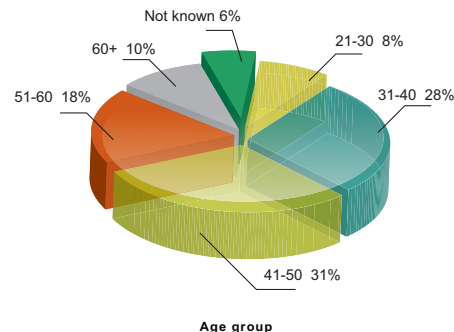


Figure 6: Ratio of complainants distribution by age group



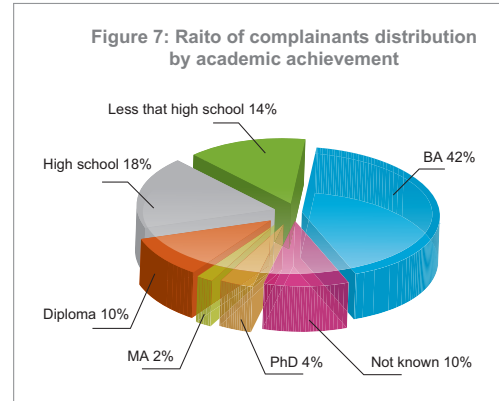
Complainants age group

Figure 6 indicates that the age group between 30 and 50 is the most group that lodges suspected corruption-related complaints. Both older and younger people took part in this process.

Complainants level of education

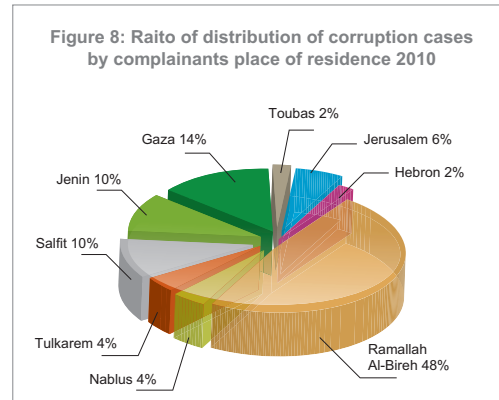
Not only age plays a significant role in disclosing and notifying corruption cases, as the educational level of complainants also plays a complementary role in identifying corruption, its forms and means to combat it, and therefore, reporting it. About 42% of complainants hold a bachelor degree, 10% are holders of a diploma, and 6% have a masters or doctoral degrees. The percentage of those who have received high school education or less reached to 32%, who in most cases, are victims of corruption.

Figure 7 shows the ratio of distribution of complainants by their academic achievement.



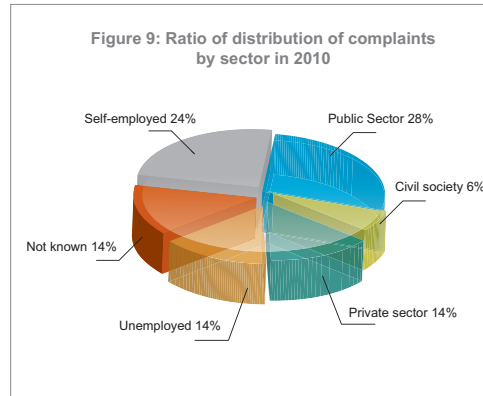
Geographical distribution of complainants by place of residence

The geographical distribution of complainants for 2010 varied according to place of residence. Complaints came to the ALAC from all 9 Palestinian districts but in various ratios. Most complaints came from Ramallah and Al-Bireh District reaching up to 48%. This could be due to the district's peculiarity as being the focal point for public institutions and other organizations, it is also considered as the economic and political center within the Palestinian territories as well as a key service provider as indicated in figure 8.



Proportional distribution of complainants by sector

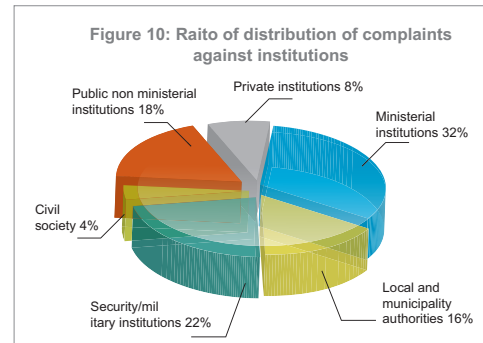
Figure 9 shows the sector for each citizen who filed a complaint that suspected corruption. The figure shows that complainants who work in the private sector, the unemployed and whose place of work is unknown have the same ratio 14% of the total number of complaints. While complainants who have private business mounted to 24%. However, complainants working in the non-governmental sector ranked the lowest 6% while the highest ratio, 28%, came from the public sector.



Proportional distribution of complaints against institutions

In this classification, NGOs scored the lowest ratio, 4%, while the security institutions mounted to 22% out of the total complaints.

The ratio of complaints against non-ministerial public institutions reached 18% and that of complaints against municipalities and local councils was 16%. Only 8% of the total number of complaints was against private and public shareholding companies. As for ministerial institutions they were on top of the list of complaints reaching up to 32%.

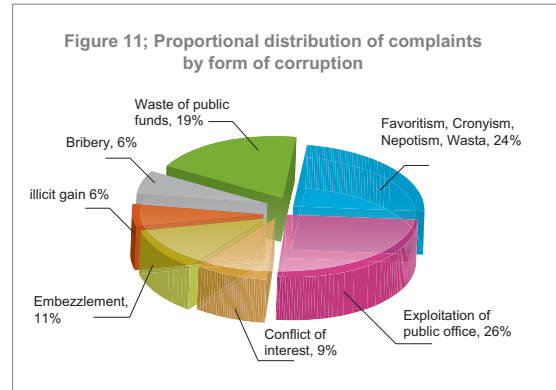


Proportional distribution of complaints by nature of the suspected corruption

The forms of suspected corruption in complaints for 2010 were limited to favoritism, *Wasta*, nepotism, exploitation of public office, conflict of interest, embezzlement, waste of public funds, illicit gain, and bribery.

The most common form of corruption as it was revealed was the exploitation of office which ranked highest, 26%. Following was *Wasta*, favoritism and nepotism at the ratio of 24%, then wasting of public funds, 19%, embezzlement of public funds, 11%, illicit gain and bribery, 6%, and finally conflict of interest, 9%.

Figure 11 shows the proportional distribution of complaints by form of suspected corruption in 2010.



Proportional distribution of complaints by result

22% of the cases were successfully closed while 18% of complaints have been closed after verification and ensuring that they were free of corruption. 2% of complaints have been partially closed (i.e. closed based on the fact that part of the complaint was correct and part has not been verified). Similarly, the ratio of complaints that have been closed due to lack of evidence was also 2%. Withdrawn complaints mounted to 4% while complaints that are being followed up ranked 54%.

Noteworthy to mention is that most official institutions which were addressed about cases of corruption have shown considerable interest. They even followed up corruption cases and informed AMAN Coalition about the results.

In addition, a considerable number of institutions have expressed their readiness to hold meetings and seminars to discuss corruption-related cases they encountered. This is an indication that officials are interested in following up the complaints they receive through AMAN.

Reports and private issues

During 2010, the Advocacy and Legal Advice Center-ALAC prepared reports and papers based on the received complaints and cases. ALAC also held workshops with officials from different institutions to discuss the conclusions of the report or the paper. The workshops and its recommendations are as follows.

Sexual harassment in the workplace as a form of corruption

On November 2, 2010, the ALAC held a workshop at its premises to discuss a research paper prepared by AMAN on sexual harassment in the workplace. Several interested institutions attended the workshop including Ministry of Women Affairs, Ministry of Labor, Ministry of Higher Education, Ministry of Culture, in addition to the Palestinian Central Bureau of Statistics, and members from the Palestinian Legislative Council, Chief Prosecutor, Public Relation officer of the Palestinian Civil Police, the Palestinian Initiative for the Promotion of Global Dialogue and Democracy- MIFTAH Institution, Jerusalem Center for Legal Aid, Women Center for Legal and Social Counseling, SAWA Center, Women Center for Social Affairs, Women Studies Center, Shams Center, and Birzeit University. Participants engaged in fruitful and constructive discussion of a research paper on sexual harassment in the workplace.



Participants accorded that sexual harassment in the workplace is a common phenomenon and it is practiced through exploitation of office and power in light of the existence of a weak monitoring system and the absence of specialized units to receive sexual harassment complaints and deal with them. Due to several legal, social and institutional obstacles, it is indeed difficult to specify the size and form of sexual harassment as well as the victims who fall prey to it. Participants also agreed that sexual harassment is one form of corruption and it exists in the public and private sectors and also in the civil society organizations.

At the end of the workshop, participants recommended the following:

- Palestinian legislations should include clear definition of sexual harassment and its forms. In addition, the legislation must stipulate a deterring punishment for the offender. The crime of sexual harassment should be included in the laws and regulations regulating the operations of institutions and authorities concerned about following up corruption cases.

- In order to eliminate sexual harassment, it is recommended to adopt precautionary policies and procedures in order to protect the dignity of women.
- On the institutional level, participants recommended the adoption and implementation of codes of conduct that include rules about sexual harassment. Institutions need to develop mechanisms for lodging complaints and securing confidentiality, protection and privacy in dealing with them.

Transparency in the operation of the Foundation for caring for the families of martyrs and wounded:

ALAC held a workshop on 29 November 2010 to discuss a report prepared by AMAN on the reality and challenges of transparency in the work of the Foundation for caring for the families of martyrs and wounded; And to enhance the system of accountability in the foundation. In addition, the workshop aimed to activate the role of the foundation to achieve its goals and objectives.



The workshop was attended by Mrs. Intisar Al-Wazir President of the Foundation, Khaled Jabarin, the Director-General, and, representatives from the Ministry of Planning and Administrative Development, Public Retirement Commission, State Audit and Administrative Control Bureau, National Gathering of Palestine Martyrs Families, Palestinian Legislative Council, Ministry of Detainees and Ex-Detainees Affairs, Ministry of Finance, MIFATH Organization, Shams Center, and Al-Quds Center for Legal Aid. Participants expressed interest in the important role of the Foundation.

Participants recommended the following:

- There is need to define the terms of reference for the Foundation in a manner that enhances the system of accountability.
- The Foundation needs to update and develop its bylaws and upgrade them to the status of the law.
- Participants recommended archiving the files of martyrs electronically to keep them accurate and safe from any alterations.
- The Foundation needs to increase its interaction with beneficiaries through the utilization of the media and workshops for the purpose of clarifying the Foundation's work mechanisms, its relation with other

institutions, the rights of beneficiaries, and standards of payment.

- There is a need to develop practical mechanisms of coordination between the Foundation and the Palestinian Retirement Commission to involve raising awareness of beneficiaries about the nature of the services provided by both institutions. In addition, the coordination mechanisms must maintain the rights and privileges of beneficiaries in both institutions, each according to its jurisdiction and without creating any kind of dispersion.
- The Foundation is urged to activate its role in rehabilitation programs for the families of martyrs and the wounded which will help in providing new work opportunities. This shall be done in line with the allowances disbursed to the beneficiaries.
- The Foundation is also called on to establish a department for following up the files of martyrs and the wounded in international arenas.
- Finally, participants recommended that the Foundation activates and install the Internal Control Unit within the organizational structure of the Foundation.

Procurement, storage, distribution and disposal of medicine in the Ministry of Health

AMAN Coalition held a workshop on 22 May 2010 to discuss the draft report entitled "Transparency and Integrity in the Process of Procurement, Storage, Distribution and Disposal of Medicine in the Ministry of Health." The workshop was attended by representatives from the Ministry of Health, Central Tenders, Ministry of Finance, Council of Ministers General Secretariat, Ministry of National Economy, Ministry of Planning, State Audit and Administrative Control Bureau, Military Medical Services, Palestinian Independent Commission for Human Rights, in addition to representatives from civil society organizations and private sector.



The workshop concluded the following recommendations:

1. Seek approval of the executive regulations for the Public Health Law.
2. Revisit the system or the special instructions of the Ministry of Health and attain a higher level of monitoring and transparency in the processes of procurement, storage, distribution and disposal of medicine.

3. Reform the status quo to be in line with recognized health standards stipulated in the World Health Organization (WHO) regulations.
4. Develop policies to prevent the continued shortage in medicine.
5. Build suitable drug warehouses and comply with transparent and accurate regulations that do not allow for jeopardizing the safety of patients.
6. In order not to waste public funds, the Ministry of Health has to delineate its relation with donors in line with procurement of medicine to fulfill the needs of the Ministry of Health.
7. Specify the authorities of the drug warehouse director and hold accountable those responsible for any negligence in the management of the drugstores, and ensure that drugstores meet all storage conditions.
8. Specify the authorities in writing. It shall clearly and transparently declare competent members of technical committees and committees' authorities.
9. Activate the role of the Complaints Unit to place complaints boxes in all its branch offices. The Unit is encouraged as well to follow a more transparent policy in disclosing information rather than making them inaccessible.

Money laundering

On 23 June 2010, the ALAC held a brainstorming session on money laundering. The session was attended by representatives from the Judges Club, Anti-Corruption Commission, Preventive Security Apparatus, Intelligence services, Monetary Authority, Palestine International Bank, Egyptian Land Bank, Housing Bank, HSBC Middle East Bank, and the Palestinian Economists Society.

The session tackled the most substantive obstacles and problems facing the Monetary Authority, security apparatuses (i.e. preventive security and intelligence), Public Prosecution (Anti-Corruption Commission), and the judiciary which are the parties authorized to monitor and follow up this type of crime (money laundering).



At the end of the meeting, participants came out with the following recommendations in order to overcome the obstacles that face them:

1. Enhance the legislative environment regulating the anti-money laundering through speeding up the approval of executive regulations of the decree law concerning money laundering by the Monetary Authority. This can be achieved by means of setting up a specialized technical team to complete the regulations as soon as possible and present them before all relevant parties for their thoughts.
2. Establish specialized investigation units that are qualified to rehabilitate and train personnel working in different institutions (Public Prosecution and security apparatuses), and delegating them to work within a unified and specialized team in combating money laundering.
3. Prepare studies by either AMAN or the Monetary Authority aiming to reach a common understanding shared by all relevant parties concerning the nature of money laundering and means of combating it. Studies will also aim to develop coordination and cooperation mechanisms among parties and draw up Memo Random of Understandings (Mo Us) to combat money laundering.
4. AMAN was called on to prepare correspondence and deliver them to the Prime Minister in order to issue instructions to the enforcement authorities regarding their role in combating money laundering. In this respect, the Monetary Authority will have to clarify its role and relation with the enforcement authorities especially the Anti-Corruption Commission as it is the main authority that tracks money laundering crimes.

Public Tenders

As part of AMAN's relentless efforts to follow up on cases and complaints that come through ALAC, and due to the frequent receipt of complaints from citizens and private Palestinian companies concerning the problem of public tenders that are re-issued, even after opening them before competitors and disclosing prices, simply because of a change in technical specifications or reducing the quantity. Disclosing prices before competitors weakens the integrity of the competition.

The session on public tenders convened on 26 January 2010 and it was attended by Mr. Bassam Jaber, president of Central Tenders Committee Mr. Nasser Khatib, a representative from the Public Supplies Department at the Ministry of Finance, and interested individuals from public and private institutions like the Ministry of Education and Higher Education, State Audit and Administrative Control Bureau, Palestine Capital Market Authority, Al-Bireh Municipality, Palestinian Contractors Union, in addition to complainants and representatives from private institutions.

Based on the discussion that took place during the session, AMAN Coalition recommends the following:

1. Reissuing any tender or bid must have a clear justification. Even though the current law gives the committee the right to reissue a bid, the new law must state clearly the reasons by which a bid can be reissued.

2. Develop and approve a mechanism to notify contractors in writing about the reasons why a bid has been cancelled. Even though the law does not require the committee to develop such a mechanism, citizens have the right to know the reasons behind the cancellation of any bid or tender.
3. Not to adopt the exceptions policy pertinent to exceptions issued by the Prime Minister.
4. The tender committee has to re-appraise the prices if it becomes evident that the prices specified by it are not consistent with the prices of the market.
5. Specify the role of donors with regard to tenders or bids. Donors must not be given the right to ask for the cancelation of a bid after it has been awarded in accordance with the administrative procedures.
6. Activate the role of technical tender committees whereby the Central Tender Committee will adopt the recommendations of those committees.
7. The Ministry of Labor is requested to issue the monthly price list which will help contractors issue bids in accordance with the required prices. This practice will secure the right of the committee the right to accept or reject the bids according to the process it has prepared and proposed in the list. We believe that the Ministry of Labor has not issued the price list due to negligence not to lack of transparency.
8. Specify the price margin, as keeping this matter loose will allow for discretionary powers and inequality in multiple domains. Since the committee exercises this procedure, it is obligated to declare the price margin to citizens.

Awareness and outreach activities

Awareness-raising is one of the main activities of ALAC, and it employs various mechanisms to achieve that, namely:

1. Utilizing of the incoming calls through the toll-free number to raise public awareness. When receiving such calls, ALAC's staff is keen on defining corruption, specifying its forms as well as means to combat it. The staff also encourages callers, whether victims or witnesses, to report corruption cases. Noteworthy to mention here is that ALAC received 2300 calls since its inception in 2009 until the end of 2010 where it provides legal advice to visitors/callers about the different cases of corruption they face.
2. ALAC held several field visits and meetings to some Palestinian districts in the West Bank and the Gaza Strip for the purpose of introducing the concepts of integrity, transparency, and accountability to the



public, and elaborating the different manifestations of corruption and means to combat it. In addition, this platform is used to introduce ALAC's objectives and activities as well as the services it provides. About 50 meetings were held with the participation of at least 50 citizens in each meeting. Some citizens lodged complaints during the meeting, while others posed queries and asked for information about more ALAC and ways to receive legal advice. The meetings targeted different categories including women, employees in the public sector, the civil society, the private sector, the youth and university students as well.

ALAC believes that reaching out to citizens in their areas of residence is one of the most effective mechanisms to communicate with them. Reaching out is a significant means to canvass the support of people and whet their efforts to combat corruption in their local communities. Hence this mechanism has been taken into consideration when planning for awareness campaigns due to its significance in encouraging public participation in fighting corruption in the Palestinian society.

3. Media campaigns: ALAC implemented several media campaigns in order to inform the public about its activities and to motivate citizens to report suspected cases of corruption. The media campaigns included billboards, adverts in the local newspapers and radio commercials. As a result of these campaigns, ALAC received increasing number of calls and complaints and grievances from citizens while this experience proved that media campaigns are extremely necessary for citizens and are used as a constant reminder for them about ALAC and its services in the West Bank and the Gaza Strip.

Relationship analysis with official authorities

Since the cooperation of official authorities with ALAC is of utmost importance for the success of tracking corruption, it is necessary to brief on the scope of cooperation of official institutions in dealing with complaints.

In 2010, the cooperation and responsiveness of official institutions in dealing with complaints ALAC delivered to them continued but to varying degrees. Some institutions were more responsive than others and manifested real interest in following up the complaints that AMAN coalition delivered to them resulting in the successful closure of some files or in verifying that the complaints have no corruption involved. The official institutions that were extremely cooperative and responsiveness include the Prime Minister's Office, Council of Minister General Secretariat, Ministry of Justice, High Judicial Council, Ministry of Planning, Ministry of Local Government, Water Undertaking, Attorney General Office, Ministry of Health, Ministry of Education, and Ministry of Transportation. The cooperation between ALAC and the official institutions



did not only include responding to official letters issued by AMAN to concerned authorities, but it was also the participation of the institution in workshops conducted by AMAN to discuss complaints coming to it via the Advocacy and Legal Advice Center. As for the Ministry of Interior, some complaints are still pending and we hope the ministry will deal with them and close them. Finally, AMAN faces some problems dealing with official institutions in the Gaza Strip due to lack of cooperation policy in AMAN with the government that rules the Gaza Strip.

Main challenges and obstacles that faced ALAC in 2010

In 2010, ALAC faced several challenges and obstacles, namely:

1. The attacks on ALAC and attempts made by some official figures to shut it down.
2. The misconception on the role of ALAC by some officials when receiving. They believe that AMAN's dispatch of the complaints to them is an accusation of corruption. When drafting complaints, AMAN is very much concerned in highlighting the fact that these mere allegations that need to be proved to be right or wrong. AMAN's role is to convey the voice of the complainant to the relevant institution for verification.
3. Non-cooperation of some official authorities with in following up the complaints that were referred to them.
4. Ongoing misunderstanding of the concept of corruption among citizens in spite of the awareness campaign conducted by ALAC throughout 2009 and 2010. As a result, ALAC received hundreds of complaints that are irrelevant to corruption.
5. Reluctance to lodge complaints especially among the public sector employees in light of the existence of many obstacles facing corruption notification in Palestine. Some of these obstacles are related to weak legislations and lack of procedures ensuring the protection of people who report corruption in Palestine. Other obstacles are related to a weak political will in tracking corrupt individuals which reflects negatively on the conviction of complainants as for the use and meaning of lodging complaints. Yet, other obstacles are related to the dominant culture of perceiving whistleblowing as being a collaboration or defamation.
6. Lack of follow up of special recommendations drawn from workshops to ensure that relevant parties have taken them into consideration.

Conclusions 2010

Following the end of the second year of ALAC's work, and based on the analysis of this report, there are complaints in some reiterated issues and cases due to the discrepancy in the environment of transparency and accountability. This drives us to focus on and address these cases, namely:

1. Discrimination based on political affiliation at work. ALAC received many complaints related to this issue. Some people who belong to a certain party do not get a position or may get dismissed or even discontinue to receive their monthly salaries claiming that they are working against the legitimate regime.
2. Embezzlement of public funds. This is caused by weaknesses of censorship by the concerned authorities that are responsible for auditing and inspecting work of public authorities and governmental institutes. Such institutes are working within the paralysis of the Parliament which is considered the basic mean of control. Besides, there are other means of censorship weaknesses like the State Audit and Administrative Control Bureau which has a crucial role to prohibit the acts that exploit public money.
3. Wasting of public funds. These are very important cases because preserving public funds insures the essential needs of the community.
4. Exploiting influence and misuse of position.
5. Continuing tax evasion, which is considered a waste of public funds that serves the public interest.
6. Conflict of interests. Those cases force employees to disclose their projects, institutes they are work for or their own businesses to avoid overlap of interests when taking a decision.
7. Cases lodged against municipalities and local authorities have revealed that the Ministry of Local government is not an effective instrument to monitor and control municipalities while the State Audit and Administrative Control Bureau has no capacity to follow up the course of events in Palestinian municipalities. Hence we see that the best solution for most complaints lodged against municipalities especially in the Palestinian villages is to activate local accountability within local councils and complement horizontal with vertical accountability. This is an efficient way to address this issue is while those who are held responsible have full knowledge of the situation and the violations that take place. In addition, they have the ability to see the change that takes place within the boundaries of the municipality or the village council. To that end, council members and mayors shall realize that they are the ones to hold the executive administration in the municipality responsible. We suggest preparing a paper in cooperation with the Ministry of Local Government to clarify these responsibilities and distribute it among the different municipalities. An awareness session can be also organized for municipality and village council members.
8. Non-enforcement of courts' decisions which reflects lack of respect to the rule of law and the judicial authority. This could weaken the will to combat corruption and regain citizens' confidence in reporting corruption.

Conclusions and recommendations

After two years of the operation the Advocacy and Legal Advice Center-ALAC and based on the analysis presented in the annual report of 2010, the following recommendations were concluded:

1. ALAC used very effective media campaigns, especially road posters, success stories and brochures. The campaigns had tremendous impact on motivating citizens and raising their awareness about ALAC and its operation. The increasing number of visitors from all Palestinian districts as well as from Gaza is a clear indication of the popularity which ALAC has gained. Hence we see the necessity of continuing the media campaigns through AMAN in Palestinian cities, towns and villages.
2. ALAC will continue to focus on awareness campaigns pertinent to corruption, its hazards as well as ALAC's role in order to minimize communications that are not related to corruption and to the work of ALAC. The awareness campaigns will have to differentiate between violation that involve corruption from a legal perspective, which AMAN deals with, and other legal violations that do not involve corruption. In fact, some citizens understand the nature of ALAC's work but prefer to receive legal advice about their complaints in order to be able to deal with them.
3. Citizens that are taking part in reporting corruption diverse. ALAC shall further raise awareness and motivate ager groups of minimum participation in reporting corruption cases. Future awareness campaigns shall target these groups and give them priority.
4. There is a relatively high ratio of complainants who hold mid-level academic degrees and who are concerned with combating corruption. This clearly shows that these complainants are influenced by the media campaigns and that they are aware of the seriousness of corruption and its deleterious effect on the community. It is recommended that awareness campaigns target marginalized groups and people who have lower and higher academic degrees although they are few in number in the Palestinian society. Each and every individual, despite their academic achievement, is extremely important and needed in the fight against corruption.
5. The geographical diversity of complainants this year ALAC has received complaints from different Palestinian districts. It should be mentioned that a special center for receiving complaints has been established in the Gaza Strip as a result of which there has been a considerable increase in the number of complaints in 2010 compared to 2009. This also means that citizens are becoming more aware and conscious of corruption cases due to the awareness campaigns of and the services it provides to the public. People are becoming more aware of the need to keep public funds and interests and maintain equal opportunities for all.

6. Focus on the public sector employees in reporting corruption cases since they are more likely to discover corruption crimes in public institutions. ALAC also needs to conduct additional campaigns that target other institutions that deal with the public sector and with the citizens.
7. Strengthen monitoring role of ministerial and non-ministerial institutions as well as the performance of security services and local authorities due to the huge number of complaints lodged against them and the negligence of the competent ministry to follow-up.
8. Continue and enhance communication with public institutions in order to form networks that help provide cooperation between ALAC represented by AMAN and public institutions so that follow-up of complaints can be facilitated. Corruption must be highlighted as a deleterious element that impede the growth and development of societies and that any negligence to address it will result in lack of development in all spheres. Institutions cooperate with AMAN and as a result many complaints were closed due to proper follow-up.
9. Hold workshops and hearing sessions based on the complaints that ALAC receives. Experience has shown that workshops and meetings have helped in putting an end to corruption cases.
10. Target public institutions that offer basic services to attend workshops and in papers while highlighting the following:
 - Transparency of work procedures
 - Existence of accountability and internal and external control systems
 - Existence of codes of conduct for employees, and allocation of an administrative body to follow up the implementation of the codes of conduct, training of employees on codes of conduct, and engaging external monitoring institutions in the follow-up process.