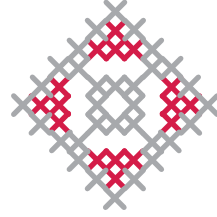


ANNUAL ACTIVITY REPORT

2013





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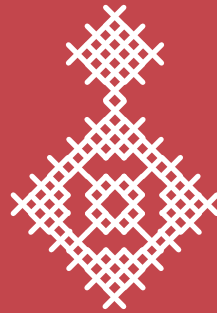


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Chairperson's Statement

Dr. Hanan Ashrawi

2013 witnessed a key transformation in the Coalition for Accountability and Integrity (AMAN), as the organization implemented measures to enhance the impact of programs and interventions by embracing a results-based approach to increase the standards of transparency and integrity and to reduce the spread of corruption in Palestine. To accomplish this task, AMAN Coalition sought to strengthen citizen participation and institutionalize this participation to combat corruption and encourage social accountability strategies. Student transparency groups were established in various schools and universities as well as local community accountability groups were also formed in various areas throughout the West Bank and Gaza Strip. Furthermore, hundreds of volunteers from the West Bank and Gaza Strip participated in the “No to Wasta” campaign which successfully attracted 26,000 petitioners. Such an achievement was only made possible through the mobilization of both grassroots and national civil society organizations and the motivation of lo-

cal communities, allowing them to become empowered through these efforts.

In 2013, AMAN Coalition provided significant attention to both the official and independent media organizations. In participation and collaboration with the Journalist's Syndicate, the Arabic Media Internet Network- AMIN, and the Watan News Agency, an intensive training program took place targeting journalists from various media outlets including print, radio and television stations. The training led eight media channels to endorse programs that focus on accountability and to publish more than 22 investigative reports on public affairs, which yielded tangible and positive results. Among these results was the decision taken by the Ministry of Health to prevent doctors working in the governmental sector from opening their own private clinics, thereby requiring all governmental doctors to become fully dedicated to their work with the government, as of January 1, 2014. Another positive outcome is decision No. 72/2013 issued by the

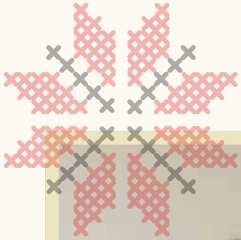


Higher Shariah Court Council, dated 1/08/2013 which calls on freezing gratuities previously offered for marriage contracts until a ministerial committee is formed to organize its re-disbursement to employees in accordance with standard financial procedures.

These accomplishments would not have been possible without strong will, clear vision and the unwavering commitment of the executive personnel and the Coalition's Board of Directors and the General Assembly. The Board of Directors assisted AMAN's transformation to a results-based management system by participating in a number of workshops, the most prominent of which was the strategic review workshop. The Board also hosted more than four meetings to evaluate a number of critical issues including organization by-laws, the organizational structure, the salary scale and senior staff job descriptions. The key objective behind these workshops was harmonization with the new work program and the notion of change that the AMAN Coalition decided to endorse. The Board of Directors also endorsed a number of resolutions in 2013, the most prominent of these are as follows:

1. Adoption of the results-based system and take all necessary actions to facilitate this change, whether on the institutional or program level in order to implement the new system. The executive management, in collaboration with Al Sahel Institutional Development and Communication consulting firm, prepared a draft organizational structure, salary scale, new job descriptions and a monitoring and evaluation system that befits this approach. To further contribute to a smooth and resilient transition, AMAN personnel will receive trainings on the new approach and systems.
2. Approval of the organizational structure, salary scale, new job descriptions and the monitoring and evaluation system as well as creating two positions- Director of Financial and Administrative Affairs and Director of Planning, Monitoring and Evaluation. Both positions have been introduced to the new structure.
3. Regarding the by-laws and subscriptions, Article Number 11 was amended whereas the value of the annual subscription for individual members is \$20 each while the annual subscription organizations remains \$100.
4. In accordance with the membership rules outlined in Article 10, the membership of the BoD Deputy Chairman, Dr. Kamal Sharafi was frozen due to his appointment as the Minister of Social Affairs.
5. Approval of administrative and financial reports for 2012.
6. Updating financial disclosures for board members and publishing this information on the AMAN Coalition website.
7. Maintaining the "Ernst & Young" contract while emphasizing the need to rotate the auditing team working on AMAN data. Request for Offers will be disseminated to request new quotes from auditing firms in 2014.





AMAN board meeting held on October 9, 2013



8. Assigning the executive management the responsibility of developing a vision for AMAN's work including its activities in the Gaza Strip in order to discuss this matter and conclude decisions in this regard for the year 2014.
9. Providing the necessary support to AMAN Coalition office in Gaza in order to hold a hearing with the Minister of Finance from the deposed government concerning the 2014 budget.
10. With regard to the Annual Corruption Report, the Board has taken a decision to continue issuing this report (with its complete ownership) upon approval before publication, noting the need to improve its quality.

Throughout 2013, AMAN has maintained effective network relations on the local, regional and international levels. More than 30 memorandums and agreements were signed in collaboration with both official institution, and LGU's and CSO's in order to impose interventions for the purpose of combating corruption.

Additionally, with an eye towards discussing developments in the National Integrity System and anti-corruption, a number of bilateral meetings were held with affiliated organizations, the most significant of these meetings were held with the Anti-corruption Commission, the State Audit and Control Bureau (SAACB), the General Personnel Council, the Capital Market Authority and the Ministries of Justice and Interior. Furthermore, AMAN Coalition participated in several local, regional and national activities such as hearings, seminars, conferences, reports, studies and lobbying campaigns.

Concerning financial sustainability, the AMAN Coalition sought to diversify sources of funding and propose alternatives for self-funding. Some proposed alternatives included procuring premises for AMAN, creating an emergency treasury under the supervision and management of the Board of Directors and implementing other income-generating activities.

Finally, I cordially express my thanks and gratitude to all who have contributed, supported and accompanied AMAN throughout 2013. I would like to extend my appreciation to the vast array of contributors including members of the coalition, the Board of Directors, executive personnel, researchers, trainers, investors, volunteers, civil society partners, LGU's, government institutions and all international partners. At the forefront of these international partners are Transparency International, the Governments of The Netherlands, Norway and Luxembourg for their continued support to AMAN's anti-corruption efforts. I also thank the European Union, the UNDP/PAPP, the Swedish, British and Italian governments for their generous support to a number of AMAN projects.





The Environment which Influenced AMAN's Work & the Challenges Faced in 2013.

Certain external factors that took place during year 2013 - in some ways - influenced the essence of AMAN's work, despite the fact that they had no major bearing on the status quo which was carried over from the previous year (2012).

As with regard to the regulatory environment, the Council of Ministers issued a number of decisions - with a regulatory content - which were tied to and supported the "Rationalization of Public Expenditures" and the "Prevention of Public Money Wastage" concepts. This was evident in decision No. 05/01/16 /m.w /s.f., dated 01/10/2013, that aimed to ration the Ministers' travel outside the state of Palestine.

Other decisions promoted public officials' accountability, as per the amendment to the regulations of the Civil Service Act No. (45) For the year 2005, this decreed the formation of disciplinary investigation committees. In turn, it reduced AMAN's preoccupation with citizens' complaints and requests for assistance. Similarly, others were related to public institutions' organizational structures, as the case in Decision No. 09/03/15/m.w/s.f., dated 20/08/2013, approving the mechanism to study organizational structures of government departments. This decision - if implemented and if organizational structures were adopted - would reduce the occurrence of Wasta, nepotism and favoritism in the appointments and promotions of civil service positions, as they constitute the

principal percentage of complaints received by AMAN.

Moreover, other decisions promoted the concepts of transparency and integrity. This being evident in the Council of Ministers decision No. 01/01/15/m.w/s.f., dated 11/06/2013, stating that Ministers must submit their personal financial disclosure statements as per the Anti-corruption Act.

On the other hand, to delay the adoption of the rules and regulations pertinent to enforcing the Amending Act to the Anti-Illegal Acquisition Act No. (1) For the year 2005 on the fight against corruption, particularly the regulation on whistleblower protection, continued to have a negative impact on the work of AMAN coalition. This delay instilled reluctance among whistleblower from coming forth and reporting corruption crimes, for fear of retaliatory sanctions, such as job termination that some whistleblower faced after reporting corruption crimes in good faith.

A public poll conducted by AMAN in 2013, indicated that 76% whistleblowers refrain from reporting corruption crimes due to the lack of protection and 74% for fear of reprisal. Likewise, the failure to adopt the "Right of Access to Information" Draft Law, and ceasing to issue regulations or special instructions regarding the concept of Public Records and the Right of Access to Information - till the Bill is issued - has had a continued negative impact on the principles of transparency within public work. Till date, AMAN continues to receive a considerable

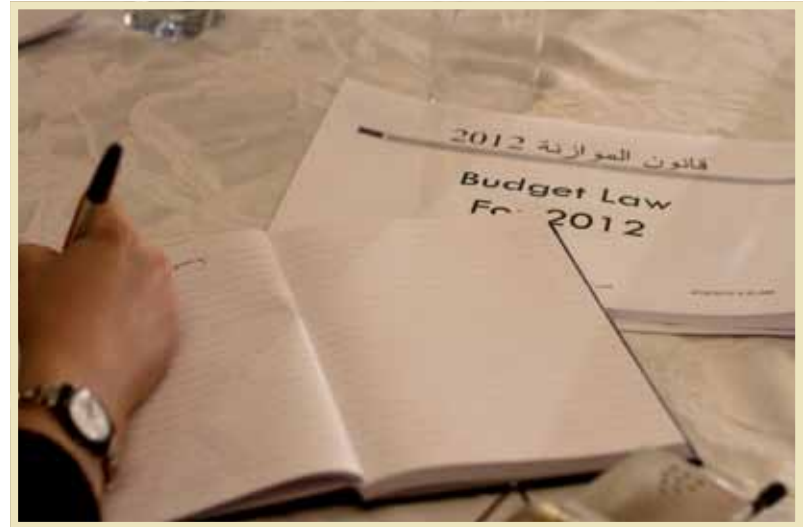


amount of complaints regarding public officials' failure to provide information to the public, especially with regard to the results of public office appointment competitions and its procedures.

Alternatively and in terms of the political environment, AMAN's cooperation and the signing of MOUs with some government agencies has expedited AMAN's work with those agencies. This was true in the case of the MOU signed with the Ministry of Social Affairs aiming to enhance integrity, transparency and accountability when providing humanitarian services to marginalized groups in the Palestinian society. This is in addition to promoting cooperation among the Ministry of Social Affairs and the "National Team in Support of the Transparency of the General Budget", represented by AMAN as its Executive Secretariat.

Likewise, MOUs were signed with a number of LGU's and a memorandum of understanding and cooperation was signed with the Palestinian Capital Market in an effort to utilize the expertise and capabilities of each of the signing partners. Also, to unify all efforts towards executing the necessary activities that will contribute to the establishment of good governance and the promotion of a National Integrity System in Palestine

Similarly, AMAN's has partnered with a number of official programs and committees that are affiliated with the promotion of an environment of integrity, transparency and accountability in public work. Amongst which, were the Supreme National Committee for civil servants Code of Conduct, as well as the Law and Justice Committee in the Statistical Monitoring System who have allowed AMAN to



The Ministry of Finance issues the Citizen Budget for the year 2013, continuing its cooperation with the "National Team," in support of the General Budget's transparency.

participate and provide its input on these issues.

The year 2013 witnessed an increased responsiveness and understanding for the role of AMAN coalition. Accordingly, a number of Ministries and public institutions were cooperative and responsive to AMAN's correspondences and recommendations, which were provided through its research reports. Based on these recommendations, several essential interventions have been initiated, and were closely tied to the system of integrity, transparency and accountability in the management of public affairs and public money.

In contrast, and similar to the previous year (2012), the prevalence of internal division, the struggle for power, and the absence of the Legislative Council's essential accountability and control role continued. Moreover, the



Council was unable to complete the adoption of a legislation system that caters to the enhancement of the environment of integrity, transparency, accountability and anti-corruption. The Legislative Council is one the most important pillars of the National System of Integrity (considered to be AMAN coalition's sought after mission), all the above factors have contributed to the weakening of this System.

In fact, the division and the Legislative Council's lack of control and accountability over the actions of the executive power have contributed to the high frequency of violations including the repeated arrests and questioning of journalists, internet bloggers, and social networks activists - by the Public Prosecutor - on charges of abuse and defamation of the Palestinian Authority. The lack of sector-specific public reform policies continues to be the source of numerous complaints and requests for assistance that are received by AMAN coalition in this regard. Yet it remains unable to reach appropriate solutions for such complaints. One example on this matter is the absence of clear public reform policies pertinent to the Shari'a Judiciary Institution and the justice sector in general; in addition to the lack of policies pertaining to the Fuel Sector.

Certain official bodies persisted in their lack of cooperation with AMAN collation, including but not limited to, the ministries of Awqaf and Finance as well as the Anti-Corruption Commission. This has hindered AMAN from following-up on requests for assistance and inquiries received from the public, as pertinent correspondences sent by AMAN to certain ministries went unanswered. Moreover, certain official agencies often view AMAN's

correspondences in a negative way, even believing that such correspondence contain direct accusations towards them. This is despite the explicit clarification which AMAN provides in its letters, stating that the allegations contained within are the claims of the complainant, and are - in no way - a representation of AMAN's conviction towards the charges contained therein.

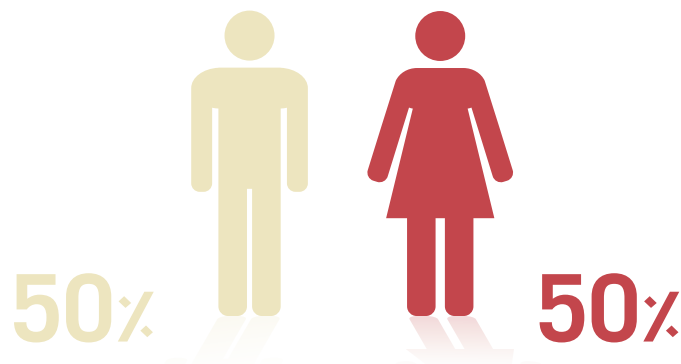


Activities and Achievements

First strategic goal: Increase the Palestinian citizen and Civil Society Organizations' contribution towards national efforts that aim at promoting integrity and the fight against corruption.

To achieve this goal, AMAN Coalition enhanced its partnerships with civil society organizations in order to reach the largest citizens' community base. It aimed to raise their awareness of the gravity of corruption and the significance of fighting against it. Additionally, it aimed to empower citizens and Civil Society Organizations in the field of social accountability, by providing the necessary tools and through capacity building. All as part of its effort to protect Palestinian sectors against corruption.

total number of trainees 2.608
total training hours 1.116



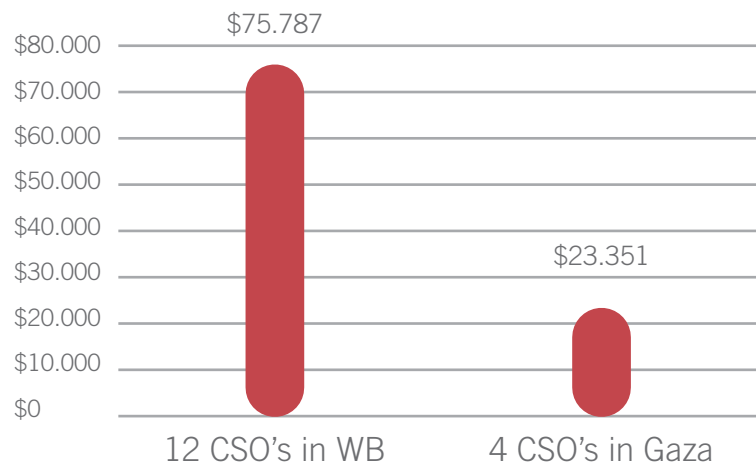
The distribution of trainees who took part in AMAN Coalition's awareness programs during 2013, according to gender.

During 2013, AMAN adopted a strategy that is based on investing in partnerships with civil society organizations, focusing on youth segment, to evoke the desired change in matters that will elicit the most impact on the lives of citizens. For a number of years now, AMAN Coalition stressed the widespread of the Wasta and Nepotism phenomenon and its grave impact on the lives of citizens; predominantly focusing on appointments of public positions and public services delivery.

As per the previous concerns, AMAN's activities during 2013 were heavily concentrated on invoking the needed pressure for taking practical steps towards combating this phenomenon. It launched a long-term national campaign in the West Bank, Gaza and Jerusalem that aimed at raising public awareness of the phenomenon of Wasta, its negative effects, and the public's role in its prevalence, elimination and exposure. Alternatively, it continued to stress public authorities to take the applied measures and procedures - both in practice and in law - to limit the act of Wasta, and to forbid the impunity of perpetrators.

The vast amount of citizens' participating in the petitions signing campaign, an amount of over 26 thousand participants, who have asked public agencies to take practical and legal measures to reduce the phenomenon of nepotism; in addition to the 16 different initiatives undertaken by AMAN's partner institutions, are nothing but a clear indication of an increased awareness of both citizens and CSOs to the importance of combating this phenomenon as well as its negative effects.

Civil Society initiatives



Additionally, more than 400 youth volunteers - schools and universities students in particular - took part in organizing the campaign and implementing other activities.

The campaign has provided the youth with a platform to express the extent to which the Wasta phenomenon has impacted their lives. This becomes abundantly clear while observing the media coverage of their conversations and opinions about the matter, throughout the implementation phase of the campaign.

Volunteer participation is considered one of the long-term results of the efforts put forth by the AMAN Coalition. This is especially true since the majority of campaign volunteers are young university and school students, who were targeted by AMAN Coalition's awareness campaigns, conducted in past years.



Work groups participating in the campaign against Wasta and Nepotism in Nablus on 03/12/2013.

As for Civil Society Organizations, the sustainability of AMAN Coalition's work is evident through the amount of voluntary effort put forth by partner institutions to implement initiatives throughout the campaign. They recruited staff, volunteers and mass public in various regions, and voluntarily continued the implementation of complementary activities. The institutionalization of the fight against corruption was included as part of their strategies; however, they did not rely directly on AMAN Coalition for funding these activities.

As part of AMAN's intensified efforts to create a culture of corruption reporting, the year 2013 witnessed an influx of visitors to the Advocacy and Legal Advice Centre asking for support and guidance. Their percentage increased by 19.6% compared with the year 2012.

It is worth mentioning that the majority of citizens providing information about suspicions of corruption have - in fact - metamorphosed from being victims of corruption to becoming witnesses to corruption. This confirms the success of AMAN Coalition's campaigns aimed at raising public awareness about the culture of corruption reporting. AMAN Coalition carried out 6 campaigns (260 hours of radio broadcasting) as well as dozens of field visits to marginalized areas, mainly targeting youth and women's groups so as to bring about change in the prevailing culture. The percentage of females that visited Advocacy and Legal Advice Centre during 2013 amounted to 21.4% of the total number of center visitors. Furthermore, the number of people benefitting from the field visits organized by the Advocacy Centre has increased from 388 during 2012 to 858 during 2013.

In fact, one of the 2013 Integrity Prize winners - a contest conducted annually by AMAN Coalition to honor whistleblowers - was a visitor to the Advocacy and Legal Advice Centre. He visited the center to report a crime of corruption that took place in one of the LGU's, and was adjudicated in the Crimes of Corruption Court.

Among the activities of the Advocacy and Legal Advice Centre are the following: 21 awareness activities were held in the West Bank and the Gaza Strip (16 were held in Gaza and 5 in the West bank), prompting many citizens to visit the Advocacy Center to report corruption crimes.

- Six Civil Society Organizations and twenty base institutions in the Gaza Strip were heavily engaged in the promotion of the integrity, transparency, and accountability system, through the implementation of a range of interventions and campaigns to raise public awareness about corruption and to increase citizens' involvement in corruption reporting.
- Partner institutions in the Gaza Strip, review their general objectives and develop strategic plans that are in line with constructing a national integrity system. Three partner institutions succeeded in obtaining funding for anti-corruption projects (Hadaf center for human rights, the Bonyan Association, and the Palestinian Institute for communication and development).
- AMAN's base of supporters is widened, the population marginalized areas in the Gaza Strip become involved in anti-corruption efforts, corruption reporting and an increased number of complaints.





An awareness activity held at the Malalha village, located in southern Gaza, in November 2013

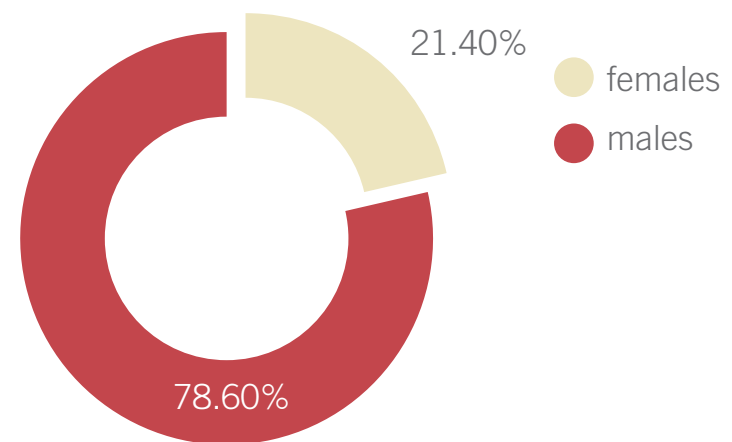
Against the backdrop of these complaints, the Advocacy and Legal Advice Center - within AMAN Coalition- was able to hold 11 accountability hearings involving public officials. These hearings were the cause of policy, legal, or procedural changes. For example: Adopting transparency systems that pertain to the work mechanisms of the medical malpractice investigative committees; mechanisms used to grant customs exemptions to persons with disabilities and charitable societies; the Ministry of Communications and Information Technology established a system catering to competitions organized by the cellular phones companies. This is in addition to a number of interventions and dialogues which led to common understandings with official bodies such as: reaching a consensus in terming “the failure to implement the decisions

of the Supreme Court” as corruption, and using pressure to cease the adoption of draft laws relating to military affairs.

AMAN Coalition’s base of supporters is widened - the population in marginalized areas in the Gaza Strip become more involved in anti-corruption efforts, corruption reporting and increasing number of complaints are noticed.

AMAN Coalition has developed a strategy of complementarity to govern the work and cooperation between the public sector and Civil Society Organizations, in an effort to promote a culture of Civic Accountability. AMAN Coalition put forth an initiative to create a Forum comprised of 18 civil institutions, which in effect, will be responsible for monitoring the performance of the National Security Institution and holding it accountable. The initiative was

Visitors to the Advocacy and Legal Advice Center





A meeting held between World Bank expert, PEFA Chief of Staff, Mr. Pierre Messali and the National Team for Supporting the Transparency of the General Budget on 13/12/2013.

supported by the Ministry of Interior, as it expressed its interest and willingness to cooperate with the Forum. As a consequence, the Forum's ToR in addition to its plan of action for the upcoming 2 years, were both developed towards the end of 2013.

Breaking the barrier between the Civil Society Organizations and the Security Institution (which was not very feasible in past years) and the Security Institution's willingness to cooperate and be subject to Civic Accountability, is a matter that commands recognition - from the Arab world - and an experience worth emulating in the future. For this reason, the British chapter of Transparency International requested AMAN Coalition to produce a film about this experience. The film is to be published and disseminated to Civil Society Organizations throughout



A workshop held with public shareholding companies about the "conflict of interests" issue, on 21/06/2013.

the Arab world. Moreover, AMAN Coalition will evaluate the possibility to conduct future visits with these CSOs, in an imminent effort to build their capacities.

On the other hand, the National Team for Supporting the Transparency of the General Budget has managed to improve and enhance its performance during 2013. It did so, by adopting a strategy of specialization, direct and proactive cooperation with ministries and vital service institutions, so as to meet the needs and priorities of the Palestinian citizens. Furthermore, and during 2013, the National Team was able to target three key ministries, namely: the Ministries of Education, Health and Social Affairs, and held meetings with them around the time when their 2014 budgets were being prepared in order to participate, monitor and question their accomplishments.



The National Team for Supporting the Transparency of the Public Budget is comprised of 22 member institutions that are backed by a group of financial experts, economists and academics with expertise and competence.

During 2013, an MoU was signed with the Palestinian Capital Market, in an effort to strengthen the role of the private sector and public shareholding companies in applying corporate governance rules and their impact on enhancing transparency.

Moreover, an action plan containing a vast array of activities was developed. The plan's most prominent results are: developing an index to measure the commitment of public shareholding companies towards applying the code of corporate governance, and launching the index. Also, raising these companies' awareness and building their capacities in a manner which will enable them to implement this index, in addition to drafting follow up plans to measure its results during 2014.

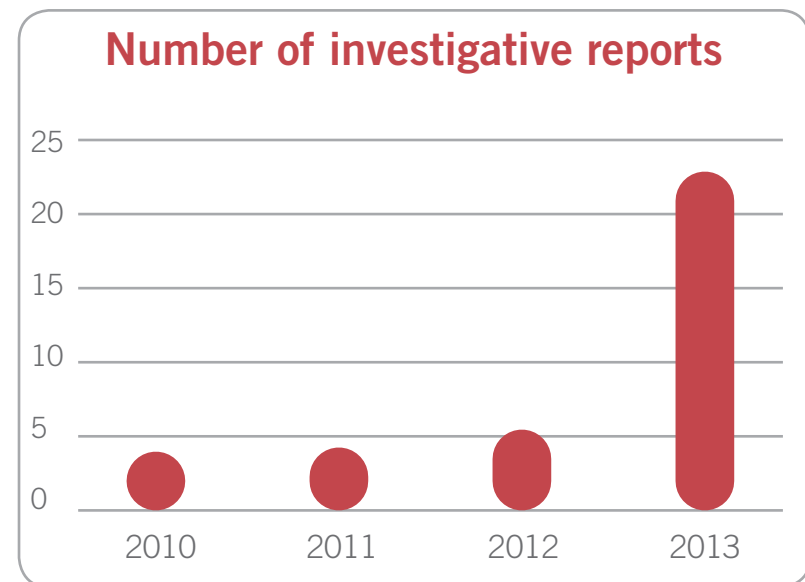
Second Strategic Objective: To activate the role of the media in placing integrity and anti-corruption matters on the stakeholder institutions' agenda.

AMAN Coalition continued its unrelenting efforts which were aimed at transforming the media from a news recipient to an involved, investigative and active entity. It focused on activating the role of journalists, media professionals, bloggers, and youth groups within the social networking realm, as well as building strong partnerships among them.

During 2013, AMAN Coalition's interventions have incorporated several aspects, including capacity building,

raising awareness, and adopting creative media initiatives. With regard to media empowerment, AMAN Coalition placed more focus on investigative reporting skills. Within the boundaries of this initiative, (400 hours) of training and awareness programs were implemented by AMAN Coalition and targeted journalists, social networking sites bloggers, and journalism major graduates.

Awareness meetings were conducted, in collaboration with 23 base institutions, to relay specific concepts pertaining to publication development, accountability, research and investigation of public affairs and public money management methods. Training and awareness programs received technical, logistical and financial support to implement 25 youth initiatives for the production of media materials addressing corruption, transparency and integrity.



The increased amount of investigative reporting has been one the most tangible results on this front. This amount has increased from a single report produced during 2010 to three reports in 2011, five in 2012 and ultimately reached a total of 22 reports conducted in the West Bank and Gaza Strip during 2013. AMAN Coalition was immediately involved in and guided the production of eighteen of them.

Amongst the most prominent issues that were addressed by these investigations and which led to tangible results, are the following: the weak accountability and control over marriage contract fees - a matter within the jurisdiction of the Shari`a Law, weak transparency applied during the Pilgrims' registration process, inmate torture practiced in the prisons of Gaza, weakness in official censorship and abuse of the motor vehicles licensing process, non-enforcement of court decisions, death chambers in public hospitals and premature babies in Gaza.

Media Spots...

Five radio episodes were produced and broadcasted within the program "Point Of Accountability" in the West Bank and Gaza, about the following topics: "dozens of tons of rotten food, expired medication, and food unfit for human consumption were constantly being seized and destroyed," "the level of integrity and transparency in the provision of health services for people with Disabilities," "integrity and transparency in the distribution of municipal services, specifically water distribution service in the city of Hebron that suffers from the West Bank water crisis by default," "waste water contamination of the Shati` refugee camp drinking water supply," "reasons for the non-publication of the SAACB's report in Gaza."

Moreover, a tangible impact was felt as a result of encouraging youth groups - who are active on social media pages - to incite discussions on corruption related issues. A single Facebook page was created during 2011 to discuss corruption in Palestine (The People Want to End Corruption), however, by the end of 2013, seven such pages were created.

As with regard to media sponsorship of special programs that deal with corruption in Palestine, AMAN Coalition-held training programs and brainstorming meetings have enticed six local radio stations in (Ramallah, Bethlehem, Hebron, Tulkarem, Jenin and the Gaza Strip) to produce accountability radio programs that relied heavily on advanced planning and data and facts gathering. In terms of visual media, Watan TV in collaboration with AMAN Coalition, has created, produced, and managed a television program titled "The Sand Hour". Moreover, it broadcast 10 accountability television episodes, which were posted on several websites and social networking pages. The number of interactive viewers for each of these episodes exceeded 77 thousand.

It should be noted that Watan TV has developed its very own division that caters to investigative journalism and took on the production of permanent programming that deals with any corruption that might find its way into its work strategy.

Some of the topics addressed by "The Sand Hour" program, are important issues that directly touch the lives of citizens, including: Ministries Complex construction delays; whistleblowers protection; successive universities crisis and the absence of government control and follow-

up; the prosecution and detention of journalists by security services members; the absence of the Legislative Council's oversight; the lack of control over legislators, car dealers, tax evasion and fraud; Wasta and Nepotism practiced in public office appointments; integrity and transparency in the production management and sales environment of prescription drugs and medicines; and finally, integrity and transparency applied by the Ministry of Health in medical referrals.

Where does the grooms' Money go?

No more than a week after publicizing an investigation about the waste of public money in Sharia courts, the Council of Ministers held a meeting beckoning stakeholders to address this issue and stop the Wastage of public money. A month after the investigation, the Supreme Judicial Council stipulated a freeze on marriage contract gratuities and the formation of a ministerial committee to regulate marriage contract perks as well as any other funds received from citizens above the specified amount.

A case which, journalist Nahed Abu Taima, chose to investigate; in an attempt to uncover the causes behind the constant levying of additional charges on marriage contracts, where does this money go, and why doesn't it go to the MOF?

Upon signing marriage papers, grooms usually end up paying more than what is required, without noticing or caring. Amounts in excess of \$25, that are unaccounted for; basically, no one knows how are they disposed of, nor are they reported to the MOF.



Journalist Nahed Abu Taima conducted the investigation, in collaboration with and by motivation from AMAN Coalition, where she met with the President of the Sharia Judicial Council along with all relevant authorities and uncovered said abuses. One of the judges declared, in the presence of the President of the Council of Judges, that a bank account containing funds in excess of 600 thousand NIS, which no one knew anything about or had any control over, has been discovered.

She uncovered a lack of transparency and a lack of clarity in the distribution of funds collected by the Sharia Judicial Council, as the funds are distributed without a formal system of standards. Following the publication of this investigation in the local media, the Office of the Chief Justice expressed their disapproval and refutation of the publicized report.

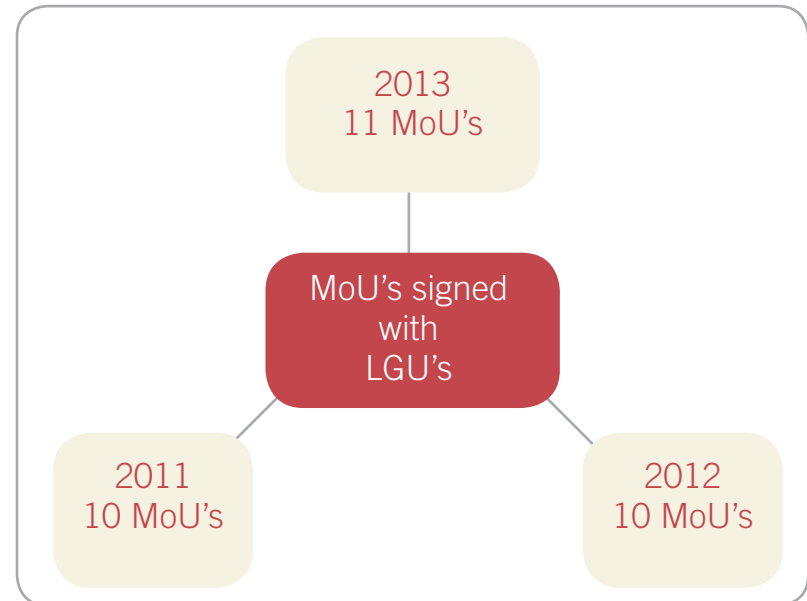
Following the publication of the Supreme Judicial Council's decisions, Palestinian citizen Mr. Amjad Hamarsheh said: "I remember how the Sheikh, who conducted my marriage contract in the Sharia Court in Ramallah, unjustly demanded an additional 300 NIS over the fees of the marriage contract." He added that: "if the judges were thieves and corrupt then the country really has no hope of reformation."

On the other hand, media coverage of AMAN Coalition's activities has expanded predominantly, especially coverage of accountability hearings. Media involvement was not limited to hearings coverage; rather, it followed this up by conducting dialogues and discussions on the topics presented in these hearings.

Conversely, and in an unprecedented development, the media has become one of the most important sources which AMAN Coalition relies on, to raise social discussions on assumed corruption cases. This exactly the opposite of what took place in the past. As the media was completely dependent on the issues posed by CSOs such as AMAN Coalition, which is a clear indication that the media has finally begun to take its rightful place by being proactive in the fight against corruption.

Third Strategic Objective: The working environment of local government units aids in the detection of corruption offenses and limits their pervasion.

LGU's are viewed as the public entities that are closest to the citizens, as they maintain a direct daily interaction with them, more than the central government service providers. Therefore, AMAN Coalition has made promoting integrity, transparency and accountability within the work and functions of the local government units (LGU's), one of its core strategic objectives. Doing so will elevate the level of services provided to the citizens fairly, with integrity and transparency, and in partnership with local communities that are the recipient of the said services. This, in addition to increasing the level and degree of services adaptability to citizens' needs and priorities, particularly addresses the needs of marginalized groups.



The year 2013 saw a significant increase in LGU's' willingness to cooperate and be open to Civil Society Organizations, particularly AMAN Coalition. All the while, they continued to partner and cooperate with 20 other local bodies, which they began to work with during 2011 and 2012. Moreover, during 2013, AMAN Coalition has signed eleven new Memorandums of Understanding and cooperation with various LGU's both in the West Bank and the Gaza Strip, including: Qalqilya, Al Obaidiya, Al Ezariya, Nablus, Ram, Beit Fajjar, Yatta, Al Thahiriya, Al Maghazi, Jabalia, Bani Suhaila.

Cooperation aspects included, working on the harmonization of the Public Code of Conduct, to make it suitable for and be aligned with the service-oriented, institutional and legal nature of each local body; to translate it into life applicable procedures, for both the LGU's as well as their



Forming the local committee in Um Salamuna, Bethlehem on 10/12/2013

staff. Furthermore, work has continued towards enabling local communities to become involved and actively participate in the governance, to state their priorities clearly within the LGU's' plans, and subject the implementation process of those plans to social accountability. On the other hand, AMAN Coalition has provided technical and logistical support, for both the LGU's and citizens, in order to facilitate communication between the two parties.

Firstly, the process of adapting the Code of Conduct to suit the needs of target municipalities and LGU's is now completed. However, it was followed-up with 11 training sessions and awareness meetings aimed at building employees' capacities so as to be able to apply the code and monitor the compliancy with its constituents.

On this front, a number of indicators - that demonstrated



The signing of the Public Service Charter of the Municipality of Al Ram on 17/4/2013

key preliminary results - have surfaced. For example, and in an unprecedented step, the Maghazi Municipality has prepared a "Citizen's Budget" and had it published in a simple language. In essence, it gave citizens the opportunity to be actively involved in monitoring the money exchange and collection process. This step is counted in favor of the Municipality and its effort to promote the principles of transparency throughout its work and functions. Moreover, the Municipality of Qalqilya held a hearing to showcase its achievements, as means to promote the principle of openness to the public, and to allow citizens to practice their Civic Participation right. Several Municipalities has requested from AMAN Coalition to provide them with the necessary support to develop their complaints departments and systems.

Secondly, a Public Service Charter has been prepared,

in an effort to build the capacities of the civil society and local communities; to make them active partners in the quest to identify the social needs and priorities of targeted areas and enable them to provide local authorities with Civic commitment and support (citizenship). This Public Service Charter is a fairly recent practice in the world, and is considered to be very unique in the Arab world. Basically, it is a social contract between citizens and their LGU's. It defines the duties, rights and obligations of each party with an aim of providing the best level of service, fairly, and with integrity and transparency. The process of setting up the Charter is a preliminary step; during 2014, AMAN Coalition aims at guiding and supporting all involved parties to apply and adhere to this Charter.

In addition to the above mentioned achievements, over 60 hours of training were carried out. Also, several awareness days were conducted with the participation of local communities, civil Society Organizations, and the media. The discussed topics included social accountability and its tools, such as: citizen's opinion card surveys, accountability hearings, and conducting investigative reporting.

Thirdly, AMAN Coalition - in collaboration with a number of Palestinian institutions - began the implementation process of a project titled "Tajawob-Responsiveness." The project aims supporting and empowering local communities in the following four regions: Foroosh Beit Dajjan, Um Salamuna, Qalqilya, and Al Moghraqa (in the Gaza Strip), to communicate with the pertinent authorities and bodies that provide them with services, including LGU's.

The program also focuses on improving National and Lo-

cal Authorities' responsiveness to citizens and their priorities. It will provide target groups (i.e. the local committees) with an opportunity to influence government representatives and stakeholders. It will do so by providing them with the required support in the following areas: lobbying and advocacy skills, planning, and social accountability. In addition, the program shall aid in strengthening the responsiveness of the abovementioned public bodies to the needs of target groups, by developing public policies and regulations that govern the provision of services to the public.

In an unprecedented step, which can be counted in favor of Palestine for its pioneering and leading role in the Transparency International movement, the Municipality of Ramallah was chosen along with three other municipalities in the world to test a global index set by Transparency International, titled "The National Integrity System for LGU's."

As the National Chapter of Transparency International, AMAN Coalition is responsible for managing this project in Palestine. It will do so by measuring the suitability of the index to the work of LGU's from the following aspects: transparency, accountability, governance and integrity, affiliation with the local community and target groups, among other matters.

The study's preliminary findings indicate that, the Municipality of Ramallah is extremely capable of implementing the fundamentals of the National System of Integrity in the work of LGU's. However, there continues to be a number of challenges and gaps to be dealt with; the Municipality has begun to take the necessary steps to overcome them.



These findings have prompted many LGU's in Palestine to request from AMAN Coalition to organize a reciprocal visit with the Municipality of Ramallah, so as to observe



AMAN Coalition prepared Codes of Conduct for eight LGU's, namely: Qalqilya, Beit Fajjar, Obaidiya, Yatta, Al Thahriya located in the West Bank; in addition to Al Maghazi, Al Bureij, Bani Suhaila in the Gaza Strip.

and learn from this experiment. The visit is expected to take place during the first quarter of 2014. Also, AMAN Coalition was invited by Transparency International to present this experiment to representatives of several global chapters in Germany.

Fourth Strategic Objective: The working environment of public institutions aids in the detection of corruption offenses and limits their pervasion.

The public sector is considered the largest of the Pal-

estinian sectors; it requires an intervention strategy that focuses on public priorities and needs. Therefore, AMAN Coalition's focus - during 2013 - was to resume its work primarily with the Ministries of Interior, Education and Social Affairs, as well as the General Personnel Council. These institutions are closely connected to the general public and provide them with core services that form the crux of human rights, such as: the right to employment, safety, education, and the empowerment of the poor and the marginalized.

The high level of cooperation and responsiveness between AMAN Coalition and the public sector in the Gaza Strip led to an increase in the level of information disclosure and a wider participation by public institutions and officials in the accountability hearings. They demanded the support of AMAN Coalition in the preparation of the Code of Conduct pertaining to public employees, and adopt the best practices in public affairs management. Legislative Council officials along with decision - makers are involved in AMAN's activities and propose the adoption AMAN's recommendations that cater to the enhancement of the integrity system in the management of public affairs

It was evident that the collaboration with the Ministry of the Interior, which took place throughout 2013, has led to tangible and vital results. The training and awareness program implemented by AMAN Coalition and targeting over 161 officers, staff members, and trainers within seven security agencies, was geared towards developing a system to receive and process complaints in each of the security agencies, with AMAN Coalition's full cooperation.

In a move towards the institutionalization and sustainability of the benefits gained from the materials developed by AMAN Coalition, along with its experience, the ministry began to develop a special section on corruption to be included in the human rights general training manual. The ministry references and uses this manual in the training courses that are offered to its security personnel.

AMAN held five hearings on issues of public interest in the Gaza Strip (university loans and grants, the Directorate General of Border Crossings, the Electricity Company, management of public spending, and the role of the Water Authority in monitoring the water quality). It held two radio broadcasts hearings regarding the publication of Sate Audit and Administrative Control Bureau report, and the reconstruction process.

Following an intensive training on integrity, transparency and accountability in financial and administrative procedures, which targeted the heads of these departments in the Ministry of Interior and security agencies, the Ministry began to develop these procedures, integrate concepts, and develop pertinent models and systems. Ultimately, collaboration between AMAN Coalition and the Ministry of Interior will intensify during 2014 so as to complete this vital task.

AMAN Coalition conducted “training of trainers” sessions for employees in the security services, in an effort to build their capacities on the concepts of anti-corruption, and to relay this knowledge to the entire taskforce of the security establishment.

AMAN Coalition’s permanent partner, the Ministry of

Education, continued its three year tradition of conducting the competition titled “Student Projects Against Corruption.” It involved preparing projects in the format of special reports that examine the extent to which integrity, transparency and accountability are being adhered to, during the provision vital services at the students’ places of residence. 200 schools, 230 teachers and supervisors, and over 5,000 students took part in the competition, with the aim of creating an anti-corruption culture among our students.

Among the many achievements of 2013, was the institutionalization of the competition, as the MOE began to prepare and train a crew of coaches and supervisors to take over the management of this annual competition, barring the need for AMAN Coalition’s direct involvement.

This is in addition to developing and publishing a comprehensive manual that targets students, supervisors and teachers to be used annually as a guide on corruption and the fight against it. The phenomenal results garnered from students performance, their deep involvement in the competition, and the excellent quality and the immense accuracy of their reports, has led Transparency International to call upon AMAN Coalition to carry on this experience to other countries in the Arab world.

In an effort to expand the circle of students targeted by this program within the Gaza Strip, the project’s implementation process was initiated by AMAN Coalition during the current year. Presently, the project targets 50 schools (about 1,500 students); however, AMAN Coalition hopes to expand this scope the coming years. The project had an important impact on the targeted students. This was



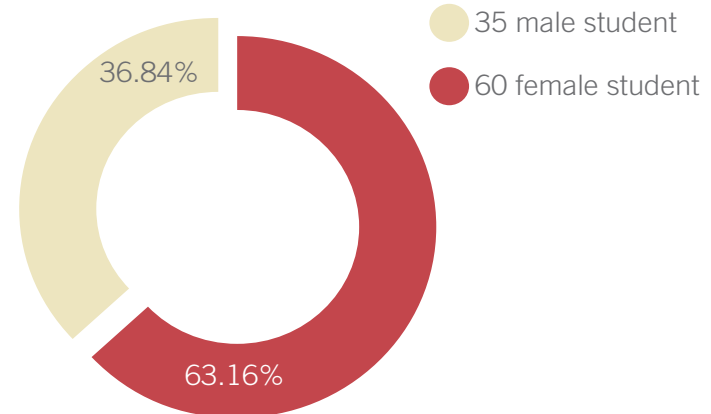


Via video conferencing, AMAN and fellow academics in Ramallah and Gaza, discussing ways to strengthen social accountability through education 07/12/2013

evident through their active participation in the voluntary week-long lobbying campaign carried out by AMAN Coalition, regarding Wasta and Nepotism.

2013 witnessed the execution of various activities and collaboration with the academic sector in the West Bank and Gaza Strip. A number of universities and community colleges were targeted in this effort, namely: Birzeit University, The University of Palestine, Al-Azhar University, and the Palestine Technical College. To facilitate this matter, field trips and workshops were organized, with the aim of increasing students' awareness about the concepts of integrity, transparency, accountability; in addition to encourage them to carry out anti-corruption initiatives.

Student Integrity Groups



Students Integrity Groups

7 integrity groups - consisting of 95 male and female students - were created, trained and provided with AMAN Coalition's training manual on to the concepts of integrity, transparency, and accountability; in addition to, the implementation mechanisms of anti-corruption initiatives.

In support of extra-curricular activities and in partnership with the Nablus center for social rehabilitation, and the Tamer Educational Institute in Ramallah; AMAN Coalition held two training sessions involving 3 male and 20 female summer camp facilitators, about the concepts of integrity, through the use of child play and "activity-specific" educational tools.

AMAN Coalition continued to collaborate with the General Personnel Council - one of its most prominent partners - throughout 2013, to address issues such as the abuse of public funds and the rationalization of expenses. It in-

tensified its efforts to promote integrity, transparency and accountability in the management of the public officials sector; a sector that is allotted the biggest share of the General Budget.

AMAN Coalition's specialized reports became a reference point when developing public appointments procedures; steering them to be more transparent, fair, and based on planning and actual needs.

The General Personnel Council, who has been entrusted by the Council of Ministers to manage the publication and circulation of the "Public Officials Code of Conduct" and enable employees to apply it, had the good fortune of receiving AMAN Coalition's support to complete this vital task.

AMAN Coalition - The Subcommittee of the Code of Conduct National Committee - has led the development process of the action plan (2013 – 2015) for the implementation of the Code. Moreover, it became a part of the Subcommittee responsible for developing an internal system for governing the work of the Code's National Committee, which has been formulated through a Council of Ministers' decision.

Youth Participation in Anti-Corruption efforts

Through an AMAN Coalition initiative, seven integrity groups were created. Groups consisted of about 15 student members each, and were evenly disbursed on four Palestinian universities and colleges in the West Bank and Gaza Strip. They aimed at raising students' awareness of the concepts of integrity, transparency and accountability, and encourage them to carry out anti-corruption initiatives.



A meeting held with student groups in Nablus on 25/11/2013

The lives of a large segment of Palestinian citizens are directly impacted by the Israeli occupation and the difficult economic conditions. This has prompted AMAN Coalition to build a serious partnership with the Ministry of Social Affairs, in an effort to promote integrity, transparency, equality and justice in the process of providing humanitarian services to the poor and marginalized, and to enable them to exercise their social accountability right in determining the integrity of this process.

Moreover, during 2013, a working group was created and has developed a guide about preventing corruption in the process of providing humanitarian services. The group will follow-up with a training program that will take place during 2014, and will be aimed at educating managers, staff, and field researchers on the means to apply the

guide's instructions. In addition, the Public Officials Code of Conduct has been adapted to suit the special needs of this Ministry, and to integrate with the prepared guide.

A significant progress is expected take place in the insti-



A Memorandum of understanding was signed with the Ministry of Social Affairs on 10/10/2013

tutionalization process of empowering citizens to exercise their social accountability right, with respect to the integrity of the process of distributing aid through 2014.

The end of 2013, has witnessed the commencement of the building and enablement process of beneficiaries committees (aimed at individuals benefiting from Ministry's services) within four regions in the West Bank; in a first step that will be extended to other areas, based on the evaluation results of the current phase.

Fifth Strategic Objective: Improve AMAN Coalition's performance towards achieving its mission.

The Department of Administrative and Financial Affairs Report for 2013

AMAN Coalition is comprised of three main departments, along with its Office in Gaza. The Department of Administrative and Financial Affairs comprises 20% of the enterprise's total taskforce, and carries out the following key functions: personnel, accounting, and procurement. Through which it provides support and backing for other departments within the organization.

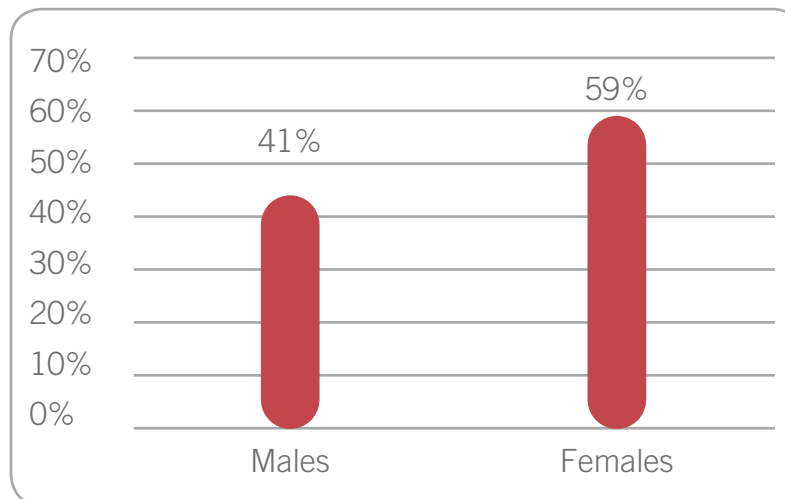
The department is responsible for providing a supportive environment for the organization's staff that is considered to be its most valuable resource. It will provide them with



logistical and technical supplies, and will give both male and female employees the opportunity to build their anti-corruption knowledge and capacities, through workshops and training programs at the local and international level.

1. The size of the Coalition's taskforce:

By the end of 2013, the coalition had an employee toll of 29, distributed amongst its Ramallah and Gaza offices. Women accounted for 59% of the workforce and 52% of senior position holders within the coalition. The coalition continues to attract new expertise (hiring three new employees this year), utilizing a clear and transparent hiring policy by announcing job vacancies, short listing received applications very carefully, and conducting interviews and tests for applicants. The interviewing committees includes external experts who specialize in the required position.



The coalition also seeks to provide training opportunities for new graduates, both male and female. In its endeavor to do so, it ingested a number of male and female trainees within its Ramallah and Gaza offices, so as to equip them with the knowledge and practical experience in the anti-corruption field, and to expand their employment opportunities.

It should be noted that 10% of AMAN Coalition's employees have enrolled in the master's programs in local universities. Moreover, one of its female employees completed her bachelor's degree during 2013, as part of AMAN Coalition's policy of promoting learning within the organization.

2. The implementation of staff training programs and exchanging experiences with other Chapters.

The coalition has worked diligently throughout the year to elevate its staff's level of performance. It carried out several training sessions, in accordance with its annual plan, that involved most of its staff members. Furthermore, AMAN Coalition's Executive Director took part in an executive leadership training program, implemented by Transparency International in collaboration with nine of its Chapters, including Palestine.

As with regard to the exchange of experiences, AMAN Coalition's Administrative and Financial Affairs Department Director took part in training TI Chapters in Lebanon, Yemen, and Jordan on projects and civil institutions financial management, as well as on internal control.



Table (1) shows training participations for the personnel:

Training Topic	Place of training	Donor	Targeted Group
Preparing success stories	AMAN Coalition's Office	TI	Projects and programs coordinators
Monitoring and Evaluation System "RBM program"	Ramallah	TI	Projects and programs coordinators
Analyzing Information and Polls	Jericho	TI	Projects and programs coordinators
Program for Effective Leadership	Jericho	TI	Mohammad Abu Salah- Projects and Programs Department And Luay Jaber- Advocacy and Legal Advice Centre.

Table (2) shows the participations in of personnel in foreign conferences and workshops:

Workshop Topic	Place of training	Donor	The participating employee
Workshop about the Relationship between the Private and Public sector	Casablanca/ Morocco	UNDP	Wael Al-Haj- Projects and Programs Department
Training workshop about Communication and Lobbying and Advocacy Campaigns	Berlin/ Germany	TI	Rami Mousa- Financial and Administrative Department
Training workshop about Analyzing and Collecting Information	Tunisia	TI	Somoud Barghothi- Research and Development Unit Rami Mousa- Financial and Administrative Department
Training workshop about the Tools of Social Accountability "Cards of Community Evaluation"	Amman/Jordan	ANSA network	Hama Zaidan- Advocacy and Legal Advice Centre Lana Tawasha-Projects and Programs Department

Training workshop about Enhancing Integrity System in work of LGU's	Berlin/ Germany	TI	Viola Attallah- Projects and Programs Department
Workshop for the focus group for the Impunity Initiative	Berlin/ Germany	TI	Jamila Abed- Projects and Programs Department
Workshop about preparing the study of the National System for Integrity	Berlin/ Germany	TI	Jamila Abed- Projects and Programs Department
Financiers conference for the International Future Institution	Monroe/ Switzerland	International Future Institution	Jamila Abed- Projects and Programs Department
Workshop for Exchange of experiences for Advocacy and Legal Advice Centre - Transparency International Chapters	Berlin/ Germany	TI	Luay Jaber- Advocacy and Legal Advice Centre
Workshop on Qualitative Research	Amman/Jordan	TI	Abeer Musleh- Research and Resources Unit
Research conference about the prepared researches regarding Integrity Risks between Private and Public Sector	Cairo / Egypt	TI	Somoud Barghothi- Research and Resources Unit Bilal Al-Barghothi- Advocacy and Legal Advice Centre
Workshop about Accountability "holding the surroundings accountable"	Berlin/ Germany	IT	Fadel Solaiman- Department for Media
Workshop about Developing the Regional Project of the Arab World	Berlin/ Germany	IT	Isam Haj Hussin- Projects and Programs Department



Workshop about the Skills of Administrative Investigation and The disciplinary role of the Judiciary regarding Corruption	Sharm El Sheikh/ Egypt	TI	Bakr Turkmani- Gaza Office Bilal Al-Barghothi- Advocacy and Legal Advice Centre
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3. Activating the Code of Conduct

AMAN gives great importance to the values of integrity being spread among its staff, as well as the staff's commitment to AMAN's special Code of Conduct. A plan was designed to activate compliance with the Code. The most prominent aspect of this plan was the adoption of "the Integrity Employee for the Year" concept. And this was achieved through developing standards pertaining to the degree of employees' compliance with the provisions of the Code, as well as the degree of voluntary work put forth by employees. It should be noted that our colleague Miss. Viola Atallah has been selected as the "the Integrity Employee for the Year" for 2013, and she was honored both financially and incorporeally.



4. The Internal Work Environment

During the past year, restoration work was conducted on the coalition's Ramallah and Gaza offices, so as to accommodate newly hired employees, within the available space and to facilitate a comfortable working environment for new departments, created under the new organization structure. These departments are: Programs and Projects, Planning, Monitoring and Evaluation, and the Department of administrative and Financial Affairs. Moreover, new communication methods were provided to the staff, using the latest technology. The Coalition has linked its Gaza and Ramallah Offices through a VPN connection. In addition, it upgraded its telephone lines to IP Telephone, all in an effort to facilitate the work and increase its efficiency.

AMAN's Aspirations for 2014

High professional standards...A strong national and regional presence... positive impact and results...

The world has taken keen interest in what has become known as the theory of change. The theory aims to maximize the impact of developmental interventions and to bring about the desired change at all levels, by strengthening administrative capacities, human-rights-based strategic thinking, as well as the fight against corruption.

For nearly two years, AMAN has been preparing to implement this tool, by developing its organizational effectiveness and the efficiency of its programs in order to achieve its mission and the desired impact.

An evaluation of AMAN's organizational structure took place in mid 2012; it was carried out by a TI advisory convoy and focused on the organization's governing bodies and inter-relationships. It aimed to develop smart leadership, which can guide the organization toward achieving the desired outputs and outcomes, on the medium and long run.

This evaluation process coincided with the organization's strategic review, which was guided by "Al Sahl" Foundation for Institutional Development. The Foundation held a series of workshops, in participation with AMAN staff and crew members as well as stakeholders. The workshops led to the creation of the 2013-2015 Strategic Plan, which was based on results and key performance indicators, and was accompanied with the development



A Board of Directors meeting, held to discuss the Results-Based Management Approach on 6/8/2013

of a comprehensive Monitoring and Evaluation system. Moreover, to be consistent with the Results-Based Management approach, AMAN organizational structure, salary scale, job descriptions, and work systems and procedures, were all enhanced.

In mid 2013, AMAN has implemented a pilot study to examine the chain of results and the Monitoring and Evaluation matrix, being ready to modify them if need be. Within this context, AMAN has joined an international pilot program, in participation with varied national chapters, in addition to TI chapters in Sri Lanka, Vietnam and Guatemala.



The program aims to integrate learning into the M&E system, giving national Chapters the opportunity to produce and document knowledge and lessons learned, and to propagate this knowledge to executive and the governing bodies with the enterprise, as well as target groups.

Based on the foregoing, AMAN aspires to begin the actual implementation of the Results- Based Management Approach during 2014. It will do so by utilizing the capacities, capabilities, and tools that have been developed, and putting them into action, so as to complete the work on the strategic priorities that have been started during 2013.

The strategic priorities will focus on enabling the Palestinian citizens to further engage in anti-corruption efforts, through corruption reporting, and the implementation of varied creative initiatives with strong public momentum.

AMAN will intensify its efforts of targeting local youth and the women groups, to empower them with social accountability. It will place great emphasis on incorporating gender into its organizational strategy, so as to overcome all obstacles and gaps that hinder women's participation in anti-corruption efforts. In an unprecedented step, AMAN sets a clear strategic objective that caters to the media, recognizing its vital role in molding an anti-corruption public opinion.

AMAN will utilize sectoral work through the implementation of a comprehensive intervention strategy, by building a team of experts from its pool of executive employees within these sectors, and by highlighting this concern through its organizational structure.

AMAN is looking forward to expand its work within the Gaza Strip, by reevaluating and ultimately enhancing its vision regarding the nature and scope of its work, and the regulatory tools needed. It will create an elaborate plan to help build an executive leadership, capable of leading and guiding AMAN's work towards the fight against corruption.

To be able to achieve its mission, strategic priorities, and its plan of horizontal expansion and proliferation within local communities, AMAN will focus - during 2014 - on creating an inventive funding strategy that relies on self-funding, as well as on broadening the basket of available donors.

Moreover, it will work towards enabling second tier leadership to achieve organizational sustainability. Within the same context, it will receive a Transparency International convoy in April/2014, who will evaluate AMAN's risks and security system, with the aim of developing a risks-management plan and preventive measures to protect the organization's staff and data.



At the regional level, AMAN will increase its participation and contribution to the development of an anti-corruption strategic plan, that is specific to the Arab world, pertains to civil society organizations and is part of the TI's intervention plan. The plan will be based on the results and recommendations of the regional report on political corruption in the Arab World, that is currently being developed by AMAN, with the participation of Yemen, Lebanon, Egypt, Tunisia and Morocco, as well as Palestine.

On the other hand, AMAN will continue to offer technical support and know-how to Arab Chapters under construction; with the aim of aiding them to adopt and implement effective anti-corruption programs and business strategies



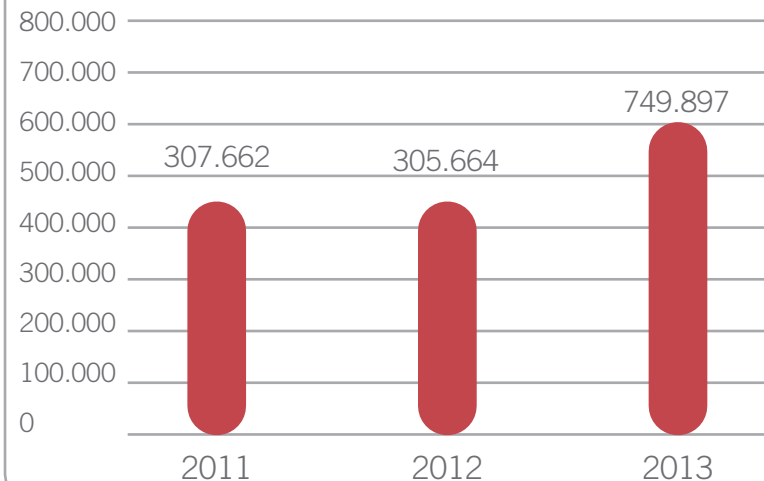
Annex (1): Resource Center and Web Page

The Coalition's Resource Center offers books, reports, as well as local and regional studies and statistics on anti-corruption issues; along with all available data, both regionally and internationally. As such, it provides AMAN members, researchers, the local community, decision-makers, university students, and the Palestinian public with an immense and invaluable service.

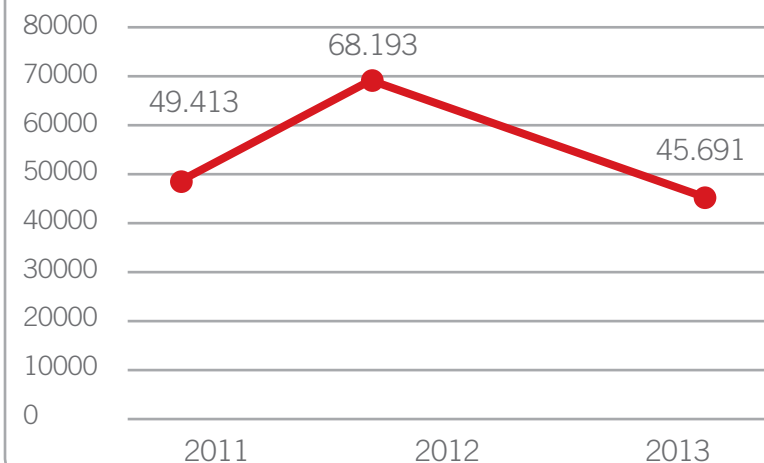
During 2013, the Resource Center has achieved the following results:

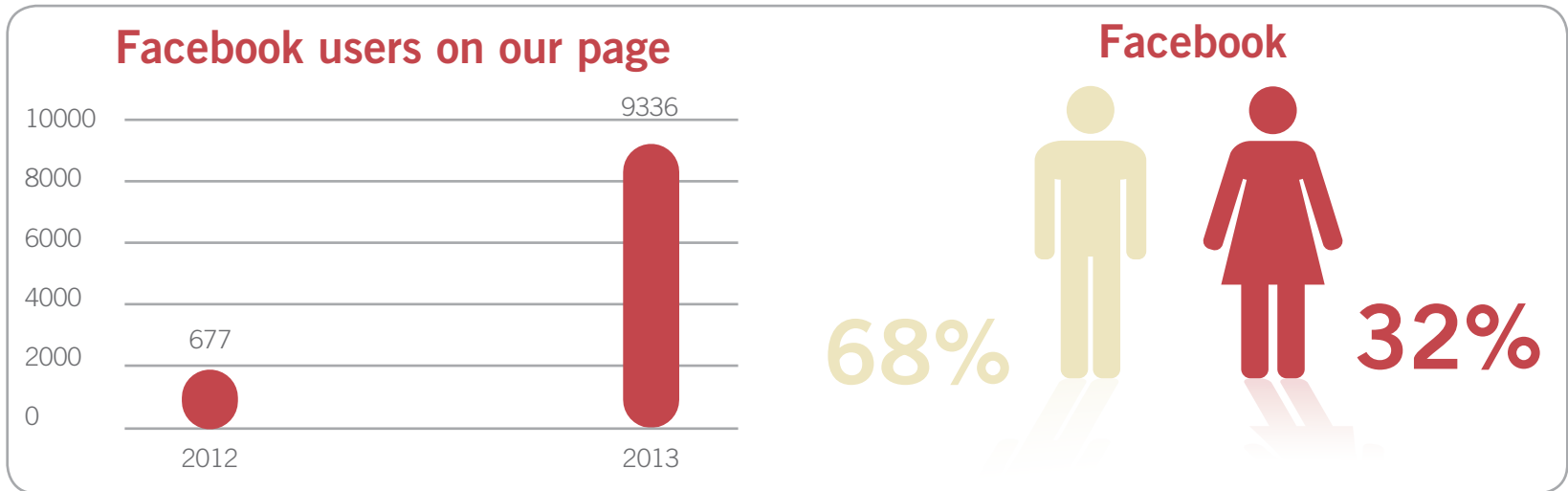
1. It added 100 resources on the topic of anti-corruption to its repertoire (printed books and reports; e-format books, reports and studies).
2. It received 25 official letters from public and civil institutions, asking AMAN to supply them with its publications, whether it is reports or legal manuals.
3. As for AMAN's web page, it has become the most important Palestinian source - on anti-corruption issues - for both researchers and stakeholders. This is attributed to the vast amount of reports and studies that it contains on integrity, transparency and accountability, and that are spread across all sectors: public, private, and civil. Added to, the latest anti-corruption news and developments, at the local, Arab and international levels. Statistical data indicate a significant increase in the number of visitors to the Resources Center, in comparison to last year's figures. However, the number of visitors to the electronic library has decreased in comparison to last year's figures, and this can be attributed to the surge in webpage and Resource Center visits.

Size of visits to AMAN



Number of visitors for the electronic library





Facebook: The number of AMAN Facebook likers



Annex (2)- AMAN Coalition's Versions-publications in 2013:





Annex (3):

Strategic objectives and achievements of 2013: Increasing the contribution of the Palestinian citizen and civil society institutions in the national efforts that aim at enhancing integrity and fighting corruption.

First strategic goal: Increase the Palestinian citizen and Civil Society Organizations' contribution towards national efforts that aim at promoting integrity and the fight against corruption

Obj	Outcomes	Planned Activities	Accomplished	Remarks
1.1. The Palestinians' interest in reporting and advocating anti-corruption efforts is increased.	1.1.1. Three integrity students groups (12 students per group) were established and 3 anticorruption initiatives in the local community were supported.	<ul style="list-style-type: none"> - Establish three youth groups to promote integrity in schools and universities (2 in West Bank/ 2 in Gaza). - Support three youth initiatives to combat corruption (2 in West Bank/ 2 in Gaza). 	<ul style="list-style-type: none"> -Seven groups were established. - Six youth initiatives to combat corruption were received and supported. 	



1.1.2. Supporting materials (manuals, plays ...) and curricula linked to the values and principles of integrity, transparency and accountability systems were prepared for Palestinian school and university students.

- Prepare a handbook and an educational brochure on corruption, and to carry out seven theater shows (in West Bank).
- Carry out two students' projects competitions on combating corruption designated for 9th Grade students (West Bank).
- Carry out 10 training courses for teachers and supervisors of 9th Grade on the corruption in general and community accountability in particular (West Bank).
- Hold an assessment and appreciation ceremony for the winning projects of student.
- Publicize and disseminate information on students' projects within a special news letter.
- Support two summer camps in the West Bank and Gaza through the development of the integrity perspective. The duration for each camp (Gaza, West Bank) was two days.
- Hold a two -semiannual working day-workshop designated for academia to update them on the latest developments in combating corruption, and the role of education in combating corruption (West Bank and Gaza).
- Hold an annual meeting for an active groups of university students and academia on certain selected topics of combating corruption (West Bank and Gaza).

- The handbook and educational brochure was prepared, also five theater shows were performed (West Bank).
- The two competitions were carried out.
- 10 courses were held.
- The assessment and appreciation ceremony of the winning students' projects was held.
- A special news letter on the projects was prepared.
- Two summer camps were supported.
- The two working days were held. (West Bank and Gaza)

5 theater shows were carried out instead of 7 based on the price quotations submitted, and the available budget.



1.1.3. An Awareness campaign was carried out on Wasta, Nepotism and the right of access to information in the community.	- Carry out two awareness campaigns on the most prominent forms of corruption in the society (billboards, 1100 meters in the West Bank, and 400 radio spots in Gaza).	- Two Awareness campaigns on Wasta and Nepotism, in addition to a campaign on the stakeholders' right to access information were carried out.	
	- To carry out three awareness campaigns to encourage citizens to report corruption were carried out (1800 spots on corruption practices) (West Bank and Gaza).	- Three campaigns were carried out.	
	- Carry out 24 field visits, mainly to marginalized areas, to raise awareness on corruption, combating it, encourage citizens to report corruption practices and apply for support of the Advocacy and Legal Advice Centre (West Bank and Gaza).	- 27 field visits were carried out.	
	- Afford a hotline to provide support for the victims and whistleblowers of corruption practices.	- The hotline is made available.	
	- To hold two centralized meetings for the National Team for Supporting the Transparency of the General Budget.	- Two meetings were held for the team to examine and analyze the budget of 2013.	
	- Prepare and publish two investigative reports on corruption based on complaints received by the Advocacy and Legal Advice Centre.	- Two reports were prepared (customs exemptions and Sharia judiciary).	
	- Hold four hearing sessions based on the topics of complaints received by the Advocacy and Legal Advice Centre.	- 5 hearing sessions were held.	
	- Prepare and publish a brochure related to the importance of reporting the corruption practices (West Bank and Gaza).	- The brochure was prepared and published.	



<p>1.2. The Palestinian Authority's commitment to protect the whistleblowers of corruption is improved.</p>	<p>1.2.1. A campaign to ratify and enforce professional legislations to protect whistleblowers of corruption.</p>	<ul style="list-style-type: none"> - Develop drafts of legislations related to combating corruption. - Carry out an advocacy and lobbying campaign to adopt, ratify and enforce improved systems and legislations. Also, to carry out an awareness campaign that includes (500 radio spots, 500 meters street signs and 2 publications). 	<ul style="list-style-type: none"> - The draft of whistleblowers protection regulation was developed and submitted to the Anti-Corruption Commission. The awareness campaign was not carried out since the regulation has not been adopted yet. 	
<p>1.3. The credibility of civil society organizations and their role in promoting the national integrity system is achieved.</p>	<p>1.3.1. Projects associated with awareness was afforded and carried out by partner civil society organizations. 1.3.2. The network of the Friends of the United Nations Convention against Corruption is established and include representatives of partner CSOs. 1.3.3. The role of CSOs in monitoring the general budget.</p>	<ul style="list-style-type: none"> - Support ten anti-corruption projects through the partnership with ten Palestinian NGOs (West Bank and Gaza). - Establish a network of the Friends of the United Nations Convention against Corruption UNCAC consisting of representatives of the most active partner organizations with "AMAN". - Carry out two training sessions for the network members on exerting pressure and the advocacy of the UNCAC. - Carry out an awareness campaign to encourage citizens in the Gaza Strip to report any corruption practices in the reconstruction process. This includes awareness publications and radio spots. 	<ul style="list-style-type: none"> - 16 projects on combating corruption were supported through partnership with 16 Palestinian civil society organizations (West Bank and Gaza). -The network was formed subsequent to preparing a report on the reconstruction process. - Two training courses designated for the network were carried out. - The ITA in reconstruction campaign was developed, designed and launched early February 2014. 	<p>Launching the campaign on ITA in reconstruction was delayed based on a decision to be planned subsequent to preparing a report on the reconstruction process.</p>
		<ul style="list-style-type: none"> - Carry out two training courses on the skills of advocacy and lobbying for the purpose of combating corruption (West Bank and Gaza). 	<ul style="list-style-type: none"> - Two courses were carried out (West Bank and Gaza). 	
		<ul style="list-style-type: none"> - Carry out two training courses on skills and methods of monitoring the services provided by the public sector. The courses will target civil society organizations (west Bank and Gaza). 	<ul style="list-style-type: none"> - Two courses were carried out (West Bank and Gaza). 	



		<ul style="list-style-type: none"> - Carry out three pressure and advocacy visits to the targeted organizations by the National Team for Supporting the Transparency of the General Budget. They will be on the PNA financial policy and that it is essential to meet the citizens' needs (West Bank and Gaza). 	<ul style="list-style-type: none"> - Three visits were carried out to the Ministries of Interior, Social Affairs and Education). 	
		<ul style="list-style-type: none"> - Communicate and network with the government and the Ministry of Finance with the aim to provide the National Team for Supporting the Transparency of the General Budget with the access to the draft budget in a timely manner, to push for the adoption of the Team's remarks and to include them in the general budget prior to approval. 	<ul style="list-style-type: none"> - Constant communication took place with the government and the Ministry of Finance and the Budget of 2013 was obtained. 	
		<ul style="list-style-type: none"> - Publish the Citizen's Budget of 2013, and to prepare a position paper regarding it to be presented in the hearing session of the Minister of Finance. 	<ul style="list-style-type: none"> - The Citizen's Budget of 2013 was published and relevant position paper was prepared. 	
		<ul style="list-style-type: none"> - Carry out the hearing session of the Minister of Finance on the budget of 2013. 	<ul style="list-style-type: none"> - The session was carried out. 	



	<p>1.3.4. Capacities of the civil society in monitoring key public institutions that provide humanitarian services are built.</p>	<p>Implement two training sessions for representatives CSOs about skills required to monitoring integrity and transparency when offering humanitarian aid in (West Bank and Gaza). Implement an awareness campaign on the procedures and standards of transparency and integrity when distributing humanitarian aid. Hold a session on transparency and integrity when distributing humanitarian aid in Gaza. Visit 8 of the targeted communities in the response project so that they become acquainted with the projects and begin forming committees in Um Salmouna, Bethlehem, Furush Beit Dajan and the provinces of Qalqilya and Al-Mughraqa. Form community-based committees in Um Salmouna, Bethlehem, Furush Beit Dajan and the provinces of Qalqilya and Al-Mughraqa- Gaza Strip. Visit communities to select 3 in the province of Qalqilya in order to be targeted in the Tajawob project. Develop an action plan related to the project of forming beneficiary councils within Tajawob project. Sign an MOU with the Ministry of Social Affairs, which includes “establishing beneficiary councils”.</p>	<p>training sessions were carried out. (West Bank and Gaza). An awareness campaign on the procedures and standards of transparency and integrity in distributing humanitarian aid was not implemented. A hearing session on transparency and integrity in distributing humanitarian aid was not held – Gaza. Two visits were made to each location to introduce Tajawob project. Committees were formed in Um Salmouna, Bethlehem, Furush Beit Dajan and the provinces of Qalqilya and Al-Mughraqa in Gaza Strip. The committees were formed and the cities of Qalqilya, Hableh and Az-zoun in the provinces of Qalqilya were selected. The plan was set and adopted by the Ministry of Social Affairs. An MOU was signed.</p>	<p>The campaign’s launch is linked to the completion of the anti-corruption guide in providing humanitarian aid. The guide is still a draft to be reviewed by the Ministry of Social Affairs.</p>
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<p>4.1. The role of both the private sector and public shareholding companies in applying the principles of corporate governance codes of conduct is enhanced.</p>	<p>4.1.1. Employees in public shareholding companies and their management are aware of the code of conduct and are able to apply it.</p>	<p>Cooperate with the Capital Market Authority in developing an scorecard to measure the extent of commitment found in public shareholding companies to apply the corporate governance codes of conduct, and to develop a guide for the score card. Launch the index of “measuring the extent of commitment to the codes of conduct” at a special ceremony held in collaboration with the Capital Market Authority. Hold two awareness-raising meetings on the corporate governance codes contained in the above mentioned index in (West Bank and Gaza). Hold two awareness meetings to discuss the role of control and internal audit in enhancing accountability at companies. (West Bank and Gaza). Implement two awareness-raising meetings on the right to access information, particularly by shareholders and CSOs. Conduct two awareness campaigns on conflict of interest between the private and public sectors, and the importance of shareholders in playing an active role to hold the heads of public shareholding companies accountable (West Bank and Gaza). Carry out a special training course for media professionals on the skills of preparing investigative reports about corruption in the private sector. (West Bank and Gaza). Prepare and publish 3 work papers and reports highlighting the most prominent features of corruption in the private sector such as tax evasion, money laundering, conflict of interest and dual membership on corporate boards. Prepare a code of conduct for the Capital Market Authority.</p>	<p>The score card and its guide were developed. Two awareness meetings on disclosure and conflict of interest took place in (West Bank and Gaza Strip). Two awareness meetings on the role of the internal audit and control in enhancing accountability in the work of companies were not held. Two meetings on the right to access information were not held particularly by shareholders and CSOs. The two (radio) awareness campaigns about conflict of interest between the public and private sectors and the importance of shareholders’ effective role in holding the heads of Boards of Directors of shareholding companies accountable were conducted. The training course was held. Preparation and publication of three works papers and reports on (tax evasion, money laundering and conflicts of interest). The code of conduct was prepared.</p>	<p>An agreement was made with the Capital Market Authority to replace the scheduled meetings with awareness campaigns.</p>
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Second Strategic Objective: To activate the role of the media in placing integrity and anti- corruption matters on the stakeholder institutions' agenda.

Objective	Outcomes	Planned Activities	Accomplished	Remarks
2.1. Media outlets and journalists adopt the programs and prepare investigative reports dealing with the fighting corruption.	2.1.1. Three media initiatives for media institutions and personnel are implemented with the support and sponsorship of AMAN.	Sponsor and support three media initiatives for media outlets and their personnel concerning the fight against corruption.	15 initiatives were received and 9 were sponsored.	
	2.1.2. Capacities of 40 media personnel in preparing investigative reports on anti-corruption are built.	Deliver two training courses on investigative journalism.	Two courses were delivered.	
	2.1.3. Capacities of 20 media personnel on holding hearing sessions for officials are built.	Conduct a training session on the skills of holding radio hearing sessions by broadcasters and TV presenters.	Training was delivered.	
	2.1.4. 9 radio programs on topics related to the mechanism of corruption and the means of combating it are prepared.	Conduct and sponsor 15 radio programs discussing issues related to corruption and the means of fighting it in the Palestinian community, according to AMAN's report and the observations and complaints made by citizens.	15 radio interviews were conducted and sponsored.	
2.2. Practices of publishers of online content complying with the moral and professional standards.	2.2.1. The code of conduct for publishers and bloggers are published and circulated.	Hold two awareness meetings for publishers and bloggers on their code of conduct.	The two meetings were held.	
	2.2.2. A network of 15 members in the media and publishers are active in fighting corruption.	Organize a training session for members of the network on corruption and the means of fighting it.	The session was organized.	

		Hold two awareness meetings on the methods of activating the role of bloggers and publishers, and motivate them to engage in addressing issues of corruption via social networking sites and blogs.	One awareness meeting was held.	
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Third Strategic Objective: The working environment of local government units (LGUs) aids in the detection of corruption offenses and limits their pervasion.

Objective	Outcomes	Planned Activities	Accomplished	Remarks
3.1. Principles and values of transparency, integrity and accountability systems are activated in the work of LGUs.	3.1.1. Support services are provided to five LGUs regarding skills in preparing and publishing their reports (West Bank and Gaza).	Organize an awareness meeting with 5 LGUs regarding skills in preparing and publishing their reports. Print a manual for offering the services to the Municipality of Jericho.	The meeting was organized and the manual was printed for the Municipality of Jericho.	



	<p>3.1.2. Support was provided to 15 LGUs regarding the skills of holding hearing and accountability sessions.</p>	<ul style="list-style-type: none"> -Hold two training courses for 15 organizations regarding the skills of holding a hearing and accountability session. -Hold two training courses on social accountability for representatives of LGUs and the civil society . -Conduct two training courses for employees in customer complaints and public relation departments at the LGUs on communication, networking skills and following up on customer issues. -Prepare two monitoring and complaint filing systems to guide the LGUs. -Hold a hearing session for the Prime Minister on the Government's plans in working with the priorities of both the people and LGUs in the Northern and North Western regions of Jerusalem. 	<p>Two courses were held. Two courses were here The customer complaint and monitoring guideline for LGUs was prepared.</p> <p>-The hearing session was held.</p>	
<p>3.2. LGU members and their staff adhere to the code of conduct.</p>	<p>3.2.1. 5 codes of conducts are adapted based on the needs of five LGUS.</p>	<ul style="list-style-type: none"> -Adapting the CoC for 5 LGUs based on their institutional and service provision context. 	<ul style="list-style-type: none"> -The code of conduct was adapted for 8 LGUs. 	



	<p>3.2.2. Capacities of LGUs in applying the code of conduct are built.</p>	<ul style="list-style-type: none"> -Hold 5 awareness meetings for LGUs on the codes of conducts, the mechanism used to abide by them and monitor their implementation. -carry out a comparative survey of citizens In 4 areas of the West Bank to measure their satisfaction with the levels of transparency and integrity in the services provided to them and publish the findings. 	<ul style="list-style-type: none"> -8 awareness- raising meetings were held. -The survey was carried out and published. 	
	<p>3.2.3. The service charter is prepared.</p>	<ul style="list-style-type: none"> -Prepare a service charter -Launch an advocacy and lobbying campaign to have the service charter adopted by four municipalities by holding the necessary meetings with them. -Launch an awareness campaign on the service charter via 550 radio spots and 320M billboards. 	<ul style="list-style-type: none"> -Service charter was prepared. - The advocacy and lobbying campaign was launched. 	



<p>3.3. Integrity and transparency in elections are guaranteed.</p>	<p>3.3.1. AMAN's monitoring report on the integrity and transparency of the local elections is prepared and published.</p>	<p>-Prepare and publish a monitoring report on the local elections.</p>	<p>The report was published.</p>	
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Fourth Strategic Objective: The working environment of Public institutions aids in the detection of corruption offenses and limits their pervasion

Objective	Outcomes	Planned Activities	Accomplished	Remarks
<p>4.1. Public sector procedures and employees are protected against corruption.</p>	<p>4.1.1. 500 of the targeted civil servants build the awareness, knowledge and motivation in reporting and combating corruption.</p>	<p>-Prepare a report on integrity, transparency and accountability in the work of one of the public institutions. -Launch a lobbying campaign to endorse the results of the report. -Prepare and publish an investigative report on the practice of corruption in public institutions. -Launch an awareness campaign to encourage citizens to apply for the 2013 Integrity Award; it includes billboards, newspaper ads, publications and radio spots. -Hold the 2013 Transparency festival.</p>	<p>-An integrity, transparency and accountability report was prepared addressing the operations at the Ministry of Waqf. -A lobbying campaign was launched to urge the Ministry to endorse the report's results. -An awareness campaign encouraging citizens to apply for the Award was launched. The festival was held.</p>	



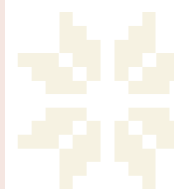
	<p>4.1.2. A special code of conduct for public institutions is prepared and customized.</p>	<p>-Provide technical support for the customization of a code of conduct to suit the background of one of the public institutions. -Organize an awareness workshop for employees of the organization focusing on the mechanism of applying the code of conduct and abiding by it.</p>	<p>-A technical support draft to personalize the code of conduct that befits the work of the Ministry of Social Affairs was submitted. -The workshop was not held for employees of the organization focusing on the mechanism of applying the code of conduct and abiding by it.</p>	<p>-An awareness meeting will be held in the first quarter of 2014, after the Ministry approves the code of conduct.</p>
	<p>4.1.3. The Ministry of Social Affairs is more capable and committed to the values and principles of integrity, transparency and accountability when providing aid to citizens.</p>	<p>-Submit the technical reference to the Ministry of Social Affairs to compile a manual to prevent corruption in the process of distributing aid to citizens. Conduct a training session for employees at the Ministry on the mechanisms of, fighting corruption, and the methods for using the prepared guideline.</p>	<p>-The training was compiled. -The training session was not conducted for employees at the Ministry on the mechanisms of, fighting corruption, and the methods for using the prepared guideline.</p>	<p>-A session will be held in the first quarter of 2014 after the Ministry approves of the guideline.</p>



<p>4.2. The principles and values of integrity, transparency and the accountability system are activated in the work of non-ministerial public institutions.</p>	<p>4.2.1. Responses to the results and recommendations of AMAN's reports and studies on the position of integrity, transparency and accountability system in non-ministerial institutions improved.</p>	<p>-Prepare and publish 7 reports on integrity, transparency and accountability in the operation of 7 non-ministerial institutions.</p> <p>-Conduct 7 workshops and hearing sessions based on the report's results. Print and distribute the report.</p>	<p>-7 reports were prepared and published on: the Central Election Commission (CEC), Public Prosecution, Palestine Standards Institution, Palestine Broadcasting Corporation, Shariah Judiciary, Municipal Development and Lending Fund, and the General Personnel Council.</p> <p>-7 workshops and hearing session were held based on the report's results.</p> <p>-The report was printed and published.</p>	
<p>4.3. Transparency and integrity in the recruitment policy of public institutions is improved.</p>	<p>4.3.1. A hearing session on transparency and integrity in the recruitment process is held.</p>	<p>-Prepare an annual report on integrity and transparency in the government recruitment process.</p> <p>- Hold a hearing session based on the results of the report.</p>	<p>- A two-part report was prepared and published.</p> <p>- Two hearing sessions based on the results of the report were held.</p>	
<p>4.4. Palestinian legislations deterrent to crimes of corruption are adopted.</p>	<p>4.4.1. Proposals of related legislations on crimes of Wasta and nepotism are prepared and submitted to relevant parties.</p>	<p>-Compose the relevant legislations.</p> <p>- Launch a lobbying and advocacy campaign to adopt the legislations</p>	<p>-Legislations have not been composed.</p> <p>- The campaign was launched.</p>	<p>Instead of composing the legislations, a special report was prepared as a prelude to the preparation of the legislations in 2014.</p>



<p>4.5. Values and principles of integrity, transparency and accountability in judicial matters are improved.</p>	<p>4.5.1. The civil society actively supports the principles of balance, the separation of powers and mutual oversight among the pillars of justice.</p>	<p>-Implement a lobbying campaign on the pillars of justice to adopt a position paper on CSOs and their vision to reform the judicial authority.</p>	<p>- The campaign was not implemented.</p>	<p>Postponed to 2014 due to the main program plan.</p>
<p>4.6. Integrity, transparency and accountability in the security institution strengthened.</p>	<p>4.6.1. A code of conduct for one of the security apparatus is developed, customized and implemented.</p>	<p>- Prepare a code of conduct for one of the security apparatus. - Conduct an awareness workshop on the code of conduct.</p>	<p>-A draft code of conduct was prepared in the security institution. - Internal meetings were held by the Ministry of Interior to discuss the draft's notes for submission to AMAN.</p>	
	<p>4.6.2. Employees from security agencies are able to apply the general principles contained in the code of conduct.</p>	<p>- Organize 4 specialized training sessions targeting employees in the security system. - Hold a course on integrity, transparency and accountability that targets the financial and administrative units as well as internal audit, monitoring and inspection units, complaint departments and officials of the security system. - Conduct a training session on integrity, transparency and accountability focusing on instructors from training departments that fall under the Ministry of Interior.</p>	<p>- 3 out of 6 training sessions were delivered.</p>	<p>3 sessions were postponed to 2014 based on a request from the Ministry of Interior to commensurate with their prepared training plan.</p>



<p>4.7. Information on the size, nature and the means of fighting corruption is available to decision makers.</p>	<p>4.7.1. An annual corruption report, providing recommendations and methods to fill the gaps and weaknesses in the immunity of the National Integrity System in public institutions is prepared.</p>	<ul style="list-style-type: none"> - Prepare and publish the 2012 annual corruption report. - Hold the 9th Annual AMAN conference to exhibit the results of the report and discuss its recommendations. - Form a plan reviewing the results and recommendations of the report. - Launch an advocacy and lobbying campaign on the report. - Hand out a questionnaire to citizens (general and private) on the mechanisms of fighting corruption in Palestine. - Gather information based on the integrity index to prepare the annual corruption report. 	<ul style="list-style-type: none"> - The annual report was published. - The 9th Annual AMAN Conference was held. - The campaign was launched. - Two questionnaires were handed out. - The necessary information was gathered based on the integrity index to prepare the annual corruption report for the year 2013. 	
	<p>4.7.2. Assessment studies on official anti-corruption efforts are prepared and published, providing recommendations to bridge the gap in these efforts.</p>	<ul style="list-style-type: none"> - Prepare three assessment reports on the extent of commitment to the UNCAC. - Hold three hearing sessions based on the results of the evaluation report. 	<ul style="list-style-type: none"> - Three reports were prepared (Department of Public Records, senior management recruitment in, participation of the civil society in the monitoring of the public sector and implementation of the UNCAC – Case Study, AMAN. - Two hearing sessions were held. 	



	<p>4.7.3. The Study of the National Integrity System is updated and published, and provides recommendations and tools to bridge the gaps and weaknesses in this regard.</p>	<ul style="list-style-type: none"> - Update the 2013 National Integrity System. - Prepare two specialized work papers on the issues raised within the study's conclusions. - Hold two advocacy and lobbying meetings based on the results of the two papers. 	<ul style="list-style-type: none"> - The National Integrity System was updated. - Two work papers were drafted on the concepts of autonomy and the legal standpoint in impunities for crimes of corruption. - a meeting was held with the General Personnel Council including a discussion on the concept of autonomy and its application, and to agree on future collaboration in overcoming it. 	
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Fifth Strategic Objective: Improve AMAN Coalition's performance towards achieving its mission.

Objective	Outcomes	Planned Activities	Accomplished	Remarks
<p>5.1. Leading entities at AMAN are enabled to perform their duties in line with the best administrative practices.</p>	<p>5.1.1. Information on the general performance of AMAN is regularly sent to the Board of Directors.</p>	<ul style="list-style-type: none"> - Prepare periodic monthly reports on AMAN's achievements and discussions. - Organize a semi-annual meeting between AMAN personnel and the Board of Directors. 	<ul style="list-style-type: none"> - Monthly reports were prepared and discussed in staff meetings. - The meeting was not organized. 	



	<p>5.1.2. Contributions from the Board of Directors in carrying out the task entrusted to them by AMAN and its mission are accessible to the executive management.</p>	<ul style="list-style-type: none"> - Facilitate interventions and partnerships of the Board in AMAN activities as speakers or participants. - Organize activities and visits for the Board of Directors to financial institutions and partners. - Facilitate the task of the internal audit committee consisting of the Board of Directors. - Facilitate participation of the Board in workshops, networks and relevant international and regional meetings. 	<ul style="list-style-type: none"> - The Board's participation in AMAN's activities was facilitated. - The activities and visits were not organized. - The tasks of the internal audit committee were facilitated. - Participation of the Board in workshops, networks and relevant international and regional meetings was facilitated. 	
<p>5.2. The effectiveness and vitality of resources towards achieving AMAN's goals and mission statement are improved.</p>	<p>5.2.1. Employees are trained on administrative and technical skills which benefit and commensurate with AMAN's line of work.</p> <p>5.2.2. A report on the performance appraisals of the human resource capacities is prepared twice a year.</p> <p>5.2.3. AMAN's financial resources are secured.</p>	<ul style="list-style-type: none"> - Conduct a training session for AMAN personnel on drafting success stories. - Conduct a training session for AMAN's personnel on opinion polls analysis and interpretation. - Conduct a training course for AMAN's personnel on communication and networking skills with the media. - Hold an annual meeting for governing bodies in AMAN (Director and departments). - Secure new financial prospects for AMAN. - Increase the core donor's database for AMAN. 	<ul style="list-style-type: none"> - Training session was delivered. - Training session was delivered. - The course was conducted. - The meeting for leading bodies was not held. - The financial prospects were secured. - The database of core AMAN's donors was not increased yet. 	<p>Meeting to implement AMAN's strategy postponed to early 2014 to commensurate and coincide with the discussion and review date to implement AMAN'S Strategy.</p>



	5.2.4. Sources on the mechanism and means of fighting corruption are available and updated in the Resources Center.	<ul style="list-style-type: none"> - Conduct a special training course for the Research Unit with regard to research and analytical skills. - Provide additional resources on the mechanism and the means of fighting corruption by translating the resources, purchasing the relevant literature and registering with international journals. - Purchase the necessary supplies, furniture, hardware and equipment required to improve the work environment at the Resources Center and the Research Unit . 	<ul style="list-style-type: none"> - The course was not conducted. - The additional resources were provided. - The necessary products were purchased to improve the work environment. 	The course is postponed to 2014 due to the agreement with Transparency International.
5.3. AMAN's work environment improved and enhanced.	5.3.1. Premises owned by AMAN is secured and furnished.	<ul style="list-style-type: none"> - Prepare an action plan with different scenarios for purchasing a premises for AMAN. - Raise the needed funds to purchase premises for AMAN. 	<ul style="list-style-type: none"> - The plan was not prepared. - The funds were not raised. 	A study was completed in several options for a possible AMAN premises, and to work towards enabling AMAN to own a premises is in the next 2 years.
5.4. Procedures and systems at AMAN are developed.	5.4.1. Four action procedures, manuals and implementation of the activities are designed and put to force.	<ul style="list-style-type: none"> - Conduct an assessment of the procedures and systems in AMAN along with its strategic goals and project guidelines. - Formulate models and regulations based on the assessment. - Perform regular assessments on work procedures. 	<ul style="list-style-type: none"> - The assessment on the procedures and systems in AMAN along with its strategic goals and project guidelines was conducted. - The models and regulations were formulated. - Regular assessments were conducted. 	



	5.2.4. Sources on the mechanism and means of fighting corruption are available and updated in the Resources Center.	<ul style="list-style-type: none"> - Conduct a special training course for the Research Unit with regard to research and analytical skills. - Provide additional resources on the mechanism and the means of fighting corruption by translating the resources, purchasing the relevant literature and registering with international journals. - Purchase the necessary supplies, furniture, hardware and equipment required to improve the work environment at the Resources Center and the Research Unit . 	<ul style="list-style-type: none"> - The course was not conducted. - The additional resources were provided. - The necessary products were purchased to improve the work environment. 	The course is postponed to 2014 due to the agreement with Transparency International.
5.3. AMAN's work environment improved and enhanced.	5.3.1. Premises owned by AMAN is secured and furnished.	<ul style="list-style-type: none"> - Prepare an action plan with different scenarios for purchasing a premises for AMAN. - Raise the needed funds to purchase premises for AMAN. 	<ul style="list-style-type: none"> - The plan was not prepared. - The funds were not raised. 	A study was completed in several options for a possible AMAN premises, and to work towards enabling AMAN to own a premises is in the next 2 years.
5.4. Procedures and systems at AMAN are developed.	5.4.1. Four action procedures, manuals and implementation of the activities are designed and put to force.	<ul style="list-style-type: none"> - Conduct an assessment of the procedures and systems in AMAN along with its strategic goals and project guidelines. - Formulate models and regulations based on the assessment. - Perform regular assessments on work procedures. 	<ul style="list-style-type: none"> - The assessment on the procedures and systems in AMAN along with its strategic goals and project guidelines was conducted. - The models and regulations were formulated. - Regular assessments were conducted. 	



	<p>5.4.2. Results-based management (RBM) approach is prepared.</p>	<ul style="list-style-type: none"> - Complete the RBM approach. - Collect information contributing to achieving the RBM approach - Conduct an annual review to update the monitoring and evaluation system.. - Conduct a review on the RBM approach every two years. 	<ul style="list-style-type: none"> - the RBM approach is completed. - The relevant information was collected. - The annual review was conducted. - A review was conducted. 	<p>Reviewing and developing the RBM approach will be fulfilled in the first quarter of 2014, after the pilot stage is completed.</p>
<p>5.5. AMAN's anti-corruption role on the regional and international levels is improved and strengthened.</p>	<p>5.5.1. At least two regional projects are implemented in collaboration with Arab branches.</p>	<ul style="list-style-type: none"> - Implement a regional project or initiative annually in collaboration with Arab branches. - Exchange experiences between AMAN and one of the transparency branches in the region. - Participate in 4 regional and international events that are relevant to AMAN's work. 	<ul style="list-style-type: none"> - Three regional projects and initiatives were implemented. - An exchange visit was made to Jordan. - 11 regional and international events were attended. 	<p>Projects:</p> <p>The National Integrity System, Integrity Systems at LGUs, Combating Political Corruption in the Arab World.</p>
	<p>5.5.2. Local networks active in combating against corruption receive technical and logistical support from AMAN.</p>	<ul style="list-style-type: none"> - Provide logistical support to the local branch of the Affiliated Network for Social Accountability in the Arab World. 	<ul style="list-style-type: none"> - Logistical support was provided to the local branch of the Affiliated Network for Social Accountability in the Arab World. 	





The Coalition for Accountability and Integrity (AMAN) was established in the year 2000 upon an initiative by a number of Palestinian civil society organizations working in the fields of democracy, human rights, and good governance as a movement aims to combat corruption and enhance the values of integrity and principles of transparency and systems of accountability in the Palestinian society. Transparency International (TI) endorsed AMAN Coalition in 2006, where AMAN abides by the guiding principles of TI movement and with promoting its objectives and activities that adhere with the Palestinian context. To achieve his goals, the coalition focuses on people, as the efforts of combating corruption will not succeed without their full involvement in it; especially for the fact that combating corruption aims to achieve luxury and sustainable development to them for which corruption forms one of its impediments. The coalition adopts a comprehensive and sustainable approach bases on partnership and cooperation with all related groups in order to enhance transparency in the Palestinian institutions at its diverse types, and to validate the law and ensure the participation of the public in ruling and in administrating the resources of the Palestinian State.

Mission

“Towards the promotion of transparency and accountability and values of integrity in Palestinian institutions within a framework of a national integrity system and the UN and Arab Conventions against Corruption.”

Vision

A Palestinian society free of corruption

Coalition Members

MIFTAH- Ramallah.

The Arab Thought Forum (ATF)- Jerusalem.

Muwatin- The Palestinian Institute for the Study of Democracy- Ramallah.

AL-Mezan Center for Human Rights- Gaza.

Palestine Trade Center- PalTrade- Ramallah.

In addition to number of individuals participating in good governance and combating corruption.

Board Members

Dr. Hanan Ashrawi/ Board Chairperson.

Dr. George Giacaman/ Member.

Mr. Sameer Hulaleh/ Secretary.

Mrs. Hanan Taha/ Member.

Mrs. Andalib Odwan/ Member.

Dr. Lily Feidy/ Member.

Dr.Mohammed Abbas/ Treasurer.

Mr. Issam Younis/ Member.

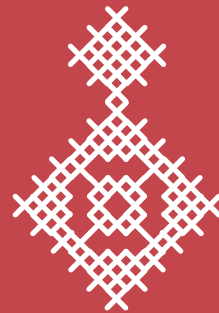
Dr. Azmi Shuaibi/ AMAN's commissioner for Combating Corruption.



Executive Staff of AMAN 2013

Ghada Zughayar- Executive Director.
 Isam Haj Hussein- Programs and projects Director.
 Lana Tawasha- Administrative Director.
 Mohammad Damdoum- Financial Director.
 Abeer Musleh- Research and Development Unit Director.
 Hama Zeidan- Advocacy and Legal Advice Center- ALAC Director.
 Shrouq HIJAWI- Project Manager.
 Mohammad Abu Salah- Field Coordinator.
 Wael Ibrahim Ba'alousha- Gaza office Manager.
 Rami Mousa- Resource Center & Webmaster coordinator.
 Jamileh Abd- Field Coordinator.
 Fadel Suliman- Project Manager ACTION Project Director and Training Supervisor.
 Wael Haj Mohammed- Field Coordinator.
 Lina Falah- Field Coordinator.

Marwa Abo Odeh- Field Coordinator.
 Belal Barghouthi- Legal Advisor - Part Time.
 Nancy Mahmoud- Public Relations Officer.
 Fakher Khalaf- Accountant.
 Baker AL Turkmani- Legal Advisor.
 Luay Jaber- Administrative Assistant in Advocacy & Legal Advice Center – ALACBA.
 Salam Zahran- Administrative Assistant.
 Viola Attallah- Administrative Assistant.
 Somod Barghouthi- Administrative Assistant.
 Rinad AL-Nator- Administrative Assistant.
 Manal Koneh- Administrative Assistant.
 Amani Jamal- Secretary.
 Wala Al Qawasmi- Secretary.
 Faeda Daghra- Caretaker.



AUDITED FINANCIAL STATEMENTS 2013





Building a better
working world

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Years in MENA

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

We have audited the accompanying financial statements of the Coalition for Accountability and Integrity - AMAN, which comprise the statement of financial position as at December 31, 2013, and the statement of activities and changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Coalition for Accountability and Integrity - AMAN as at December 31, 2013 and the results of its activities and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Ernst & Young - Middle East

Ernst + Young

March 4, 2014
Ramallah, Palestine

A member firm of Ernst & Young Global Limited

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Financial Position

As at December 31, 2013

	Notes	2013 U.S. \$	2012 U.S. \$
<u>Assets</u>			
Non-current assets			
Property and equipment	3	51,599	47,779
		<u>51,599</u>	<u>47,779</u>
Current assets			
Contributions receivable	4	2,377,059	814,011
Other current assets	5	30,519	28,333
Cash and cash equivalents		738,223	906,704
		<u>3,145,801</u>	<u>1,749,048</u>
Total Assets		<u><u>3,197,400</u></u>	<u><u>1,796,827</u></u>
<u>Net Assets and Liabilities</u>			
Net assets			
Unrestricted net assets		67,016	38,534
Total net assets		<u>67,016</u>	<u>38,534</u>
Non-current liabilities			
Deferred revenues	6	55,188	51,368
Provision for employees' indemnity	7	160,124	127,929
		<u>215,312</u>	<u>179,297</u>
Current liabilities			
Accounts payable and accruals	8	231,928	201,869
Temporarily restricted contributions	9	2,683,144	1,377,127
		<u>2,915,072</u>	<u>1,578,996</u>
Total liabilities		<u>3,130,384</u>	<u>1,758,293</u>
Total Net Assets and Liabilities		<u><u>3,197,400</u></u>	<u><u>1,796,827</u></u>

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Activities and Changes in Net Assets

For the year ended December 31, 2013

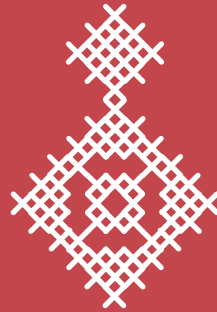
	Notes	2013 U.S. \$	2012 U.S. \$
Revenues			
Temporarily restricted contributions released from restriction	9	1,329,690	1,352,548
Deferred revenues recognized	6	18,371	12,508
Unrestricted revenues	10	11,358	56,099
Currency variances		26,103	-
Total revenues		<u>1,385,522</u>	<u>1,421,155</u>
Expenses			
Projects' expenses	11	1,329,690	1,352,548
Depreciation	3	18,371	14,823
Other expenses	12	8,979	26,852
Total expenses		<u>1,357,040</u>	<u>1,394,223</u>
Increase in net assets		28,482	26,932
Net assets, beginning of the year		38,534	11,602
Net assets, end of year		<u>67,016</u>	<u>38,534</u>

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Cash Flows

For the year ended December 31, 2013

	2013	2012
	U.S. \$	U.S. \$
Operating activities:		
Increase in net assets	28,482	26,932
Adjustments:		
Depreciation	18,371	14,823
Provision for employee's indemnity	40,487	40,174
Written-off contributions	-	5,988
Deferred revenues recognized	(18,371)	(12,508)
	<u>68,969</u>	<u>75,409</u>
Contributions receivable	(1,563,048)	608,730
Other current assets	(2,186)	3,135
Deferred revenues	22,191	29,067
Temporarily restricted contribution	1,306,017	(544,052)
Accounts payable and accruals	30,059	76,408
Employee's indemnity paid	(8,292)	(19,032)
	<u>(146,290)</u>	<u>229,665</u>
Net cash flows (used in) from operating activities		
Investing activities:		
Purchase of property and equipment	(22,191)	(29,067)
	<u>(22,191)</u>	<u>(29,067)</u>
Decrease (Increase) in cash and cash equivalents	(168,481)	200,598
Cash and cash equivalents, beginning of the year	906,704	706,106
Cash and cash equivalents, end of year	<u>738,223</u>	<u>906,704</u>



Special Thanks

The Coalition for Accountability and Integrity (AMAN), would like to thank all coalition members, for their continued support for its programs and activities, along with all local and international partners and donors. It would also like to give special thanks to the project's key donors, namely: the governments of Norway, The Netherlands, and Luxembourg for their continued support. It extends its thanks to Transparency International, the governments of Sweden, Britain, Germany, The European Union and the United Nations Development Programme.

Finally, the Coalition would like to thank civil society organizations and youth groups, for their innovative anti-corruption initiatives, as well as all official institutions that have cooperated with AMAN. It likes to thank Palestinian and Arab networking groups; all researchers, trainers, and academics; and representatives of public institutions and civil society organizations, for their cooperation and activism and for enriching the Coalition' activities.

