



# Annual Activity Report 2014





# **TRANSPARENCY PALESTINE**

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**الائتلاف من أجل النزاهة  
والمساءلة-أمان**

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## Statement by Chairperson

I am honored to present this report of the activities conducted by the Coalition for Integrity and Accountability-AMAN during 2014. On the 25th of June 2014, I was elected to chair the Board of Directors following the resignation of the previous council, its legal mandate having come to an end.

The new Board of Directors assumed its responsibilities at a time when the AMAN Coalition was presented with a number of challenges both internally and externally.

Internally, the post of executive manager had become vacant during the first half of the year following the resignation of the executive director. With no decision taken on the candidate who would fill this post, an acting executive director was appointed from the executive management staff. This situation lasted until the end of the second half of the year. The recent adoption of management by results methodology brought with it many additional responsibilities for the executive management, but AMAN has continued to function as normal and all its local and external activities have been performed as planned.

In external affairs, 2014 witnessed a pinnacle in Israeli aggression on the Gaza Strip, resulting in unprecedented loss of life and the destruction of infrastructure and properties. The AMAN family was touched by these events: one member of staff lost eight members of his family during the bombing. Another member of the Board of Directors lost two members of his family. The devastation and damage generated by the assault presented new challenges in terms of the

management of relief and reconstruction operations. Faced with new forms of corruption and a flood of complaints about unfair distribution of aid to beneficiaries in the Gaza Strip, AMAN responded by launching the Clean Hands campaign under the slogan, Delivering assistance to those who deserve it is our responsibility. AMAN also published comprehensive information on the relief campaigns conducted by different humanitarian organizations. It provided a free phone line for queries by members of the public about items published on the website or any comments about the misuse of assistance. AMAN also signed several memorandums of understanding with official Palestinian organizations to follow up these complaints.

The Israeli assault came shortly after a Palestinian national unity government had been forged to deal with the accumulated challenges created by the political division that originated in 2007. The political division has had a direct impact on plans for administrative reform in government institutions and the security sector, alongside serious financial impacts on the Palestinian budget that cannot be ignored. In fact, most of these issues remained at a standstill until the end of the year.

This is the environment in which AMAN had to evaluate the situation and seek the best means to work with the new government, bearing in mind the ongoing paralysis of the parliament and the absence of any sign of future elections. The negative impact on the separation of authorities and on the national system of integrity was reflected in a decline in

accountability, whether in official or non-governmental bodies. AMAN sensed this trend when a team from the Ministry of Finance failed, for the first time, to attend an accountability hearing held by the Civil Society Team to Enhance Public Budget Transparency. This prompted the AMAN Board of Directors to focus on promoting partnerships that support the structure of the national integrity system.

AMAN considers its relationship with official organizations as a partnership for the adoption of financial and administrative strategies and policies that respond to crises, fulfill public priorities, realize social justice, and care for marginalized and poor communities. From our experience, we can confirm that the receipt of information is vital to the work of civil society in identifying appropriate national policies and priorities and holding government and Palestinian decision makers accountable. In the absence of accurate information received in a timely fashion, civil society cannot fulfill its role. We believe that a law on the right to access information is urgently required to deliver a transparent system and regulations for public sector officials and employees on this issue.

AMAN hopes that the acceptance of Palestine into the United Nations Convention against Corruption will be followed by practical and tangible steps to establish Palestinian institutions based on integrity, transparency and accountability. We aspire to a state that ensures independent and effective oversight by organizations and the rule of law by supporting these organizations with adequate resources to perform their duties

without political interference, especially from the executive. This includes protection and support for civil society organizations as key partners in fighting corruption. The introduction of systems and regulations to end legal gaps that allow the corrupt to escape punishment, or that slow down the process of holding them accountable, is also required.

This report highlights the well-defined links that connect the activities of each program with the strategic goals and vision of AMAN for a corruption-free future in Palestine. In my opinion, this is evidence of the successful approach adopted by AMAN in its strategic planning and its commitment to building programs based on research, investigation, dialogue and continuous evaluation to ensure maximum competency and effectiveness.

In conclusion, I would like to give sincere thanks to our partners and all those who supported and contributed to AMAN's mission during 2014, including all AMAN personnel and members of the general assembly and Board of Directors. I am also grateful to partner civil society organizations, local committees, governmental institutions and key international partners: Transparency International, the governments of Netherlands, Norway and Luxembourg, the European Union, the UN program, and the governments of Sweden, Britain and Germany, for their continuous support to the AMAN Coalition.

**Mohammad Abed Al Qader Al Husseni**  
**Chairperson of the Board of Directors**

## Activities of the Board and General Assembly

Five Board and three general assembly meetings were held during 2014, resulting in several decisions, recommendations and outcomes that largely promoted the institutional and programmatic roles of the Coalition, most notably:

1. Approval of the financial and administrative reports for 2013.
2. Appointment of an external auditor to audit the accounts for 2014. Following tenders by several auditors, the firm chosen was Ernst & Young.
3. Approval of an annual subscription for individual members of twenty dollars. Also, approval of the request of one individual member, which was submitted to the general assembly meeting in 2015 for ratification.
4. Holding of the elections for the Board of Directors for the forthcoming two years 2014-2015 and distribution of posts:

Mr. Mohammad Abdelqader Al-Husseni was elected as Chairperson of the Board of Directors;

Dr. Kamal El-Sharafi was elected as Vice-President;

Ms. Hanan Taha was elected as Treasurer;

Dr. Najwa Ershaid was elected as Secretary;

Dr. George Giacaman, Dr. Hanan Ashrawi, Mr. Issam Younis, Mr. Azam Abu Al-Sououd and Mr. Faisal Al-Shawa were elected as members of the Board.

In addition, Dr. Layla Faidi and Dr. Nabil Tarazi will supervise an internal control committee formed from members of the general assembly to supervise the work of AMAN and the Board.

5. Acceptance of the resignation of the executive director, who moved to take up a post with Transparency International. The Board also approved the appointment of the project and program manager as the acting executive director of administrative work until further notice.
6. Endorsement of AMAN's strategy for 2013-2015 and the strategic work plan of AMAN's office in Gaza.
7. Approval of the plan and budget for 2014 and endorsement of the document on conflicts of interest.

8. Endorsement of all internal reforms in an extraordinary meeting of the general assembly.

Members of the Board also participated in:

1. A workshop on parliamentary monitoring of the budget organized by the World Bank in Beirut.
2. The annual meeting of Transparency International (AMM) in Berlin.
3. The International Forum for Open Government with the Organization for Economic Cooperation and Development (OECD) in France.
4. A meeting of the Integrity School with Transparency International in Tunis.
5. A regional meeting on a report about political corruption in the Arab world in cooperation with the Lebanese Association to Enhance Transparency (No Corruption) in Beirut.
6. A conference entitled Anti-Corruption Strategy: Legend or Effective Tool? With the UN Bureau for Drugs and Crime in Egypt.
7. A meeting to support Arab parliamentarians in developing codes of conduct with the network Arab Region Parliamentarians Against Corruption in Amman.
8. A roundtable meeting in Egypt for Middle East and North Africa branches of Transparency International.



## 1. AMAN's Goals for 2015



### First: AMAN as a leader of a social movement to combat corruption

AMAN seeks to become a center of expertise to lead social movements against corruption. By leadership, we specifically mean that AMAN should address the following:

- **Mobilization and networking** to consolidate the efforts of representative movements, networks and bodies in lobbying and advocacy campaigns.
- **Integration:** To support these bodies to include anti-corruption projects in their programs according to the field they work in or the target group.
- **Empowerment:** AMAN can provide technical support to these bodies in the form of identification of evidence, training, and providing information or specialized research and reports.

To achieve this goal, AMAN will focus on networking and coordination with organizations and groups in various sectors and governorates that have benefitted from AMAN's experience in forming new bodies such as Journalists against Corruption, Youth against Corruption and Non-governmental Organizations against Corruption. Additionally, it will establish meaningful partnerships with bodies and organizations that AMAN engages with in specific sectors.

AMAN will seek to harness the energy of social forces in Palestinian society to stand together against corruption nationally and locally. Strong and effective social mobilization is required to combat all forms of corruption in society.

## Second: AMAN as a guardian of the Palestinian integrity system

This goal requires a higher level of intervention in accountability and control by AMAN, alongside continuity in fulfilling other roles related to integrity and transparency.

AMAN will continue to enhance accountability at every level in an objective and professional manner, taking into consideration that each case demands a certain level of boldness in addressing it.

AMAN will work on improving the quantity and professionalism of its diagnostic reports in partnership with specific groups and organizations in the targeted sectors. This will ensure a clearer understanding of the reality on the ground. Improved partnership with the media will enhance the culture of social accountability, which, in turn, promotes AMAN's vision to lead a social movement against corruption.

## Third: AMAN as a Palestinian center of expertise in combating corruption

As its domain of work is extremely sensitive, AMAN is scrupulous in its research to ensure work is conducted on the basis of accurate information and efficient analysis. Moreover, the planning process, execution, periodic evaluation and achievement of the desired results are all dependent on this preparedness.

AMAN has achieved great success in its professional performance, especially in research and training, as well as in providing legal advice and preparing specialized documents for different cases. This success is a direct result of continuous efforts to develop capacities in these domains. To pursue its goals, AMAN will focus during the forthcoming two years on:

- Providing the research and information department with in-house researchers in the Ramallah and Gaza offices.
- Implementing a capacity building program for department staff in research related to integrity and anti-corruption.
- Developing the department's structure, including the distribution of powers and responsibilities.
- Building partnerships with Palestinian universities and research centers.
- Supplying the department with international and Arab resources on combating corruption.
- Developing a Corruption Observer.

## 2. The impact of the prevailing environment and challenges of 2014 on AMAN's work

AMAN works within Palestinian society and both affects it and is affected by it. AMAN cannot work in isolation from its surrounding environment and new political, economic and social changes in 2014 influenced the essence of AMAN's work. The official acceptance of the State of Palestine into the UN Convention against Corruption was the most prominent event, though its consequences are still unclear and it may not have a direct impact on AMAN's work. The most prominent external factors affecting the work of AMAN were as follows:

In terms of the legislative environment, the Council of Ministers issued decisions with a regulatory content linked to rationalizing public expenditures and preventing the waste of public money. This was evident in decision No. R.H/M.W/16/21/05 of 2014 on guarantees of repayment of electricity debts, which aimed to limit loss of funds used to repay large debts owed to the Israelis due to weaknesses in collection. Decision No. R.H/M.W/17/06/07 of 2014 called for a halt to all medical referrals abroad, which consumes considerable sums of money, as AMAN has highlighted previously in many of its reports. Decision No. R.H/M.W/17/05/01 of 2014 called for all employees appointed before 14 June 2007 to be reinstated to their jobs. AMAN had received several complaints in relation to this issue and these complaints would be resolved if the decision is enforced.

Some decisions promoted the concept of transparency, such as the decision of the Council of Ministers No. R.H/M.W/16/24/22 of 2014 calling for the formation of a ministerial committee tasked with promoting e-government. This project would facilitate the establishment of e-government services to enforce transparency and ensure the right of citizens to access public information. It would also facilitate administrative procedures and transactions in a way that would limit the spread of favoritism, nepotism and bribery in public transactions.

Other decisions were related to the concept of accountability, such as the decision of the Council of Ministers No. R.H/M.W/16/32/07 of 2014 calling for the formation of a special committee to investigate and verify cases of vehicle fraud: BMWs X6 and X5.

In relation to integrity, the Council of Ministers announced decision No. R.H/M.W/17/02/06 of 2014, which called for ministers to ensure their financial disclosures in accordance with the law against corruption.

Some decisions were related to the organizational structures of public institutions. A major piece of legislation is Law No. 14 of 2014 regarding water. Its significance lies in the principle of the separation of powers. It separates the political body represented in the Water Authority, the organizational body represented in the Water Council, and the executive bodies represented in the water company, regional facilities and water services suppliers. AMAN has consistently requested this separation in study reports and official correspondence as a vital step to reform the water sector and to enforce integrity, accountability and transparency.

In contrast, continued delay in the adoption of rules and regulations to enforce the Act Amending Anti-Illegal Acquisition No. 1 of 2005, particularly regulations on protection for whistleblowers, has a negative impact on AMAN's work as it makes whistleblowers reluctant to report corruption crimes for fear of retaliatory sanctions. AMAN and concerned partners continue to request in their reports and workshops that appropriate legislation be adopted that would encourage and protect whistleblowers.

Failure to enact the draft Right to Access Information Law, and delays in issuing regulations or special instructions relating to public records and the right of access to information pending enactment of the law, are also detrimental to upholding the principle of transparency within public work. To date, AMAN continues to receive a considerable number of complaints regarding the failure of public officials to provide information to the public, especially about the results of competitions for public office appointments and their procedures.

The enactment of Law No. 21 of 2014, which amends the provisions of the Law of Public Procurement No. 8 of 2014 and calls for the re-application of the two laws on public tenders and public requirements pending the completion of the institutional procedures stated in the law, is an example of a legislative

blunder that impacts negatively on integrity, accountability and transparency in public procurement. Having received several complaints, AMAN has tirelessly prepared research reports in which it recommends the imperative of amending Palestinian policies and legislation related to public procurement.

In terms of the political environment, several parties cooperated with AMAN and more than twenty memorandums of understanding were signed to expedite joint work. There was also cooperation with official organizations, local committees and non-governmental organizations to execute interventions to combat corruption. A significant achievement by AMAN was the signing of a cooperation agreement on the enforcement of integrity, transparency and accountability with Al Maqassed Hospital in Jerusalem. This step contributes to engaging organizations in Jerusalem in the roadmap against corruption in Palestine,

In the Gaza Strip, there were important changes in 2014 and tangible improvements in the level of cooperation with AMAN. Two cooperation agreements were signed with the Ministry of Social Affairs and the Public Administration for Public Affairs and non-governmental organizations in the Ministry of Interior. These agreements embodied the expansion of cooperation in enforcing values of integrity, transparency and accountability, and also bolstered AMAN's efforts to fight corruption, especially in joint responses to complaints by citizens. The Ministry of Social Affairs endorsed AMAN's special guide to preventing corruption in humanitarian assistance.

As in 2013, divisions and struggle over authority continued in the absence of the Legislative Council, which is one of the most important pillars of the national integrity system. The absence of the Legislative Council means the absence of its vital role in censorship and accountability, and in endorsing legislation to enforce integrity, transparency, accountability and combat corruption. This weakens the national integrity system and makes AMAN's goals in this area more difficult to accomplish.

Weak or absent policies to reform the public sector have impeded potential amendments identified by AMAN in several sectors that have a significant impact on public funds, including the fuel sector and reforms to the Shariah judiciary.

During 2014, AMAN also addressed the issue of the Presidency in exercising authority in a manner that sometimes exceeds its legal prerogatives. This was the case in the dismissal of the chairman of the State Audit and Administrative Control Bureau, when legal resolutions continued to be issued by the President despite a lack of urgency as stipulated in Article 43 of the amended law. AMAN attempted to highlight this issue due to its negative impact on accountability and transparency in public affairs.

Certain official bodies persisted in their lack of cooperation with AMAN, which constituted an obstacle towards the latter part of 2014. There was a decline in transparency of the public budget following the formation of the national reconciliation government. The Ministry of Finance refrained from participating in several activities held by AMAN on this matter and the absence of the Minister of Finance from the accountability hearing on the 2014 public budget was a complete volte-face. One of AMAN's priorities during past years has been to hold sessions with the Minister of Finance in partnership with the Civil Team for Enhancing the Transparency of the Public Budget to discuss the general budget.

In the Gaza Strip, AMAN faced huge pressures following the Israeli assault in July 2014 that left in its wake huge destruction of houses, official and non-official organizations, and public facilities. There was a detrimental effect on AMAN's general performance. AMAN received many complaints about the reconstruction program and launched the Clean Hands campaign in response.

### 3. Activities and Achievements

**First Strategic Objective:** Increasing the participation of Palestinian citizens and CSOs organisations in national efforts to promote integrity and combating corruption.

**There was growing interest by citizens willing to report cases of corruption.**

To encourage the contribution of Palestinian citizens to national efforts against corruption, the Advocacy and Legal Advice Center (ALAC) at AMAN made contact with hundreds of citizens throughout the country in 2014, with special focus on poor and marginalized communities in villages and camps. Over twenty field visits were conducted to raise awareness of anti-corruption measures and to urge people to report cases they witnessed or encountered. These visits and awareness-raising campaigns were publicized on radio stations. A free phone line also contributed to raising the number of individuals who contacted ALAC during 2014 to a total of 2047 Palestinians: 1430 males and 617 females. Participation by Palestinian women in anti-corruption efforts increased during the past year.

Also during 2014, ALAC received 1518 Palestinian citizens seeking to benefit from the legal support services on offer, an increase from 900 people in 2013 and an indicator of an improving culture of whistle blowing in cases of corruption.

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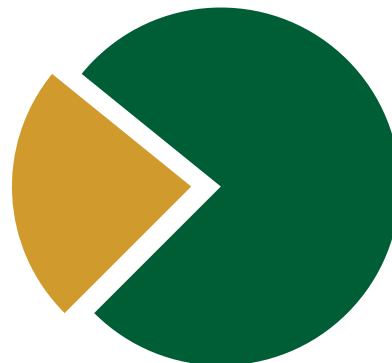


Figure (2) Individuals addressing ALAC during 2014 by gender

Other activities to serve the interests of the Palestinian public included nine accountability hearings with public officials and debates about official complaints submitted to ALAC. Many of these debates concerned issues that provoke intense discussion on the Palestinian street and include the Shariah judiciary; the gas purchase agreement with Israel; the cement sector; medical referrals; preventive measures against food and drugs crimes; and the financial situation of the Palestinian National Authority. Several recommendations resulted from these sessions and AMAN embarked on lobbying for their execution via correspondence with official bodies, and drafting proposals to be sent to the competent bodies for official endorsement. During the coming year, AMAN will intensify its efforts to ensure the execution of the approved recommendations with official bodies.



### AMAN honors integrity award winners

For the ninth consecutive year, AMAN presented integrity awards in three sectors: the public sector, local committees and media. Awards were also given for the best research on the subject of combating corruption to demonstrate appreciation of the author's sense of responsibility towards their country and its public funds.

Two winners from the public sector, Majed Awwad and Nazih Qibha from the Ministry of Transportation, revealed fraud in customs data for imported vehicles. A group of merchants dealing in imported vehicles were committing fraud with the 'no objection' form issued by the customs department in the Palestinian Ministry of Transportation. It turned out that customs fees had not been paid for 197 vehicles registered at the Ministry of Transportation.

The award for best research went to student Ali Dhiab for his investigation of the reasons for prohibiting access to information in Palestine. He highlighted the crucial importance of freedom of information and its role in enforcing integrity, transparency and accountability.

The integrity award for media was shared by Mervet Abu Oaf and Hasan Dohan from the Gaza Strip for their investigative reportages. The report by Abu Oaf entitled In the absence of enforcement, people with disabilities are deprived of specialized transportation, investigated the subject of misuse of public office when vehicles intended for people with disabilities are distributed to ineligible recipients.

Dohan's report was entitled Poisonous and cancerous vegetables and fruit in Gaza and addressed the failure of the Ministry of Agriculture to control the use of pesticides in agriculture in the Gaza Strip.



## Clean Hands Campaign... Delivering assistance to those who deserve it is our responsibility

ALAC in AMAN received several complaints from Palestinians in Gaza affected by the Israeli invasion who had not received their share of assistance despite their dire need. As it became clear that inaccurate statements were being issued, alongside attempts to misuse relief assistance delivered to the Gaza Strip in the wake of the Israeli assault, ALAC launched the Clean Hands campaign. Under the slogan Delivering assistance to those who deserve it is our responsibility, all parties engaged in assistance collection, distribution and delivery of assistance supported this campaign as a means to circulate information about the relief campaigns undertaken by different parties.

## Amidst the Displacement and Destruction of the Unprecedented Assault, AMAN Focuses on Combating Corruption in the Gaza Strip.

War: the beginning of suffering and pain, destroying all that is beautiful, killing life. To watch the suffering of people in a war is totally different from living it with them.

For ALAC, 2014 was a decisive year. The Israeli assault on the Gaza Strip forced those who survived to abandon their destroyed houses, leaving behind them dead sons and fleeing with their bleeding wounds.

With the intense suffering came unprecedented social cohesion. Everyone mobilized to help the victims and those affected by the war with fundraising campaigns and humanitarian aid, and humanitarian agencies also arrived to help the thousands of afflicted people.

The story began when ALAC staff visited one of the shelters during the war to monitor people's needs for urgent assistance, whether financial or in-kind. The visits uncovered suspicions that some people were selling the assistance offered to victims. Also, there were no clear procedures for the distribution or quantities of assistance and fears arose that some people were exploiting the aid. The volunteers, whose main concern was to help the victims, wanted to prevent corrupt people from misusing the donations.

It was clearly essential to introduce transparent procedures to ensure the primary goal of delivering aid to those who deserve it. Aid was arriving from everywhere to the Strip and the Center's staff decided it was time to move quickly. The Clean Hands campaign was launched under the slogan Delivering aid to those who deserve it in Gaza is our responsibility.

### **The campaign had two goals:**

1. To enforce transparency by creating a website circulating information on the campaigns and assistance collected, the methods of distribution, and all news related to relief operations with organizations that monitor this issue, encouraging them to circulate the information.
2. Offering a free telephone line belonging to the association (1800180180) to receive enquiries from the public on any item published on the campaign website or to make comments on the misuse of assistance and suspicions of corruption.

The Center launched the campaign in September 2014 in

broadcasts on national radio stations and circulated information on humanitarian aid, integrity, transparency and combating corruption.

The public responded positively to the campaign and 500 callers used the free phone line. Some requested information and others reported suspicions of corruption or misuse of assistance. Alongside interaction with the public, the Center's staff moved rapidly to interact with official bodies. During the war, staff met with representatives from the Public Administration for Public Affairs in the Ministry of Interior, and the Ministry of Social Affairs who, in turn, emphasized the importance of control over aid delivery operations and the introduction of specific procedures and criteria, even minimal ones.

An emergency unit was created and the two ministries filtered the names of those receiving assistance. An agreement was reached on emergency procedures to deal with complaints from the public received through the Advocacy Center in AMAN. Each ministry examined the complaints relevant to their mandate and replied to the victims via ALAC. In addition, accountability hearings were organized to enable these officials to meet with victims. Many associations engaged in assistance distribution and delivery joined the

campaign by circulating information on their activities on the website.

### **ALAC realized several achievements through this campaign, most importantly:**

1. The Ministry of Social Affairs announced the criteria for the social protection program.
2. Signing of two memorandums of cooperation with the Ministry of Social Affairs and the Public Administration for Public Affairs and civil organizations in the Ministry of Interior.
3. The Ministry of Social Affairs adopted the guide for relief assistance prepared by AMAN for the delivery of aid to the victims of the assault on Gaza.
4. Creation of a committee comprising the ALAC, the Ministry of Interior and the Ministry of Social Affairs to deal with complaints filed by citizens.

5. Citizens were motivated to disclose cases of corruption as a result of the Clean Hands campaign.
6. A substantial number of complaints were received regarding suspicions of corruption in delivering relief assistance. A joint commission was formed to investigate these complaints.
7. ALAC became the reference for media outlets to prepare investigative reports about the integrity environment in relief aid delivery.
8. ALAC succeeded in enforcing transparency and circulating information by creating a website and publicizing the campaigns implemented by large organizations such as Agricultural Relief, the Red Crescent and the Ministry of Social Affairs.

**Work is ongoing on the Clean Hands campaign. The main challenge is in enhancing integrity, transparency and accountability in the reconstruction process; ALAC has already embarked on plans in this area of oversight.**



AMAN succeeded in gathering more than 50 male and female young people in the Gaza Strip and encouraging them to carry out anti-corruption initiatives. Youth debate is a new tool to raise awareness among Palestinian youth and encourage them to improve their skills and engage in discussions. They are encouraged to read and seek evidence of corruption, methods of combating it, and to defend their point of view.

AMAN opened the door for youth to discuss cases of corruption in competitive phases in which each group presented its opinion. There was a space for real debate on issues such as the role of local committees in enhancing integrity by providing public services to citizens in an equitable manner; the political division that impacts on efforts to combat corruption in Palestine; and employment procedures in civil organizations that contribute to favoritism and nepotism.

It is interesting that these groups continued to conduct debates in Palestinian universities and institutes in Gaza, broadening the experience and expertise beyond the limits of AMAN's initiative. AMAN also senses an increase in the ethos of volunteering and initiative of these youngsters, and a real interaction with activities, especially in the hearings and accountability sessions held by AMAN.

# Women Are Our Main Partners in the Fight Against Corruption



**Dr. Hanan Ashrawi**  
Board Member



**Dr. Najwa Rushaid**  
Board Member



**Hanan Taha**  
Board Member



**Dr. Lily Feidy**  
Internal Audit



**Ghada Zughayar**  
Transparency International



**Naela Al Razim**  
Researcher



**Nahid Abu Taemeh**  
Trainer



**Mayada Al Badawi**  
Activist Against Corruption



**Rula Abu Dahu**  
Women Activist



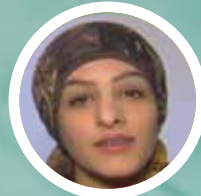
**Suraida Al Hasan**  
Women Activist



**Anan Jabeti**  
Researcher And Trainer



**Rania Salah Al Din**  
Women Activist



**Abeer Zaghari**  
Women Activist



**Jamileh Abed**  
Activist Against Corruption



**Raeda Qandeel**  
Researcher



**Samah Al Namleh**  
Activist Against Corruption



**Hedayta Shmoon**  
Activist Against Corruption



**Suha Alayan**  
Women activist



**Bashayer Tahboob**  
Activist Against Corruption



**Mervat Ouf**  
Journalist Against Corruption

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**“Because corruption doesn’t differentiate between women and men... women have a principal role in the battle against it.”** This principle was reflected in AMAN’s policy and philosophy of engaging Palestinian women in promoting the integrity system and combating corruption when responding to needs. AMAN implemented its first initiative in this area during 2014 by focusing on forms of corruption where women are the victims, either in the workplace or as recipients of public services, where women are particularly affected by corruption.

AMAN reached more than 330 women directly through its activities. It formed a Palestinian Feminist Network comprising leaders from the academic and civil sectors and public office in all the country’s governorates. This network advocates interventions for adoption by decision makers that could combat forms of corruption and discourage sexual harassment in the workplace and public services. These forms of corruption should be criminalized clearly in Palestinian legislation and considered illegal in working environments under the Civil Service Law and code of conduct of public employees.

To respond to the needs of Palestinian women, AMAN provided information and raised their awareness about combating corruption and its outcomes. It tackled forms of corruption from a gender perspective, including administrative corruption such as wasta, favoritism, sexual harassment and discrimination against women at work, and as recipients of public services.



### **Local Committees Encourage Social Accountability**

Throughout 2014 AMAN worked intensively with the local committees it created in the most vulnerable and marginalized Palestinian areas such as Um Salamonah- Bethlehem, Froush Beit Dajan-Nablus, and al-Magharqa and al-Malaha-Gaza. People in these areas suffer hardship on a daily basis as a result of unemployment and poor services. However, the establishment of the committees led to considerable change in 2014. For example, the Tajaawob program succeeded in breaking the wall of silence and enabling members of these committees to oversee the quality of services. It has helped these communities to exert influence and bring pressure to bear on the government to develop essential services.

## Radya broke with tradition to interact socially

The story of Radya Swalim, a 21-year-old woman living in the marginalized village of al-Malaha in the south of Gaza with her sister and aged parents, began in 2010. After Radya graduated from university with a BA in Arabic, she could not obtain her certificate because her family had meager resources to help her with unpaid university fees. As a result, she could not seek a job and was confined to the destitute home, which lacked basics such as a computer or internet access.

Behind the façade of conventions and tradition, and in the grip of poverty, Radya was isolated and frustrated. She did not engage in personal or social activities until the Tajawoob program came to al-Malaha village to enhance the skills of team members advocating for improved village services. At this point, Tajawoob brought light into Radya's darkness and transformed her frustration into optimism. From the moment that she heard about the establishment of the local committee and its goal of improving the skills of young people in the village, she told her brother that she wanted to enrol in the committee. Her brother called the program coordinator, Marwa Abu Audeh, to tell her about his sister and Radya became a member of the committee team, demonstrating her commitment to the committee and its code.

Her first participation was in capacity building training for team members and a meeting to draft the code of the committee. Initially Radya was surprised at the level of positive interaction between young women and men; she seemed both shy and surprised. She was reluctant and embarrassed at first, but is now one of the most motivated female participants working and making an impact on development.

“My involvement in the committee team offered me a lifeline to break away from tradition and to pull myself out of the bog of depression. I now realize that my university degree is meaningless without social interaction. Today I am keen to hone my skills and to help others as much as I can. The concepts I have learnt from Tajawoob's message and work have enabled me to realize the significance of collective action and public communication and interest.” This is how Radya described the benefits gained from Tajawoob's values in her short, but enriching, participation. Radya acquired new knowledge and skills from the training

courses provided by the program. In coordination with Ruya Association, Radya organized voluntary activities in al-Malaha to end child labor following her participation in a workshop on this topic.

“Also, I have overcome my fear of meeting with the authorities such as the government commission for water management. I can now communicate and make contact with them so I can let them hear our voice,” she added.





### Weekend Solutions: Palestinian Experts Volunteer to Support Efforts against Corruption

**The bitter reality can be changed:** This is the motto adopted in a new program in which a group of experts meets every weekend to discuss an issue or problem related to an aspect of integrity and anti-corruption. During 2014 AMAN addressed three major issues that have a direct impact on Palestinian citizens: the failure to enforce the system of employment opportunities for ex-detainees and **determent lay-out of monthly subsidies**; the issue of exceptions in medical referrals and the impact on citizen's rights; and the motivation of youth in combating corruption.

During a session of experts organized by AMAN to discuss the first issue, representatives of PPMISO confirmed the need for fair and impartial enforcement of the law and they agreed to create a collective body comprising all stakeholders involved in this sector. AMAN aims to fulfill this task in the coming year in partnership with target groups. On the second issue of medical referrals, all members acknowledged that medical exceptions are the result of the absence of defined standards and are in violation of the law and must be halted. This issue has already been addressed by AMAN in cooperation with the Palestinian Youth Network against Corruption and Miftah organization. A youth framework has been established to monitor public institutions and stamp out corruption that emerges. Four strategic plans have been adopted to enhance values and systems of integrity in public institutions and will be implemented by the Palestinian Youth Network against Corruption in the next stage.

During 2014 AMAN targeted youth as an integral part of efforts to broaden partnership with Palestinian NGOs. Issues focused on include favoritism and nepotism and the impact on the lives of citizens. Members of the public were targeted in several awareness raising campaigns against this phenomenon. AMAN also worked at the end of 2014 on attracting new institutions to join the echelon of institutions active in combating corruption, including: Women Media and Development (TAM), the Palestinian Center for Communication and Development Strategies, Josoor Network for Media Production, Save Youth Future Society in Gaza, and partner institutions for 2014-2015. These institutions have embarked on projects to promote the role of the Palestinian media in uncovering and combating corruption and publicizing information about it.

## Palestinian NGOs Pledge to Join AMAN's Efforts and Adopt Sustainable Anti-corruption Programs

AMAN is privileged to be included in the Palestinian NGOs program of cooperation and partnership thanks to the confidence of partner institutions in AMAN's national mission against corruption. AMAN is proud that the issue of corruption has been incorporated into the strategies, programs and policies of other parties. AMAN is also proud of the endeavors of the HAYAT Center for Civil Society Development, Teacher Creativity Center, Institute of Development Studies- IDS in Gaza, Students' Forum Institute and other institutions throughout the West Bank and Gaza that advocate against corruption by promoting values of integrity, transparency and accountability in Palestinian society. As a result, the AMAN family extends to comprise all the areas covered by the partner institutions.

These institutions have contributed substantially and played significant roles in the lobbying and advocacy campaigns conducted by AMAN during 2013 and 2014, particularly the campaign against nepotism and favoritism in which partner institutions collected thousands of signatures for the campaign petition. Several of the partner institutions, such as the Hayat Center, are members of the Civil Society Team formed by AMAN to enhance the transparency of the public budget. The HAYAT Center participates in subsidiary committees of the Civil Society Team to Enhance Public Budget Transparency, especially the health and education committees. This is one step in efforts by AMAN to expand geographically and AMAN anticipates this goal will be achieved given the growing number of partner NGOs engaged in work devoted to combating corruption.

Efforts by these institutions to combat corruption run simultaneously with their work, in partnership with AMAN, to enhance integrity nationally by promoting the role of the Palestinian media in combating corruption.





### **The Civil Society Forum for the Enhancement of Good Governance in the Security Sector ... Partnership, Serious Dialogue and Stronger Oversight**

Cooperation with the Ministry of Interior culminated in 2013 in the establishment of the Civil Society Forum for the Enhancement of Good Governance, which calls for cooperation between security institutions and civil society, the enhancement of systems of integrity, and the promotion of information. Acknowledgment of the principle of accountability is a significant step in enhancing the relationship and dialogue between civil society and security institutions.

The forum includes many Palestinian NGOs related to the security sector. Its yearly plan has been developed on the basis of defined objectives and strategies drafted by members. The plan promotes the supervisory role of members of the security sector while encouraging partnership and constructive dialogue between security institutions and the public.

## **Second Strategic Objective:** Activating the role of the media in securing the topics of integrity and combating corruption on the agendas of relevant institutions.



In 2014 AMAN continued its efforts to encourage the media to expose corruption, engage in investigative reporting, and request information from public officials, who are held accountable by the fourth estate. AMAN's intervention covered many aspects, including networking with official media institutions, capacity building of journalists in investigative reporting, adopting media initiatives, and promoting values of integrity and ethical standards in the practices followed by workers and officials in the official media and publishers.

A memorandum of understanding was signed with Palestine Public Broadcasting Corporation for cooperation that includes procedural support, capacity investment and the consolidation of efforts devoted to effective combating of corruption.

### **Formation of a group of journalists as whistleblowers**

**In efforts to build journalistic skills**, AMAN trained a group of journalists in investigative reporting. This was immediately followed by a request for proposals for investigative reports; every proposal was considered whether it was proposed by someone who had received training or not. AMAN received 42 proposals and the evaluation committee selected 22 ideas for investigation. Following acceptance, 19 journalists (10 from the West Bank and 9 from the Gaza Strip) completed their investigation under the supervision of AMAN. Most of these reports were marked by their courage and daring in the issues raised.

The reports tackled diverse topics, some of which received disgruntled reactions from officials subjected to accountability. Nevertheless, the majority of the reports achieved tangible results and the efforts of the writers bore fruit. For example, the report

entitled Treated Water... A Hidden Recipe for Cancer and Osteoporosis by Hassan Duhan, published on 12 Nov 2014, disclosed poor coordination and controls among official authorities, a problem previously overlooked for unknown reasons. The report prompted the water utility company to issue a statement of clarification. The report highlighted the need to adopt more complex procedures and control of compliance with health and safety standards by the Ministry of Health and the water utility company since most water is purified (chlorinated) at water treatment stations. The report also emphasized the need to raise awareness of health issues and other instructions to avoid water pollution.

The Ministry of Health responded to Mostafa al-Dahdoh's report entitled Fatal Food Coloring: Unfortunate Oversight... and the Public are the Victims by imposing a fine on the use of artificial food coloring. One restaurant owner said he had paid a fine of 1500 NIS to the Ministry. Al-Dahdoh has called for such goods to be banned in lieu of imposing fines.



## A Portrait of UNRWA

A report by Samar Al Dreamly entitled Behind the Blue Gates... Thriving Corruption and Dead Procedures!! focused on UNRWA. She completed this report under the supervision of AMAN (and she reported that academics at New York University translated it into English for discussion about UNRWA).

AMAN's encouragement to the media to adopt tailor-made programs against corruption in Palestine led to the decision by MAAN News Agency to broadcast a weekly program discussing issues related to corruption and an analysis of investigative reports published on different media platforms. Following earlier cooperation with AMAN, Wattan TV created and presented an evening program about accountability, and continued in 2014 to broadcast the weekly To Whom Shall I Complain program. This series addresses and investigates complaints by the public about corruption and raises issues, from a legal perspective, related to the relationship of the public with the security forces.

In the year ahead, AMAN will devote intensive efforts to the media, which ranked the lowest in the findings of the National Integrity System Study conducted in 2014. Alongside official partner media institutions and media faculties in several Palestinian universities, AMAN will work to improve the skills of media students and journalists, and to promote investigative reporting and the accountability of public institutions. AMAN will also provide technical support for media institutions to create better work environments characterized by integrity and transparency.



## Third Strategic Objective: Promoting work environment for local government units that would prevent proliferation of corruption and help expose it

Promoting work environment for local government units that would prevent proliferation of corruption and help expose it AMAN has consistently cooperated with local authorities in the belief that they play a significant role in delivering fair, essential and transparent services to the public. The basic premise is that the relationship between local bodies and citizens is not merely one between a service provider and a beneficiary. Rather, this relationship is based on cooperation, participatory governance and the management of public affairs.

In addition to ongoing cooperation with thirty local bodies, AMAN signed a further six memorandums of understanding and cooperation with the municipalities of al-Bireh, Anabta, Azzon, Kufr Ra'i, Habla and the village council of Abu-Dis. These memorandums include cooperation on a public code of conduct tailored to the services and the legal and institutional reality of each body, and translates this code into procedures that are enforced in the work of the body and its staff. Further cooperation in youth initiatives to promote social accountability will improve the skills of a group of young men and women to enhance the level of services provided. Finally, evaluation studies will be conducted on the environment of integrity in the work of the municipality.

AMAN is considered as a source of expertise in promoting a robust work environment against corruption in local authorities. For example, it has received requests for technical assistance from the municipalities of Habla, Azzon and Kufr Ra'i to develop their systems and work manuals. AMAN also conducted an evaluation study for Al-Bireh municipality on the integrity environment and offered recommendations to achieve greater transparency, accountability and integrity. The municipality of Al-Maghazi in Gaza also requested AMAN's assistance in publishing a guide to public services for residents.

**In relation to the first section of the memorandum**, appropriate codes of conduct were drafted for local authorities and municipalities in Beit Lahya, Deir al-Balah, Kufur Ra'i, Azzon and Ramallah. AMAN received official letters confirming that these codes had been adopted by local authorities and municipalities; the correlation with positive change in the work of the municipality is proof of a strong political commitment to the adoption of values of integrity in performance. For instance, the targeted municipalities recognized commitment to these codes as one of the standards for annual employee appraisal. The municipality of Deir al-Balah announced a decision declaring the importance of the code of conduct to new employees and ordering that the code should be signed simultaneously with the contract. The municipality of Ramallah held several public hearings to discuss concerns and to listen to citizens' complaints and queries. The municipality of Habla conducted a public opinion poll on the preferred method for residents to communicate with the municipality with the goal of adopting this method to publicize information.

### Disclosure of Information is a Firm Defense Against Corruption

The municipality of Al-Maghazi provides services for more than 20,000 citizens in the Gaza Strip despite a severe lack of resources and poor procurement of funds, which are key to improving the quality of services. The residents accused the municipality of failures in their responsibilities.

The municipality expressed willingness to sign a code of conduct. As a result, AMAN devised a suitable code of conduct, then trained the municipal council and senior employees on how to use and enforce the code. Subsequently, the municipality developed a map of public services in the form of a booklet to be given to every citizen using any service provided by the municipality. Public hearings were organized monthly in tribal halls in al-Maghazi refugee camp to hear complaints and suggestions from the public.

**On the second issue regarding the promotion of participatory governance**, encouraging municipalities to meet public needs and publicizing the concept of social accountability, AMAN undertook an initiative called **Open your Eyes for Better Service** to provide support for youth groups in Abu-Dis, Anabta, Al-Maghazi and Jabalia. In partnership with local authorities, AMAN aided citizens to advocate for better services, focusing on vital services such as water, sewerage and refuse collection. As a result of these initiatives, the quality of water services provided by the municipality of Jabaliah An-Naleh was improved. The municipality of Al-Maghazi worked on improving hygiene services by allocating refuse containers in easily accessible locations. Anabta municipality and Abu Dis village council organized the first public hearing since their establishment to present council achievements. Anabta municipality created a public website on which the weekly decisions taken by the council are posted. The municipality of Bani Sahla inaugurated a center for public services.

In light of these achievements, AMAN is proud of the participation of more than twenty local authorities in the international index created by Transparency International to determine the transparency of local authorities. The results of the experience demonstrated the commitment of local authorities to principles of transparency; to protect the public right to access information about these authorities; and to translate this commitment into public hearings, the publication of administrative and financial reports on a timely and regular basis, creating guides to public services, and devising strategic plans in partnership with citizens.



### **Residents of Al-Obedia Made Aware of Property Valuations**

A public hearing, the first of its kind, was held by Al-Obedia municipality on 13 December 2014. It brought the local council together with a large number of local community representatives, who attended the hearing to obtain information and to reassure themselves about municipal performance, integrity and compliance with public interests.

### **Property Valuations**

The municipality used this occasion to publicize information on a tax to support the treasury with JD 250,000 annually. This tax is levied from owners with properties located in al-Obedia.

Suliman al-Assa, the mayor of al-Obedia, said, "The substantial achievement of integrity and social transparency in the relationship between the council and citizens contributes to the establishment of the state and the goals of local governance units for public openness and increased public satisfaction."

The hearing discussed definitions of properties, their location, valuation procedures and prices to ensure that members of the public would not undergo pressure, nepotism or bias. The estimated plots of owners were shown as a demonstration

## **Fourth Strategic Objective: Promoting a work environment in public institutions that would prevent proliferation of corruption and help to expose it.**

During 2014 AMAN continued to promote an environment of transparency, integrity and accountability within public institutions via a work environment strengthened against corruption. Focus was especially on areas of contact with citizens such as the Ministries of Interior, Education, Social Affairs and the Higher Judicial Council.

### **Projects against corruption by students**

AMAN continued its cooperation with the Ministry of Education, a longstanding key partner, to instill values of integrity in students. For the fourth successive year, cooperation took the form of encouraging the young generation to join in efforts devoted to combating corruption. This year, 26 schools from the Gaza Strip participated, and more than 15 schools competed throughout the West Bank in Student Projects against Corruption. These projects reported on controversial and significant issues relevant to Palestinian citizens, such as clinical errors and medical negligence, and the absence of accountability and monitoring in such cases.

### **Policies to accelerate hearings of cases of corruption**

AMAN strongly believes that delays in the hearing of corruption cases have a negative impact on citizens and corruption whistleblowers, who do not understand the reason for delays, and can lead to cases being ignored. In other words, justice delayed is incomplete justice. In 2014 AMAN launched an advocacy campaign in conjunction with the International Day Against Corruption under the motto No to Escaping Punishment. The campaign promoted accelerated procedures to be pursued in cases of corruption by bringing public pressure to bear on the relevant authorities to adopt anti-corruption policies and legislation.

### **Head of the Supreme Judicial Council Instructs Appeal and Cassation Courts to Prioritize Anti-corruption Hearings**

The lobbying and advocacy campaign launched on 26 September 2014 by AMAN was aimed at the Palestinian Supreme Judicial Council. The campaign called for corruption trials to be speeded up by imposing balanced policies that ensure a fair trial while preventing delays and the fabrication of procedures that allow the corrupt an opportunity to escape punishment. In November the chairman of the Supreme Judicial Council gave instructions to both appeal and cassation courts to prioritize corruption cases and ensure they are heard on a timely basis.

The campaign attempted to mobilize and encourage Palestinian society to play its role in social accountability. The campaign raised the awareness of Palestinian society through street billboards, media advertising and meetings with the head of the Supreme Judicial Council.

### **Beneficiaries' Councils advocate for fairer distribution of services**

Evaluations conducted by the Ministry of Social Affairs of its programs, particularly, cash transfer programs demonstrated a lack of communication between the Ministry and the beneficiaries of these services. In response, AMAN formed councils of beneficiaries in the following districts:

1. Nablus: Froush Beit Dagan, An-Nasriah, Al-Aqrbanieh, Ein Shibly and Beit Hassan.
2. Qalqilia: Azzon and Habla.
3. Bethlehem: Um Salamonah, Al-Ma'asarah and Joret Al-Sham'a.

These councils were formed to give the public an opportunity to evaluate the services provided by the Ministry of Social Affairs and to ensure that the voices of citizens are taken into consideration by decision-makers to improve services or alter policies. The councils began work officially under the auspices of the Ministry of Social Affairs last December 2014. In the coming year the council will hold a number of accountability hearings related to the Ministry's policies.

## Fifth Strategic Objective: Improvement of AMAN's performance in achieving its mission.

The administrative and financial affairs department at AMAN aims to provide logistical and technical support to all departments and units, including projects, research and capacity building, to pave the way for the implementation of action plans on a timely basis and in a cost-effective manner. The department acts as a link in a smooth chain and is responsible to ensure a comfortable work environment, attract qualified staff, ensure staff rights in full, provide training for them and develop the administrative staff of different departments.

In 2014 there were many changes to accommodate the new results-based structure adopted by the administrative board as a means to springboard the achievement of AMAN's objectives. This took the form of many capacity building programs for personnel and a regular review of financial and administrative systems and work procedures.

### AMAN taskforce

By the end of 2014, AMAN had 27 employees on its pay roll: 23 employees in Ramallah and four employees in the Gaza office. As in previous years and in line with our belief in equal opportunities, AMAN is sensitive to gender employment and women account for 51% of the workforce, holding senior positions within the organization (e.g. heads of departments or units). Five trainees from different Palestinian universities and a variety of academic backgrounds were welcomed as part of AMAN's policy of offering opportunities and imparting knowledge and experience in combating corruption.

Four employees resigned in 2014, including the executive manager Ghada az-Zaieter, who moved to work with International Transparency in Berlin as the director for the Middle East and North Africa region, an achievement of which AMAN is proud.

### Implementation of team-oriented training programs and exchange of experiences

As part of its annual plan and commitment to building the capacity and performance of personnel in combating corruption, AMAN worked throughout 2014 to provide training

programs and exchange visits. The main activities were as follows:

1. Training for project coordinators by Fadil Suliman, our capacity building and media unit manager, on how to deal with the media and how to conduct press interviews.
2. Advanced English language training targeted employees who lack sufficient skills in English for their work.
3. An exchange visit to the Transparency International branch in Morocco to learn about tools devised to observe corruption-related news and events. Rami Musa, the technical support coordinator, and Sumud Al-Barghouthy, corruption monitoring coordinator in the research and development department, took part in the visit to benefit from the Moroccan experience in establishing a corruption observatory with a view to emulate the experience in Palestine.
4. An exchange visit to Amman, Jordan, where the Yemeni team for transparency and integrity (YTTI) and AMAN held a meeting to exchange experiences and to offer YTTI advice and tools for combating corruption.
5. Employee safety training was provided for all employees at the AMAN offices in cooperation with Transparency International. Based on this training, AMAN established a safety and security policy.
6. Several exchange visits to different countries to share related experiences and knowledge.

### AMAN has invested in an internet presence to reach a wider target audience

This is part of consistent efforts to expand AMAN's outreach to as many citizens as possible to enhance values and systems of integrity and combat corruption in society. AMAN has undertaken a variety of methods to achieve its aspirations, including workshops, field visits, advertisements and publications. The internet is an essential tool that offers a platform to publicize AMAN's message to thousands of Palestinians and people across the globe, leading to greater impact and public awareness of anti-corruption measures.

Palestinians are avid users of internet and social media, prompting AMAN to pay greater attention to its official website and the official Facebook page. In 2014 the number of followers tripled from the 2013 figure to a total of 35,400 followers.

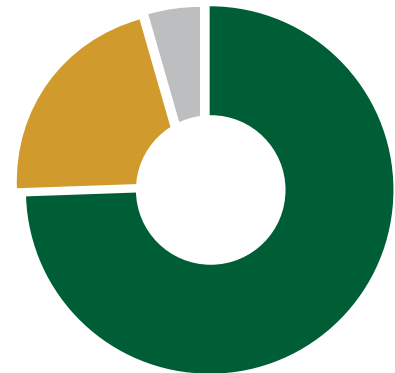


Figure 1: Annual Number of New users

A large number of people, especially Palestinians, accessed the information posted on the Facebook page. More than three million people viewed the information and over one hundred thousand people liked, commented or shared the information.

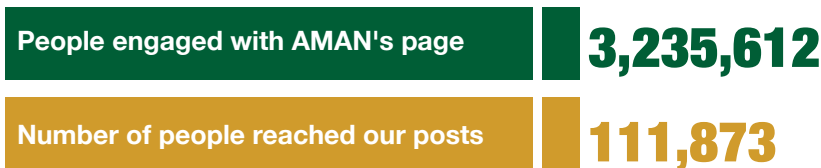


Figure 2: Public Access to AMAN's Messages on Facebook

### Visits to AMAN's website

Some 300,461 citizens visited the website during the year; this is similar to the average number of visits annually prior to 2013, but still below the average of the previous year. AMAN explains the reason for this as the surge in social media. Since 2014 AMAN has increased its activities in social media, leading visitors to rely heavily on social media instead of using the official website.

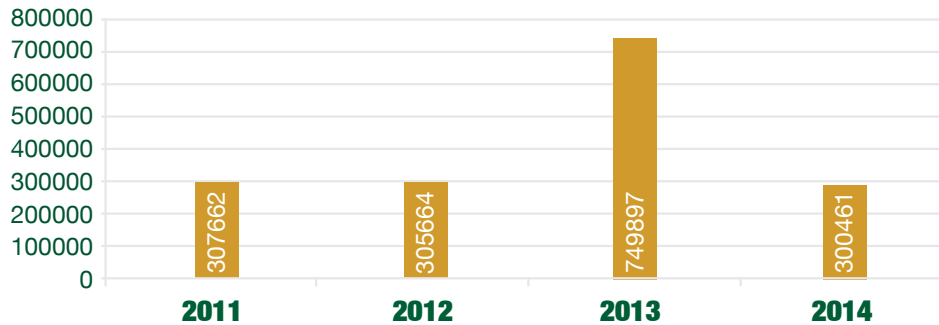
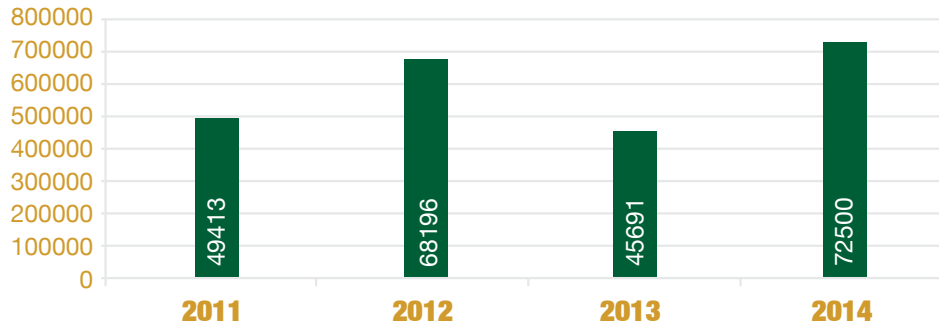


Figure 3: Visits to AMAN's website

AMAN expanded its library of anti-corruption related books and local and international reports on combating corruption. The number of visits to AMAN's e-library increased to a total of 72,500, indicating the interest of Palestinians in this issue and in AMAN's library as a specialized resource for information on combating corruption.



# Special Thanks

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**The Coalition for Accountability and Integrity-AMAN would like to thank all coalition members for their continued support to its programs and activities, along with all local and international partners and donors. AMAN extends special thanks to the project's key donors, namely the governments of Norway, the Netherlands, and Luxembourg, for their consistent support. Thanks are also due to Transparency International, the governments of Sweden and Britain, 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. Thanks are due also to Palestinian and Arab networking groups, all researchers, trainers and academics, and representatives of public institutions and civil society organizations, for their year-round cooperation and activism and for their contribution to the Coalition's activities.**

## Board Members:

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**Dr. Kamal El-Sharafi**

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Board Member

**Mr. Azam Abu Al-Sououd**

Board Member

**Mr. Faisal Al-Shawa**

Board Member

## AMAN STAFF:

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<b>Isam Haj Hussein</b>	Acting Executive Director & Program Director
<b>Mohammad Damdoun</b>	Financial and Administrative Director
<b>Wael Ba'loosheh</b>	Gaza Program Manager
<b>Belal Barghouthi</b>	Legal Advisor
<b>Hama Zeidan</b>	Advocacy & Legal Advice Center Manager
<b>Abeer Musleh</b>	Resource Center & Research Manager
<b>Fadel Suliman</b>	Capacity Building & Media Manager
<b>Lana Tawasha</b>	Core Program Manager
<b>Wael Haj Mohammad</b>	Private Sector Coordinator
<b>Viola Attallah</b>	LGUs Coordinator
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<b>Lina Falah</b>	Project Coordinator
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<b>Marwa Abo Odeh</b>	Field Coordinator- Tajaawob
<b>Somod Barghouthi</b>	Administrative assistant / Researcher
<b>Manal Koneh</b>	Administrative assistant / Program Unit
<b>Luay Jaber</b>	Administrative assistant / Advocacy & Legal Advice Center
<b>Howaida Hato</b>	Administrative assistant / Procurement
<b>Amani Jamal</b>	Receptionist , Ramallah
<b>Wala Al Qawasmi</b>	Receptionist , Gaza
<b>Faeda Daghra</b>	Domestic employee

# **Annexes**

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## **Annex (1)**

**Table of Achievements (Activities and Achievements)**

## **Annex (2)**

**AMAN's Publications in 2014.**

## **Annex (3)**

**Audited Financial Statements.**

## Annex No. (1): The outcome chain

### The first strategic objective: Increasing the participation of Palestinian citizens and SC organizations in national efforts to promote integrity and combating corruption

Mid-term outcome: 1-1 The Palestinian public is interested in reporting corruption and supporting anti-corruption efforts			
Outputs	Planned activities	Implemented activities	Comments
1-1-1 An awareness campaign for the local community about the mechanisms and the need for reporting corruption is implemented	1-1-1-1 Implement five campaigns through the radio to encourage citizens to report cases of corruption they faced or witnessed.	Done	Gaza visits were not completed because of the aggression against Gaza Strip
	1-1-1-2 Implement 24 field visits to marginalized areas to raise awareness about integrity and transparency in public services provided to them, control mechanisms and on reporting corruption cases.	21 field visits were implemented	
	1-1-1-3 Provide a free legal counseling line for corruption whistleblowers and victims.	Done.	
	1-1-1-4 Publish awareness materials that promote reporting corruption and the importance of engaging in confronting it.	Done.	
1-1-2 Integrity groups and initiatives for students in the local community and the Palestinian universities	1-1-2-1 Organize eight field visits to motivate students at Palestinian universities.	Done.	
	1-1-2-2 Develop the procedures and methodology of work for the student groups and implement the initiatives.	Held 2 meetings including the three sectors.	
	1-1-2-3 Provide technical and material support (awareness meetings for integrity groups and support 3 initiatives).	Done.	
	1-1-2-4 Monitor and evaluate the implementation of initiatives.	Done.	
	1-1-2-5 Organize 3 sectoral meetings for the three sectors.		
1-1-3 A Palestinian women group consisting of women leaders in the academic, non-governmental and public sectors contributes to enhancing the integrity system and fighting corruption.	1-1-2-6 Carry out training for the women group about the concepts and mechanisms of combating corruption.	Done.	
	1-1-2-7 Come out with a lobbying and advocacy plan against corruption that targets women.	Done.	
1-1-4 Effective local committees in the marginalized communities.	1-1-2-8 Form local committees in the marginalized areas of: Froush, Bet Dajan, Um Salmoneh, Qalqilyah, Azoun, Hableh and Al-Mighraqa-Gaza.	Committees in the targeted areas consisting of male and female volunteers and representatives of grass root organizations are formed.	
	1-1-2-9 Train local committees on social accountability and hold hearing and accountability sessions,	Done.	

## Mid-term outcome: 1-1 The Palestinian public is interested in reporting corruption and supporting anti-corruption efforts

Outputs	Planned activities	Implemented activities	Comments
	1-1-2-10 Provide support to the committees to implement hearing sessions with decision-makers.	Done	
	1-1-2-11 Design and implement lobbying and advocacy campaigns on integrity and transparency in the public services provided in marginalized areas to boost social accountability.	A lobbying and advocacy campaign was implemented in cooperation with each committee.	
1-1-3 Support material and educational curricula about the values of integrity, principles of transparency and accountability systems are presented to Palestinian school and university students.	1-1-3-1 Develop and review the university course (Integrity and Transparency against Corruption) and implement workshops for academicians about the course.	Done	
	1-1-3-2 Implement 6 training courses and support teachers to present the prepared support material.	Training of trainers (TOT) for several school supervisors in WB and Gaza was implemented.	
	1-1-3-2 Monitor and supervise certain schools.	Six training courses were implemented in cooperation with MOEHE supervisors targeting 200 teachers in 200 schools in WB, and support educational curricula was prepared for class 9 teachers to help them implement student projects against corruption.	
	1-1-3-4 Organize a ceremony to award the winners of the competition of student projects against corruption (awarding three initiatives at the ceremony).	A ceremony was held to award the best three winning initiatives at targeted schools.	
	1-1-3-5 Provide material and technical support to summer camps to present curricula about the values of integrity, principles of transparency, accountability systems and fighting corruption.	A 2-day training was held for summer camp supervisors in the West Bank and Gaza to build their capacities about running the integrity corners at the summer camps, and provide a manual named "play with integrity" to contribute to promoting the culture of integrity through play.	

## Mid-term outcome: 1-2 The state is committed to protect whistleblowers

Outputs	Planned activities	Implemented activities	Comments
1-2-1 A campaign to approve and enforce professional legislations to protect whistleblowers is implemented	1-2-1-1 Organize a coalition for a campaign to approve and enforce legislations to protect whistleblowers	Done partially.	A report was prepared to review the law first and examine the evidence معززات of reporting corruption before launching the campaign.

Mid-term outcome: 1-3 Bolster the credibility and role of CSOs in enhancing the national integrity system.

Outputs	Planned activities	Implemented activities	Comments
	1-3-1 Projects related to awareness presented by partner CSOs are implemented	Done.	
	1-3-1-2 Follow up the process of designing the projects that CSOs will implement.	Done.	
	1-3-1-3 Monitor and supervise project implementation technically, administratively and financially.	Done.	
	1-3-1-4 Supervise the implementation of awareness projects by 16 partner organizations (2013-2014).	Done.	
	1-3-1-5 Review and develop mechanisms of adopting and selecting 10 partner organizations (2014-2015).	Done.	
	1-3-1-6 Implement awareness workshops for approved organizations (2/WB and Gaza).	Done.	
	1-3-1-7 Monitor and supervise project implementation technically, administratively and financially (field visits 2014-2015).	Done.	
	1-3-1-9 Host the meetings of the social accountability network in the Arab World, since AMAN is its country coordinator.	Done.	
1-3-3 CSO representatives and employees on issues related to values of integrity and combating corruption are trained	1-3-3-1 Training CSOs on analyzing opinion survey findings and implementing lobbying and advocacy campaigns based on the analysis.	Done.	
	1-3-3-2 Implement two training courses for CSOs about control over public services (one in WB and another in Gaza).	Done.	
	1-3-3-3 conduct two training courses about advocacy one in WB and the other in Gaza.	Done.	
	1-3-3-4 Implement two training courses about the skills of holding hearing sessions (one in WB and the other in Gaza).	Done.	

**Mid-term outcome: 1-3 Bolster the credibility and role of CSOs in enhancing the national integrity system.**

Outputs	Planned activities	Implemented activities	Comments
1-3-4 The capacities of the civil society in control over the major human service-delivery organizations is built	1-3-4-1 Hold six workshops or hearing sessions about specific topics identified by the Advocacy Center, based on the received cases or some public cases.	-Eleven hearing sessions were implemented	
	1-3-4-2 Implement a campaign in Gaza about the selection procedures and measures in the reconstruction program.	Done.	
	1-3-4-3 Implement a campaign (print) in Gaza about reconstruction.	Done.	

**Mid-term outcome: 1-4 Enhance the role of the private sector and public shareholding companies in implementing principles of corporate governance**

Outputs	Planned activities	Implemented activities	Comments
1-4-1 The staff and management of public shareholding companies are aware and capable to implement the principles of the code of corporate governance	1-4-1-1 Launch awareness campaigns based on the results of the index and identify challenges and problems.	Was not completed	The launching of the campaign was postponed because the Capital Markets Authority (CMA) postponed launching the index.
	1-4-1-2 Hold workshops about the implementation of the code of corporate governance	A training course was implemented in Gaza to enable the public shareholding companies to analyze the impact of governance standards on financial and administrative reports.	

**The second strategic objective:** Activate the role of the media in putting integrity and fighting corruption on the agendas of relevant organizations (the Journalists Association, the Ministry, local councils, non-governmental organizations, the Anti Corruption Commission, the Prime Minister’s Office, private sector institutions, public shareholding companies etc...)

Mid-term outcome: 2-1 The media and the journalists adopt programs and prepare investigative reports on fighting corruption			
Outputs	Planned activities	Implemented activities	Comments
2-1-1 Media initiatives of media outlets and journalists are sponsored.	2-1-2-1 Present the integrity award to the media.	Done.	
	2-1-2-2 Fund three investigative reports for media outlets and journalists.	Done.	
	2-1-2-3 Provide technical support and guidance (awareness meeting for journalist to implement the initiatives).	Done.	
2-1-2 The capacities of journalists in conducting investigative reports against corruption are built	2-1-2-1 Implement two training courses on investigative journalism for female and male journalists.	Done.	
2-1-3 Media programs that hold officials to account are implemented.	2-1-3-1 Sponsor a set of episodes in an accountability radio program.	Done.	

Mid-term outcome: 2-1 The media and the journalists adopt programs and prepare investigative reports on fighting corruption			
Outputs	Planned activities	Implemented activities	Comments
2-1-4 The capacities of the leaders of media organizations in means of using the media in the battle against corruption. are built	2-1-4-1 Organize 4 sessions about the important role of the media in fighting corruption and as a tenant in building the national integrity system.	Done.	
	2-1-4-2 Implement one training course for the media organizations on investigative journalism	Done.	

**Mid-term outcome: 2-2 Adopt legislations that protect the freedom of expression of the citizens and the media.**

Outputs	Planned activities	Implemented activities	Comments
2-2-1 The capacities of the Journalists association in advocating relevant legislations are built	2-2-1-1 Develop a partnership relation with the Journalists Association.	Done.	The training was postponed until a full-fledged memorandum of understanding and cooperation is signed with the Journalists Association (early 2015).
	2-2-1-2 Implement two training courses about protecting the rights of journalists in WB and Gaza and prepare a training manual about the protection of journalists' rights.	Done.	
2-2-2 The advocacy campaigns about the articles in the Penal Code that impede the freedom of expression of citizens and the media are implemented.	2-2-2-1 Organize a coalition for coordination with the Journalists Association.	Not completed.	The activity was linked to a regional campaign held in cooperation with Transparency International and Arab branches, and was postponed to 2015.
	2-2-2-2 Design and implement a campaign on articles of the Penal Code that impede the freedom of expression of citizens and the media.		

**Mid-term outcome: 2-3 The practices of current online publishers are compliant to agreed ethical and professional standards.**

Outputs	Planned activities	Implemented activities	Comments
2-3-1 The code of conduct of the new media journalists is prepared and disseminated.	2-3-1-1 Prepare and disseminate a code of conduct for the new media	Done.	
2-3-2 Regular seminars for online activists are implemented	2-3-2-1 Hold 8 relevant workshops in WB and Gaza.	Done.	

## The third strategic goal: A work environment at the local authorities that contributes to exposing corruption crimes and limiting their occurrence.

Mid-term outcome: 3-1 Activate the principles of transparency and accountability systems in the work of local authorities			
Outputs	Planned activities	Implemented activities	Comments
3-1-1 Support to the targeted local authorities in producing their reports is provided	3-1—1-1 Hold one working session with the local authorities' staff about the process of report writing and the importance of publishing reports regularly.	Done.	
3-1-3 The information disclosure system is adopted by the local authorities	3-1-3-1 Prepare an information disclosure system for local authorities.	A manual about disclosure of information, conflict of interests and receiving gifts has been prepared and two training courses about it were implemented.	
	3-1-3-2 Train local authorities' staff on the system.	Done.	
3-1-4 The municipal work transparency index is applied in a number of local authorities	3-1-4-1 Develop the methodology of the municipal work transparency index.	Done.	
	3-1-4-2 Select a number of municipalities and conclude cooperation agreements with them on applying the index.	Cooperation with 22 municipalities in WB and Gaza was implemented	
	3-1-4-3 Apply the index.	Done.	
	3-1-4-4 Implement awareness campaigns about the results of the index and develop the municipal staff's capacity in it.	Done.	
	3-1-4-5 Implement an advocacy campaign with stakeholders to implement recommendations.	Done.	
3-1-5 A study about the national integrity system in the local authorities is prepared and launched.	3-1-5-1 Prepare the study	The study about the integrity environment in Al-Bireh Municipality was implemented.	
	3-1-5-2 Implement the study recommendations in cooperation with the targeted municipality.	Done.	

**Mid-term outcome:3-2 The board members and staff are compliant with the code of conduct**

Outputs	Planned activities	Implemented activities	Comments
3-2-1 A code of conduct is prepared and disseminated to board members and staff of local authorities	3-2-1-1 Prepare five codes of conduct for local authorities.	The code of conduct was adapted to the context and needs of five local authorities in the WB and Gaza.	

**Mid-term outcome:3-3 Activate the concept of social responsibility in the work of the local authorities.**

Outputs	Planned activities	Implemented activities	Comments
3-3-1 Youth groups that work with the local authorities to improve delivered services are formed	3-3-1-1 Form four youth groups in WB and Gaza.	Done.	
	3-3-1-2 Implement four training courses targeting the four groups about the anti-corruption system, social responsibility and tools of gathering information.	Done.	
	3-3-1-3 hold four workshops about information analysis and lobbying and advocacy tools to raise the awareness and develop the capacity of the youth groups in fighting corruption, setting up teams, designing citizens' opinion cards, and methods of gathering information and citizens' opinions about the delivered services.	Done.	
	3-3-1-4 Design and implement three initiatives and three advocacy campaigns by the youth groups targeting their local authorities.	Done.	

## The fourth strategic objective: The work environment at public institutions contributes to exposing and limiting the occurrence of corruption crimes.

Mid-term outcome:4-1 Procedures and staff immune against corruption.			
Outputs	Planned activities	Implemented activities	Comments
4-1-4 The employees of the targeted public institutions have the awareness, knowledge and motivation to report and fight corruption.	4-1-4-1 Prepare three reports about the immunity of the integrity system in these public institutions.	Three reports were prepared on: -Integrity, transparency and accountability in contracting short-term experts and advisers by the government. -The integrity, transparency and accountability environment in the organizations operating in Jerusalem: "The Ministry of Jerusalem Affairs and the Governorate of Jerusalem: a case Study". - The integrity and transparency in the process of reconstruction.	
	4-1-4-2 Hold three workshops based on the reports' findings and recommendations.	Done.	
	4-1-4-3 Print and distribute the reports.	The reports were printed and distributed.	
	4-1-4-4 Develop mechanisms and criteria for granting and announcing the integrity award for the public sector employees.	Done.	
	4-1-4-5 Hold the annual transparency ceremony to award the reporters of corruption.	Done.	
	4-1-4-6 Prepare general principles for the code of conduct of the security services.	Done.	
4-1-2 Codes of conduct of concerned public institutions are prepared and disseminated	4-1-2-1 Provide technical support to the Ministry of Social Affairs (MOSA) to adapt the code of conduct to its context	The guideline manual of the code of conduct of the public employees was developed for MOSA	
	4-1-2-2 Hold 2 workshops for MOSA staff to discuss the guideline manual of the code of conduct of the public employees.	Done.	
	4-1-2-3 Provide support to MOSA on means of oversight over their prepared work plans for compliance with the code of conduct through holding a training course.	Done.	

## Mid-term outcome:4-1 Procedures and staff immune against corruption.

Outputs	Planned activities	Implemented activities	Comments
4-1-4 MOSA is more capable and compliant to the values of integrity, principles of transparency and accountability systems in delivering public services.	4-1-4-1 Provide technical support to MOSA to adapt manual for fighting corruption in humanitarian operations and develop the capacities of the staff on its implementation and compliance.	Done.	

## Mid-term outcome:4-2 Activate the accountability and transparency systems in the executive non-ministerial public institutions.

Outputs	Planned activities	Implemented activities	Comments
4-2-1 Periodic reports and studies about developing accountability systems and principles of transparency in public institutions prepared and disseminated.	4-2-1-1 Prepare a report about compliance with integrity, transparency and accountability in MOSA operations and procedures.	A first draft report was prepared on the integrity and transparency environment in MOSA cash transfer program.	
	4-2-1-2 Disseminate and publish studies and reports.	Done.	
	4-2-1-3 Prepare investigative reports about complaints received at the Advocacy and Legal Advice Center 1- Medical transfers 2- The Petroleum Commission, Gaza	Done.	
	4-2-1-4 Prepare a descriptive/analytic report about the integrity and transparency environment at the Industrial Estates and Free Zones Authority (PIEFZA).	Done.	
	4-2-1-5 Hold a workshop to discuss the draft report.	Done.	
	4-2-1-6 Print and disseminate the report.	Done.	
	4-2-1-7 Follow up the report's findings and recommendations with stakeholders.	Done.	
	4-2-1-8 Prepare a report about the administrative and financial independence of non-ministerial public institutions.	Done.	
	4-2-1-9 Hold a workshop to discuss the report.	Done.	
	4-2-5-7 Print and disseminate the report.	Done.	
	4-2-5-8 Supervise the preparation of a regional report about political corruption in 6 Arab states.	Done.	
4-2-5-9 Launch the regional report about political corruption (including printing and launching).	Done.		

### Mid-term outcome:4-2 Activate the accountability and transparency systems in the executive non-ministerial public institutions.

Outputs	Planned activities	Implemented activities	Comments
4-2-2 Lobbying and advocacy campaigns are implemented	4-2-2-1 Implement a Lobbying and advocacy campaign based on the findings of the above-mentioned reports.	Done.	
	4-2-2-2 Implement lobbying and advocacy and awareness raising activities based on the findings of the regional report on political corruption.	Done.	

### Mid-term outcome:4-3 Ensure transparency in the general budget

Outputs	Planned activities	Implemented activities	Comments
4-2-3 The activities of the non-governmental team on the budget transparency and preparing the citizens' budget are sponsored	4-2-1-1 Hold 6 meetings for the team to follow up their work plan.	Done.	The Ministry of Finance (MOF) did not provide the team with the proposed Budget
	4-2-1-2 Hold three meetings with targeted ministries.	Not completed	
	4-2-1-3 Implement a training course to improve the capacity of the non-governmental team in the general budget analysis and control.	Done.	
4-3-1 An implemented accountability session for the Minister of Finance	4-3-1-1 Prepare an analytic paper on 2013 budget.	Done.	Because of MOF rejection to participate
	4-3-1-2 Prepare a position paper about 2014 proposed budget.	Done.	
	4-3-1-3 Hold an accountability session with the Minister of Finance.	Was not completed but without the participation of MOF	
4-3-2 An annual report on the budget transparency index is prepared and disseminated.	4-3-2-1 Join the international survey for tracking budget transparency (Budgettraker)	Done.	

### Mid-term outcome:4-4 Ensure transparency in the appointments policy in public institutions.

Outputs	Planned activities	Implemented activities	Comments
4-4-1 A hearing session for the Chairperson the General Personnel Council is implemented	4-4-1-1 Prepare a report and a study on the appointments policy in public institutions.	A first draft of the report has been prepared.	
	4-4-1-2 Hold an accountability session about the findings of the report.	Will be done after completing the preparation.	
	4-4-1-3 Prepare a report about appointments and promotions in the security services	Done.	

## Mid-term outcome:4-5 Adopt deterrent legislations on corruption crimes.

Outputs	Planned activities	Implemented activities	Comments
4-4-2 Proposed legislations that regulate crimes of public employees including bribery, embezzlement and abuse of power are prepared and submitted to the concerned parties	4-4-2-1 Prepare an evaluation study on the legislations that regulate the public employees' crimes.	A draft was prepared for a comparative analytic study about the corruption crimes between theory and practice.	
	4-4-2-2 A proposed draft amendment to legislations or draft new legislation.	Done.	
	4-4-2-3 Implement a lobbying campaign to adopt amendments.	Done.	
4-5-1 A study of the national integrity system 2013 is prepared and disseminated	4-5-1-1 Hold a specialized workshop about the findings of the study (1 in WB and 2 in Gaza) (a total of 3).	Done.	<p>Launching of the study was postponed until the first quarter of 2015 because it is linked to the completion of all the studies in the participating Arab States.</p> <p>The implementation of activities shall begin in 2015 because it is connected with the above-mentioned points.</p>
	4-5-1-2 Present the findings of the study with representative of all the targeted sectors in the study.	Not completed	
	4-5-1-3 Implement lobbying and advocacy activities based on the findings of the study to adopt legislations that limit the deficiency in the system of fighting corruption	Not completed	

## Mid-term outcome:4-6 Inform decision-makers about the size of corruption and mechanisms of combating it.

Outputs	Planned activities	Implemented activities	Comments
4-6-1 The annual corruption report that includes recommendations and mechanisms to bridge the weaknesses and gaps in the immunity of the national integrity system in public institutions is prepared and disseminated.	4-6-1-1 Prepare the sixth Annual Corruption Report in Palestine 2013, based on the Palestinian integrity index and discuss the drafts with the report's advisory team.	Done.	
	4-6-1-2 Launch the report and discuss it at the Annual Conference.	It was launched at AMAN Annual Conference 2014.	
	4-6-1-3 Develop an intervention plan based on the report's findings.	An intervention plan was drafted, letters were sent to the Prime Minister and the Chairperson of the Higher Judicial Council and reports were prepared throughout the year on cases that resulted from the corruption report.	
	4-6-1-4 Launch lobbying and advocacy campaigns based on the Annual Corruption report findings.	An opinion survey was implemented	

**Mid-term outcome:4-5 Adopt deterrent legislations on corruption crimes.**

Outputs	Planned activities	Implemented activities	Comments
	4-6-1-5 Conduct public opinion surveys especially about corruption in Palestine.	An opinion survey was implemented and the findings were used in the Annual Corruption Report 2014.	
	4-6-1-6 Prepare the analytic annual report of the Advocacy and Legal Advice Center.	Done.	

**Mid-term outcome:4-5 Adopt deterrent legislations on corruption crimes.**

Outputs	Planned activities	Implemented activities	Comments
4-7-1 A report on impunity from corruption crimes is prepared and published	4-7-1-1 Prepare a report about the gaps and challenges that enable impunity of the perpetrators of corruption crimes.	Done.	

**Mid-term outcome:4-5 Adopt deterrent legislations on corruption crimes.**

Outputs	Planned activities	Implemented activities	Comments
4-8-1 An assessment of the official anti corruption efforts that includes recommendations and mechanisms to bridge the gaps in those efforts is conducted and published	4-8-1-1 Prepare an analytic descriptive report about managing public records and the citizens' access to them.	Done.	
	4-8-1-2 Hold a workshop with stakeholders to discuss the draft report.	Done.	
	4-8-1-3 Publish and disseminate the report.	Done.	
	4-8-1-5 Prepare a research paper on the reality of accountability in the work of senior public employees.	Done.	
	4-8-1-6 Hold a workshop with stakeholders to discuss the draft report.	Done.	
	4-8-1-7 Publish and disseminate the report.	Done.	

## Mid-term outcome:4-5 Adopt deterrent legislations on corruption crimes.

Outputs	Planned activities	Implemented activities	Comments
	4-8-1-8 Prepare a descriptive analytic report about the integrity and transparency environment in the tenders of the Ministry of Public Works and Housing.	Done.	
	4-8-1-9 Hold a workshop with the stakeholders to discuss the draft report.	Done.	
	4-8-1-10 Publish and disseminate the report.	Done.	

## Mid-term outcome:4-9 Councils of beneficiaries from MOSA services are formed and active.

Outputs	Planned activities	Implemented activities	Comments
4-9-1 Three councils of beneficiaries are active in the process of oversight, transparency and planning in MOSA services	4-9-1-1 Identify the membership terms in the councils of beneficiaries and forming them.	Three councils of beneficiaries were formed: In the governorate of Nablus: Froush, Bet Dajan Annasariye Al-Aqrabaniye, Ein Shibli, Bet Hasan; in Qalqilyah: Azoun and Hableh, and in Bethlehem: Um Salmoneh, Al-Maa'sarh and Juret Shama'a.	
	4-9-1-2 Train the council members on topics of social accountability and planning.		
	4-9-1-3 Train social workers on communication skills, crisis management, anger management and report writing for the media.	A training course was held for social workers in the directorates of Nablus, Qalqilyah and Bethlehem about effective communications and managing pressure.	
	4-9-1-4 Hold periodic meetings for the councils.	Done.	
	4-1-9-5 Design and implement a lobbying and advocacy plan on the policies of MOSA programs.	Done.	

Mid-term outcome:4-9 Councils of beneficiaries from MOSA services are formed and active.

Outputs	Planned activities	Implemented activities	Comments
	4-1-9-6 Hold a conference to evaluate the work of the councils and come out with recommendations.	Done.	
	4-1-9-7 Seek to place the councils of beneficiaries on MOSA organizational structure.	The councils of beneficiaries were officially launched under the auspices of MOSA.	

## Annex No. (2): AMAN's Publications in 2014.

### Integrity and Transparency Guide for Local Government Units

Year of Publication: 2014  
Language of Publication: Arabic



### Results of Monitoring Transparency of the General Budget

Year of Publication: 2014  
Language of Publication: Arabic



### Palestinian Women's Role in Combating Corruption

Year of Publication: 2014  
Language of Publication: Arabic



### Study: crimes of Wasta, favoritism in Palestinian Laws

Year of Publication: 2014  
Language of Publication: Arabic



### National Integrity System 2013-Palestine

Year of Publication: 2013  
Language of Publication: Arabic & English



### Regional Report: Political Corruption in the Arab World

Year of Publication: 2014  
Language of Publication: Arabic & English



**Financial & Administrative Independence in Palestine public institutions**

**Year of Publication: 2014**  
**Language of Publication: Arabic**



**Effectiveness of the National Integrity System in Services Provided by the Security Forces**

**Year of Publication: 2014**  
**Language of Publication: Arabic**



**2013 Public Opinion Poll on Combating Corruption in the OpT**

**Year of Publication: 2014**  
**Language of Publication: Arabic**



**Integrity and Transparency in the Performance of the General Petroleum Corporation-Gaza**

**Year of Publication: 2014**  
**Language of Publication: Arabic & English**



**Integrity and Combating Corruption- 2013 Report**

**Year of Publication: 2013**  
**Language of Publication: Arabic**



**2013 Annual Activity Report**

**Year of Publication: 2013**  
**Language of Publication: Arabic & English**



**Prevention of Corruption in Humanitarian Aid**

**Year of Publication: 2014**  
**Language of Publication: Arabic**



**2013 ALAC Annual Report: Advocacy and Legal Aid Center**

**Year of Publication: 2014**  
**Language of Publication: Arabic & English**



**Integrity and Transparency: Commission for Industrial Cities**

**Year of Publication: 2014**  
**Language of Publication: Arabic**



**Appointment, Promotion, and Accountability of Officials in Public Offices**

**Year of Publication: 2014**  
**Language of Publication: Arabic & English**



**ITA in Hiring of Consultants and Experts in Public Institutions**

**Year of Publication: 2014**  
**Language of Publication: Arabic & English**



**Rationalization of grants for custom exemptions for the disabled and charitable associations**

**Year of Publication: 2014**  
**Language of Publication: Arabic & English**



**ITA in Medical Referrals  
to Hospitals outside the  
Jurisdiction of the Ministry  
of Health Hospitals**

**Year of Publication: 2014**  
**Language of Publication:**  
**Arabic**



**IT in the work environment  
of the official PNA  
institutions operating in  
Jerusalem**

**Year of Publication: 2014**  
**Language of Publication:**  
**Arabic**



**System of assessing  
Integrity in Local  
Government Units**

**Year of Publication: 2014**  
**Language of Publication:**  
**Arabic & English**



## Annex No. (3)



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### Independent Auditors' Report to the Board of Trustees 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, 2014, 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



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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, 2014 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  
License # 206/2012

March 19, 2015  
Ramallah, Palestine

A member firm of Ernst & Young Global Limited

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 THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN
 

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## Statement of Financial Position

As at December 31, 2014

	<u>Notes</u>	<u>2014</u> <u>U.S. \$</u>	<u>2013</u> <u>U.S. \$</u>
<b>Assets</b>			
<b>Non-current assets</b>			
Property and equipment	3	42,403	51,599
		<u>42,403</u>	<u>51,599</u>
<b>Current assets</b>			
Contribution receivables	4	1,350,638	2,377,059
Other current assets	5	36,436	30,519
Cash and cash equivalents		672,797	738,223
		<u>2,059,871</u>	<u>3,145,801</u>
<b>Total assets</b>		<u><u>2,102,274</u></u>	<u><u>3,197,400</u></u>
<b>Net assets and liabilities</b>			
<b>Net assets</b>			
Unrestricted net assets		128,384	67,016
<b>Total net assets</b>		<u>128,384</u>	<u>67,016</u>
<b>Non-current liabilities</b>			
Deferred revenues	6	42,403	55,188
Provision for employees' indemnity	7	170,754	160,124
		<u>213,157</u>	<u>215,312</u>
<b>Current liabilities</b>			
Accounts payable and accruals	8	123,310	231,928
Temporarily restricted contributions	9	1,637,423	2,683,144
		<u>1,760,733</u>	<u>2,915,072</u>
<b>Total liabilities</b>		<u>1,973,890</u>	<u>3,130,384</u>
<b>Total Net Assets and Liabilities</b>		<u><u>2,102,274</u></u>	<u><u>3,197,400</u></u>

THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

Statement of Activities and Changes in Net Assets

For the year ended December 31, 2014

	<u>Notes</u>	<u>2014</u> <u>U.S. \$</u>	<u>2013</u> <u>U.S. \$</u>
<b>Revenues</b>			
Temporarily restricted contributions released from restriction	9	1,393,525	1,329,690
Deferred revenues recognized	6	23,434	18,371
Note Contributions	10	70,675	11,358
Currency variances		-	26,103
<b>Total revenues</b>		<u>1,487,634</u>	<u>1,385,522</u>
<b>Expenses</b>			
Projects' expenses	11	1,393,525	1,329,690
Depreciation of property and equipment	3	19,845	18,371
Other expenses	12	<u>12,896</u>	<u>8,979</u>
<b>Total expenses</b>		<u>1,426,266</u>	<u>1,357,040</u>
<b>Increase in net assets</b>		61,368	28,482
Net assets, beginning of the year		<u>67,016</u>	<u>38,534</u>
<b>Net assets, end of year</b>		<u>128,384</u>	<u>67,016</u>

## THE COALITION FOR ACCOUNTABILITY AND INTEGRITY - AMAN

### Statement of Cash Flows

For the year ended December 31, 2014

	<u>2014</u>	<u>2013</u>
	U.S. \$	U.S. \$
<b>Operating activities:</b>		
Increase in net assets	61,368	28,482
<b>Adjustments:</b>		
Depreciation of property and equipment	19,845	18,371
Provision for employee's indemnity	52,938	40,487
Written-off contributions	-	1,278
Deferred revenues recognized	(23,434)	(18,371)
	<u>110,717</u>	<u>70,247</u>
		(1,577,54
Contributions receivable	1,026,421	6)
Other current assets	(5,917)	(2,186)
Deferred revenues	10,649	22,191
	1,045,721)	1,319,23
Temporarily restricted contributions	(	7
Accounts payable and accruals	(108,618)	30,059
Employee's indemnity paid	(42,308)	(8,292)
	<u>(54,777)</u>	<u>(146,290)</u>
<b>Net cash flows used in operating activities</b>		
<b>Investing activities:</b>		
Purchase of property and equipment	(10,649)	(22,191)
	<u>(10,649)</u>	<u>(22,191)</u>
<b>Net cash used in investing activities</b>		
<b>Decrease in cash and cash equivalents</b>	(65,426)	(168,481)
Cash and cash equivalents, beginning of the year	738,223	906,704
<b>Cash and cash equivalents, end of year</b>	<u>672,797</u>	<u>738,223</u>



**Annual  
Activity  
Report**

**2014**