



**The Coalition for Accountability and Integrity (AMAN)**

**Analytical Report on  
National Strategic Plans and the Fight against Corruption: Seriousness and  
Inclusion**

**October 2018**



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## Executive Summary

In 2017, the Palestinian government developed and approved the *National Policy Agenda (NPA) 2017-2022: Putting Citizens First*. The document includes the principle of promoting integrity, accountability and transparency with a view to ensuring effective, efficient public financial management, rationalising public expenditures, reforming and restructuring Palestine's public institutions, and improving access to justice. To translate the NPA into action, a set of sector and crosscutting strategies were developed and approved in collaboration between line ministries, government bodies, and local government units. The process included representation from some civil society organisations, private sector and international development donors. A total of 19 sector and three crosscutting strategies were prepared and endorsed. Sector strategies covered the sectors of education, agriculture, health, international relations, justice, culture and heritage, employment, energy, local government, housing, water and wastewater management, social protection, information and communications technology (ICT), security, national economy, tourism and antiquities, transportation, public financial management, and civil service. Crosscutting strategies included gender, the youth, and the environment.

The fight against corruption is an inclusive process, which is not limited to a single management body. It reflects an integrated national effort that intersects with all sectors and affects all segments of society. In this context, the Coalition for Accountability and Integrity (AMAN) has developed this report to examine and analyse the extent to which sector and crosscutting strategies incorporate and apply the values of integrity, systems of accountability, and fight against corruption. In particular, the report investigates how consistent sector and crosscutting strategies are with the NPA 2017-2022, including priorities and policies that reflect the principles of transparency, integrity, accountability, and fight against corruption. A set of indicators have been adopted to measure the extent to which these priorities and policies are applied and how serious their implementation is. These indicators include (1) budget allocations for implementation, (2) adequacy of budget line items, (3) availability of executive plans of action, including specific timeframes, indicators, benchmarks, and outputs.

To this avail, the report is informed by an investigative, analytical scientific methodology. This is based on a review of relevant literature, conceptual framework of the 2030 Sustainable Development Goals (SDGs), and NPA 2017-2022. The report identifies the goals, priorities, and policies for promoting the principles of transparency, integrity, accountability, and fight against corruption. It provides an overview of the previous three national development plans, reviews and analyses the three crosscutting and 14 sector strategies of the planning cycle 2017-2022, and examines how consistent national strategic

plans are with the principles of transparency, integrity and fight against corruption as stated by the NPA. It assesses the extent of application and serious application of these principles in terms of budget allocations under these national sector and crosscutting strategies, explores how sufficient these budget allocations are, and reviews relevant executive plans. The report also provides a review of the Public Budget 2018 and budget of different responsibility centres to determine if specific budget line items are earmarked to promote the principles of transparency, integrity, accountability, and fight against corruption. For a broader perspective, this analytical report uses a research support tool, namely, an interview with a member of the Steering Committee for National Development Goals in Palestine.

**The report arrived at a series of conclusions, mainly:**

A national crosscutting strategy has not been developed for the promotion of integrity and fight of corruption. Despite its high priority, such a strategy should have been in place to match national priorities and consolidate transparency, accountability, and fight against corruption. It should also be noted that the NPA 2017-2022 cites SDGs as well as national priorities and policies for consolidating the principles of transparency, integrity, accountability, and fight against corruption. The NPA is the terms of reference for developing all national sector and crosscutting strategies. However, these strategies do not systematically incorporate the principles mentioned above. Transparency, integrity, accountability, and fight against corruption are reflected in national sector and crosscutting strategies to varying degrees: relatively good, relative, or completely missing. This indicates that national planning teams did not tackle all the priorities provided by national strategies. The issues of transparency, integrity and accountability are dealt with as minor priorities. Also, the majority of national strategies do not include goals, policies or interventions to bolster integrity and fight corruption (immunising public sector staff against various forms of corruption). Reference is only made to the National Anti-Corruption Strategy of the Palestinian Anti-Corruption Commission (PACC). However, this strategy is not consistent with SDGs and NPA priorities, nor is it grounded in the NPA itself. Covering the period 2015-2018, the National Anti-Corruption Strategy does not keep pace with the NPA and respective sector and crosscutting strategies. Moreover, most national strategies do not include executive plans of action with specific timeframes, indicators, benchmarks, and outputs to implement interventions and scale up the values of integrity, principles of transparency, systems of accountability, and fight against corruption. This indicates “unserious” implementation of these perceptions. Additionally, the majority of sector and crosscutting strategies do not incorporate budget appropriations to implement these interventions. This is a negative indicator for the assessment of strategic planning indicators. Neither the Public Budget Law nor the Budget Circular includes detailed budget line items dedicated to the promotion of the values of integrity, principles of transparency, systems of accountability, and fight against corruption. In the Public

Budget, available budgeted items are appropriated for the PACC only. On the other hand, the budgets of administrative programmes of different responsibility centres, whose goals and outputs include the consolidation of transparency, integrity and accountability, do not provide detailed data that link goals and outputs to allocated budget line items.

**The analytical report comes up with a set of recommendations, mainly**, stressing the need for developing a national crosscutting strategy to promote the values of integrity, principles of transparency, systems of accountability, and fight against corruption. This crosscutting strategy should be in line with the NPA 2017-2022, including all respective priorities and policies. The strategy will also cover the planning cycle 2017-2022. The values of integrity, principles of transparency, systems of accountability, and fight against corruption should be included in all national sector and crosscutting strategies. Unlike the case in current national strategies, inclusion should not be selective or short. The current imperfect approach should be adjusted in the review of upcoming strategies. National strategies will incorporate anti-corruption policies and interventions. Public sector staff will be immunised against corruption. As an indicator of serious implementation, national sector and cross-cutting strategies will entail executive plans of action with specific timeframes, indicators, benchmarks and outputs to implement interventions and promote transparency, integrity, accountability and fight against corruption. National strategies will include adequate budget allocations to ensure implementation of these interventions. The implementation of national sector strategies 2017-2022 will be monitored. Periodic reports will be developed to follow up on the implementation of, and challenges to, these strategies. The public budget will include detailed line items to consolidate the principles of transparency, integrity, accountability and fight against corruption, particularly in administrative programmes of various responsibility centres. Budget line items will be linked to the goals and outputs of the values of integrity, principles of transparency, systems of accountability, and fight against corruption. Sector and crosscutting strategies will be comprehensively and adequately reviewed by the Council of Ministers / Secretariat General of the Council of Ministers and Ministry of Finance and Planning to ensure that the principles of transparency, accountability and fight against corruption are covered and modified in tandem with the NPA priorities.