

National cross-sectoral strategy to strengthen governance and combat corruption 2024 – 2029 (Integration... Belonging... Responsibility... Commitment)

Unofficial translation

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Section one, introduction

1.1. Introduction

Corruption and the insidious epidemic that ensues

It has a wide range of harmful effects on societies. It undermines democracy and the rule of law, leads to human rights violations, distorts markets, and deteriorates the quality of life.

Corruption disproportionately harms the poor by diverting funds intended for development and

undermining the government's ability to provide basic services. "Prejudice and injustice discourage foreign investment and foreign aid, and corruption is a major factor in the deterioration of economic performance and a major obstacle to development and poverty alleviation."

Combating corruption and promoting integrity and transparency are the top priorities of countries wishing to build a sustainable future based on the principles of justice and equality. Achieving sustainable development requires concerted efforts and building a national system based on integrity that is trusted by citizens and international partners alike. Corruption is a challenge that threatens national security and stability, as it infiltrates state institutions, obstructs development paths and harms the national economy. In this context, a national integrity system comes as a decisive step towards overcoming this challenge and achieving the desired progress.

The national cross-sectoral strategy to enhance integrity and combat corruption for the period from 2024 to 2029 builds on the proactive and bold steps taken by the State of Palestine towards building a strong anti-corruption and integrity system. Devoting the Authority's efforts to developing a national strategy that highlights the urgent priorities in this context reflects a strong commitment to combating corruption and enhancing integrity as one of the basic pillars for improving the performance of Palestinian institutions, and as one of the strategic issues of the government's program for the years 2024-2029, which directly contributes to fulfilling the obligations of the State of Palestine towards Sustainable development goals.

From this standpoint, the Anti-Corruption Commission believes that integrity and transparency are essential pillars in the efforts of the Government of the State of Palestine to enhance the confidence of citizens and international partners in the government and its institutions, as building a national integrity system is directly reflected in enhancing the effectiveness of government institutions and improving the quality of services provided to citizens. It also

contributes to stimulating investment and enhancing transparency in decision-making processes.

In the context of sustainable development, the national integrity system is essential for achieving a balance between the economic, social, environmental and cultural dimensions. The link between integrity and development lies in its ability to ensure the sustainability of long-term growth and achieve its benefits in a fair manner for all. The role of integrity and anti-corruption is not limited to the national arena only, but extends to the international arena. Hence, the importance of adhering to relevant international agreements emerges, as building a national integrity system requires international cooperation, as these agreements constitute a framework for exchanging information and unifying efforts to combat corruption between countries.

1.2 The limits and concept of combating corruption and strengthening the integrity system.

Article 1 of the Anti-Corruption Law No. 1 of 2005 stipulates that what is considered corruption for the purpose of applying the law, and based on the relevant texts in the applicable penal laws, corruption includes: 1. Bribery, 2. Embezzlement, 3. Forgery and forgery, 4. Exploiting one's position for one's own benefit. Personality, 5. Abuse of credit, 6. Negligence in carrying out job duties, 7. Money laundering resulting from corruption crimes, 8. Illicit gain, 9. Trading in influence, 10. Abuse of power, 11. Accepting nepotism, nepotism, and favoritism that nullifies a right. Or you are righted wrongly, 12. Not declaring or disclosing investments, property, or benefits that would lead to a conflict of interest if the laws and regulations require it, and would achieve a direct or indirect personal benefit for the person who refrains from declaring it, and 13. Obstructing the course of justice.

The national integrity system includes a set of basic pillars that represent the basic professional and ethical standards that will be adopted and strengthened in the work of institutions active in all sectors. At the forefront of these pillars is the rule of law, accountability, transparency, justice and equality, governance and organizational readiness, and societal culture, in addition to the principle of separation between... Authorities, freedom of opinion and expression and human rights. Combating corruption and enhancing transparency is vital to achieving sustainable development and ensuring effective and fair provision of services, and this requires participation and efforts from concerned parties and institutions, in line with the requirements of building a national integrity system. As shown in the box below, it is important for diverse institutions, from government, the private sector, civil society and universities, to engage in anti-corruption and integrity efforts.

- The Palestinian Presidency Institution: The role of the Presidency Institution is manifested firstly in launching the national, cross-sectoral strategy to combat corruption on the one hand, and directing the Palestinian government to allocate the necessary budgets for its implementation on the other hand. It also carries out the powers granted to it and entrusted to it, including approving and approving the necessary legislation to strengthen Integrity and anti-corruption system and issuing the necessary directives to activate the role and independence of oversight institutions.
- The Council of Ministers (Government): Preparing and submitting proposals for laws, approving the regulations and executive regulations of the applicable laws, and working to approve the necessary budgets to implement the national cross-sectoral strategy to combat corruption. From another angle, the Council of Ministers has an important and effective role in coordinating and directing all components of the state's

administrative apparatus to achieve harmony. And harmony - which is an urgent and necessary requirement for the successful implementation of this strategy - through the decisions and directives it issues to the competent authorities to focus efforts to achieve effective and real implementation of this strategy.

- **Anti-Corruption Commission:** Developing and formulating general anti-corruption policies, in addition to developing the necessary plans and programs to implement those policies in coordination with all relevant authorities related to the state. This role extends to supervising implementation processes to ensure that they move effectively towards achieving anti-corruption policies whether This was at the level of law enforcement, international cooperation, or the level of awareness of the dangers of corruption and mobilizing community participation to fight and confront it.
- **Financial and Administrative Control Bureau:** Monitoring the collection of public revenues and spending within the limits of the budget and administrative inspection to ensure efficient performance, proper use of authority, detection of deviation wherever it exists, and the extent of harmony and compliance of financial and administrative activity with applicable laws, regulations, regulations and decisions, and ensuring transparency, integrity and clarity in public performance.
- **Judicial authority:** Judicial institutions are entrusted with a role in accelerating litigation procedures, especially before courts examining corruption cases against accused persons, and ensuring the prevention of impunity.
- **Personnel Council:** Awareness and preventive awareness that targets the public sector as employees or as organizational units “quality, control and auditing” or those that enhance procedures for appointment, promotion and incentives for all employees with more guarantees of integrity, transparency and justice that guarantee equality and the right to fair competition among employees.

- The Palestinian Independent Commission for Human Rights: follows up on cases and complaints in coordination with law enforcement institutions, especially the Anti-Control Commission, and provides technical support in the field of harmonizing national legislation with relevant international agreements and treaties.
- Palestinian NGOs: Strengthening the integrity and anti-corruption system, raising awareness, education and training for the groups that fall within their jurisdiction, enhancing their participation in national efforts aimed at combating corruption, working to review legislation and policies and making special recommendations to strengthen the legislative system. These institutions also have an important role. It practices it by activating community accountability tools in the sectors in which it is active.
- Institutions representing the private sector: Strengthening governance in the work of member institutions or those falling within the scope of work of the representative institution, which reduces conflicts of interest in its relationship with the public sector, and improves public services for citizens in some areas such as electricity, water, communications, and others.
- Media: Contributing to community awareness, urging citizens to report corruption, enhancing citizen confidence in law enforcement institutions, promoting professional-based community accountability, preparing and publishing investigative press reports and adopting a solutions journalism approach in addressing public issues related to anti-corruption efforts.
- Local government bodies and local government representative institutions: Strengthening their governance, their relationship with citizens, and their response to community accountability initiatives in a way that improves the level of integrity and quality of services provided to citizens.

- Universities and research and study centers: Building a culture that rejects corruption by instilling the values of integrity, equality, social justice, and a sense of responsibility, and enhancing and developing the spirit of citizenship and combating corruption, as well as providing specialized studies and research on issues of integrity and fighting corruption, and providing technical support and training for working cadres.
- Ministry of Finance and Planning: rationalizing expenditures in many aspects, enhancing oversight of the level of compliance with public spending standards, in addition to working to prepare an implementation plan for the national sectoral strategy for public money management and public procurement, including evaluation and follow-up thereof and reducing tax evasion and money laundering.

1.3. Strategy preparation methodology: consensus work based on dialogue with partners

The Anti-Corruption Commission seeks, by virtue of the role assigned to it under the Anti-Corruption Law No. (1) of 2005 and its amendments, which is to formulate the general anti-corruption policy in cooperation with the relevant authorities and to develop the plans and programs necessary to implement it, to carry out its mission efficiently and effectively to achieve a national vision that one believes in and participates in implementing. All official institutions, private sector institutions, and Palestinian civil society institutions. The Authority seeks through the cross-sectoral strategic planning process to achieve a set of goals, including:

- Consolidating and spreading the slogan “Strengthening the integrity system is a matter for everyone and is the basis for eradicating corruption from Palestinian society” by adopting the cross-sectoral national strategy for enhancing integrity and combating corruption 2024-2029 as a reference framework that directs and motivates all institutions that manage public affairs, for which they mobilize their resources and direct to achieve the desired results.
- Contributing to fulfilling the commitments adopted by the highest political will regarding intolerance of the corrupt, especially the directives of the President of the State of Palestine, the national development agenda, and also fulfilling international agreements and relevant sustainable development goals.

- Adopting the strategy as a framework for holding accountable all institutions concerned with strengthening the integrity and anti-corruption system, including the Authority, oversight institutions, law enforcement institutions, civil society institutions, private sector institutions, and media institutions, and that accountability is carried out based on indicators and standards agreed upon between the partners.
- Mobilizing and recruiting supportive positions from sisterly Arab countries and the international community and providing the necessary technical and financial support to achieve the desired results.
- Framing and unifying efforts to combat corruption and enhance integrity in a way that achieves focus and avoids fragmentation and repetition in relevant interventions, by agreeing on a package of priority interventions and defining responsibility.

The task of supervising the strategic planning process was assigned to the General Administration of Planning and Policies at the Authority, which in turn involved the Authority's crews to participate in consultative meetings on setting priorities and preparing a draft of the strategy, which went through the following steps:

1. A comprehensive review of a group of reference or related documents and reports: including the Anti-Corruption Law, the National Development Agenda "Reform and Strengthening Resilience towards Independence 2024-2029," the United Nations Convention against Corruption, and the statistics available at the Anti-Corruption Commission based on its approved records, annual reports, and specialized studies, in particular. Studies of the Palestinian Central Bureau of Statistics, In addition, documents, studies and reports from international bodies were reviewed, and a number of anti-corruption strategies for some Arab and foreign countries were reviewed to learn about the best participatory methodologies for preparing strategies.
2. Reviewing the recommendations of the final statement of the fourth annual international conference for the year 2022, "Fighting corruption is a collective national responsibility": which was held under the patronage of His Excellency the President of the State of Palestine, with the participation of the Prime Minister, and with official international and Arab participation and United Nations organizations. The conference's papers, discussions, and recommendations focused on strengthening the participatory approach in the preparation process. The upcoming national strategy for enhancing integrity and combating corruption, and the importance of reconsidering the anti-corruption law and the penal legislation system and emphasizing the importance of the role of educational and religious institutions and institutions concerned with women and youth in promoting integrity and combating corruption. Calling and emphasizing the necessity of issuing the right to access information law, as an important and effective tool in promoting integrity and combating corruption, there is a need to prepare a national plan in which all components of the official, civil and independent media participate in its preparation, implementation, follow-up and responsibility.
3. Reviewing the reports of the Authority's partners in implementing the previous national strategy and identifying intersectional topics that should be reviewed and added to the current national strategic directions.
4. Holding meetings with all public departments and units in the Authority to enhance their participation in setting future directions for the national cross-sector strategy and analyzing the current situation.

5. Determine the national cross-sectoral strategic directions at the authority's senior management level and approve them internally through a group of bilateral meetings, consultations and internal meetings.
6. Broad participation and dialogue with partners: The Authority held a series of activities and bilateral meetings with partners in the public sector, the civil society institutions sector, the media sector, the cooperative sector, the security sector, and the higher education sector, in order to ensure participation in building national strategic directions across sectors. The Authority held 43 bilateral meetings with ministries and government bodies to discuss strategic directions and adopt strategic interventions in their institutions' strategies as well as the national strategy. The number of participants in these meetings and workshops reached 185 people representing various sectors.
7. Preparing the first draft of the national cross-sectoral strategy to enhance governance and combat corruption 2024-2029. The Commission prepared the first draft of the strategy based on consultations and reports analyzing the current situation in accordance with the strategy preparation guide approved by the Prime Minister's Office, and submitted it to the Prime Minister's Office, and later it was reviewed with the technical teams. From the Prime Minister's Office and preparing the second draft of the strategy in accordance with the observations and recommendations received.

Section Two: Analysis of reality and evaluation of the results achieved during the year 2017-2022

2.1. The general context: possible factors and others hindering efforts to strengthen the corruption system and criminalize and prosecute the corrupt.

Palestinian institutions face major challenges that hinder their efforts to strengthen the integrity and anti-corruption system. Among these challenges, the government is experiencing a stifling financial crisis, with the rise in the value of public debt, which negatively affects its ability to invest in building and developing institutions and providing public services. The Israeli occupation contributes significantly to this crisis, as it controls Palestine's revenues and prevents their transfer to the government, which hinders the work of institutions and the provision of public services. National reconciliation initiatives also face difficulties in securing legal jurisdiction for the government in the Gaza Strip, which hinders the effective work of the Anti-Corruption Commission and other oversight bodies in the Gaza Strip. On the positive side, the efforts of Palestinian civil society institutions, oversight institutions, and human rights institutions are clear in enhancing oversight of government performance and issuing oversight and investigative reports, as the diversity and spread of these institutions enhances the mobilization of public support and monitoring of the authority. Political will remains a decisive factor in this context, as the Palestinian leadership's adoption of supportive positions, policies and decisions to combat corruption, and its provision of the necessary resources and measures, will contribute effectively to improving the situation. Technology must also be leveraged to enhance transparency and improve investigation and investigation tools. It is worth noting that the global role in supporting human rights and environmental protection is considered vital. International communities can play a role in lobbying to reduce exploitation of natural resources and promote human rights. Below, we highlight in more detail the set of political, economic, social, technological and legal factors that constitute factors that undermine national efforts to strengthen the system of national integrity and combat corruption in Palestinian society or require further national efforts. The continuation of the occupation and its violation of UN laws, conventions and resolutions undermines national efforts aimed at strengthening the rule of law, building state institutions, prosecuting criminals, stealing natural resources and the funds of the Palestinian people, and restricting the holding of elections: The Israeli occupation state violates all rights associated with the Palestinian people, including

economic rights, as it controls approximately 62% of the West Bank, and approximately 85% of the water sources, while the Israeli colonies divide the West Bank into separate cantons, in addition to measures The occupation and its other repressive policies, including the siege on the Gaza Strip, control of crossings and borders, and Israeli checkpoints that impede movement between the governorates of the West Bank, according to the report of the United Nations Conference on Trade and Development (UNCTAD), which was issued in November 2022, the report stated that ending the occupation of Area C in the West Bank and East Jerusalem is crucial to achieving sustainable development in the occupied Palestinian territory because it will enable the Palestinian people to double the size of their economy, and estimated The report estimates the value of economic losses in the Palestinian economy during the period 2000-2022 at approximately 50 billion US dollars. Israel also continuously obstructs the work of institutions, especially security and judicial institutions, in Area C and East Jerusalem, in addition to continuing to steal natural resources (land and water), steal clearing funds, pollute the environment, and commit humanitarian crimes against all citizens. Israel also places restrictions on holding presidential and legislative elections by preventing the inclusion of East Jerusalem residents in the elections, which has hindered the Legislative Council as a supervisory and legislative authority. The high rate of poverty and unemployment and the low rate of participation in the labor market drive the importance of enhancing transparency, integrity, and equal opportunities in economic empowerment programs, access to public jobs, and access to humanitarian aid and social protection: The unemployment rate among participants in the labor force in the year 2021 reached 26% (16% in The West Bank and 47% in the Gaza Strip, 43% for females 22%. Unemployment figures increase when looking at young people aged 18-29, as the unemployment rate increases among young people from 26% to 42.6% and to 53% among young people with an intermediate diploma or higher. Poverty rates among individuals in Palestine, according to monthly consumption patterns in 2017, reached 29.2% (13.9% in the West Bank and 53% in Gaza), The extreme poverty rate for the same year was 16.8% (5.8% in the West Bank and 33.8% in the Gaza Strip). The increase in poverty rates in Palestine was also accompanied by an increase in the consumer price index index in Palestine during the year 2021 by 1.24%, reaching 102.08, compared to 100.83 during the year 2020 (base year 2018). This is due to the increase in the prices of some commodities within the main groups with the highest weight, including the prices of the transportation group, the housing group, water, electricity, gas and other fuels, and the food and non-alcoholic beverages group. The government's financial crisis and the rise in the value of public debt undermine reform efforts, building institutions, and improving public services: The Palestinian government faces a large financing gap and a sharp decline in foreign aid, in addition to the occupation's control over more than two-thirds of Palestinian financial revenues, suspending their transfer and/or applying unilateral discounts before Convert the rest. In 2021, total donor aid fell to \$317 million, a sharp decline from \$2 billion in 2008. Meanwhile, budget support was halved compared to 2020, reaching \$186 million. The total public debt in Palestine increased by 5.4% at the end of 2021, reaching 3,848.1 million US dollars after it was 3,649.3 million US dollars at the end of 2020. The total public debt constitutes 21.3% of the GDP in 2021, while it reached 23.5% in 2020. National reconciliation efforts did not enable the institutions of the State of Palestine to exercise their legal jurisdiction over the Gaza Strip, which hinders the rule of law and the work of the Anti-Corruption Commission and partners in the sector. Although the Palestinian national forces reached several understandings on national reconciliation to reach a national unity government, these efforts have not yielded fruit so far. In completing reconciliation processes, which weakens all efforts aimed at strengthening the integrity system, criminalizing corruption, prosecuting the corrupt, and obstructing the general elections. A group of social, economic, political, legal, technological and environmental factors also contribute to advancing national efforts aimed at reaching a society immune from corruption and an active participant in the fight against

corruption, leading to a Palestinian society free of corruption. The most important of these factors are:

The supreme political will adopts supportive decisions and positions. The President of the State of Palestine and his Prime Minister place the issue of fighting corruption and creating a fair environment on their agenda and the work of their assistants, whether that is through enacting legislation strengthening the integrity and anti-corruption system in Palestinian society, or allocating human and financial resources and taking institutional measures necessary to achieve the desired goals, in addition to taking a set of decisions related to activating the codes of conduct in public office, and raising the awareness of the Palestinian citizen regarding participation in anti-corruption efforts and the national integrity system. Women and girls, and men and boys in all governorates, are still writing heroic stories of steadfastness and challenging the Israeli occupation policies aimed at controlling land and resources, especially in Jerusalem and the areas called (C). , The long Palestinian struggle has strengthened the values of society, such as the values of courage, solidarity, and political awareness, and these are considered preconditions for ensuring the promotion of integrity and the fight against corruption. Many of the lofty values of society have been embodied in times of crises, as citizens volunteer and stand in solidarity with all material and moral means to support besieged or damaged areas and support insolvent institutions. , The political culture and education acquired by the Palestinian citizen and his involvement in public life contribute to mobilizing society towards reporting suspicions of corruption and holding local and central institutions accountable.

Regulatory institutions are active in various sectors. A group of regulatory institutions is active that contribute to issuing annual and quarterly reports on the performance of the institutions involved in their work. At the forefront of these institutions is the Office of Financial and Administrative Control, which publishes annual and specialized reports, with the aim of informing the public of the information that enables it From accountability and accountability to activate the role of societal accountability, some institutions and bodies also published a set of reports, such as the Water Sector Regulatory Council, the Palestinian Retirement Authority, the Anti-Corruption Commission, the Palestinian Investment Fund, the Central Elections Commission, and the Office of the Chief Justice.

The diversity and spread of civil society institutions. Several groups of civil society institutions contribute to the management of public affairs. These institutions are distinguished by their great public relations and the ability to influence their members and society in many fields, such as unions, hospitals, universities, social institutions, human rights institutions, agricultural institutions, chambers of commerce, private sector representative institutions, youth clubs, women's institutions, and charitable societies. This diversity and spread of civil society institutions has contributed greatly to enhancing awareness, community participation, and the ability to mobilize people, especially youth and women. It has also contributed In strengthening community accountability tools at the local and national levels, and mobilizing the necessary resources at the local and central levels.

The independence and freedom of the media, the diversity of its tools, and the spread of social media. A group of audio, visual, and print media is active in Palestinian society, some of which are affiliated with the public sector, some of which are affiliated with the private sector, and some of which are affiliated with civil society institutions. The intellectual, administrative, and organizational diversity of Palestinian media outlets and agencies allows The scope to present various issues to the public in a way that enhances societal accountability and highlights any defect in policies or procedures that may be a gateway to corruption, in recent years, a series of investigative reports and radio and television episodes

have contributed to shedding light on some public affairs issues, which have sparked debate and dialogue between officials, citizens, and civil society organizations.

The use of information technology in various sectors. The current trend in Palestinian institutions is increasing towards automation and the use of information technology, digitization and artificial intelligence. This helps in providing, transferring and exchanging information and improves the tools of investigation, investigation and follow-up and enhances transparency.

The demographic reality indicates the importance of enhancing the participation of children, youth, and women, as they are drivers and beneficiaries of anti-corruption efforts and strengthening the national integrity system:

The estimated population in Palestine at the end of 2022 was 5,419,053 (3,222,646 in the West Bank and 2,196,407 in the Gaza Strip). The population density reached 899 individuals/km² (569 in the West Bank and 6,019 in the Gaza Strip). The percentage of individuals under the age of 15 at the end of 2021 was estimated at 37.7%, and the percentage of youth in Palestinian society is about 30% (ages 18-30). year). The average family size in Palestine is 5.1 , the percentage of families with children aged (5-17 years) who use a computer (desktop, laptop, or tablet such as a tablet) in 2019 was 41.8%. The percentage of the Palestinian population (15 years and over) who have completed a bachelor's degree or more is 17.4%, the intermediate diploma is 5.9%, the secondary level is 216%, and the percentage of those who are literate is 4.2%. The percentage of households that have a desktop computer reached 8%, a laptop 22%, a tablet computer 13.2%, a smartphone 86.2%, a telephone 90.7%, and connected to Internet services 79.9% in the year 2019.

2.2 The basic issues and problems related to the system of national integrity, criminalization, and prosecution.

Corruption crimes in Palestine constitute a comprehensive challenge that affects the political, economic and social reality, which in itself faces a number of challenges and obstacles due to the continued Israeli occupation and its weakness in weakening the ability of the institutions of the State of Palestine to carry out their responsibilities. In light of the difficult political and economic conditions that Palestine is witnessing, the issue of combating corruption and promoting integrity is considered vital in the state's efforts to achieve as much sustainable development and economic stability as possible under the occupation. The current reality reflects structural and political challenges that hinder the regime's ability to provide basic services effectively, which leaves the door open to the scourge of corruption. In this context, the following analysis comes to reveal the main roots of the problems and their driving drivers. The national integrity system in Palestine consists of legislation, structures, mechanisms and policies that provide a framework for promoting integrity and combating

Corruption at the national level, which is supposed to contribute effectively to ensuring transparency in the management of public resources and government decision-making processes, in a way that enhances integrity in the use of public authority and enables accountability in government institutions, while at the same time ensuring the reduction of opportunities for corruption and the prosecution and criminalization of its perpetrators.

While the State of Palestine has achieved many achievements in terms of building and strengthening the national integrity system - including by intensifying efforts to combat corruption and prevent impunity - this system still faces a set of challenges that make it fall short of the nationally desired levels in combating corruption. . The main reasons for the weakness of the national integrity system, criminalizing the corrupt, and ensuring no impunity are summarized as follows:

The first problem is that, despite the efforts made to strengthen the Palestinian legislative system related to combating corruption and preventive measures, it still needs to be strengthened.

The legal systems applied in Palestine varied according to the diversity of administrations throughout the aforementioned historical eras. While the Palestinian Authority has succeeded in unifying and modernizing a large amount of legislation and institutional frameworks as part of its efforts to lay the foundations for the State of Palestine and its accession to international institutions and conventions, it has, until this moment, been unable to fully accomplish the task entrusted to it, especially with regard to modernizing and harmonizing legislation. In compliance with the requirements for Palestine's accession to international treaties and conventions, which cast a shadow over the alignment of the national integrity and anti-corruption system with the United Nations Convention against Corruption, especially with regard to sanctions, prevention measures, and international cooperation in combating corruption. The penal anti-corruption legislation in force in Palestine has not yet been updated and is still different in the Gaza Strip than in the West Bank. In the Gaza Strip, the penal legislation is based on Penal Code No. 74 of 1936 issued by the British Mandate authorities, which in the second section of Chapter Two dealt with crimes that occur against the exercise of legitimate authority and limited them only to bribery and abuse of office, and some crimes that occur against authority. the public. As for the West Bank, it is the Jordanian Penal Code No. 16 of 1960, which deals with crimes against the public administration and those that violate the duties of the job, which are the most important crimes of corruption, and crimes against the judicial administration and public trust. The Penal Code, both of which are applied in the West Bank and Gaza, represents the substantive side of the penalty, while the Palestinian Criminal Procedure Law No. 3 of 2001 applicable in the West Bank and Gaza represents the procedural side, and its rules apply to corruption crimes in terms of prosecution, investigation, and accusation, all the way to trial, issuance of judgment, and methods of appeal. While these legislations criminalize most of the crimes criminalized by the UN Convention, the penalties approved for these acts are not commensurate with their seriousness, which limits the possibility of deterring them. These legislations have included many crimes within the scope of misdemeanours, which requires the necessity of correcting this defect by introducing legal amendments. The penal laws in force to increase penalties related to corruption crimes. In the context of the obligations imposed by joining the United Nations Convention against Corruption, the State of Palestine modernized its legal framework and harmonized it with this agreement, including through the introduction of the aforementioned laws and legal amendments, including the adoption of the Palestinian penal legislation stipulated in the agreement regarding the crimes of bribery, embezzlement, and graft. Project, job investment and money laundering. This is a good initial step that requires completing the development of legislation that guarantees the protection of witnesses, experts, and victims and providing them with physical protection, and the adoption of legislation that guarantees the right to obtain and access information, and prohibits the disclosure of secrets related to their identities, locations, and residence, in addition to developing the legal system in a way that consolidates international judicial cooperation, addressing the shortcomings in the legal texts dealing with all forms of international cooperation due to the absence of such legislation. The presence of legislative texts in the national integrity and anti-corruption system is the first driver and basis in the process of activating the international cooperation system, in line with the international agreement, and it is obligatory for it to make the necessary amendments in the laws, regulations and legislation to approve this type of international cooperation to give it a legal form and to carry out its international obligations. The reasons for the incompleteness of the legislative system related to preventive measures and the fight against corruption lie in the limited quantity and quality of studies and professional diagnostic reports on the reality of the

legislative system related to the fight against corruption and preventive measures, the limited dialogue and coordination between the relevant parties in the legislative system, their multiplicity and varying specializations, and finally the lack of agreement on policy. Legislative legislation supported by a plan and binding on the legislative priorities that are rooted in the system of national integrity and the criminalization and prosecution of the corrupt.

The second problem is that community participation in anti-corruption efforts has not reached the desired level

Opinion polls showed pessimism and lack of confidence in the state's efforts to combat corruption and enhance the performance of public institutions, and citizens' lack of conviction about the existence of sufficient political will to confront corruption and the necessity of achieving judicial independence and the rule of law. Survey results also reflect the impact of repeated negative perceptions in the media on exacerbating this feeling and confirming a lack of trust in government structures. Many studies indicate that a large percentage of citizens are not sufficiently aware of how corruption affects their well-being and dignity.

An opinion poll conducted by the Palestinian Central Bureau of Statistics in cooperation with the Anti-Corruption Commission at the end of 2022 showed that 58.5% (69.8% West Bank, 40.2% Gaza Strip) of individuals in Palestine knew about the existence of the Anti-Corruption Commission, This means that the awareness and training programs implemented by the Commission with its partners from ministries, civil society and educational institutions were not sufficient to reach all citizens everywhere. The results of the survey also showed gaps in knowledge among citizens, especially with regard to the roles of law enforcement agencies in anti-corruption cases (as the process of deciding corruption cases is based on different roles for several bodies, starting with the Commission and ending with the Corruption Crimes Court). Institutional corruption risk management programs that contribute to building advance precautionary plans that identify potential suspicions of corruption in institutional work, the anti-corruption law and its supporting systems such as the gift system, disclosure of conflicts of interest, complaints and reporting mechanisms, and the witness and whistleblower protection system. Lack of education and weak approaches used in awareness-raising are a major challenge that prevents effective community participation in the fight against corruption. It appears that awareness-raising efforts lack efficiency in conveying a deep understanding to citizens about the impact of corruption on public services and economic growth. . This shortage is linked to challenges in educational and awareness-raising efforts by the institutions concerned, especially civil society institutions and public institutions that provide services to the public. Awareness campaigns also often come separate from any strategies and action plans to enhance community participation in corruption efforts

Public opinion makers also face major challenges in activating their role in mobilizing society to detect and report corruption. This category includes journalists, academics, religious authorities and community activists. Which reduces the ability of the media to enhance community participation in anti-corruption efforts. In this context, the corruption system in Palestine still suffers from the lack of a law that allows access to information and guarantees this as a basic right for citizens. The Council of Ministers continued not to include the draft law on the right of access to information, which was prepared many years ago in partnership between civil society organizations and the Anti-Corruption Commission, pursuant to a decision of the seventeenth government in 2013. The Palestinian government is procrastinating in implementing this law. The Palestinian government's failure to introduce a right to information law represents a major obstacle to community participation in anti-corruption and integrity-promoting efforts. The absence of this law limits the effectiveness of non-governmental organizations and civil society in monitoring government activities and

verifying transparency and integrity in government practices and decisions, and prevents access to vital information that could be key to uncovering cases of corruption. The delay in approving this law weakens society's efforts to monitor government activities and contribute to achieving transparency and accountability. In addition, the lack of access to information increases the trust gap between citizens and government, as people consider the right to information to be fundamental to promoting transparency and good governance. On the other hand, educational content dedicated to promoting knowledge and anti-corruption attitudes suffers from a clear deficiency. This deficiency appears in the educational content being limited to the cognitive and theoretical aspect, which limits its positive impact on behaviors and attitudes towards the values and principles of transparency, integrity and accountability, which restricts students from fully understanding their role in combating corruption and enhancing their moral values in this regard. A group of factors and reasons contribute to the level of community participation in anti-corruption efforts and strengthening preventive measures, foremost of which is citizens' confidence in state institutions, the level of public awareness of the importance of combating corruption, its causes, its impact on people's lives, mechanisms for reporting it, and the role of public opinion makers in mobilizing community participation, access and access. Information in all sectors and fields and measures to ensure the protection of witnesses, whistleblowers, whistleblowers and their families, Finally, the extent to which public and higher education curricula and courses include knowledge related to corruption, its aspects, effects, and ways to combat it.

The third problem: weak immunity of institutions and weak commitment to governance and integrity standards in sectors related to their work.

The weakness of the organizational capabilities of institutions that manage public sector affairs is evident as one of the main challenges that hinder the fight against corruption and protect institutions and individuals from falling into suspicion of corruption. This weakness comes in light of deficiencies and gaps in the policy and legislative frameworks that would support integrity and achieve high levels of transparency and accountability, which limit the ability of these institutions to effectively engage in confronting corruption in Palestine.

The issue of the absence of policies supporting the application of transparency principles in Palestine constitutes an important challenge that greatly affects efforts to combat corruption and improve governance, as it clearly shows the limited effectiveness of relevant policies in enhancing transparency in the governmental environment and public institutions in Palestine. The Palestinian legal system suffers from a weak legislative policy framework that sets standards and directives to achieve transparency and integrity in institutions that manage public affairs, and a lack of resources and funding, which makes it unable to implement effective programs to enhance its role. Therefore, reforms in the field of combating corruption and promoting transparency are unsustainable.

The administrative structures in the institutions of the State of Palestine also witness overlaps and ramifications. This makes it difficult to determine responsibilities, which hinders efforts to enhance integrity and fight corruption and limits the ability to organize them effectively. Evidence of these interactions is the duplication of functions and responsibilities between different departments, especially in the presence of several bodies concerned with similar aspects of issuing legislation or implementing policies without sufficient coordination. Weak communication between government administrative agencies, which makes it difficult for officials to identify the needs of other sectors and interact effectively with them, and lack of clarity in the boundaries of powers and responsibilities between different government institutions and departments, which leads to a slowdown in decision-making, policy implementation, and response to rapid changes, and weak coordination between ministries

and government agencies. This weakens the effectiveness in achieving the goals of transparency and fighting corruption. Despite the creation of a set of oversight functions in most institutions that manage public affairs, the institutions have not put in place the necessary measures to activate the role of these functions or have not allocated the necessary resources to them, which is reflected in a tangible improvement in the quality of their services and their roles in organizing sectors, especially quality units and complaints units. Internal control, monitoring and evaluation, human resources management, grants and aid management, organizing the work of associations and civil society organizations, gender units. Despite the development of the role of media and investigative journalism in Palestine in the field of combating corruption, the interest of the press in this field is still limited for reasons related to the limited resources and human capabilities in the local media sector on the one hand, and the internal and tangible restrictions of this sector, with increasing fears of journalists for their safety. Palestinian institutions also lack effective systems to monitor and evaluate their performance, which hinders the achievement of the results expected from sectoral and institutional plans. This can be linked to a lack of investment in information technology and monitoring systems, which makes it difficult to achieve effective and sustainable development. Studies and opinion polls show slow progress in applying governance principles and standards of transparency and integrity in all sectors, despite the apparent progress in the level of services provided to citizens, which citizens attest to, especially in some sectors where people's demand for the services provided in them increases. We believe that the reason behind this slow progress is the failure of the Palestinian government to adopt comprehensive standards to enhance the principles of governance and standards of transparency and integrity. The national integrity approach is still unclear, and the implementation of corruption risk management as an institutional approach needs more work to realize its importance. The application of codes of conduct and the systems for disclosing conflicts of interest and gifts are not applied in a clear and systematic manner. The reports of the Financial and Administrative Control Bureau and the compliance report recently issued by the Bureau are not Accountability is done appropriately. As for compliance in the private sector, it is still weak due to weak follow-up on the application of the family business governance guideline, and there are reports indicating the great need to adhere to the principles of governance in joint-stock companies listed on the capital market. As for civil society, the role of the Ministry of Specialization in enhancing the governance of civil society organizations and charitable organizations is still weak, despite the presence of structures within the ministries concerned with follow-up with civil society. In addition to the clear weakness in the performance of the internal control, gender, complaints and quality units.

The weak immunity of public institutions and their weak role in anti-corruption efforts is due to a group of reasons and factors, most notably the system of special policies and legislation in protecting institutions, their employees, and society from corruption, and the organizational readiness of administrative structures in protecting institutions and individuals (units, quality, complaints units, internal control, Monitoring and evaluation, human resources management, grants and aid management, Regulating the work of associations and civil society organizations), and the participation of institutions and society in strengthening efforts aimed at preventing corruption and reporting suspicions of corruption and accountability, in addition to the effectiveness of coordination mechanisms and the exchange of experiences and knowledge between institutions and the role of the media and public opinion makers in societal accountability.

The fourth problem is that the efficiency and effectiveness of law enforcement regarding suspicions of corruption and the implementation of judgments do not meet the desired level

The responsibility for enforcing the law is entrusted to a group of institutions that constitute the pillars of Palestinian justice. Coordination, information exchange, complementary and consensual work, and interconnection of information constitute a major challenge in achieving consensual and integrative work in law enforcement.

The weakness of organizational preparedness in justice and law enforcement institutions is reflected in a number of deficiencies related to human resources, location, and procedures, especially the implementation of decisions to protect whistleblowers, witnesses, experts, informants, their relatives, and closely related persons. Weak investigation and investigation mechanisms and procedures.

Despite the positive improvement in the reality of law enforcement institutions by continuing to provide them with specialized cadres and increasing the members of the public prosecution specialized in combating corruption, as well as implementing many specialized training and meetings, these cadres still need to strengthen their capabilities in a specialized manner, especially those who hold the status of judicial officers in them, which will contribute. By improving coordination mechanisms between agencies working in the field of law enforcement in order to respond quickly to complaints.

Reports indicate a decline in the working days of the Corruption Crimes Court from five days to two days, accompanied by limited capabilities of the Anti-Corruption Commission in the field of reasoning, investigation, investigation, analysis, tracking, and managing financial disclosure statements to enhance the principle of accountability and provide law enforcement institutions with investigative techniques to keep pace with technological development. The reasons and factors that affect the efficiency and effectiveness of law enforcement regarding suspicions of corruption and the implementation of judgments in order to reach the required performance are attributed to the effectiveness of coordination between the agencies working in the field of enforcing the relevant laws in corruption crimes and the implementation of judgments, and the organizational readiness of law enforcement institutions (Pillars of justice) and the human capabilities of those who hold the status of judicial officers and law enforcement, and the mechanisms for following up with the competent authorities regarding the implementation of decisions to protect whistleblowers, witnesses, experts, informants, their relatives, and closely related persons, in addition to the mechanisms and procedures for investigation and investigation into suspicions of corruption and the implementation of judgments, and the role and effectiveness of the role of Arab and international cooperation in Activation in advancing anti-corruption efforts and activating Arab and international judicial cooperation.

2.3 Evaluation of achievements 2020-2023 and lessons learned.

The national cross-sectoral strategy to enhance integrity and combat corruption 2020-2023 identified four strategic axes, and the four axes included 4 strategic goals and 13 cross-sectoral results. The Anti-Corruption Commission and partners worked to implement a set of interventions and activities within the framework of the strategy despite the state of emergency declaration that accompanied the implementation phase of the strategy as a result of the Corona pandemic, which affected the programs of all institutions. This part reviews the most important achievements, progress made, and relevant lessons learned in the four axes of the strategy's work.

The first strategic goal is to strengthen preventive measures against corruption in Palestinian institutions that manage public affairs.

The efforts of the Authority and its partners focused on four cross-sectoral results to enhance preventive measures, foremost of which is adopting legislation that strengthens the anti-corruption environment, activating the regulatory tools and structures in institutions, protecting male and female workers in institutions and citizens from falling into corruption, and enhancing the effective participation of public institutions in efforts to strengthen the integrity and anti-corruption system. In the relevant sectors, and within this framework, the following achievements and progress have been achieved.

- Review and approve a group of relevant laws, such as the Elections Law, the preparation of the Civil Defense Law, the preparation of the Competition Law, and the preparation of the Franchise Law in addition to
- Approval of a set of relevant regulations, the whistleblower and witness protection system, by a decision of the Council of Ministers on 11/28/2019, and the issuance of Cabinet Resolution No. (1) of 2020 regarding the system for disclosing conflicts of interest on 1/27/2020, the issuance of Council of Ministers Resolution No. (10) For the year 2019, with the gift system on 8/19/2019
- A guideline for the Conflict of Interest Disclosure System No. 1 of 2020 was issued by the Anti-Corruption Commission on 7/29/2020. Evaluating the draft system of incentives and material and moral rewards for civil service employees, as well as preparing a proposal to amend the law on land and apartment transaction fees, and proposing a draft law for practicing the auditing profession.
- Issuing Council of Ministers Resolution No. (14) of 2020 regarding amending disciplinary investigation committees and issuing Council of Ministers Resolution No. (13) of 2020 regarding amendments to Executive Regulations (4) of 2009 related to criminal cases, the Prime Minister also amended and approved the system for recruiting experts and filling positions to carry out temporary work and seasonal temporary jobs for the year 2021 to be compatible with the Civil Service Law, in addition to with regard to developing systems and procedures for promotion and appointment to occupy senior category positions. The General Personnel Office has completed work on completing job description cards for categories. The positions (undersecretary, assistant undersecretary, general manager) in addition to a description of all the cards for the higher categories with the organizational structures that have been completed, as all the cards have been published on the organizational structures.
- The Land Authority was able to prepare new cards for new titles such as: (encroachment control officer/state property, land registration auditor/registration departments, property inspector card amendment, real estate appraiser/registration, assistant registration officer, real estate assessment officer).
- The General Personnel Council completed job description cards for the internal control units for these units, and also prepared a procedures manual for them and placed employees in these units, in addition to developing job description cards for the gender units and organizing workshops on the work of the units, in addition to supporting the complaints units by providing a computerized complaints system. Available to citizens, complaints are received and processed on an ongoing basis, in addition to using the central government computerized system prepared by the General Department of Complaints in the Council of Ministers to receive and follow up on complaints, as hundreds of complaints (13,017 complaints) are received during the year 2022.
- The military sector has completed the development of systems and the formation of units for internal control and complaints, such as the Military Intelligence Service, the Customs Police

Service, and the Security Forces Code of Conduct, which is distributed and circulated to members of the security services.

- National efforts continued to raise awareness and develop the performance of public sector employees, with the participation of 30,000 employees on the amended code of conduct, as well as the participation of 2,000 employees on transparency, integrity and anti-corruption, as well as the participation of 50 civil society organizations in qualification programs in the field of good administration and governance, in addition to the presence of the code of conduct and ethics. To all actors in the Palestinian sports movement. Codes of conduct and ethics for sports federations as part of the system of international sports federations.

- On the other hand, the Authority and its partners continued to implement corruption risk studies and form compliance committees around these studies and the reports they produced, as many studies were completed, which had the impact of shedding light on preventive measures and revealing procedural or legal gaps in order to develop a plan to enhance integrity and governance in all matters. From the following institutions (the Ministry of Justice, the Ministry of Endowments and Religious Affairs, the Ministry of Education, the Ministry of Social Development, and the Supply and Equipment Authority), in addition to a specialized study of the quota system and commodity lists as a preventive means and also a study to frame the relationship between the Land and Water Settlement Authority and local authorities, a study entitled Integrity in Digital Transformation in Palestine, completing and discussing a study of internal control policies in local bodies, completing a corruption risk report in the Ministry of Interior, forming a compliance committee in the Land Authority and the Ministry of Health for completed studies, and preparing a guide for tools to evaluate how to manage corruption risks in the Palestinian public sector.

- Continuing national efforts to raise awareness and develop the performance of public sector employees, with the participation of 30,000 employees on the amended code of conduct, as well as the participation of 2,000 employees on transparency, integrity and anti-corruption, as well as the participation of 50 civil society organizations in qualifying programs in the field of good administration and governance.

- The cumulative number of declarations received by the Authority from taxpayers subject to the provisions of the law, from the beginning of the assignment of subject entities in 2012 until the end of 2022, amounted to a total of (66,951) declarations.

The second strategic goal is to activate community participation and accountability in the fight against corruption

The efforts of the Commission and its partners to reach a better level of community participation and accountability in the field of anti-corruption focused on four cross-sectoral results: First, including educational curricula in educational institutions in the integrity and anti-corruption system, activating national, local, feminist, youth, and social initiatives in holding officials accountable, and strengthening the role of the media and industry. Opinion on anti-corruption efforts, and enhancing the involvement of civil society institutions in efforts to strengthen the integrity and anti-corruption system.

- Strengthening national partnerships to implement the national strategy by signing 74 joint memorandums of understanding to contribute to strengthening the efforts made in disseminating the concepts of integrity and anti-corruption, and also contributing to increasing the methods of receiving complaints and reports and submitting requests for the authority's protection, and completing building strategic relationships between partners to implement the national strategy.

- Strengthening the tools for submitting complaints and reports, which led to an improvement in the number of complaints and reports and also to the involvement of various sectors in the fight against corruption. The Authority continued to follow up on complaints and reports received, as 3,915 complaints and reports were followed up and 97 protection requests were received, 21 of which were accepted. • Follow up with partners by corresponding with relevant authorities to send reports on the extent of progress in implementing activities related to the content of the national strategy. Reports have also been completed for 13 programs that were built to implement the national strategy.

- Embedding the university and school education sector with the values of integrity and anti-corruption, through awareness programs, extracurricular activities and competitions that created broad knowledge among university students, engaging in training for a number of educational leaders and teaching the authority to implement initiatives and activities in universities. The concepts of transparency, integrity, and anti-corruption were included in school curricula from the fifth to twelfth grades, and courses on anti-corruption were offered in 12 Palestinian universities and 16 colleges, and a competition was implemented for university and college students, and we reached the Gaza Strip by working on teaching the anti-corruption course, challenges and solutions. For the students of Al-Quds Open University in all its branches and the launch of the Master's program "Governance and Anti-Corruption" in partnership with An-Najah University. The number of students registered in anti-corruption courses from 2017 reached 18,709.

- Printing the Anti-Corruption Law No. (1) and its amendments in Braille.

- The number of followers on the Authority's website reached 2,632,964 followers and the number of followers of the Facebook page reached 36,000 followers. We are also working on broadcasting television episodes,

The third strategic goal is to enforce the law and prevent impunity

Within the framework of its goal of strengthening law enforcement and preventing impunity, the Commission and its partners sought to reach three cross-sectoral results. The first result relates to strengthening the Palestinian legislative system for law enforcement in accordance with the International Convention against Corruption, and the second result is activating the procedures of evidence, investigation, investigation and litigation in law enforcement institutions. The results are: The third is to strengthen society's confidence in the capabilities of law enforcement and corruption reporting institutions. Within the framework of the three results, the following achievements and progress were achieved:

- Law enforcement institutions received and processed 3,915 complaints and reports during the last three years.

- Issuing a system for the protection of whistleblowers, witnesses and experts, according to which protection was provided for 21 requests out of 97 requests submitted. .

- Establishing a general department for complaints and reports and providing it with specialized cadres and developing their capabilities, as well as increasing the staff in the general investigation department of the Anti-Corruption Commission.

- Increasing the number of prosecutors specialized in combating corruption. Specialized training programs and meetings were also implemented to enhance the capabilities of workers in law enforcement institutions, in addition to an improvement in the framing of coordination mechanisms between the police, security services, and the Anti-Corruption Commission.

- Completing work to enhance community confidence in law enforcement capabilities through developing and implementing training programs for media departments in law enforcement institutions, building the capabilities of the institutions' personnel to deal in the media with corruption cases, implementing a number of media activities in particular, and completing a procedures manual for • Increasing the number of tax officials, defining their powers, providing them with a stimulating environment that guarantees their protection, increasing the number of specialized judges designated to examine settlement cases, including training materials related to law enforcement in the training curriculum of the Military Intelligence Service, and preparing a guide and a set of instructions for the authority that takes into account gender specificity in dealing with what Complaints are submitted to the Authority in the investigation, investigation, and protection granting processes, and the first phase of a computerized complaints system is completed
- Forming a joint committee between the contact points entrusted with carrying out communication and communications operations in order to coordinate joint work with the police, General Intelligence, Preventive Security, and Military Intelligence.covering court sessions.
- The total number of cases registered with the Corruption Crimes Prosecution from 2010-2022 amounted to a total of (774) investigative cases. (512) investigative cases were completed, of which (295) an investigative case was referred to the Corruption Crimes Court. And (163) investigative cases were filed. (39) investigative files were dealt with by referring them to the district public prosecution offices due to lack of jurisdiction, and (15) investigative cases were joined to other investigative cases, and (262) investigative cases are still under investigation.
- The total number of interested persons referred to the Corruption Crimes Court from 2010 until the end of 2022 was a total of (654) accused, and the number of investigation files that were referred to the Public Prosecution from 2020-2022 was 352 files. The value of the proceeds of crime seized in liquid money from the year 2010 until the end of the year 2020 amounted to 96,120 dinars, 53,153,669 dollars, 25,383,342 shekels, 227,468 Egyptian pounds, and 8,864,341 UAE dirhams, and the value of the amounts recovered was 70,325 dinars, and 5,121,231 dollars. And 3,707,527 NIS.

The fourth goal is to strengthen regional and international cooperation in the areas of combating corruption

In order to enhance regional and international cooperation in the areas of anti-corruption, the Commission and its partners worked on a set of interventions to reach, first, effective regional and international judicial cooperation and activate the role of the State of Palestine in regional and international forums, networks, and bodies related to combating corruption and exchanging experiences with them. In this axis, the following achievements and progress were achieved :

- Active participation in conferences, workshops, courses, study and advisory visits, and Arab, Islamic and international meetings, which reflected positively on the national parties in implementing the strategy, especially law enforcement institutions.
- Reviewing the implementation of Chapters Two and Five in 2019 by the State of Palestine on the United Nations Convention against Corruption, which it acceded to in 2014. In 2015, it reviewed Chapters Three and Four.
- The State of Palestine has also joined the Arab Convention on Money Laundering and Terrorist Financing and the Arab Convention against Corruption, and is a member of the

Middle East and North Africa Financial Action Task Force (MENAFATF), the Arab Network for Promoting Integrity and Combating Corruption in Arab Countries, and the Global Operational Network for Concerned Law Enforcement Authorities. Anti-Corruption (GLOBE), Network of Corruption Prevention Authorities (NCPA) and the Mecca Convention on Anti-Corruption Law Enforcement Bodies in the Organization of Islamic Cooperation countries, and also participates in the working groups of the Conference of States Parties to the United Nations Convention against Corruption.

- Concluding bilateral cooperation agreements in the field of combating and preventing corruption, as seventeen memorandums of understanding were signed with regional and international countries.

- In light of the current Palestinian challenges, the Palestinian Anti-Corruption Commission plays a vital role in trying to achieve integrity and combat corruption. The implementation of its strategy for the period from 2017 to 2023 was an important step towards building a fair environment. By analyzing the results and experiences, we present five lessons that the Anti-Corruption Commission learned, which reflect its experiences and challenges in the field of combating corruption in the Palestinian reality. We will review these lessons in brief, highlighting their interrelation with the previous strategic plan (2017-2023) and the transformations that these lessons impose for the coming period (2024-2029).

- Lesson learned 1: Strengthening legislation and updating it periodically remains a priority for strengthening the integrity system and combating corruption in Palestine: The Commission and its partners in the justice sector have succeeded in developing the legislative system in a way that contributes to strengthening the national integrity system and enabling the fight against corruption. However, it appears that existing legislation is still suffering. There is some fragmentation and lack of uniformity, which hinders effective efforts to combat corruption. Also, some legislation still needs to be developed and introduced to ensure that the State of Palestine implements its international obligations in the International Anti-Corruption Convention, to which the State of Palestine has acceded, which will strengthen the Anti-Corruption Commission's countries and partners to increase the power of deterrence, effectively address corrupt behavior, and improve the environment of integrity.

- Lesson learned 2: Strengthening community awareness requires more efforts from all partners: It is clear from the Palestinian context that lack of awareness of the dangers of corruption hinders efforts aimed at eliminating it. By enhancing community awareness, the Anti-Corruption Commission and its partners were able to stimulate interaction and partnership with the public, but awareness-raising efforts are still incomplete and need to be developed. Improving community awareness was one of the pillars of the previous strategy, through awareness and education campaigns. But analysis of the strategy's implementation showed that efforts were insufficient to achieve overall impact. Therefore, the interconnectedness is evident in enhancing awareness-raising efforts in the future strategy to achieve greater impact. Public awareness can promote movement towards a society that recognizes the importance of integrity and contributes to the fight against corruption.

- Lesson learned 3: Strengthening international cooperation is a basic requirement to support anti-corruption efforts: In light of the Palestinian challenges, it is clear that international cooperation enhances the Commission's ability to confront cross-border corruption challenges. The authority should intensify cooperation with international bodies to improve competencies and receive the necessary technical support. The previous strategy touched on the importance of international cooperation as a means to improve the fight against corruption. However, the evaluation revealed that there is a need to further intensify and expand the scope

of international cooperation, which calls for a continued commitment to strengthening this cooperation to effectively confront the challenges of corruption.

- Lesson learned 4: Promoting transparency and accountability in the work of all institutions requires agreement on national standards of integrity: Palestinian challenges show that weak transparency and lack of accountability contribute to the continuation of corruption. By enhancing transparency and intensifying accountability efforts, the Authority contributes to improving the performance of institutions and creating a cooperative environment based on the principles of integrity. Improving transparency and accountability was prominent in the previous strategy. Although there has been some progress, challenges remain. The interconnection between this lesson and future work is the need to continue focusing efforts on these two aspects to enhance the effectiveness of anti-corruption efforts.

- Lesson learned 5: Strengthen partnerships with institutions active in all sectors: By strengthening cooperation with civil institutions, the Anti-Corruption Commission can improve its ability to achieve impact and increase transparency. This cooperation allows the exchange of information and experiences, and enhances civil society participation in the fight against corruption. Cooperation with civilian institutions was an important part of the previous strategy. Although there is a will to cooperate, there are gaps that can be strengthened. The interconnectedness is evident in the continued focus on building strong and effective partnerships to ensure an effective role for civil society in the fight against corruption.

2.4. The Authority's readiness to lead national efforts to combat corruption and strengthen the national integrity system.

The Anti-Corruption Commission was established pursuant to Decree Law No. (7) of 2010 amending the Illegal Gain Law No. (1) of 2005 and its amendments. The law stipulated the establishment of an Anti-Corruption Commission and its head was appointed in 2010. In accordance with the law and the powers assigned to the Commission, it worked The Commission, as an administratively and financially independent institution, has a legal personality entrusted with preparing the national cross-sectoral strategy to combat corruption and leading national efforts to implement it with the rest of the official, civil and private institutions, and drawing up the general anti-corruption policy in cooperation with relevant authorities and developing the necessary plans and programs for its implementation, as the Commission previously approved. Three national strategies since 2012, with active participation with all parties implementing the strategy

In implementing its obligations, tasks, and the role assigned to it, the Authority relies on the Anti-Corruption Law and supporting systems such as the gifts system, the system for protecting witnesses, whistleblowers, and experts, which were approved during the year 2019, and the conflict of interest disclosure system, which was approved during the year 2020. The Authority has been able in the past four years to strengthen its organizational and institutional structure to fulfill its obligations efficiently and effectively and achieved the following progress:

- Developing and modernizing the organizational structure so that it becomes responsive to the requirements of implementing the national strategy and the Authority's strategy, as the organizational structure of the Anti-Corruption Authority was approved on 9/21/2020 by the Council of Ministers, which is represented by the presence of a Chairman of the Authority, a Vice-Chairman of the Authority, and three legal advisors reporting to the Chairman of the Authority, There are 7 general departments and 6 units. This was followed by the preparation and approval of job description cards for the category of department head and above, and the completion of procedure manuals for all of the Authority's operations.

- Establishing a new headquarters for the Authority with the aim of providing a suitable work environment for employees, equipped with the latest devices, technologies, and means of occupational health and safety, and with optimal use of space, taking into account the privacy of the work of the various departments, the most important of which are law enforcement departments, by providing special rooms for submitting complaints and reports, and investigation rooms equipped with the latest modern technological investigation tools, taking into account the privacy of the type. Social security and providing a safe and appropriate environment to receive protection requests. The number of the Authority's employees reached 118 experienced and competent male and female employees with high academic qualifications, who work within the Authority's three budget programs (43 employees in the Law Enforcement and International Cooperation Program, 56 employees in the Administrative Program, 21 employees in the Integrity and Preventive Measures against Corruption Program).
- The Authority completed a study of the Authority's technical support and capacity building needs during the year 2021, and developed a training plan for the Authority's employees in order to provide specialized training commensurate with their specializations. The Authority was also able to review the applicable policy in recruitment and promotion and ensure that it takes into account equal opportunities and experiences. The authority's employees were prepared, approved, and trained to sign a code of conduct that took gender into consideration.
- The Authority was able to prepare unified work procedures, or appoint a committee to manage quality risks and combat bribery, and another committee to manage employee and public complaints. Both committees issue periodic reports, and a Planning and Budget Committee was formed. The Authority approves the program budget and prepares annual purchasing plans. A committee was also formed. Another is to manage the systems for disclosing conflicts of interest and gifts. The Authority also continued to appoint an external auditor and opened its doors to the audit of the Office of Financial and Administrative Control.
- The Authority worked to automate the correspondence system that was activated and now saves the Authority's staff and the Follow-up and Coordination Department time, effort, and efficiency in passing correspondence. In order to ensure the security of information issued and received by the Authority, the use of external means of communication was regulated and correspondence was controlled through the use of the Authority's official email. On the other hand, new servers were prepared for interconnection between the Anti-Corruption Commission and official institutions in the country, and interconnection was made with a number of institutions such as: the Ministry of Interior (Civil Status/Charitable Societies), the Ministry of National Economy, The Ministry of Transport and Communications, and the fields and data required for linking with the Ministry of Higher Education have been identified, as the interconnection process is an ongoing process. The financial disclosure system has also been linked to the databases of the subject entities as needed.
- Preparing and approving an information security policy. A number of employees of the General Administration of Information Technology received training in the field of evaluating the quality of information technology services, participated in a training course related to the firewall (Sophos), and an evaluation of information technology policies and plans was conducted. However, there is still a need for a periodic external evaluation of information security in the Authority and adherence to the international standard for information security.
- A secure, gender-sensitive investigation room was allocated in the new building, and part of the electronic evidence collection and analysis laboratory equipment that was planned to contribute to achieving this result was received. A computerized program was also prepared for investigation procedures to follow up on complaints and reports in the investigation and

initial investigation stages. An electronic program has also been developed to follow up on the Authority's strategy into practice, and operational reports are being completed on this system, but with weak commitment by department

- Completing the gender audit, as the report came up with recommendations that highlight the Authority's strengths and the extent to which it takes gender into consideration in its work and internal environment and comes up with recommendations to improve the Authority's role in gender equality. A proposal (detailed plan) was prepared to implement the recommendations emerging from the gender audit. A committee was formed from the Anti-Corruption Commission, the Independent Commission for Human Rights, and the Ministry of Women's Affairs to review all of the commission's work procedures. The review was initiated, the law enforcement group was completed, and the review is being completed for the rest of the work procedures and units.
- Preparing thirteen programs to implement the strategy and appointing coordinators from the Authority to follow up on the implementation of these programmes, of which the media sector and civil society received a share. The Authority worked to develop a matrix to track achievement and conduct evaluation at the level of results, outputs and activities.

Gaps and shortcomings in the organizational structure of the Anti-Corruption Commission

- There is still a need to complete the preparation of job description cards for job categories below the head of the department (support categories and service categories), and a guide to conducting performance oversight.
- Failure to complete the monitoring and evaluation system for the national cross-sectoral strategy to enhance integrity and combat corruption and establish the National Observatory for Integrity and Anti-Corruption Indicators.
- Not adopting the preparation of performance evaluation forms for all job categories and a fair rewards system that stimulates productivity and excellence among its employees
- Gaps and problems in the system for the Authority's employees and failure to approve a revised administrative system for the Authority
- Deficiencies in the training provided to the Authority's staff according to the training plan
- Failure to activate the internal control unit
- Incomplete accreditation of services and functions, and the Authority's electronic page is still inactive, and the incomplete automation of the central archive system, the committee work management system, and the quality and bribery risk management system.
- The requirements for joining the international standard for information security have not been completed

The Anti-Corruption Commission will continue to build its institutional and organizational readiness to be able to lead national and international efforts to achieve a more honest and transparent society. To this end, the Commission will work first to ensure that efforts to enhance governance and combat corruption are integrated into the policies of national institutions and their work programs, and to adopt tools and means to improve its performance and effectiveness in providing services to citizens in accordance with its mission that is consistent with its mission specified by law: "An independent national institution that leads national efforts to combat corruption to protect society and public money from the dangers of

corruption, to prosecute its perpetrators, to promote the principles of transparency and the values of integrity and good governance and Palestine's presence in international forums."

The Commission seeks to implement the policies and competencies included in the Anti-Corruption Law and the UN Convention to which Palestine has signed; The Commission believes that its main tasks and tools stem from: law enforcement, awareness-raising, preventive measures and international cooperation, all of which revolve around the guarantees and objectives of "prevention and prevention of impunity" in order to reach a strong, empowered and exemplary anti-corruption body in its construction and the effects of its work, provided that it is strengthened. Integrity, transparency and anti-corruption are everyone's responsibility.

Section Three- National Cross-Sectoral Vision and Priorities for Promoting Integrity and Combating Corruption

3.1. Towards a fair and anti-corruption Palestinian environment to achieve a Palestinian society free of corruption

The State of Palestine seeks to combat corruption, reduce its various manifestations in Palestinian society, address its causes, prevent it, and activate the societal culture that rejects it, in partnership between official national and societal institutions and cooperation with the international community, through establishing national policies, serious preventive and supervisory measures, and prosecution and accountability. It is effective in achieving general deterrence of corruption in all its forms and preventing impunity. We believe that our work in combating corruption comes in the context of the long struggle undertaken by the Palestinian people and that it reinforces what they have provided from the nation's martyrs, prisoners and the best Palestinian fighters against the occupation, oppression and injustice to which the Palestinian people are exposed at the hands of the occupying state, and we believe that our struggle will contribute to achieving our national rights. The fixed principles, foremost of which are the right of return, self-determination, and the establishment of the Palestinian state with its capital, Al-Quds Al-Sharif, will end a dark era in the history of our people, whose resources have been subjected to the greatest theft in history by a state claiming democracy. In our work, we will take into account what is stated in the Basic Law regarding guaranteeing public and personal rights and freedoms of all kinds, in a way that achieves justice and equality for all without discrimination, and with regard to the principle of the rule of law, and achieving balance between authorities for the sake of the supreme national interest.

The President of the State of Palestine supports us in words and deeds, as he constantly urges us to make more progress and achievement in reducing corruption and recovering assets." ... No one should be excluded. This means that whoever practices corruption, whoever he is, does not have a feather on anyone's head from the top of the pyramid to the bottom, and I told him not to have mercy on anyone. If you receive a complaint against any person, it must take its course until it ends either in court or in court. Innocence and we must fight this scourge, and thank God we were able to some extent to succeed or succeed a lot in that." From the statements of the President of the State of Palestine, during the opening of the conference on enhancing the role of the private sector in governance and anti-corruption efforts, December 8, 2018.

Our values, derived from the culture of the Palestinian people and the Arab nation, and the values of humanitarian principles, constitute a basic reference for our decisions, positions, and actions at home and abroad, and we are certain that eradicating corruption and achieving well-being and dignity of life for all will not be achieved without all of us adhering to the system of

national and humanitarian values, foremost of which is courage, integrity, patience, professionalism, and the value of the homeland first. The rule of law and participation for all. We will all work, within the framework that the homeland is for all, to ensure the participation of everyone in the fight against corruption and its eradication, women and men, male and female farmers, male and female workers, young and old, the disabled, the sick and the healthy, residents of villages, neighborhoods and camps, and we will not forget our brave prisoners as well.

3.2. National cross-sectoral priorities to enhance integrity and combat corruption

The Anti-Corruption Commission will work, within the framework of its interest in leading national efforts towards the common national vision for enhancing integrity and combating corruption, to ensure the mobilization of national and international efforts, including human, material and financial resources, to ensure the intensification and integration of all efforts towards the following set of national priorities, which have been agreed upon with all partners who have been agreed upon. Their consultation in preparing this strategy based on the joint analysis of the reality of the sector contained in the previous section of this document:

Priority 1: Strengthening national legislation regarding preventive and anti-corruption measures in accordance with the United Nations Convention against Corruption and national priorities.

1. Professional diagnostic studies and reports on the reality of relevant national legislation in governance, integrity and anti-corruption, identifying deficiencies and the impact of current legislation on governance, integrity and anti-corruption.
2. Preparing a legislative policy supported by a binding legislative plan for the legislative brigades related to the national system of integrity and criminalizing the prosecution of corruption.
3. Continuous dialogue between the relevant parties in the legislative system includes all relevant national parties.
4. Building capabilities and qualifying qualified human resources in reviewing and formulating legislative policies, legislative project proposals, and drafting legislation.

The second priority is enhancing the performance of law enforcement institutions regarding suspicions of corruption and implementing the rulings issued

1. Framing coordination mechanisms between agencies working in the field of law enforcement regarding corruption crimes
2. Raising the organizational readiness of law enforcement institutions (pillars of justice)
3. Building the human capabilities of those who hold judicial police and law enforcement status
4. Developing mechanisms in the competent authorities regarding the implementation of decisions to protect whistleblowers, witnesses, experts, informants, their relatives, and closely related persons.
5. Activating tools to implement systems for disclosing conflicts of interest and gifts
6. Developing existing mechanisms and procedures in the field of investigation and investigation to keep pace with developments, including technological developments
7. Arab and international cooperation measures and agreements to advance anti-corruption efforts and activate Arab and international judicial cooperation.

The third priority is to strengthen institutions that manage public affairs and enhance their role in disseminating governance and integrity standards in the sectors related to their work.

1. Adopting national integrity standards in accordance with best practices and the national context.
2. Effective application of codes of conduct in institutions that manage public affairs
3. Including the integrity and governance system in the sectoral and cross-sectoral plans of official institutions, civil society institutions, and representative institutions of the private sector.
4. Strengthening governance measures for civil society institutions, private sector institutions, non-profit companies and cooperatives
5. Training and qualifying workers in institutions that manage public affairs on national integrity standards
6. Activating procedures to reduce conflicts of interest in holding senior positions between the public and private sectors
7. Adopting the Integrity Document in Public Procurement
8. Enhancing the participation of gender units in government departments in national efforts to enhance gender-based integrity and transparency
9. Follow up on compliance with standard operating procedures manuals in all government departments
10. Activating corruption risk management in institutions
11. Activating internal control in government departments and local bodies
12. Implementing International Standard No. 37001 on combating bribery.
13. Review and evaluate the interconnection and the effectiveness of sharing data through it and the extent of its impact on enhancing integrity and transparency in providing services.
14. Issuing reports on including sectoral and cross-sectoral plans and work programs for the purposes of transparency and anti-corruption in Goal 16
15. Implementing a participatory approach and transparency in preparing public budgets, publishing and disclosing them
16. Enhancing the transparency of sources of financing election campaigns at various levels
17. Making available and disseminating the integrity and anti-corruption indicators observatory data
18. Completing the construction of the electronic system in government departments and including standards of transparency and integrity
19. Activating coordination mechanisms and exchanging experiences and knowledge between institutions in the field of integrity and governance standards
20. Strengthening the work mechanisms of complaints units and their follow-up by relevant parties
21. Develop monitoring and evaluation mechanisms as a reference for community accountability
22. Strengthening special measures in managing international grants and aid in a manner that takes into account integrity standards
23. Strengthening regulatory and oversight measures for civil society organizations and non-profit partners

The fourth priority is community participation in anti-corruption efforts

1. Public awareness campaigns on the importance of combating corruption, its causes, its impact on people's lives, and mechanisms for reporting it are limited.

2. Inclusion in public and higher education curricula and courses of knowledge related to corruption, its aspects and effects, and ways to combat it.
3. Activating current measures to protect witnesses, whistleblowers, whistleblowers and their families.
4. Include the work of media institutions in programs and interventions that support national efforts to enhance integrity, transparency and governance
5. Developing media work in the field of investigative journalism and solutions journalism in the field of combating corruption
6. Developing the capabilities and skills of specialized employees in the media departments of law enforcement institutions in the areas of professional media related to corruption cases.
7. Student initiatives and class (extracurricular) activities (competitions, workshops, meetings) in universities and colleges
8. Activating the role of the media and public opinion makers in societal accountability and the production of knowledge and investigative reports
9. Enhancing the participation of institutions and society in enhancing efforts aimed at preventing corruption, reporting suspicions of corruption, and ensuring accountability
10. Building media coalitions at the national level in the field of promoting the values of integrity and preventive measures.

The fifth priority is to strengthen relevant Arab and international cooperation agreements and tools in combating corruption and exchanging knowledge and information

1. Strengthening the role of the State of Palestine in the Conference of States Parties to the Arab and International Anti-Corruption Conventions
2. Strengthening the role of the State of Palestine in Arab, Islamic and international forums, networks and initiatives related to transparency, integrity and combating corruption.
3. Activating tools for exchanging experiences and best practices at the Arab and international levels related to combating corruption
4. Building the capacity of relevant institutions and bodies to follow up on conviction decisions in corruption cases, extradition requests, and mutual legal assistance.
5. Strengthening policies and coordination between national parties and states in the field of implementing conviction decisions in corruption cases, extradition of criminals, recovery of proceeds of crime, and extradition of criminals.

The sixth priority is enhancing the organizational readiness of the Anti-Corruption Commission to fulfill its obligations

1. Completing and updating the Authority's functional structure in accordance with national priorities and the accompanying update on human resources management functions
2. Completing the monitoring and evaluation system for the national cross-sectoral strategy to enhance integrity and combat corruption
3. Establishing the National Observatory for Integrity and Anti-Corruption Indicators.
4. Approving the system for the Authority's employees
5. Building the capabilities of the Authority's staff according to the updated training plan
6. Activating the internal control unit
7. Completing the crediting of services, jobs, the authority's electronic page, a central archive system, the committee work management system, and the quality and bribery risk management system.

8. Completing the requirements for joining the international standard for information security has not been completed

3.3 Coordination mechanisms to enhance roles and responsibilities and exchange knowledge between partners

1. Forming a national team to supervise the implementation and evaluation of the national cross-sectoral strategy to enhance integrity and combat corruption:

The Anti-Corruption Commission seeks to take a high-level decision to form a national team to supervise the implementation of the strategy, so that the team includes a group of experts and specialists in the field of anti-corruption, reform and good governance from among the main partners in implementing the strategy from the official parties of the main ministries and public administrations - and it has been decided. Taking into account that they are among the parties entrusted with planning and occupying positions related to decision-making - in addition to representatives of civil society organizations, including civil society organizations, media, and human rights institutions. The team also included representatives of the private sector. The Anti-Corruption Commission will head the national team, which will mainly work on:

- Supervising and coordinating the preparation of annual plans for partner institutions to ensure their consistency and inclusion of what is stated in this strategy.
- Follow up on including activities and efforts to strengthen the integrity and anti-corruption system in sectoral and cross-sectoral plans and budget programs for all sectors.
- Review all reports related to implementation submitted by the implementing parties, including those related to sectoral challenges and recommendations, with the aim of examining consistency, integration, and comprehensive coverage of all topics and issues related to enhancing integrity and combating corruption, and ensuring that there are no overlaps that would hinder the process of implementing the plan.
- Supervising the holding of a national workshop annually to present its annual report on the strategy implemented, the results achieved, the impact achieved, and the challenges and obstacles that were recorded, as a form of accountability for the national team and the parties involved in implementing the strategy on the one hand, and to increase the transparency of the procedures and activities implemented. And evaluate it, the obstacles it faced and suggest solutions to overcome them, while addressing the financial situation that covers its activities in the coming year and how public money was spent on implementing the plan in the past year.
- Develop recommendations to responsible authorities to adopt policies and measures to strengthen the integrity and anti-corruption system in accordance with national priorities.

Integrity and Anti-Corruption Sector Working Group: The Integrity and Anti-Corruption Sector Working Group is the designated body designed to strengthen technical coordination between the international community and the State of Palestine in order to avoid duplication or overlap in activities and the anti-corruption course of action in the process of planning and implementing programs to prevent and combat corruption. The group works as a forum for coordination and exchange between both donors and the Palestinian government on relevant issues in monitoring and preventing corruption, in accordance with the directives of the Palestinian Anti-Corruption Commission and close coordination with relevant national institutions.

The group consists of the Palestinian Anti-Corruption Commission (Group Chair), the European Union (Vice-Chair), technical advisors from UNODC and Europol, international organizations and donors actively engaged in anti-corruption and governance work, and Palestinian governmental institutions (Ministry of Justice and Ministry of Economy). National Bank and the Ministry of Local Government) and civil society organizations (Aman and Shams)

The group meets as appropriate but at least four times a year. It is possible for the President to invite representatives from ministries or individuals to attend specific meetings as observers and/or if they can provide useful input to the ongoing discussions. Appropriate arrangements will also be made as required by the Corona pandemic, with the possibility of holding meetings virtually.

Section Four, the strategic path of the national cross-sectoral strategy to strengthen governance and combat corruption

In determining the components of the strategic path, the Planning and Budgeting Team based on a set of criteria based on the results of the previous strategy evaluation, analysis of the current situation, lessons learned, the United Nations Convention against Corruption, and Goal 16 of the United Nations Sustainable Development Goals. The process of choosing the strategic path was also based primarily on the national vision and priorities that were agreed upon between the partners, the availability of human, material and financial resources to the partners and the scope of their work and responsibilities.

The first axis: criminalization and prosecution

Strategic goal: Effective prosecution of perpetrators of corruption crimes in order to prevent impunity

Policy Interventions	Results Indicators	Results
Policy Intervention 1: Review and submit drafts to review relevant laws in criminalizing and prosecuting perpetrators of corruption crimes. Policy intervention 2: Preparing a Palestinian law for international judicial cooperation	The number of laws .1 .1 that were adopted or amended according to the proposals submitted by the .relevant parties	Result 1.1. A national legal system that strengthens efforts to prosecute perpetrators of corruption crimes
Policy intervention 1: Strengthening coordination mechanisms between agencies working in the field of enforcing relevant laws in corruption crimes Policy intervention 2: Strengthening the human capabilities of those holding judicial and law enforcement status Policy Intervention 3: Strengthening the roles of competent authorities in implementing decisions to protect whistleblowers, witnesses, experts, informants, their relatives, and closely related persons. Policy intervention 4: Developing existing mechanisms and procedures in	1. The number of procedures and measures that have been adopted by law enforcement institutions to increase the efficiency and effectiveness of the law enforcement system 2. The percentage of increase in the completion of cases registered with the Corruption Crimes Prosecution 3. The percentage of increase in the number of people accused of corruption crimes 4. The percentage of consistency of court decisions	Results 1.2. Efficiency and effectiveness of the law enforcement system with regard to criminalizing corruption and prosecuting criminals

the field of investigation and investigation Policy Intervention 5: Establishing a forensic laboratory to combat corruption crimes and preparing a regulatory framework	with the results of the Commission's investigations 5. The value of the Germanic proceeds adjudicated The value of recoveries of .6 convicted proceeds of crime	
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The second axis: collective responsibility and prevention

The second strategic goal: strengthening collective responsibility in preventing corruption

Policy Interventions	Results Indicators	Results
<p>Policy intervention 1: Develop a public policy of national standards that enhance integrity in institutions that manage public affairs, with broad participation and based on lessons learned.</p> <p>Policy intervention 2: Complementing and amending special legislation to enhance governance and integrity in institutions that manage public affairs</p>	<p>1. Number of laws that were amended/incorporated/adopted that enhance transparency, integrity and governance</p> <p>The number of participating .2 institutions that signed their commitment to national integrity standards</p>	<p>Result 2.1. Adopting effective national policies and legislation in strengthening the national integrity system</p>
<p>Policy Intervention 4: Effective measures to enhance the readiness of the organizational and institutional structure to adhere to national standards for the integrity system and support anti-corruption efforts in the local government sector</p> <p>Policy Intervention 5: Effective measures to enhance the readiness of the organizational and institutional structure to adhere to integrity standards in civil society institutions</p> <p>Policy Intervention 6: Effective measures to enhance the readiness of the organizational and institutional structure to adhere to national standards for the integrity system and support anti-corruption efforts in the cooperative sector</p> <p>Policy Intervention 7: Effective measures to strengthen the readiness of the organizational and institutional structure to adhere to national standards for the integrity system and support anti-corruption efforts in international aid.</p> <p>Policy intervention 8: Protecting human resources from falling under</p>	<p>1. The percentage of increase in institutions' commitment to national integrity standards.</p> <p>2. The number of measures adopted by partner institutions that are related to strengthening their relevant organizational and institutional readiness in the national integrity and anti-corruption system.</p> <p>3. The number of cadres in institutions that have been trained on integrity standards.</p> <p>4. The number of activities and participants that were implemented by partner institutions within the framework of their work including issues of disseminating integrity standards in their sectors of work.</p> <p>5. The number of institutions that have adopted a corruption risk management approach in their work.</p> <p>6. The percentage of increase in handling complaints submitted and the percentage of increase in the number of complaints.</p> <p>The number of public services .7 whose work manuals have been developed and digitized is the number of manuals, not services, as they are work procedures that do not</p>	<p>Score 2.2. Enhanced institutional and organizational readiness to meet national integrity standards and be effective in combating corruption</p>

Policy Interventions	Results Indicators	Results
<p>suspicion of corruption and engaging in anti-corruption efforts</p> <p>Policy intervention 1, effective measures to enhance the readiness of the organizational and institutional structure for compliance in the national integrity system and support anti-corruption efforts in the civilian public sector</p> <p>Policy Intervention 2: Effective measures to enhance the readiness of the organizational and institutional structure to adhere to national standards for the national integrity system and support anti-corruption efforts in the security sector</p> <p>Policy intervention 3: Effective measures to enhance the readiness of the organizational and institutional structure to comply with the national integrity system and support anti-corruption efforts in the sector1</p>	<p>necessarily have to be linked to .services</p>	
<p>Policy Intervention 1: Comprehensive community awareness about integrity and governance standards in all sectors</p> <p>Policy intervention 2: Incorporating educational curricula and extracurricular activities into public and higher education institutions. Awareness goals and activities about integrity and its impact on people's lives.</p> <p>Policy intervention 3: Activating the role of the media and public opinion makers in the field of community accountability and community awareness</p>	<ol style="list-style-type: none"> 1. The percentage of increase in the number of participants in awareness programs and activities, divided by categories 2. The percentage of increase in the public's knowledge of the mechanisms for reporting suspicions of corruption and manifestations of corruption. 3. The percentage of increase in reporting corruption and the percentage of reports that meet reporting standards. 4. The number of educational courses and curricula that were included in integrity standards 5. The number of public opinion makers and media institutions that participated in issuing relevant .investigative reports 	<p>Result 2.3. Broad societal and institutional participation in strengthening efforts aimed at preventing corruption and reporting suspicions of corruption</p>

The third axis: Arab and international cooperation

Third strategic goal: Strengthening Arab and international cooperation in integrity and anti-corruption efforts

Policy Interventions	Results Indicators	Results
<p>Policy Intervention 1: Strengthening the role of the State of Palestine in the Conference of States Parties to the Arab and International Anti-Corruption Conventions</p>	<ol style="list-style-type: none"> 1. The number of bilateral agreements signed with countries 2. The number of papers, reports, and workshops that 	<p>Result 3.1. The State of Palestine is active in Arab, Islamic and international</p>

Policy Interventions	Results Indicators	Results
<p>Policy Intervention 2: Strengthening the role of the State of Palestine in Arab, Islamic and international forums, networks and initiatives related to transparency, integrity and</p> <p>Policy Intervention 3: combating corruption</p> <p>The State of Palestine exchanges experiences and best practices at the Arab and international levels related to combating corruption</p>	<p>were presented or organized within the framework of international forums.</p> <p>3. The number of participants in the Authority in experience exchange programs at the Arab and international levels</p> <p>4. The number of people who have been rehabilitated and built their capacity to follow conviction decisions in corruption cases and extradition requests</p> <p>The number of agreements or mechanisms that have been adopted regarding criminal recoveries and those accused or convicted</p>	<p>agreements, forums, networks and bodies related to combating corruption</p>
<p>Policy intervention 1: Building the capacity of relevant institutions and bodies to follow up on conviction decisions in corruption cases, extradition requests, and mutual legal assistance</p>		<p>Result 3.2. Arab and international judicial cooperation is effective</p>

The fourth axis: building the authority's capabilities

The fourth strategic goal is to enhance the performance of the Anti-Corruption Commission in leading efforts to prevent and reduce corruption.

Policy Interventions	Results Indicators	Results
<p>Policy Intervention 1: Completing the organizational structure of the Anti-Corruption Commission</p> <p>Policy intervention 2: Developing human resources towards achieving the planned goals and results</p> <p>Political Intervention 3: The Commission is responsive and sensitive to gender and human rights issues</p> <p>Policy intervention 1: Building the authority's capabilities and tools in media and communication</p> <p>Policy Intervention 2, Strengthen communication and communication with the public and partners</p> <p>Policy Intervention 1: National partnerships are effective, institutionalized, and serve comprehensive national efforts</p> <p>Policy Intervention 2: An annual forum to exchange experiences and information</p>	<p>1. The number of participants in the training programs according to the approved training plan and their job descriptions.</p> <p>2. Percentage of completion of the annual work plan.</p> <p>3. Percentage of job occupancy in the Authority's administrative structure.</p> <p>4. The percentage of increase in the confidence of citizens, employees, and public opinion makers in the</p>	<p><i>Result 4:1: Solid exemplary institutional building and independent, effective and efficient performance</i></p>

Policy Interventions	Results Indicators	Results
about the plans, programs and interventions of the work of relevant institutions in strengthening the integrity and anti-corruption system	Anti-Corruption Commission. Percentage of .5 achievement in the national cross-sectoral strategy to enhance governance and combat corruption at the level of .outputs and indicators	
		Result 4.2, an institution that enjoys trust, credibility and access to citizens
		Result 4.3: The national cross-sectoral strategy to strengthen governance and combat corruption is followed up and its management mechanisms are institutionalized

Section Five, Monitoring and Evaluation Measures

Completing work on developing the monitoring and evaluation system to enhance governance and combat corruption: The Authority’s General Department of Planning and Policies will work in coordination with the national team and communication officials in the partner institutions and in accordance with memorandums of understanding to complete efforts in adopting and implementing the monitoring and evaluation system in accordance with the measurement indicators that were approved in the strategy, from During the following activities:

- Diagnosing the current status of the monitoring and evaluation function in the Authority and partner institutions in the cross-sectoral strategy, including the responsibilities and tasks of monitoring and evaluation and relevant organizational readiness, including human and financial resources and information systems.
- Review and update the strategy’s monitoring and evaluation matrix, which includes reviewing and defining indicators (indicator limits), defining responsibilities for data collection and analysis, and the periodicity of indicator collection.
- Developing tools for collecting information according to the matrix
- Training cadres in the Authority and partner institutions on the monitoring and evaluation system.

- Issuing an annual report that includes the achievements of all partner institutions according to outputs and indicators.

Activating the role of relevant studies and research in the strategy's work axes: The Authority will work with partners to activate the function of studies and research during the strategy's implementation period, including preparing a series of diagnostic reports related to the strategy's work axes, with the aim of supplementing the strategic review process with relevant information and knowledge and providing recommendations to decision makers.

Reviewing the annual plans of the Authority and partner institutions annually to ensure that the outputs specified in the strategy are included in their work: The Authority will work to follow up on the preparation of the annual plans of the Authority and partner institutions in accordance with the changes in the work environment and to ensure that corrective decisions are taken in the courses of action where necessary.

Mid-term and end-of-term evaluation: The Authority will work with partners in the middle of 2026, and at the beginning of 2029, on a comprehensive evaluation of the interventions of the Authority and partners according to a participatory methodology based on performance measurement indicators and achievement reports.

Appendices

Table (A-1): Strategic objectives and results

Table (A-2): Strategic objectives, results and their connection with the sustainable development goals

Table B: Policy interventions and key projects

Table C: 2024-2026 Budget Overview