Kuwait Integrity and Anti-Corruption Strategy (KIACS)

2019 - 2024

Fourth Annual Report 4th

2023



كويت جديدة NEWKUWAIT

Nazaha نزاهة


بسم الله الرحمن الرحيم





His Highness the Amir

Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah

May Allah Protect Him





His Highness The Crown Prince of Kuwait

Sheikh Sabah Al-Khaled Al-Hamad Al-Sabah

May Allah Protect Him

Member Entities of the High Committee for Leadership and Coordination of Kuwait Integrity and Anti-Corruption Strategy (KIACS)

The High Committee for Leadership and Coordination of KIACS was formed pursuant to Council of Ministers' Resolution No. 961, dated 15 July 2019. The resolution identifies the Committee's members and mandate. The Committee was renewed as per the Committee's Chairman's Resolution No. 169, dated 11 October 2020. Headed by the President of Kuwait Anti-Corruption Authority (Nazaha), the Committee includes 19 entities, representing public and private sectors and civil society.

General Secretariat of the Supreme Council for Planning and Development (GSSCPD).
Central Agency for Information Technology
Central Agency for Public Tenders
Superior Council of the Judiciary
Public Prosecution
Kuwait Anti-Corruption Authority - Nazaha
Kuwait Transparency Society
Civil Service Commission (CSC)
Kuwait Chamber of Commerce and Industry
National Assembly
Council of Private Universities
Capital Markets Authority
Ministry of Information
Ministry of Commerce and Industry
Ministry of Education
Ministry of Higher Education
Ministry of Interior
Ministry of Justice
Ministry of Finance



Kuwait Integrity and Anti-Corruption Strategy 2019-2024 was launched as a comprehensive framework for national efforts in promoting integrity and combating corruption. It unites these efforts in an integrated plan with the necessary legislations, policies, and procedures.

The Fourth Annual Report showcases the strategy's achievements, progress, challenges and lessons learned until December 2023.

Despite the challenges, the team at Nazaha has done the highest degree of due diligence to collect data and measure impact as reflected in this report.

This report was prepared by Nazaha's Planning and Follow-up Office, which carries out the tasks of the Strategy Implementation Support Office, in cooperation with all technical committees concerned with KIACS all four axes.

An electronic version of the report is available on:
www.nazaha.gov.kw.

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"For Kuwait"

Integrity for Development

Key achievements of this ambitious national project:

1. Legislations were developed to promote integrity and anticorruption, such as the Right to Access to Information, the Conflict of Interest Law and its Executive Regulations, the amendment to some provisions of the Penal Law No. (31) of 1970, including defining and assigning the criminal liability of a legal person in corruption offenses, Law No. (120) of 2023 regarding the Election of the National Assembly Members "Establishment of the Electoral Commission".
2. 83% of initiatives are either implemented or finalized.
3. Partnerships have been strengthened nationally, regionally and internationally, including with civil society organizations and oversight bodies.



Message from the President

Four years have passed since the launch of Kuwait Integrity and Anti-Corruption Strategy (KIACS) (2018-2024). Ever since, in continuation of the efforts exerted to exercise its relevant duties and powers, Nazaha is committed to continue issuing annual reports on the results of following up on the Strategy. Hence, I am pleased to present to you the fourth annual report for the year (2023).

One main highlight in this report of the fourth year of KIACS implementation phases is the noticeable increase in performance and operation rates, as 83% of its initiatives reached the final implementation stage and most of the work is completed.

This year's efforts were also crowned by unprecedented qualitative leap achieved by the State of Kuwait on the Corruption Perceptions Index (CPI) for 2023 by advanced (4) points thereon and arising (14) places in global ranking, jumping from position (77) to position (63).

These achievements have undeniably been achieved consequent to the support Nazaha received from the political leadership, in addition to the concerted efforts made by government agencies and civil society institutions and organizations, especially since Kuwait Government Action Program (2023-2027) included several projects and laws closely linked to KIACS' objectives, priorities and initiatives, emanating from Kuwait Vision 2035.

In conclusion, KIACS' outcomes will certainly lay the foundations and building blocks that lead to creating an incubating environment for the efforts made to prevent and combat corruption, drying up its sources and consolidating the values of integrity, transparency, rule of law and accountability, in order to secure a better future for our children and preserve the capabilities and wealth of our nation.

Abdulaziz Abdullatif Al-Ibrahim

President of Kuwait Anti-Corruption Authority (Nazaha)

Chairman of the High Committee for Leadership and Coordination of KIACS

Executive Summary

Kuwait Integrity and Anti-Corruption Strategy (KIACS) was launched in January 2019 under the auspices of His Highness the late Emir, Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, may Allah rest his soul, during the first Kuwait International Anti-Corruption Conference. According to the United Nations Development Program, KIACS is the first of its kind in the GCC in terms of its participatory methodology and the first anticorruption strategy to launch in a decade.

KIACS extends for five years, from 2019 to 2024. It aims to reform Kuwait, implement the United Nations Convention against Corruption, achieve sustainable development goals, and improve the state's ranking in international indicators in line with the Kuwait Vision 2035.

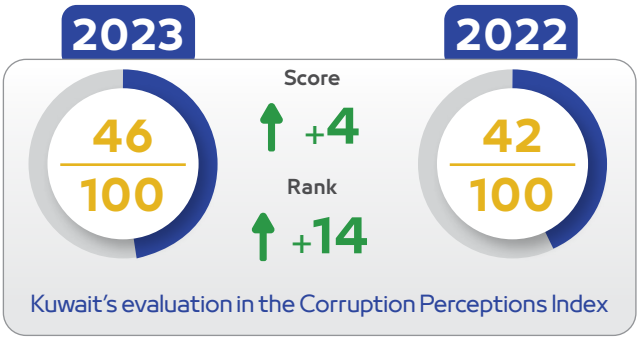
KIACS is based on 4 pillars and strategic objectives. The pillars include 13 priorities and 47 initiatives. Each initiative encompasses activities, standards and indicators. They are implemented by government and private agencies, including Kuwait Anti-Corruption Authority (Nazaha). Nazaha is also the entity responsible for leading and coordinating the implementation of KIACS, pursuant to its establishment-law.

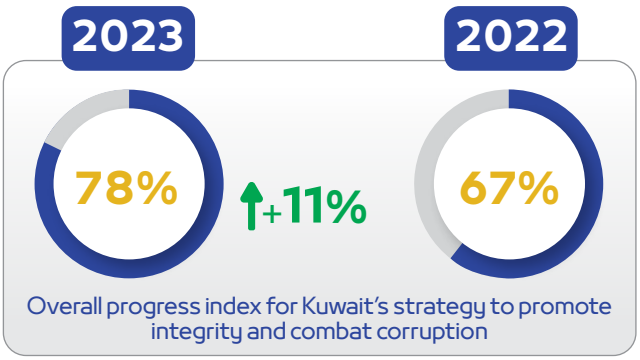
KIACS Fourth Annual Report presents the achievements and efforts of public and private entities towards enhancing integrity and combat corruption in Kuwait. Since its launch, KIACS' initiatives are 78% complete, while the target was 88%.

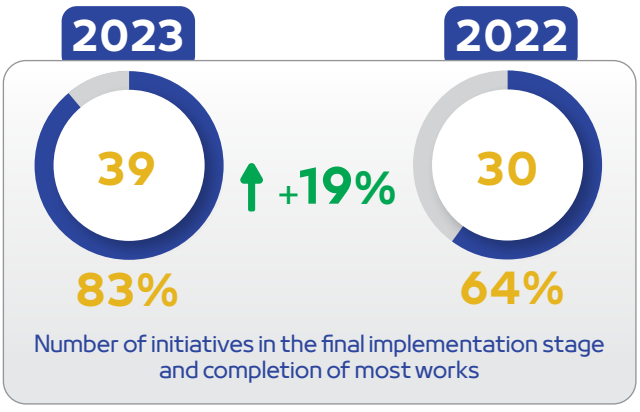
The report details these efforts and their impact on the progress of the pillars and initiatives of KIACS. It also reflects significant achievements. One of the most notable achievements of the fourth year since the launch of KIACS is the issuance of the Executive Regulations for the Law on Conflict Interests No. (1) of 2023, issuance of Law No. (120) of 2023 on the Election of National Assembly Members "Establishment of the Electoral Commission", which is concerned with all matters related to the electoral process, including setting the rules regulating the issues of advertising, campaigns, electoral expenses, sources of funding and the maximum amount for financing and spending thereon.

The report further indicates the ongoing efforts of the implementing agencies in enhancing and activating the principles of good governance through continuous training on codes of employee conduct, enhancing measures to ensure the application of governance rules in state-owned companies and supporting the implementation of the internal audit methodology to activate inspection and audit offices in government agencies. This is in addition to developing government e-platforms, bringing the number of electronic government services to (346), with a growth rate of 181% since the launch of "Sahel" application, and increasing in the number of "Sahel Business" application services to (156).

An Overview of the Indicators of Strategy Implementation Progress

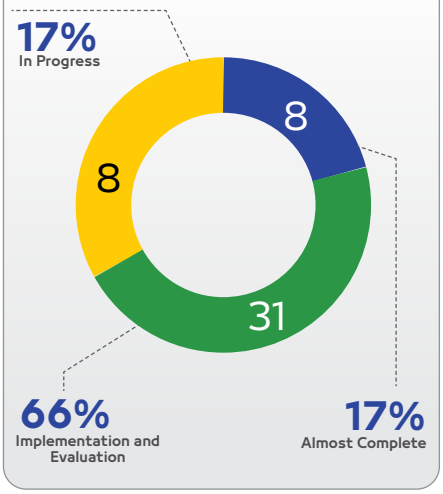




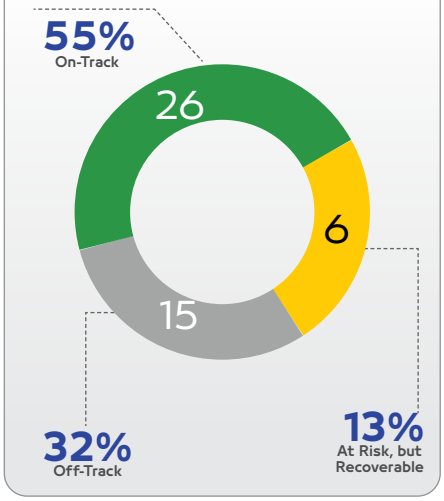


Decreasing ↓ Improving ↑

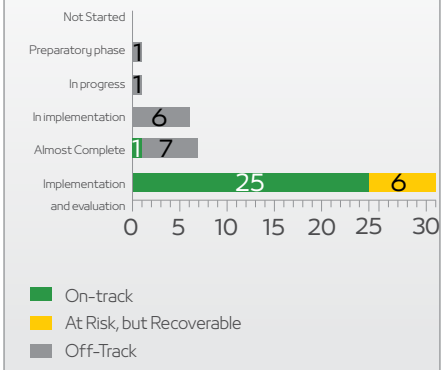
Distribution of initiatives according to the percentage of completion



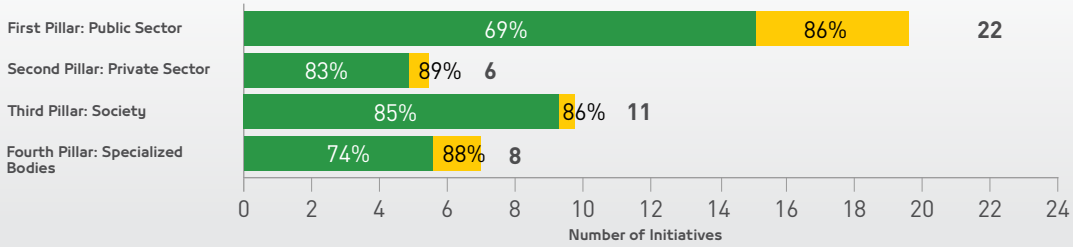
Distribution of initiatives according to their compatibility with the schedule



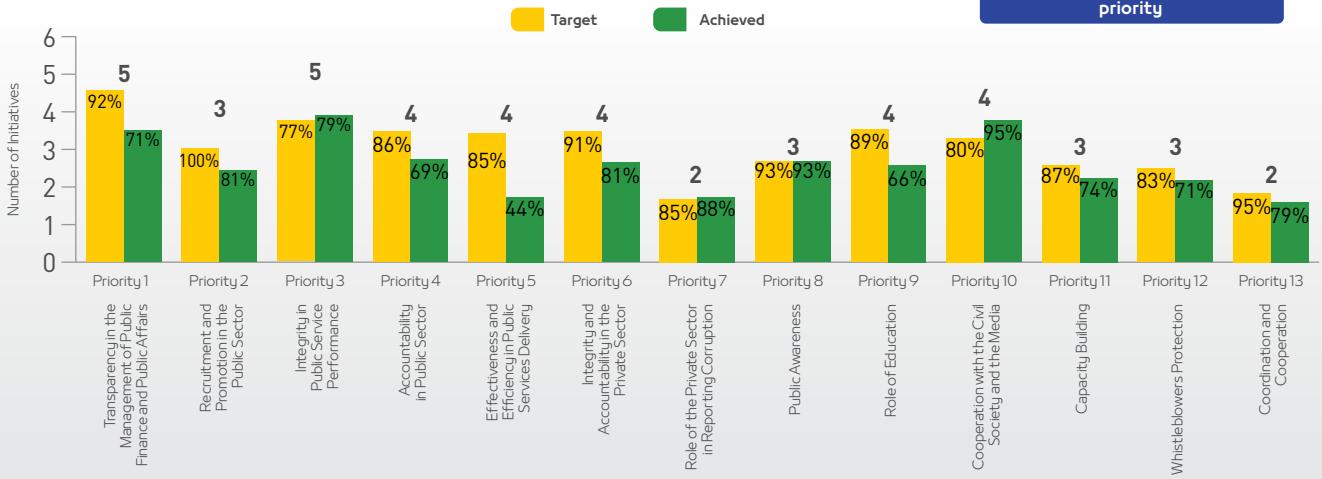
Aligment of initiatives with the established schedule and completion percentage



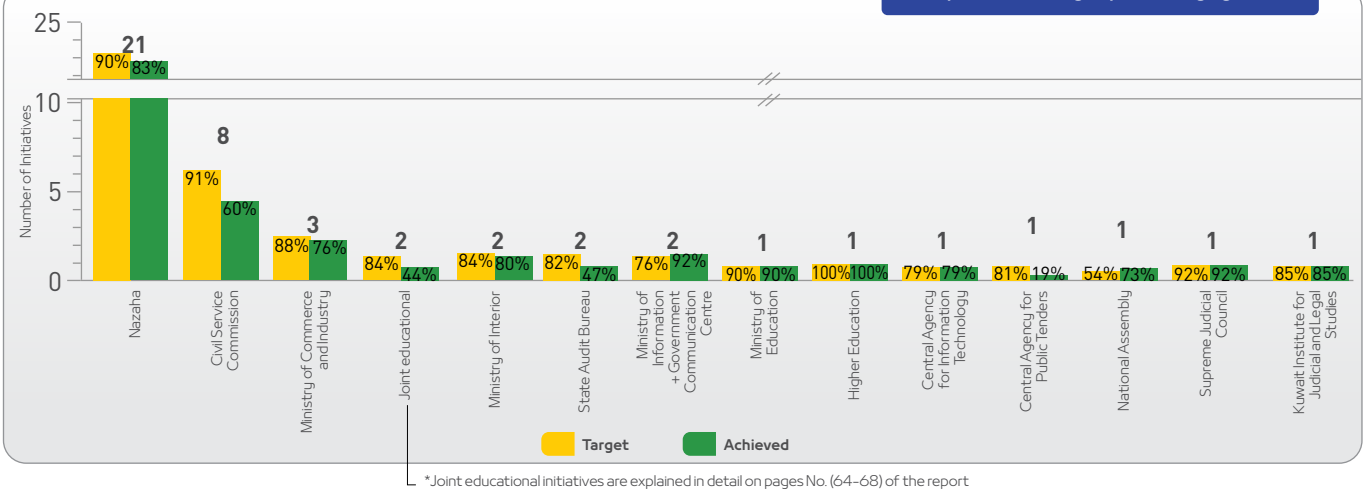
Completion percentage per pillar



Completion percentage per priority



Completaion rate by implementing agencies



*Joint educational initiatives are explained in detail on pages No. (64-68) of the report



Summary of the laws and legislations promoted by KIACS and their progress:

Nazaha's Laws and Legislations Committee is concerned with developing the legislative anticorruption framework in Kuwait.

Upon Issuance of Law No. (12) of 2020 regarding the Right to Access to Information, on September 2020, and the Law on Conflict Interests No. (1) of January 2023, Nazaha's aforementioned Committee prepared the Executive Regulations for the Law on the Right to Access to Information, issued by Minister of Justice Resolution No. (62) of 2021 in January 2021 and the Executive Regulations for the Law on Conflict Interests No. (1) of January 2023, which was issued in September 2023.

The Laws and Legislations Committee and other parties concerned with the laws included in KIACS also continued their efforts towards preparing and following up on the approval of the other laws, where Law No. (120) of 2023 was issued on the Election of the National Assembly members, "Establishment of the Electoral Commission", which is concerned with all matters related to the electoral process, including setting the rules governing the concepts of advertising, campaigns, electoral expenses, sources of funding and the maximum amount of financing and spending thereon.

The following is a summary of KIACS achievements attained as on 31 December 2023:

	Law	Responsible Entity	Draft Prepared	si tfarD yb deweiveR ahazaN	Draft is Reviewed by Department for Legal Advice and Legislation	Draft is Reviewed by Concerned Parties	Law is Approved by the National Assembly	Remarks
1	Right to Access to Information	Nazaha	☑	☑	☑	☑	☑	Law No. 12 of 2020 was issued and published in the Official Gazette on 6 September 2020. The Executive Regulations were issued on 27 January 2021.
2	Criminalization of Bribery in Private Sector	Nazaha	☑	☑	☑	☑		Follow up on the Law's approval by the National Assembly.
3	Liability of legal persons	Nazaha	☑	☑	☑	☑	☑	Issuance of Law No. (2) of 2023, dated 22/01/2023, amending some provisions of the Penal Law No. (31) of 1970, including defining and assigning legal persons' criminal liability in corruption crimes.
4	Amended Conflicts of Interest Law	Nazaha	☑	☑	☑	☑	☑	Law No. (1) of 2023 on Conflicts of interest was issued on 22/01/2023, where the Executive Regulations were published in Al-Kuwait Al-Yaum on 10/09/2023.

5	Amended establishment-law for Kuwait Anti-Corruption Authority and the provisions of financial disclosure	Nazaha	☑	☑	Under review by the Department for Legal Advice and Legislation			Sending the draft review and amendment to Law No. (2) of 2016 Establishing Kuwait Anti-Corruption Authority and the provisions related to financial disclosure by the Ministry of Justice to (Legal Advice and Legislation) for review on 27 December 2023.
6	International legal and judicial cooperation	Nazaha	☑	☑				Under coordination to refer the project to the Department for Legal Advice and Legislation in preparation for its final legal form.
7	Amended draft-law for Public Tenders	Central Agency for Public Tenders						
8	Financing election campaigns	Ministry of Interior	☑	☑	☑	☑	☑	Issuance of Law No. (120) of 2023 on the Election of the National Assembly Members "Establishment of the Electoral Commission"

Summary of the main challenges in KIAC's fourth year of implementation:

- **Legislative Challenges:** The length of the procedural path for reviewing and amending existing laws, as well as the involvement of multiple stakeholders in the review process for draft laws, have contributed to delays in the approval of relevant legislation.
- **Financial Challenges:** The lack of necessary budgets for initiatives that require advisory studies for implementation is impeding progress.
- **Administrative Challenges:** The lack of effective communication between parties involved in the implementation of many initiatives has resulted in delays in their implementation.
- **Monitoring and Evaluation Challenges:** The effectiveness of KIAC's follow-up, monitoring, and evaluation efforts is greatly impacted by the lack of an automated system to support these actions. This includes challenges with communication with implementing agencies, the need for manual report preparation, and the increased time required for these tasks.





3

Overview of Corruption Indicators in the State of Kuwait

It is widely recognized that corruption is a significant barrier to economic development, depleting resources, diverting them away from efforts to achieve developmental outcomes, and compromising the efficiency of public spending. Given the strong correlation between corruption and low growth rates, efforts to combat corruption are increasingly crucial for achieving sustainable structural reform. Corruption in the business environment also creates instability, hinders business efficiency, and results in additional costs, making the state less attractive to investors and compromising the private sector's investment and competitiveness. In the medium and long terms, corruption may be widespread and lead to deepening social disparities, greater inequality in society, declining trust in the state, and weakened effectiveness of government institutions and agencies.

(Source: OECD)

Political will is a key factor in long-term effectiveness of combating corruption. This includes the following:

1. Preserving **public sector** integrity and developing the efficiency and effectiveness of public services, to achieve transparency and accountability.
2. Encouraging the **private sector** to enhance integrity and combat corruption.
3. Enabling the community to participate in establishing a culture of integrity and combating corruption.
4. Enhancing the efficiency and effectiveness of **specialized bodies** that aim to promote integrity and combat corruption.

1. Legal and institutional framework for combating corruption

There is no standard or universally recognized definition of corruption as the United Nations Guide for Anti-Corruption (2003) indicates that "Current definitions of corruption vary from one state to another according to cultural, legal and other relevant factors, in addition to the nature of corruption challenges faced by each state. A number of institutions (such as Transparency International) define corruption as "the abuse of entrusted power for private gain".

The World Bank also defines the practice of corruption as "the offering, giving, or receiving, directly or indirectly, of anything of value to unlawfully influence the actions of another party."

Kuwait has implemented numerous mechanisms and regulations to establish a legal and institutional framework for combating corruption. This includes the creation of specialized entities dedicated to combatting corruption crimes and preventing the misuse of public funds. In 2016, Kuwait enacted Law No. (02) of 2016 on Establishing Kuwait Anti-Corruption Authority "Nazaha" and empowering it with the necessary authorities to enforce the legal and institutional framework for anti-corruption efforts. These efforts include the prevention of corruption risks, the detection and monitoring of corruption crimes and the investigation of such crimes.

In addition, a high national committee was formed on 24 August 2019. The Committee is chaired by His Highness the Prime Minister and its membership includes government oversight agencies and specialized bodies in combating corruption and protecting public funds. Its mandate is as follows:

- Supporting the implementation of Kuwait Integrity and Anti-Corruption Strategy.
- Promoting cooperation and coordination among oversight agencies and examining the comments and violations mentioned in reports by these agencies on the work of ministries and government departments and agencies.
- Enhancing the integration of oversight agencies, with a view to unify government efforts to follow-up on issues related to public funds inside and outside Kuwait.
- Following-up the recovery of public funds to state treasury.
- Developing preventive measures to combat all forms and causes of administrative and financial corruption, in an attempt to fulfill the anti-corruption elements in all its forms.

Main Legislations

In Kuwait, laws addressing bribery and corruption are numerous and interconnected. The country has taken a particularly noteworthy step in creating an independent anti-corruption law (Law No. (02) of 2016) that is aligned with the United Nations Convention Against Corruption. Under this law and in accordance with Law No. (16) of 1960 (Penal Law amended by Law No. 31 of 1970), bribery is considered a crime of corruption (Anti-Corruption Law - Article No. 22.2). Furthermore, the implementation of the Anti-Corruption Law takes precedence over other laws that may conflict with it (Anti-Corruption Law - Article 58).

Kuwait's legal framework criminalizes a broad range of crimes, in accordance with international conventions and treaties that the country has ratified or acceded to. In particular, Kuwait is committed to aligning its national legislative system with the requirements of the United Nations Convention Against Corruption and other relevant international agreements. To this end, Kuwait is currently pursuing legislative amendments that will criminalize bribery in the private sector, as well as bribery of foreign public officials and employees of public international institutions.

Kuwait's Anti-Corruption Law criminalizes several corrupt practices, including the manipulation of public tender and auction procedures, bribery, forgery, illicit enrichment, and other offenses related to financial disclosure and money laundering. Those found guilty of corruption offenses can face criminal penalties of up to seven (7) years' imprisonment. Additionally, Kuwait's Anti-Money Laundering and Terrorist Financing Law stipulates that organized crime groups and non-governmental organizations (NGOs) convicted of money laundering offenses may face up to 20 years in prison. In line with its commitment to combatting corruption, Kuwait has also ratified the United Nations Convention Against Corruption (UNCAC) and signed the United Nations Convention Against Transnational Organized Crime.

State of Kuwait's Score on Corruption Perceptions Index (CPI) 2022

On Thursday, corresponding to 30th January 2024, Transparency International released its 2023 Corruption Perceptions Index (CPI). The report mentions that most world states have not made significant progress in addressing corruption in the public sector. Global average of the Corruption Perceptions Index remains unchanged at a score of 43 for the twelfth year in a row, where two-thirds of the states have recorded scores of less than 50 degrees, which indicates the presence of corruption-related serious troubles.

According to the Rule of Law Index, the world is witnessing a decline in the performance of justice systems. The states that obtained the lowest scores on that Index recorded very low scores on the CPI, indicating a clear link between access to justice and corruption. Also, authoritarian regimes and democratic leaders, who undermine justice, contribute to increasing impunity for, and in some cases encourage, corruption by overlooking punishments for wrongdoers.

The score of the State of Kuwait rose by four scores compared to last year, from (42) to (46) out of (100) scores, advancing fourteen places from (77) to (63), out of (180) states, which is the highest score it has ever obtained since 2015.

The state's score is calculated on a percentage scale (0 = highest degree of corruption, 100 = highest degree of corruption-free) by calculating the average of the scores obtained thereby in various sources. Based on that score, the state is ranked out of 180 countries (1 = Best ranking, 180 = worst ranking).

Table (2) indicates the ranking of the GCC States, where the State of Kuwait ranked fourth from the sixth place and ranked the fifth in the Arab world from the seventh place. It should be noted that Kuwait's score is higher than the general average score of the Arab states by 12 scores (the Arab states general average score is 34).

Kuwait's average score is 8 degrees higher than the general average score for the "Middle East and North Africa" region (the general average score for the "Middle East and North Africa" region is 38). As for comparing the performance of the State of Kuwait in 2023 with its performance in KIACS launch year, 2019, it is raised by 6 degrees and advanced by 22 places.

Table (1) displays the relationship between the change in Kuwait's score and position on CPI since the launch of KIACS until the date of preparing this report. It is worth noting that a change in score by a certain amount is not necessarily accompanied by a change in rank by the same amount.

Year	Score	Score Change	Ranking	Ranking Change
2019	40	-	85	-
2020	42	+2 ↑	78	+7 ↑
2021	43	+1 ↑	73	+5 ↑
2022	42	-1 ↓	77	-4 ↓
2023	46	+4 ↑	63	+14 ↑

Table (1) The relationship of score change with the change in Kuwait position

Figure (1) also monitors Kuwait's score development and its CPI global ranking from 2019 (KIACS launch year) until 2023.

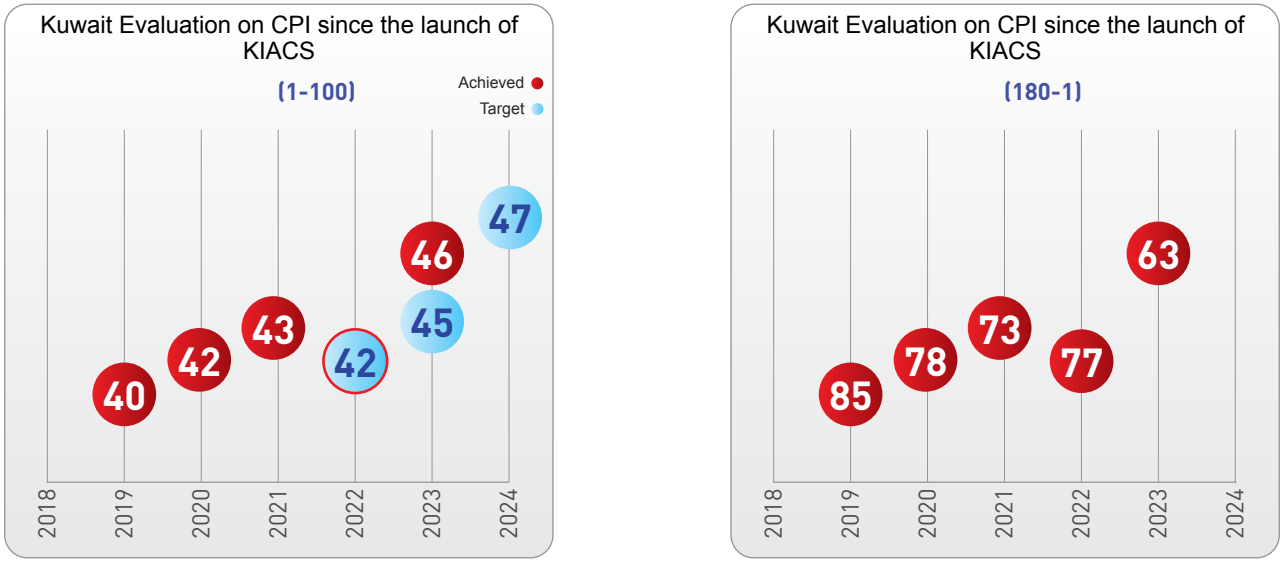


Figure (1) Kuwait's score development and its CPI global ranking from 2019 to 2023

Kuwait on the Corruption Perceptions Index 2023

Jumped from position (77) to (63) Globally



Kuwait rises 14 places in global rankings

Advancing 4 places in the global Corruption Perceptions Index for 2023

Changes in evaluation and ranks on CPI for GCC Member States between 2022 and 2023:

Noticeable Decrease >-5 **Score** **Rank**

Stable ranking -5; +5 **Improved Ranking >5+**

United Arab Emirates

2022	2023	2022	2023	Difference
27 →	26	67	68	+1%

Qatar

2022	2023	2022	2023	Difference
31 ↓	40	58	58	0%

The Kingdom of Saudi Arabia

2022	2023	2022	2023	Difference
54 →	53	51	52	+1%

Kuwait

2022	2023	2022	2023	Difference
77 ↑	63	42	46	+4%

Sultanate of Oman

2022	2023	2022	2023	Difference
69 →	70	44	43	-1%

Bahrain

2022	2023	2022	2023	Difference
69 ↓	76	44	42	-2%

It is worth noting that a score change by a certain amount does not necessitate a change in rank by the same amount.

Source: Transparency International

Table (2) Scores and rankings of the GCC States in the Corruption Perceptions Index in 2022 and 2023

Regional and International Cooperation

United Nations Convention Against Corruption (UNCAC)

The United Nations Convention Against Corruption (UNCAC) is the preeminent international convention adopted by the United Nations General Assembly in October 2003 and is considered the primary tool for combating corruption worldwide. The international negotiations surrounding the UNCAC and its ratification by 168 states represent significant achievements in the fight against corruption at the global level, providing an international solution to an international problem.

Kuwait signed the United Nations Convention Against Corruption on 9 December 2003 and ratified it through Law No. 47 of 2006, pursuant to Article 70 of the Kuwait Constitution, which provides that ratified treaties shall have the force of law from the date of their ratification and issuance. Kuwait became an official state party to the Convention on 16 February 2007.

Kuwait Integrity and Anti-Corruption Strategy (KIACS), with the national legislation, systems, policies, procedures and relevant practices, is in line with the best international standards set forth by the UNCAC, rendering Kuwait an exemplar for other states to follow among counterpart states and globally.

Arab Anti-Corruption Convention

League of Arab States' Arab Anti-Corruption Convention serves as the first official instrument at the Arab level to combat corruption. The Convention was signed by 21 Arab states on 21 December 2010, represented by the Arab Ministers of Interior and Ministers of Justice.

The Convention aims to activate both Arab and international efforts to combat all aspects of corruption, with a particular focus on extradition and the recovery of property. The Convention emphasizes that combating corruption is not limited to official authorities, but also includes individuals and civil society organizations, which should play an effective role in this field. Additionally, the Convention stresses the importance of respecting the sovereignty of its states parties and ensuring full equality among all states.

The Convention defines 13 crimes as acts of corruption, including bribery in public offices and public and private sector companies, bribery of public officials of international institutions in connection with international business, money laundering, illicit enrichment, abuse of public office, trading in influence, embezzlement of public and private institutions' property, and obstruction of justice.

In addition, the Convention highlights the importance of preventing corruption and raising awareness, outlining measures to ensure nationals' effective participation in combating corruption. This includes developing standards of transparency and competition in public procurement and setting rules of professional conduct in public services.

Other signed Treaties and Conventions:

Agreement for the Establishment of the International Anti-Corruption Academy (IACA) as an international organization:

IACA is the first international organization dedicated to overcoming current deficiencies in knowledge and practice in the field of anti-corruption. It empowers professionals to meet future challenges in anticorruption. Kuwait has signed its establishment agreement on 5 March 2015 and ratified it on 4 May 2015. This Agreement aims to enhance the effectiveness and efficiency of combating corruption and preventing its risks through the following:

1. Providing the necessary academic education and vocational training with regard to combating corruption.
2. Conducting and supporting research related to all aspects of corruption.
3. Providing all aspects of anti-corruption technical assistance.
4. Enhancing international cooperation and communication among the participating parties to combat corruption.

Arab Convention on Combating Money Laundering and the Financing of Terrorism: The Convention was signed on 21 December 2010 by all Arab League member states for the purpose of enhancing combating money laundering and financing of terrorism supporting measures and strengthening cooperation among states in this regard.

United Nations Convention Against Transnational Organized Crime: Kuwait signed this Convention on 12 May 2006. The Conventions aims to enhance cooperation to combat transnational organized crime effectively and efficiently.

Arab Convention on Combating Transnational Organized Crime: This Conventions aims to enhance cooperation among Arab states to combat transnational organized crime. Kuwait signed it on 21 December 2012 and ratified it on 5 September 2013.

Memoranda of Understanding:

Nazaha has signed some Memoranda of Understanding with counterpart anti-corruption entities to enhance bilateral cooperation in the areas of preventing and combating corruption, as follows:

- Memorandum of Understanding between Kuwait Anti-Corruption Authority "Nazaha" and the Palestinian Anti-Corruption Commission regarding joint cooperation in the areas of combating corruption and preventing its risks.
- Memorandum of Understanding between Kuwait Anti-Corruption Authority "Nazaha" and the Administrative Control Authority of the Arab Republic of Egypt regarding bilateral cooperation in the areas of combating and preventing corruption.
- Memorandum of Understanding between Kuwait Anti-Corruption Authority "Nazaha" and the French Anti-Corruption Agency regarding bilateral cooperation in the areas of combating corruption.
- Memorandum of Understanding between Kuwait Anti-Corruption Authority "Nazaha" and the Anti-Corruption and Civil Rights Commission of the Republic of Korea regarding bilateral cooperation in the areas of combating corruption.
- Memorandum of Understanding between Kuwait Anti-Corruption Authority "Nazaha" and the Oversight and Anti-Corruption Authority "Nazaha" of Kingdom Saudi Arabis regarding enhancing and coordinating bilateral cooperation in the field of combating corruption.





4

General Framework of Kuwait Integrity and Anti-Corruption Strategy (KIACS)

1. Alignment with National Priorities

Combating corruption is one of the key enablers to achieve Kuwait Vision 2035

Kuwait launched its national vision "New Kuwait 2035" in January 2017 with a view to transform Kuwait into a regional financial, commercial and cultural hub that attracts investments and promote diversification of income and gradual reduction of total dependence on oil revenues.

Kuwait Vision 2035 is based on (7) pillars to achieve five (5) strategic directions, as indicated in below figure. Combating corruption is one of the crucial factors in achieving these pillars and goals, directly and indirectly, as it contributes to improving effective government administration and enhances accountability and transparency in public funds' management. This is in addition to enhancing government effectiveness by improving the formulation of public policies and government work procedures.

Kuwait Vision 2035

Objectives

Pillars

Nationals' Involvement and Respect for Law	Effective and Transparent Government	Thriving and Sustainable Economy	Interconnected Community	Prominent International Standing
1 Effective Public Administration				
Just laws enhance the government's accountability	Clarity of responsibilities and effective government enhance public policies Public expenditure management is the basis for public finances' sustainability	Better laws to encourage greater private sector participation		
2 Sustainable Diversified Economy				
		Diversifying sources of income helps the state's prosperity	Economy that provides jobs and necessary income for the nationals	Robust economy that enhances Kuwait's standing internationally
3 Developed Infrastructure				
	Improving the application of technology to enhance transparency in the provision of services	Efficient infrastructure enhances the growth of the economy	Providing the best facilities and services to the nationals	Growth of air transport to enhance international connectivity
4 Sustainable Living Environment				
	Rationalizing subsidies to support the sustainability of public finances	Effective housing programs to boost the economy	Housing and environmentally sound plans for a better standard of living	
5 High Quality Health Care				
			Improving the public health care system quality to provide a longer and healthier life	

Crucial	Combating corruption is crucial to achieving outcomes expected from Vision 2035
Important	Combating corruption is important to achieve outcomes expected from Vision 2035
Relevant	Combating corruption is linked and relevant to achieving better outcomes from Vision 2035

Objectives

Pillars

6 Creative Human Capital				
Nationals' Involvement and Respect for Law	**Effective and Transparent Government**	**Thriving and Sustainable Economy**	**Interconnected Community**	**Prominent International Standing**
		Better education system to provide qualified human capital	Better education system to provide greater skills and knowledge in society	
7 Global Positioning				
Strengthening the rule of law to ensure security and peace		Foreign investment for economy stimulation		International impact is s essential for developing economic and political ties

Crucial	Combating corruption is crucial to achieving outcomes expected from Vision 2035
Important	Combating corruption is important to achieve outcomes expected from Vision 2035
Relevant	Combating corruption is linked and relevant to achieving better outcomes from Vision 2035

Alignment with the Sustainable Development Goals (UN Global Goals)

KIACS is aligned with Kuwait's obligations at the international level with regard to corruption and development. It focuses on the two most prominent frameworks in this field; namely, the United Nations Sustainable Development Goals 2030 (SDGs) and United Nations Convention Against Corruption (2003).

Kuwait ratified the 17 Sustainable Development Goals (SDGs) in September 2015. These goals are interrelated and integrated, reflecting the importance of a holistic approach to achieving the purpose of this new plan by the United Nations. Kuwait's success in realizing the aspirations of this plan would significantly improve the lives of all citizens and residents, contributing to transforming the state and the world for the better.

KIACS has been designed to enable Kuwait to make genuine progress towards achieving the UN SDGs plan, with a specific focus on the Sixteenth Goal related to "peace, justice, and strong institutions". This goal calls on all nations to promote peaceful and inclusive societies, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels in order to achieve sustainable development. In this context, KIACS has been aligned with this goal and aims at achieving its targets related to enhancing integrity and combating corruption, which are:

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.

16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.

16.5 Substantially reduce corruption and bribery in all their forms.

16.6 Develop effective, accountable and transparent institutions at all levels.

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.

16.8 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

2. Vision, Mission and Goals

Over the years, Kuwait has made significant efforts to combat corruption. To further promote these efforts, the Kuwait Integrity and Anti-Corruption Strategy (KIACS) was launched. KIACS was developed by Nazaha in collaboration with the United Nations Office on Drugs and Crime, the United Nations Development Program, and the General Secretariat of the Supreme Council for Planning and Development. According to the United Nations Development Program, KIACS "is the first of its kind at the level of the GCC Member States in terms of the participatory preparation methodology. It is also the first in a decade at the level of the GCC Member States."

The launch and approval of KIACS was sponsored by His Highness the late Emir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah (may Allah rest his soul) on 15 January 2019. The event took place as part of the first Kuwait International Anti-Corruption Conference, which was held under the title "Integrity for Development" on 15-16 January 2019.

KIACS extends for five years, from 2019 to 2024. It seeks to contribute substantially to achieving reformations in Kuwait. The strategy aims at achieving this by promoting the implementation of the UNCAC and SDGs in line with the "New Kuwait 2035," and ultimately improving Kuwait's status on international indicators related to integrity and combating corruption.

To achieve its goals, KIACS must have a clear and ambitious vision, reflect a specific and actionable message, and adopt principles and values that reflect the essence of its aspirations. KIACS was designed with all of these elements in mind, and reflects the aspirations, convictions, and commitments of all those responsible for its preparation and implementation.

KIACS (2019 – 2024)

Vision 2024

To build a New Kuwait, on a foundation of trust that would embody the principles of transparency, accountability and the rule of law, with all parties striving in unison to eliminate corruption.

Mission

To promote the values of integrity and anti-corruption in the public and private sectors and in the society at large, thereby contributing to sustainable development.

Principles

1. National Sovereignty
2. Engagement
3. Broadness in Scope
4. Practicality
5. Responsibility

Pillars

Public Sector

Strategic Goal:

Protecting the Integrity of the Public Sector and Developing the Efficiency and Effectiveness of the Public Services so that They are Delivered in a Transparent and Accountable Manner.

Private Sector

Strategic Goal:

Encouraging the Private Sector to Promote Integrity and Fight Corruption.

Society

Strategic Goal:

Enabling the Society to Contribute to Building a Culture that Promotes Integrity and Anti-Corruption.

Specialized Bodies

Strategic Goal:

Enhancing the Efficiency and Effectiveness of Specialized Bodies that Focus on Promoting Integrity and Combating Corruption.

3. KIACS' Priorities:

For its work term (2019-2024), KIACS has 4 pillars: Public Sector, Private Sector, Society, and Specialized Bodies. These pillars are inspired by its vision, mission and principles. Each pillar is based on a strategic goal that can be monitored and evaluated.

Across the four pillars, KIACS includes 13 priorities and 47 initiatives. The First Pillar on Public Sector includes 5 priorities and 22 initiatives. As for the Second Pillar on Private Sector, it has 2 priorities and 6 initiatives. The Third Pillar on Society contains 3 priorities and 11 initiatives. Lastly, there are 3 priorities and 8 initiatives in the Fourth Pillar on Specialized Bodies.

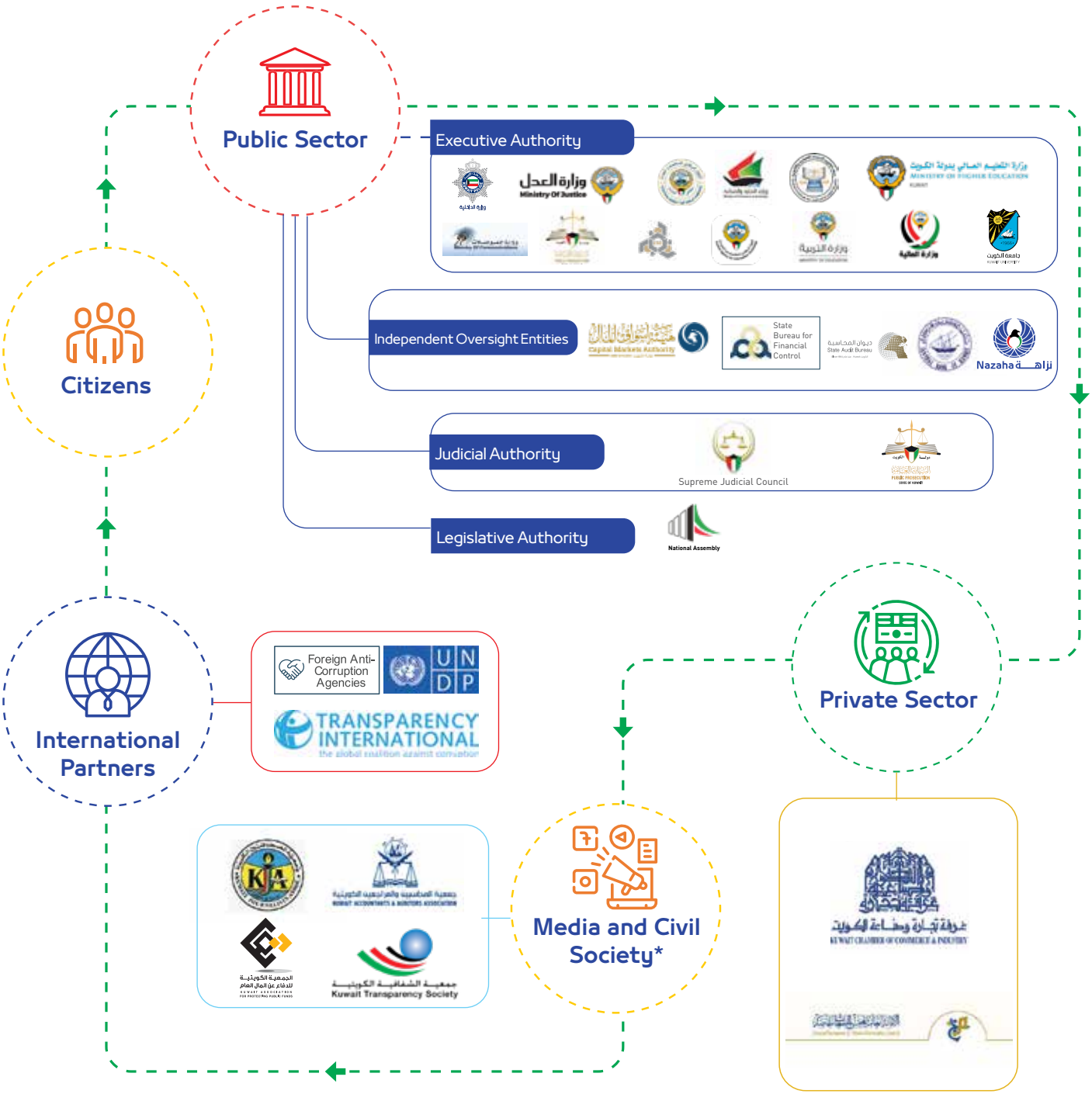


4. The Integrated System to Enhance Integrity:

Combating corruption is carried out in collaboration with all partners, both locally and internationally:

Corruption has administrative, societal, cultural, and legal dimensions, and combating it effectively requires a system that addresses all these aspects. KIACS recognizes the need for a strong and coordinated anti-corruption system that includes law enforcement agencies, legislative entities, oversight agencies, civil society, media, and other stakeholders. The success of KIACS depends on the active participation and cooperation of all parties involved, as combating corruption is a shared national responsibility.

The Integrated System to Enhance Integrity



* The entities are mentioned by example. The technical committee responsible for the Third Pillar of KIACS is in contact with a wide range of civil society and media representatives.

Kuwait Anti-Corruption Authority "Nazaha"

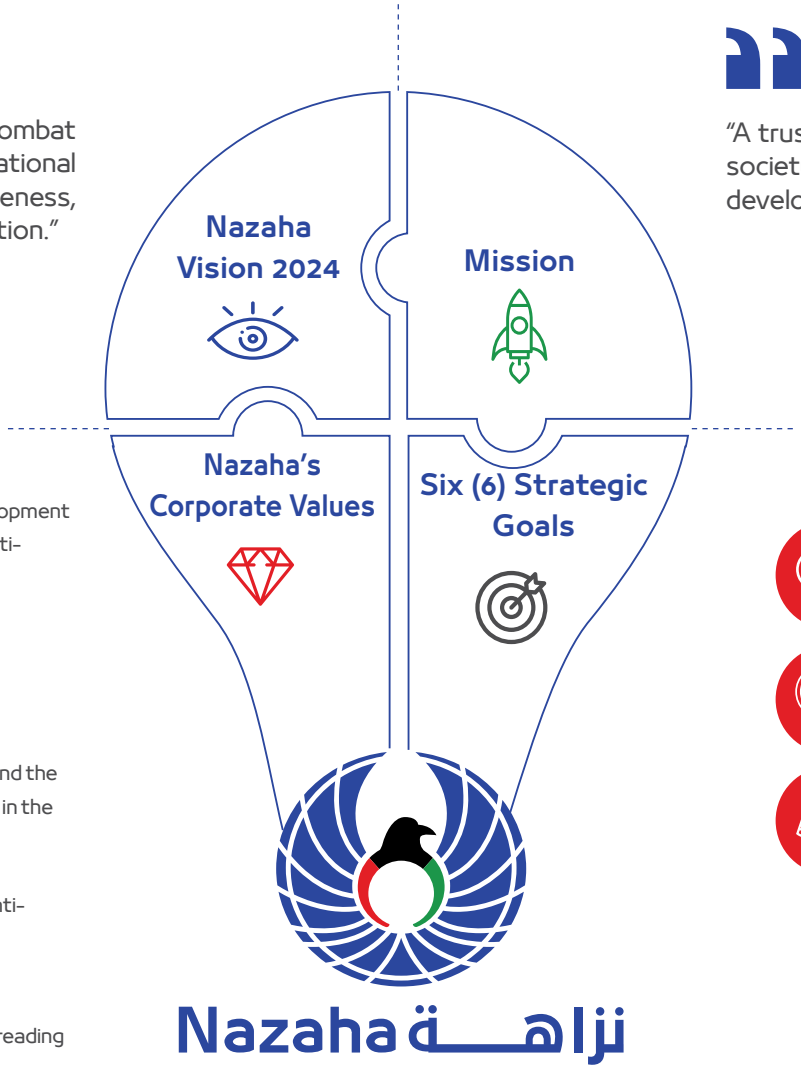
Kuwait Anti-Corruption Authority "Nazaha" is an independent entity that was established under Law No. (02) of 2016, issued on 24/01/2016 in response to the requirements of the United Nations Convention Against Corruption. The UNCAC stipulates in Article Six that "Each State Party shall, in accordance with the fundamental principles of its legal system, ensure the existence of a body or bodies, as appropriate, that prevent corruption". One of the primary motivations behind the establishment of Nazaha was the recognition of the critical need for an integrated system to enhance integrity and combat corruption. The presence of Nazaha within this system is seen as an essential national requirement that serves the best interests of the state.

Furthermore, Nazaha has developed its first institutional strategy to organize and streamline its efforts in leading and supporting the implementation of KIACS. This strategy is designed to enhance Nazaha's institutional capabilities and align its scope of work with the provisions of the law.

Nazaha's First Five-Year Strategy 2024-2019

"We work together to combat corruption with all national elements through awareness, prevention and investigation."

"A trusted entity for an honest society and sustainable development"



1. Contributing to the development and implementation of anti-corruption legislations.
2. Developing institutional framework for combating corruption.
3. Enhancing transparency and the principle of accountability in the public sector.
4. Efficiently coordinating anti-corruption efforts with all stakeholders.
5. Raising awareness and spreading anti-corruption culture.
6. Promoting cooperation with regional and international organizations.

- Credibility
- Transparency
- Accountability



5

Governance Model for KIACS
Leadership and Implementation

1. Governance Model Components

KIACS success relies heavily on its governance mechanism, which ensures effective communication and clarity of responsibilities between KIACS' leadership, implementation, follow-up, and evaluation components. It also facilitates the decision-making process and provides technical and administrative support at all levels.

A clear, coordinated and effective governance model has been adopted that draws on the globally best practices and is commensurate with the work environment and the institutional and legal system in Kuwait. KIACS' governance mechanism is based on four (4) basic components, as indicated in the following figure:

Implementation Mechanism Structure

Directive and Strategic Level

High Committee for Leadership and Coordination of KIACS

Tasks

- Provide directions, instructions and all aspects of support as necessary to ensure the proper functioning of KIACS implementation.
- Follow-up KIACS progress and performance indicators periodically, examining any challenges or risks.

Periodicity of Meetings:

Quarterly and when required.

Technical Level

Technical Committees

First Pillar Committee	Second Pillar Committee	Third Pillar Committee	Fourth Pillar Committee
Public sector	Private Sector	Society	Specialized Bodies

Tasks

- Technical supervision of the initiatives related to each pillar and the analysis and follow-up of the factors that impact the achievement of initiatives' objectives.
- Provision of recommendations to enhance initiatives' implementation technically and organizationally, especially through the preparation of detailed implementation plans.
- Effective communication with all stakeholders, collecting and receiving data and reports from implementing entities and reviewing them to follow up on the progress of work.

Periodicity of Meetings:

Monthly

Monitoring and Evaluation Committee

Tasks

- Follow up on the progress of KIACS implementation in terms of schedule, operational indicators and preparation of consolidated reports.
- Evaluation of KIACS implementation effectiveness, documenting implementation impact and lessons learned.

Periodicity of Meetings:

Monthly

Support Office for the Implementation of KIACS

Represented by) Nazaha's Planning and Follow-up (Office

Nazaha نزاهة

Tasks

- Coordination between all levels of governance and technical committees.
- Applying the Governance Model and verifying compliance with the approved plans and conventions.
- Providing technical support for managing strategies and following up on their results.

Periodicity of Meetings:

Continuous Support

Administrative and Financial Team | Technical Team | Media Team



6

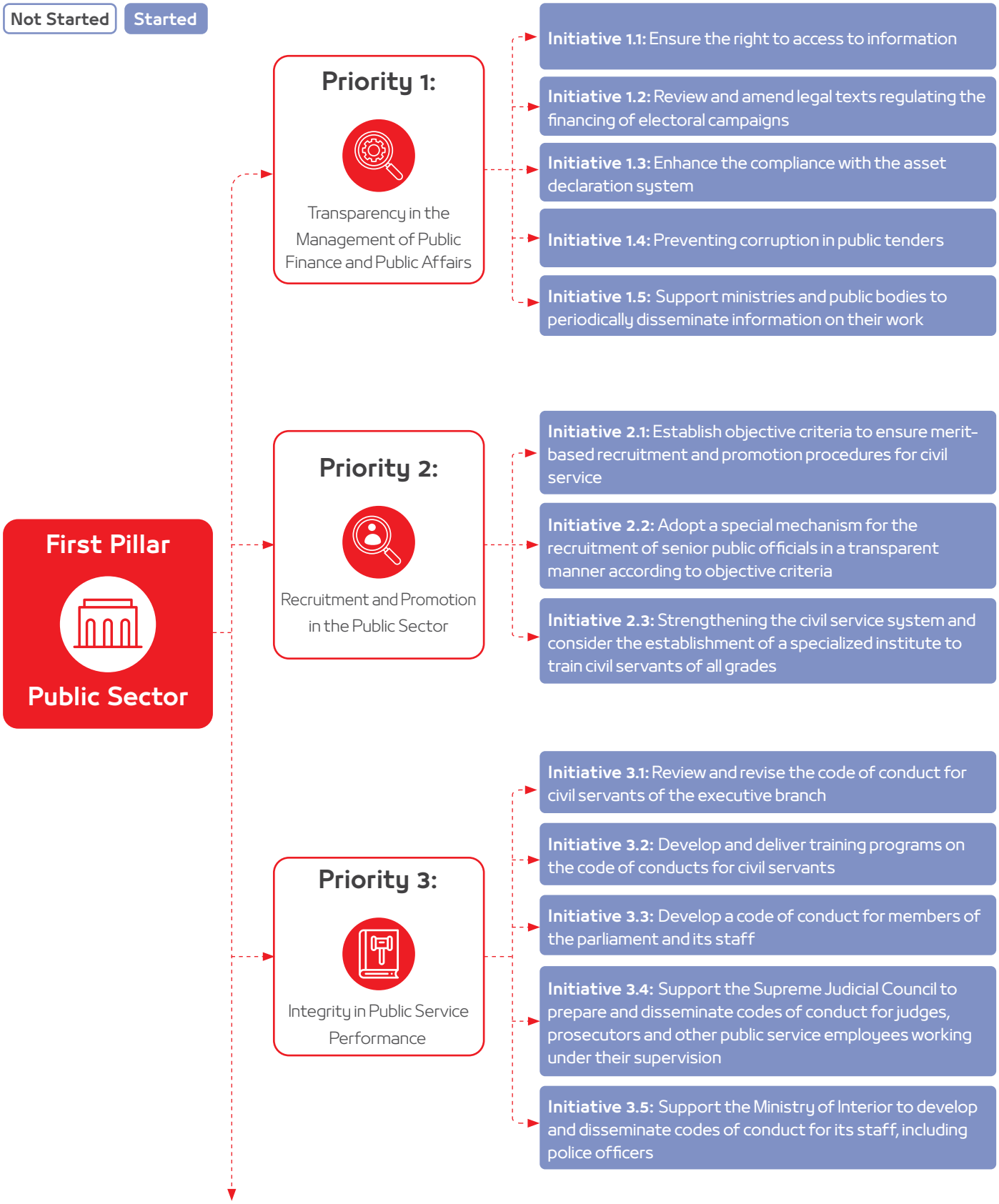
Outcomes and Progress of Kuwait Integrity and Anti-Corruption Strategy (KIACS)

1. First Pillar: Public Sector

Strategic Goal: Protecting the integrity of public sector and developing the efficiency and effectiveness of public services so that they are delivered in a transparent and accountable manner.

A) Progress Overview:

Initiatives in the First Pillar:



Not Started | Started

Priority 4:



Accountability in Public Sector

- **Initiative 4.1:** Review and strengthen performance management systems of public service employees and conduct regular performance evaluations
- **Initiative 4.2:** Review and strengthen the standards and mechanisms of accountability in the public sector, including accounting, auditing and oversight mechanisms
- **Initiative 4.3:** Review and strengthen measures to ensure integrity and accountability in state-owned enterprises
- **Initiative 4.4:** Establishing and enforcing a conflict-of-interest management system
- **Initiative 4.5:** Amend legislation to effectively criminalize illicit enrichment

Priority 5:



Effectiveness and Efficiency in Public Services Delivery

- **Initiative 5.1:** Review and streamline bureaucratic procedures of public service delivery
- **Initiative 5.2:** Develop and implement e-government internet-based platforms to further automate processes for the delivery of public services
- **Initiative 5.3:** Develop and publish user-friendly guides for the public regarding how to access and apply for public services both in paper and electronically
- **Initiative 5.4:** Integrate corruption risk management into sectors that provide public services to identify and address weaknesses periodically and sustainably

Progress made in the initiatives of the First Pillar

Priority 1

Transparency in the Management of Public Finance and Public Affairs

Priority 2

Appointments and promotions in the public sector

Priority 3

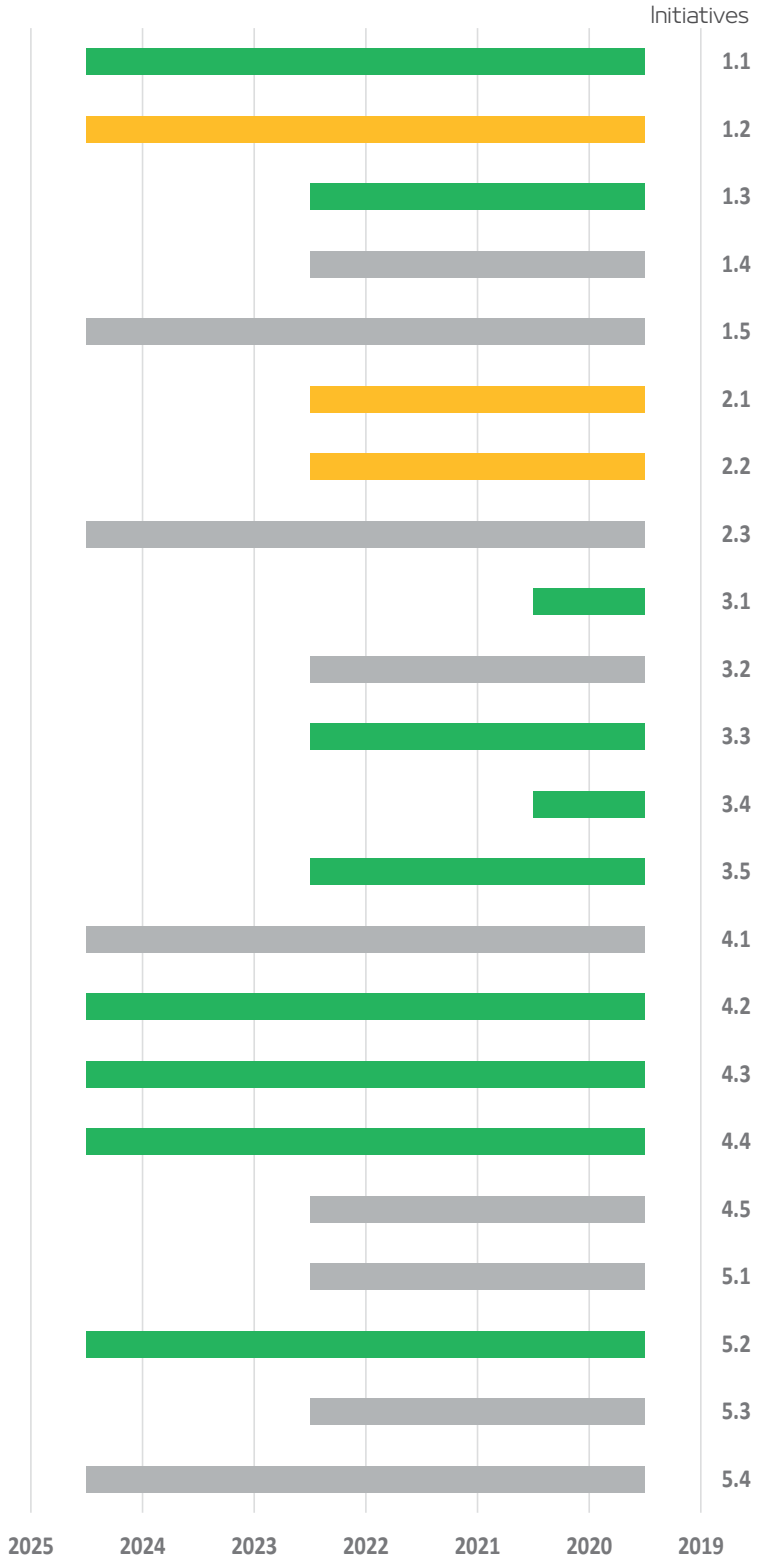
Integrity in the performance of public service

Priority 4

Accountability in the public sector

Priority 5

Effectiveness and efficiency in the delivery of public services



- Aligned on the right track
- Minor deviation from the plan, but it is manageable
- Not aligned - off track with the potential for not adhering to the timeline / or significant risks to achievement

For details of the achievements of each initiative, please refer to page 43 of the report

Target results of the First Pillar and its initiatives at the conclusion of KIACS

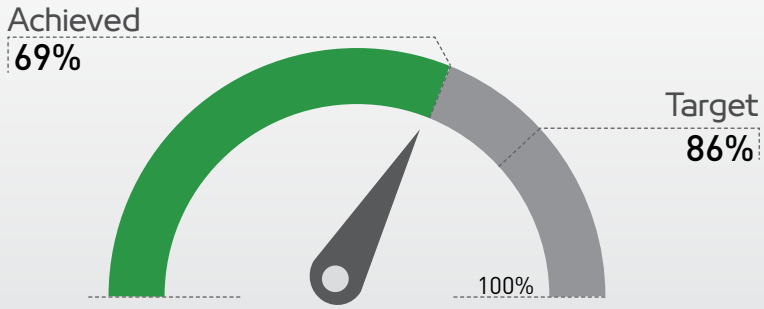
Item	Result
First Pillar  **Public Sector**	Increase in the level of integrity in public sector and the development, effectiveness and efficiency of public services in a transparent and accountable manner.
 **Priority 1** Transparency in the Management of Public Finance and Public Affairs	Achieving stronger confidence in state institutions and the rule of law, achieving more efficient government performance.
 **Priority 2** Recruitment and Promotion in the Public Sector	Building trust between citizens and the government and enhancing the efficiency and effectiveness of public sector at work on the basis of transparency and the rule of law.
 **Priority 3** Integrity in Public Service Performance	Increase in the integrity of public services.
 **Priority 4** Accountability in Public Sector	Full implementation of the United Nations Convention Against Corruption and promotion of accountability in public sector.
 **Priority 5** Effectiveness and Efficiency in Public Services Delivery	Increase in the transparency and accessibility of public services, reduce corruption risks and enhance the effectiveness of public service delivery systems.

We Build the Nation with Integrity

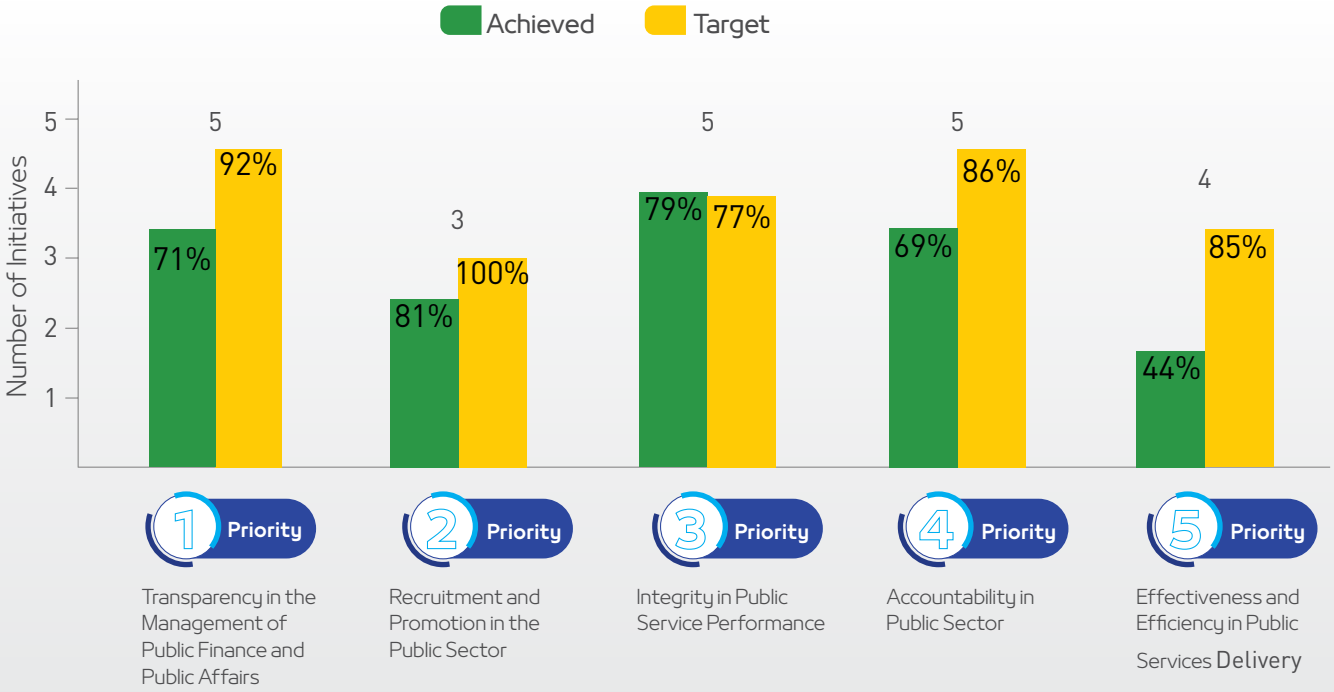


First Pillar Follow-Up Board

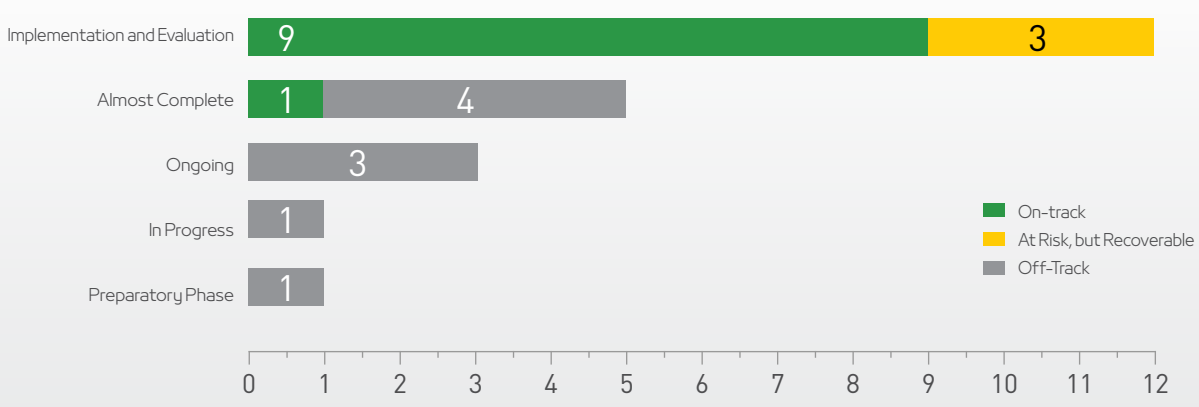
Pillar's Implementation Progress



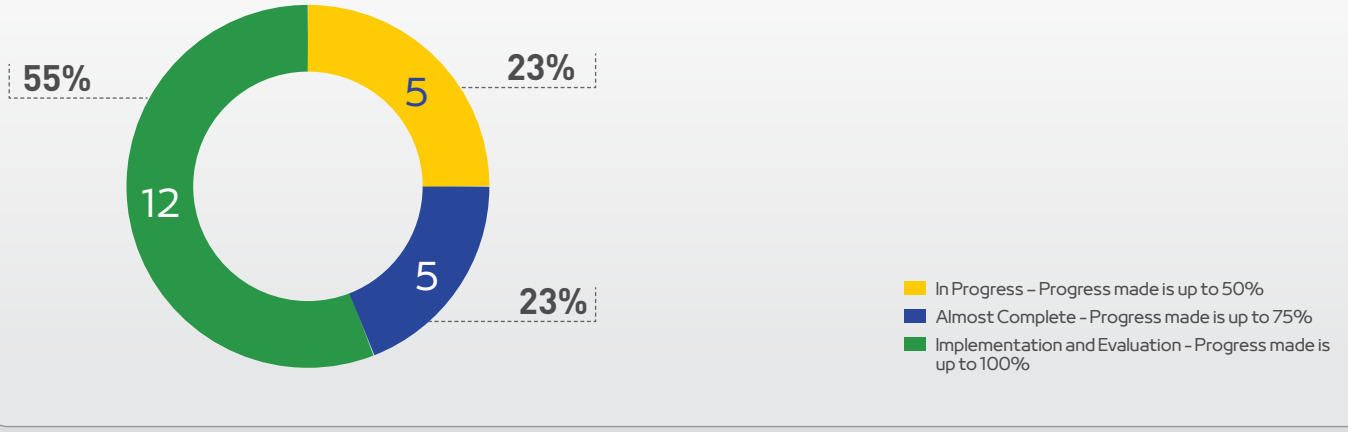
Priorites's progress status



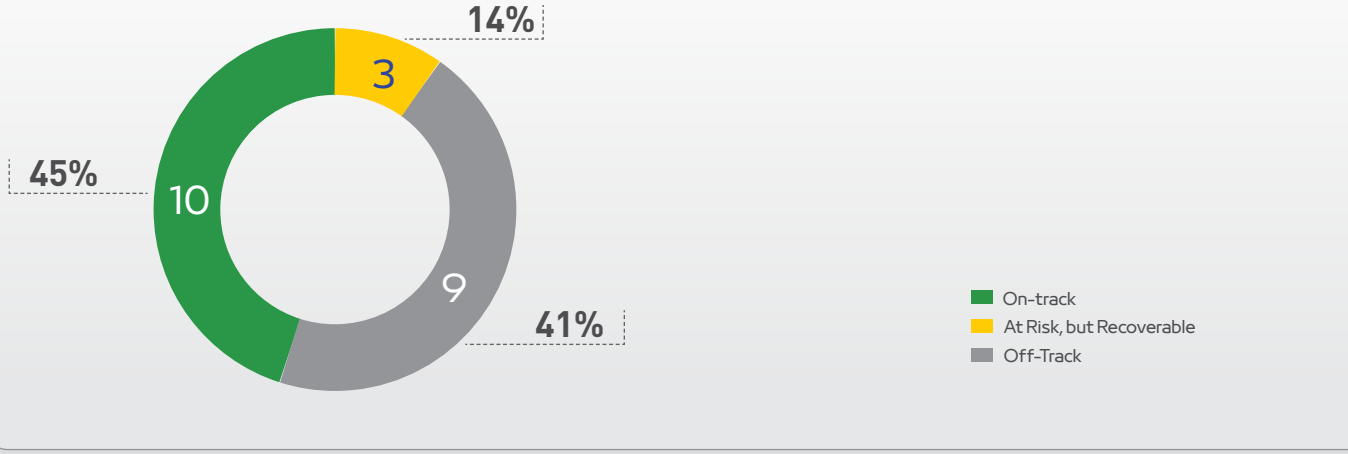
Alignment of initiatives with the established schedule and percentage of completion



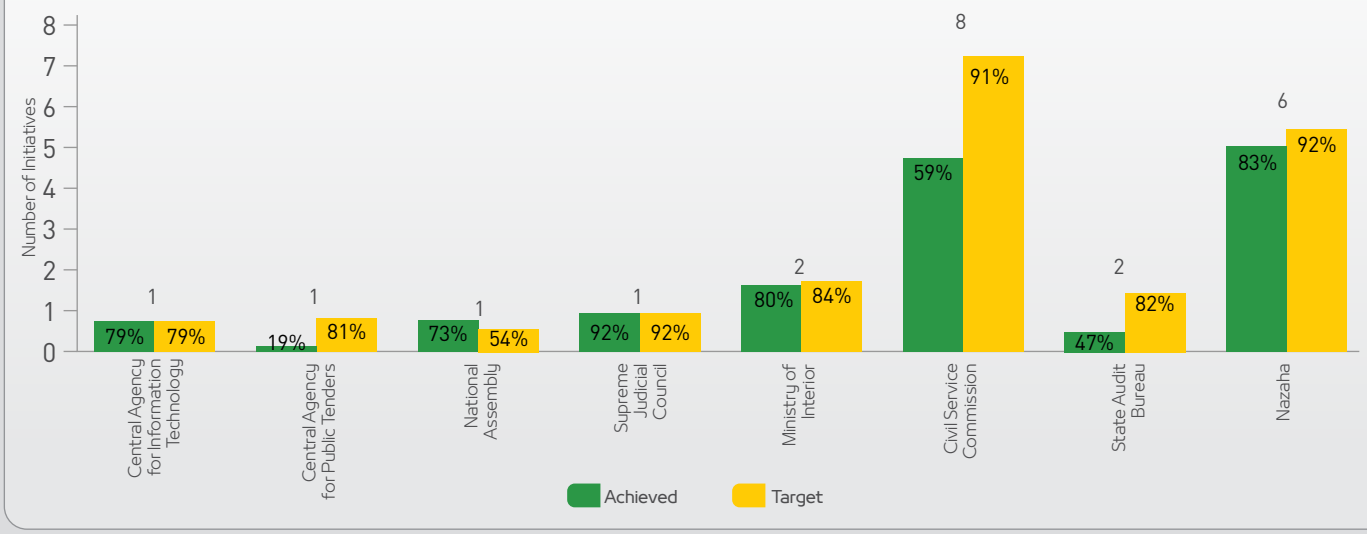
Distribution of initiatives according to the percentage of completion



Percentage of compliance with the approved plan



Implementing agencies



Initiatives' rate of completion is evaluated according to the following criteria



Priority 1: Transparency in the Management of Public Finance and Public Affairs

Progress: 71%

#	Initiative	Procedure	Implementing Agency
1.1	Target 100% Ensure the Right to Access to Information 100% Implementation and Evaluation	• Law No. 12 of 2020 regarding the Right to Access to Information was issued and published in the Official Gazette in September 2020. Its Executive Regulations were issued in January 2021. • Efforts to raise awareness of the Law and its objectives are ongoing, with several programs being implemented by Nazaha, though providing several awareness workshops for several government agencies. • "Nazaha" began monitoring and evaluating the effectiveness of implementing Law No. (12) of 2020 regarding the Right to Access to Information, preparing an evaluation report on the extent to which the 90 government agencies implement the law and fulfill voluntary disclosure requirements. The form Nazaha circulate to all government agencies is a manual containing information lists of (14) items, which entities subject to the law shall disclose in order to establish the principle of transparency and integrity in administrative and economic transactions in the State of Kuwait. • As part of its Work Program 2023-2027, the government has included a proposal to amend the Right to Access to Information Law No. (12) of 2020 regarding MoJ's Right to Access to Information.	Nazaha نزاهـــة
1.2	Target 100% Review and amend legal texts regulating the financing of electoral campaigns 100% Implementation and Evaluation	• Issuance of Law No. (120) of 2023 on Election of the National Assembly Members, "Establishment of the Electoral Commission", which is concerned with all matters related to the electoral process, including setting the rules regulating advertising, campaigns, electoral expenses, sources of funding and the maximum limit for financing and spending thereon. • Pending the issuance of a decree on the formation of the Electoral Commission members and the General Secretariat. The MoI, with the participation of several parties, is working on preparing a draft of the Executive Regulations in preparation for presenting it to the Commission members for consideration and approval upon the issuance of the decree appointing them.	وزارة الداخلية
1.3	Target 100% Enhance the compliance with the asset declaration system 100% Implementation and Evaluation	• The initiative is in the final implementation and evaluation phase, in accordance with the provisions of the law establishing Nazaha. • Nazaha continues to hold and implement training and awareness programs in coordination with stakeholders to ensure compliance with financial disclosures and the availability of all data. • Percentage of commitment to financial disclosure submission is 98.1% and examination rate is 97%.	Nazaha نزاهـــة
1.4	Target 100% Preventing corruption in public tenders 25% In Progress	• The Government Work Program 2023-2027 included a draft amendment to Law No. (49) of 2016 on Public Tenders, by the Central Agency for Public Tenders".	

#	Initiative	Procedure	Implementing Agency
1.5	Target 100% Support ministries and public bodies to periodically disseminate information on their work 75% Almost Complete	• Nazaha reviewed the best international and local practices in preparing annual reports, in addition to Law No. (12) of 2020 on the Right to Access to Information and the articles included therein that require entities to publish guides containing lists of information available for disclosure thereon, with the aim of preparing a draft guide on the content and mechanism of preparing annual reports. • Nazaha also defined all government agencies' reports pursuant to the following mechanism: 1. The extent to which the law establishing the concerned government agency obliges it to issue (annual - semi-annual - monthly) reports. 2. The extent to which government agencies implement Law No. (12) of 2020 on the Right to Access to Information. 3. Administrative classification of government agencies as applied in Kuwait, into (ministries - government departments - independent agencies - attached bodies - state-owned companies - public benefit organizations, etc.) 4. Report publishing tools: (issuing a book annually, semi-annually or quarterly), publishing on the agency's official website, publishing periodic statistics or monthly magazines. • Nazaha prepared a draft guide for government agencies' reports in accordance with international best practices, so as to achieve the highest levels of transparency. The guide shall be presented to government agencies along with a recommendation to train its members on the proper application thereof.	Nazaha نزاهة



Priority 2: Recruitment and Promotion in the Public Sector

Progress: 81%

#	Initiative	Procedure	Implementing Agency
2.1	Target 100% Establish objective criteria to ensure merit-based recruitment and promotion procedures for civil service  Implementation and Evaluation	• CSC prepared a draft law amending some provisions of Decree Law No. 15 of 1979 and submitted it to the Council of Ministers in March 2021. This included updating the CSC law to allow the establishment of a recruitment central system in all government agencies, public and independent entities and institutions, which the Commission undertakes to implement in a manner that achieves equality and equal opportunities among all citizens. • **In its Work Program 2023-2027, under "Productive Government" pillar – the "Enhancement of governance, organizational structure and capabilities" program, the government included a project for "launching an integrated program to build capabilities and attract expertise in government institutions in cooperation with the best international institutions in their field".**	
2.2	Target 100% Adopt a special mechanism for the recruitment of senior public officials in a transparent manner according to objective criteria  Implementation and Evaluation	• **Based on the decision by the former Council of Ministers in September 2021, CSC prepared a study on a new mechanism for recruitment and promotion of leaders and supervisors. It was discussed with the Civil Service Council in accordance with the Council's systems and powers, as the recommendation was that the project needs further study.** • The Civil Service Commission issued Resolution No. (18) of 2023 regarding the mechanism for selecting candidates to fill leadership positions. The Resolution has been published in Al-Kuwait Al-Yaum on 06/082023. • **The list of legislative requirements included in the government's Work Program 2023-2027 includes a draft law regulating leadership positions appointment.**	
2.3	Target 100% Strengthening the civil service system and consider the establishment of a specialized institute to train civil servants of all grades  Almost Complete	• CSC finished preparing a draft decree to establish a government training center that aims at contributing to achieving administrative development in all different government agencies, through developing skills and upgrading the level of public services. The draft was submitted to the Council of Ministers on 30/03/2021 for approval. • In its Work Program 2023-2027, under "Job Creation and Capacity Building" pillar – the "Raising the productivity of state employees" program, the government included a project for "Establishing a center for standard admission tests for government jobs and technical training for public sector employees" and the project of "Establishing an academy to qualify workers in the financial and investment sectors pursuant to the best international curricula in financial studies and governance".	

Highlight on Recruitment and Promotions in the Public Sector

The laws and circulars of the Civil Service Commission (CSC) govern recruitment in government agencies that fall under the supervision of the Commission.

Recruitment is organized through a central automated system that enables citizens to view and apply for vacancies online.

CSC issued **Circulars No. 25 of 2006 and No. 30 of 2015** regarding supervisory positions (director, controller, head of department, head of division). These circulars indicate the requirements for holding these positions (such as academic requirements and experience), with a view to reorganizing the process (such as relying on a recommendation from the Human Resources Committee). These two circulars specify the minimum requirements, where it is possible for relevant government agencies to add other criteria without prejudice to the minimum requirements.

For appointment and promotion decisions to be valid, prior approval of the CSC Control is required. This is a procedure adopted by the Commission in order to ensure that such decisions are issued in accordance with the relevant rules and laws.

A transparent grievance mechanism has been adopted to allow any citizen who has any doubts about his/her recruitment process to complain in accordance with the approved procedures. The Right to Access to Information Law enhances citizens' right to request access to any data related thereto pursuant to the Law.

Circular No. 18 of 2011 governs and regulates promotions in entities subject to the Civil Service Commission's control.

For leadership positions, **Circular No. 8 of 2018** sets clear recruitment criteria (including minimum experience, academic requirements, previous job performance, etc.), provided that at least three candidates shall be selected for the job, who shall undergo tests and interviews. This process prioritizes internal promotions over external candidates.

The Civil Service Commission issued Resolution **No. (18) of 2023** regarding the mechanism for selecting candidates to fill leadership positions. The Resolution was published in Al-Kuwait Al-Youm 06/08/2023.

Priority 3: Integrity in Public Service Performance

Progress: 79%

#	Initiative	Procedure	Implementing Agency
3.1	Target 100% Review and revise the code of conduct for civil servants of the executive branch 100% Implementation and Evaluation	• **CSC issued Circular No. (2) of 2021 regarding an updated Code of Conduct for all government agencies.** • Nazaha resumes its awareness campaigns about the codes of conduct, their purpose and the principles they should include in the public sector. • Nazaha prepared and approved an internal reporting mechanism and sent it to the CSC for circulation to all government agencies.	
3.2	Target 75% Develop and deliver training programs on the code of conducts for civil servants 50% Ongoing	• CSC conducts training on the Code of Conduct for government agencies, in addition to preparing a training program on the new Code of Conduct and its inclusion within the annual training plan. • The number of trainees on codes of conduct since 2013 to 2023: **1334 trainees.** • CSC continues to address all government agencies periodically regarding the implementation of training programs related to the codes of professional conduct.	

#	Initiative	Procedure	Implementing Agency
3.3	Target 75% Develop a code of conduct for members of the parliament and its staff  Almost Complete	**A) Staff of the General Secretariat of the National Assembly: 100% (Implementation and Evaluation)** • A code of professional conduct for the staff of the General Secretariat of the National Assembly was issued according to Resolution No. (13), issued at the meeting of the National Assembly Office No. (4) held in February 2021. • Training programs were conducted for the Secretariat's employees to explain the Code of Conduct, in addition to designing and disseminating an awareness campaign to (650) employees in the Secretariat to raise awareness of the Code of Conduct. **B. Members of the National Assembly: 25%** • Submitting a proposal to approve the **"Parliamentary Code of Conduct"** by one of the National Assembly members in November 2023. The Code aims to strengthen the reputation of the MP and the parliamentary institution, enhancing the voter's confidence therein. This is in addition to laying the foundations that render the MPs a good role model, influential in the process of approving and activating the codes of conduct in Kuwait at the level of executive and judicial authorities' institutions and the private sector. Further, the Code aims to achieve parliamentary work best practices and results, on both legislative and oversight levels.	مجلس الأمة NATIONAL ASSEMBLY
3.4	Target 100% Support the Supreme Judicial Council to prepare and disseminate codes of conduct for judges, prosecutors and other public service employees working under their supervision  Implementation and Evaluation	• **In 2021, the Supreme Judicial Council issued a code of conduct for the judiciary and public prosecution members, and it was updated in 2023.** • Kuwait Institute for Judicial Studies trained 83) out of a total of (358) prosecutors and judges (i.e. 23%) of the Court of First Instance on the **"Code of Judicial Conduct".** • The Institute also trained (313) out of a total of (418) Public Prosecution members (75%) on the **"Code of Judicial Conduct".**	
3.5	Target 100% Support the Ministry of Interior to develop and disseminate codes of conduct for its staff, including police officers  Implementation and Evaluation	• **A code of conduct for police officers and another one for the Ministry's employees were circulated in October 2021.** • The MoI circulated the "Code of Professional Conduct" and the rate of orientation thereof for all employees, including civilians and police personnel, is 100%. • The MoI trained a number of its employees and police personnel on their code of professional conduct, where (9) training courses were held from January 2022 until March 2023 for (150) civilian trainees. • The MoI trained a number of police personnel on the Code of Professional Conduct, where (4) training courses were held for (25) police personnel for the 2022/2023 training season.	KUWAIT POLICE وزارة الداخلية

Priority 4: Accountability in the public sector

Progress: 69%

#	Initiative	Procedure	Implementing Agency
4.1	Target 100% Review and strengthen performance management systems of public service employees and conduct regular evaluations performance  Ongoing	• The CSC seeks to submit a proposal regarding raising the ceiling of the public employee's salary, reward and promotion linked to his performance evaluation, based on the efficiency and quality of his achievement, as a means of encouraging public employee to acquire more skills and competencies to raise their performance level. The proposal also aims to achieve the following: 1. Improving and developing employee's tasks performance as related to the result of his evaluation, so as to raise his salary ceiling, reward and promotion. 2. Governance of institutional performance to achieve standards of integrity and transparency. 3. Developing performance systems to increase efficiency and oversight and keep pace with Kuwait's priorities in government development (digital transformation). 4. Achieving the principle of justice in the decision-making process to raise employees' efficiency. • The CSC has also started holding meetings and workshops with some government agencies on the performance evaluation proposal, recording their observations and recommendations. • **The government has included in its Action Programme for 2023-2027, under the "Productive Government" Pillar, a project titled "Establishing a Potential E-Government through Technology". This project aims to "issue a comprehensive guide to all services provided by government agencies."**	ديوان الخدمة المدنية CIVIL SERVICE COMMISSION

#	Initiative	Procedure	Implementing Agency
4.2	Target 100% Review and strengthen the standards and mechanisms of accountability in the public sector, including accounting, auditing and oversight mechanisms  Implementation and Evaluation	• **In 2019, the State Audit Bureau (SAB) issued a standard guideline for internal auditing for all entities subject to SAB.** • **The Council of Ministers issued Resolution No. (383) of 2011 requiring government agencies to establish inspection and audit offices.** • The Council of Ministers assigned CSC, in coordination with the General Secretariat of the Supreme Council for Planning and Development, to circulate the National Guidelines for Corporate Governance in the state's administrative apparatus in January 2022. • On 19/06/2023, the State Audit Bureau organized and held, with the participation of Nazaha, the "Internal Auditing Added Value" forum for some government agencies under the Bureau's oversight, with the aim of achieving governance pillars in terms of independence and responsibility. • Nazaha cooperated with the Government Performance Monitoring Agency, Kuwait Auditors Association and the State Audit Bureau to hold a workshop entitled "Strengthening Accountability and Audit Mechanisms in Public Sector" for government agencies. The workshop was held on 22/11/2023, with the participation of (57) audit and inspection offices, representing 79% of the total targeted entities. The aim of the workshop was to raise awareness of the importance of internal audit in enhancing transparency, accountability and integrity, boosting relevant skills and capabilities and government agencies' implementation of internal audit methodology, thus rendering the inspection and audit offices established pursuant to the Council of Ministers' Resolution No. (283) of 2011 more efficient in reducing regulatory observations. • According to the State Audit Bureau's Annual Report for the fiscal year 2022/2023, the Bureau reviewed and evaluated the effectiveness of internal audit departments in the entities under its oversight, amounting to 90 government agencies (30 ministries and government departments - 35 agencies with an attached budget and a company - 25 government agencies with an independent budget). • Based on the Bureau's evaluation of the effectiveness of internal audit departments in the entities under its oversight for the calendar years 2021/2022 and 2022/2023, including the aforementioned entities: **Fiscal Year** | **21/22** | **22/23** **Entities that have internal audit departments** | 81 out of 88 | 86 out of 90 **Fully and to-some-extent activated departments** | 55 | 68 **Non-Activated** | 25 | 17 • The Bureau excluded entities contracting with external audit offices from the statistics, amounting to (7) entities for the fiscal year 2021/2022 and (6) entities for the fiscal year 2022/2023.	ديوان المحاسبة State Audit Bureau
4.3	Target 100% Review and strengthen measures to ensure integrity and accountability in state-owned enterprises  Implementation and Evaluation	• **SAB issued audit guidelines in 2019 on the application of governance rules in state-owned companies.** • SAB prepared tools for evaluating integrity and accountability measures in state-owned institutions, based on a set of rules, including: 1. Proper identification of tasks and responsibilities 2. Ensuring the integrity of financial reports 3. Putting in place sound systems for risk management and internal control 4. Promoting professional behavior and ethical values 5. Encouraging performance improvement • On 07 December 2023, Nazaha organized its third forum under the title **"Integrity through Governance"**, in the presence and participation of selected group of governmental and private institutions, civil society organizations and ten (10) state-owned companies out of (24) companies. • Nazaha cooperated with SAB, the General Secretariat of the Supreme Council for Planning and Development, and Price Waterhouse (PwC) to hold a discussion panel on **"Practicing Governance for Institutions Enhancement"**, during which the optimal mechanisms for governance of state-owned companies were highlighted, resulting in several recommendations, including calling for companies' commitment to implementing the Guidelines on Corporate Governance of State-Owned Enterprises, prepared by SAB and cooperating with SAB to follow up on the reports issued thereby, identifying deficiencies in preparation for addressing them. • According to the State Audit Bureau's Annual Report 2022-2023, SAB reviewed and analyzed the governance models related to the extent of compliance by the companies under its supervision with the rules of governance; **(24) companies**, divided into **(3) companies subject to the Capital Markets Authority**, with percentage of compliance ranging between 95% and 97%, **(13) companies subject to the Companies Law No. (01) of 2016**, with percentage of compliance ranging between 29.5% and 81.5%, **(8) companies affiliated with the oil sector**, with percentage of compliance ranging between 80% and 93.5%. • Table (1), on page (49), indicates the percentage of state-owned companies under the State Audit Bureau that apply governance principles.	Nazaha نزاهة
4.4	Target 100% Establishing and enforcing a conflict-of-interest management system  Implementation and Evaluation	• Law No. (01) of 2023 on Conflicts of Interest was issued on 22/01/2023 and the Executive Regulations thereof were published in Al-Kuwait Al-Yaum on 10/09/2023. • Nazaha began implementing awareness programs about the Law, its objectives and implementation mechanism for several government agencies.	Nazaha نزاهة

#	Initiative	Procedure	Implementing Agency
4.5	Target 100% Amend legislation to effectively criminalize illicit enrichment  Almost Compete	• The draft review and amendment to Law No. (02) of 2016 on Establishing Kuwait Anti-Corruption Authority and the provisions related to financial disclosure, including the expansion of "Illicit Gain" definition, was sent to the Department of Legal Advice and Legislation on 27/12/2023 for review. • **Legislative requirements in the government's Work Program 2023-2027 include a draft regarding amending Law No. (02) of 2016 on Establishing Kuwait Anti-Corruption Authority.**	Nazaha نزاهة

Percentage of state-owned companies subject to the State Audit Bureau oversight applying governance principles



Table (1) indicates the percentage of state-owned companies subject to the State Audit Bureau oversight that apply governance principles (Source: Audit Bureau).

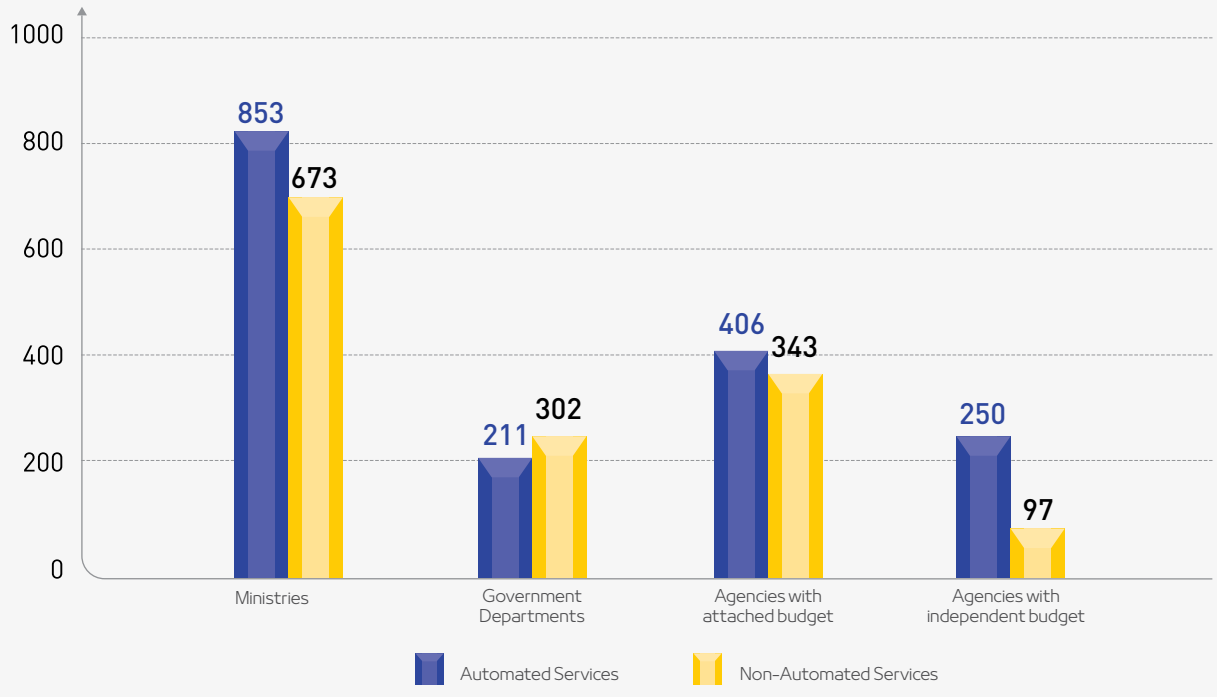
Priority 5: Effectiveness and Efficiency in Public Services Delivery

Progress: 44%

#	Initiative	Procedure	Implementing Agency
5.1	Target 100% Review and streamline bureaucratic procedures of public service delivery  Almost Compete	• **CSC issued a manual aimed at enhancing government services and streamlining their procedures. This manual was disseminated to all government agencies as per Circular No. 24/2020 in December 2020.** • Inventorying the mechanized and non-mechanized services during the year 2023 for all government agencies approved in the Government Services Directory system, along with preparing a report on the approved services statistics for all government agencies according to the (individuals / private sector / government agencies) classification. • CSC provided several training workshops to several government agencies on how to document and simplify service procedures. • The success of this initiative depends on the cooperation of all government agencies affiliated with the CSC by entering the required data through the integrated service system and applying the Guidelines for Government Services Development. • mechanized services during the year 2023 for all government agencies in the Government Services Directory system.	ديوان الخدمة المدنية CIVIL SERVICE COMMISSION
5.2	Target 100% Develop and implement e-government internet-based platforms to further automate processes for the delivery of public services  Implementation and Evaluation	• **The Council of Ministers has issued several decisions since the beginning of 2021 to form technical and coordinating committees and teams tasked with completing the development and launch of the unified government application "Sahel".** • "Sahel" app was launched on 15/09/2021. • (35) government agencies out of (70) government agencies are participating in the "Sahel" application since its launch in September 2021. (346) electronic services are provided by the application, where the number of users has amounted to (1,648,211) and (30,226,374) completed transactions. • The average user satisfaction rating for the application in general was 4 out of 5, i.e., equivalent to 90%. • "Sahel Business" application has been launched on 20/11/2022 with a view to enabling companies' owners and institutions to complete their transactions through one window. • The number of entities participating in the **"Sahel Business"** application since its launch in November 2022 to date is (17) government agencies, with (156) electronic services provided thereby since its launch to date, while its users amount to (21,715) and (75,559) completed transactions. • **In its Work Program 2023-2027, under the "Productive Government" pillar - "Creating an e-government enabled by technology" program, the government included a project for "Gradual digital transformation of 90% of the government services".**	

#	Initiative	Procedure	Implementing Agency
5.3	Target 100% Develop and publish user-friendly guides for the public regarding how to access and apply for public services both in paper and electronically 50% Ongoing	• CSC issued a manual aimed at enhancing government services and streamlining their procedures as per Circular No. (24) of 2020. This manual is deemed an integrated digital system to define relevant services, how to document and simplify their procedures. CSC circulated the manual to all government agencies and uploaded it to its official website. • In the Government Services Directory System, CSC added new fields for "Procedures" and "Services Classification." The fields are to be completed by government agencies and monitored and reviewed by the CSC. Government agencies were addressed to add procedures so that it would be a comprehensive guide for all government services. • CSC continues to follow up with all government agencies to enter data related to their procedures. CSC also provides training for the agencies in developing their own procedures manuals. • The success of this initiative relies on the cooperation of all government agencies with the CSC. These agencies are required to enter the necessary data through the integrated service system and adhere to the guidelines set for the development of government services. • **In its Work Program 2023-2027, under "Productive Government" pillar - the "Creating an e-government enabled by technology" program, the government included a project for "Issuing the comprehensive directory to all services provided by all government agencies".**	ديوان الخدمة المدنية CIVIL SERVICE COMMISSION
5.4	Target 100% Integrate corruption risk management into sectors that provide public services to identify and address weaknesses periodically and sustainably 10% Preparatory Phase	• **In its Work Program 2023-2027, under the "Productive Government" pillar - the "Enhancing Governance, Organizational Structure and Capabilities" program, the government included a project for "Launching a comprehensive framework for restructuring government agencies to achieve the best international practices and the highest levels of efficiency and governance."**	ديوان المحاسبة State Audit Bureau

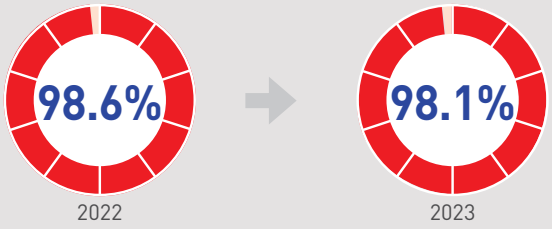
Statistics on the number of government agencies that provide (mechanized - non-mechanized services) to citizens and residents during the year 2023:



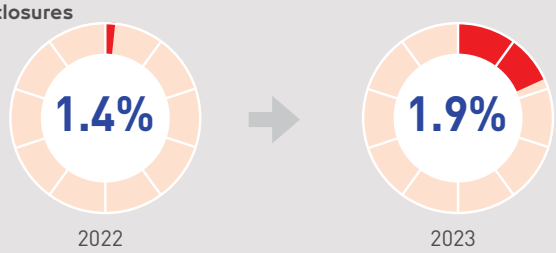
(Source: Civil Service Commission)

Highlight on Financial Disclosure

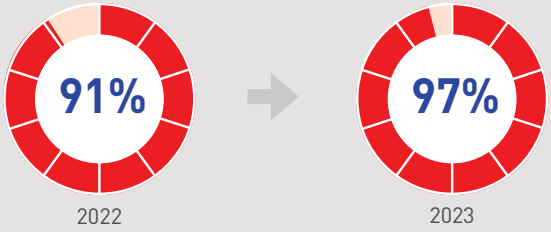
Percentage of commitment to submitting financial disclosures



Percentage of total non-compliance with submission of disclosures



Percentage of compliance with submission of disclosures

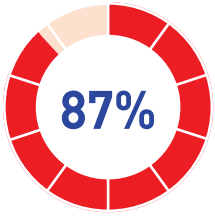


Number and percentage of delay in submitting financial disclosures

Total disclosures received on time and in accordance with legal deadlines:

8125

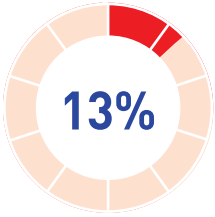
Percentage of Receipt



Total disclosures received after legal deadlines:

1251

Percentage of Receipt



Number of disclosures by type

First Disclosure	Disclosure Update	Final Disclosure	Total
1674	6464	1238	9376

Number of disclosures according to top five (5) job titles

Director of Administration or equivalent	2067
Members of the boards of directors of cooperative societies	865
Board member at a sports authority	795
Public prosecution member	750
Expert at the Ministry of Justice	713
Total Top Five (5) Job Titles	5190

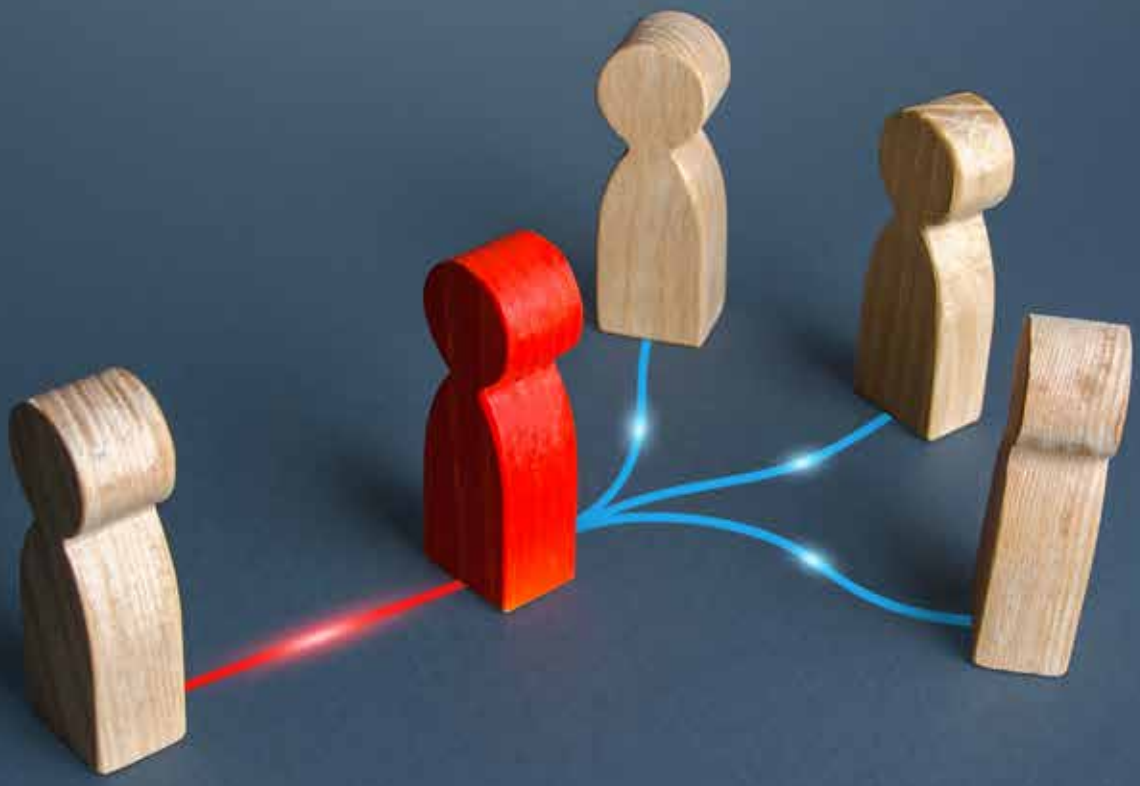
Number of disclosures according to top five (5) government agencies

Ministry of Justice	2443
Ministry of Interior	1229
Kuwait University	801
Department for Legal Advice and Legislation	652
National Assembly	240
Total number of statements of the top five (5) government agencies	5365

Number of disclosures not submitted according to top five (5) job titles

Board member at a sports authority	57
Members of the boards of directors of cooperative societies	24
Director of Administration or equivalent	22
Public Prosecution member	19
Notaries in Real Estate Registration Department and Authentication Department	12
Total	134

Conflicts of Interest



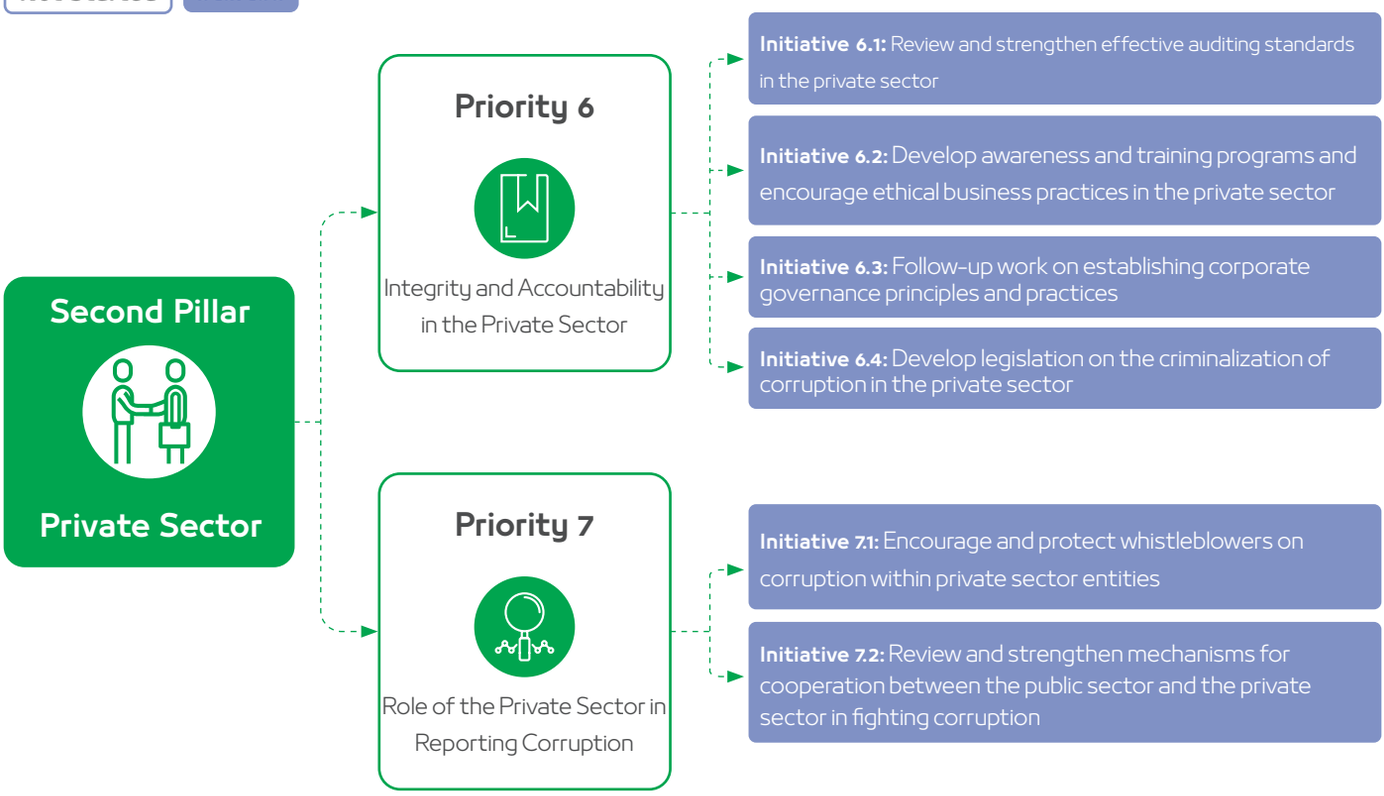
2. Second Pillar: Private Sector

Strategic Goal: Encouraging the Private Sector to Promote Integrity and Fight Corruption.

A) Progress Overview:

Initiatives in the Second Pillar:

Not Started | Started



Progress made in Second Pillar Initiatives

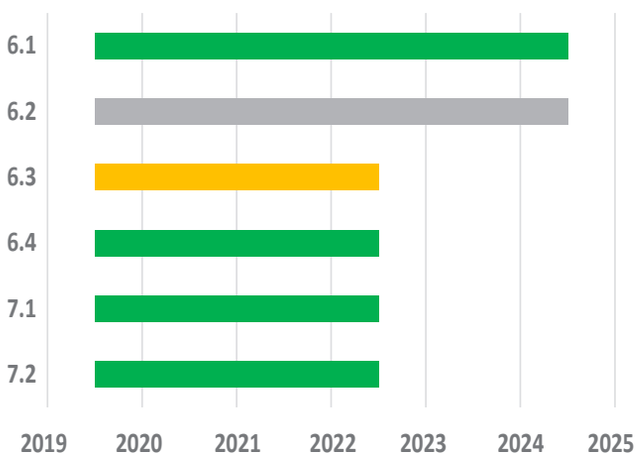
Priority 6

Integrity and Accountability in the Private Sector

Priority 7

Role of the Private Sector in Reporting Corruption

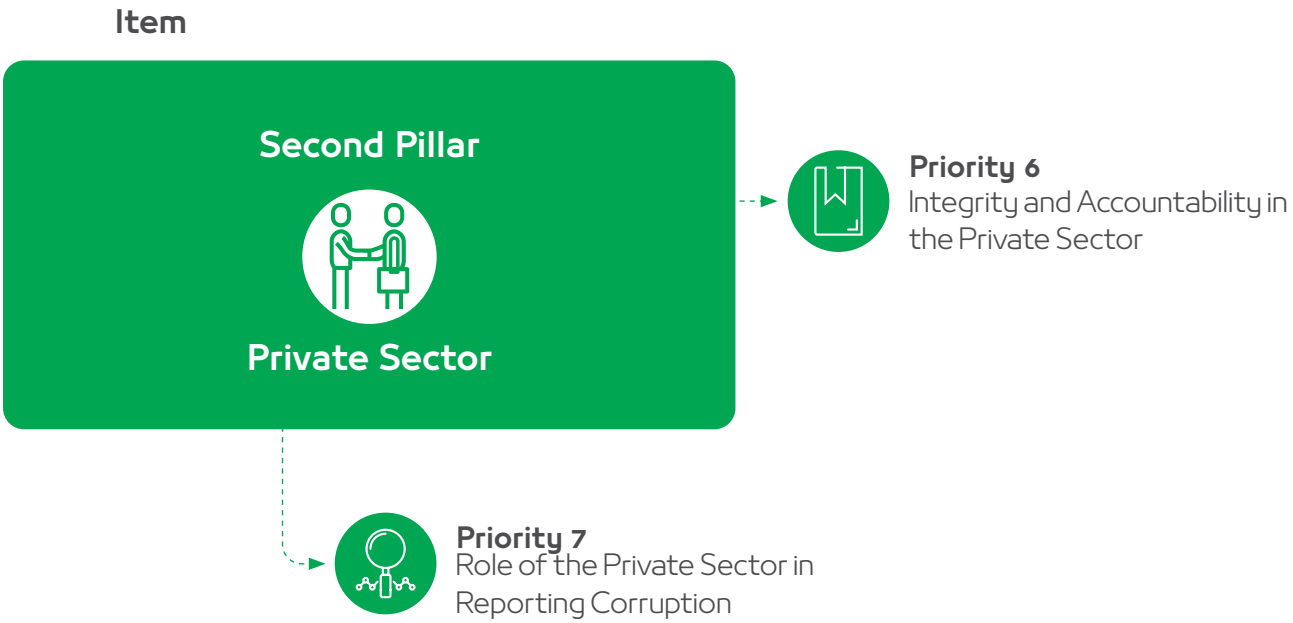
Priorities



On Track
At Risk, but Recoverable
Off Track

For details of achievments in each initiative, please refer to page 57 of the report.

B) Pillar and initiatives' results targeted at KIACS conclusion:



Result

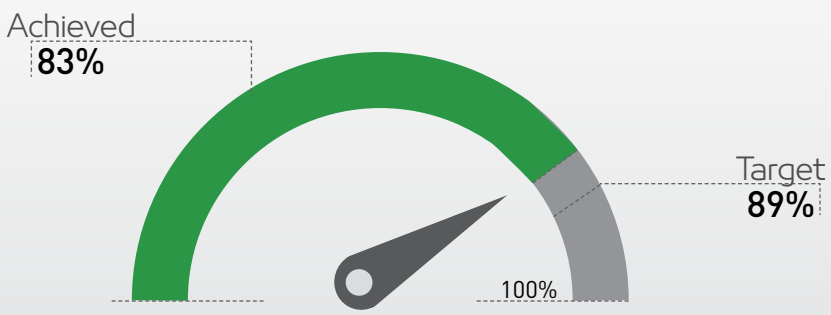
Enabling the private sector to undertake an effective role as a partner in promoting integrity and combating corruption

Business environment attractive for foreign investment that provides equal opportunities for investors, promotes sustainable development of society as a whole and enhances Kuwait's position in global business and financial markets.

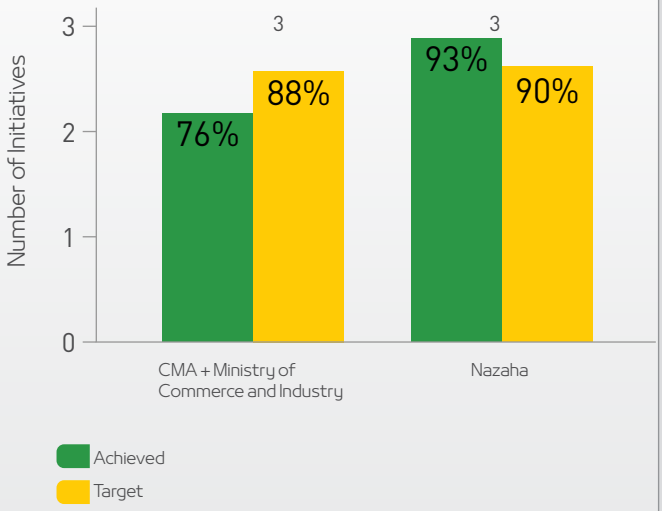
Increase in the level of cooperation and partnership between public and private sectors in prevention and reporting of corruption.

C) Second Pillar Follow-Up Board

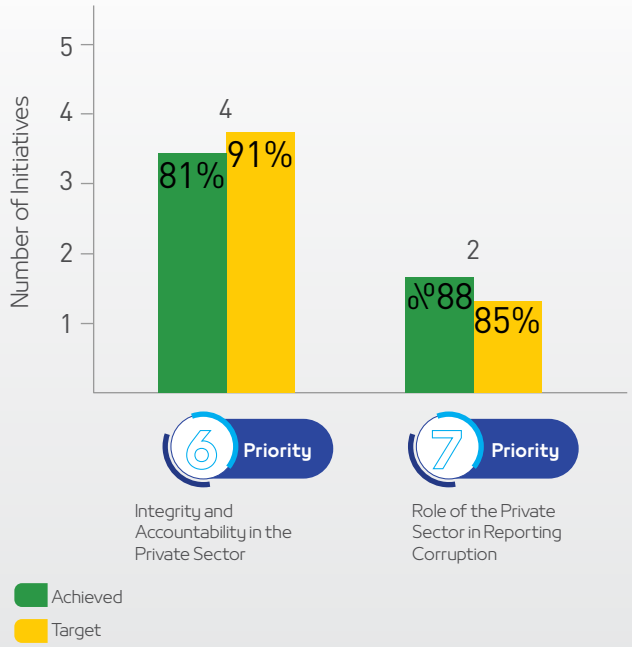
Pillar's Implementation Progress



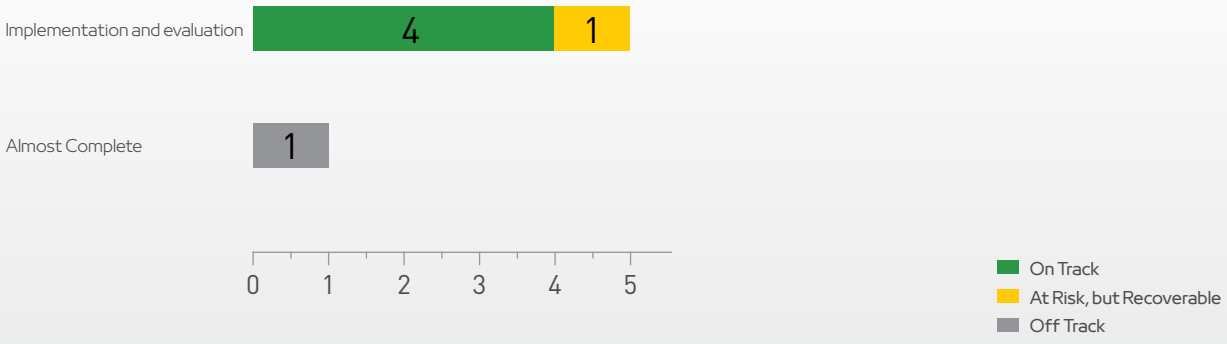
Implementing agencies



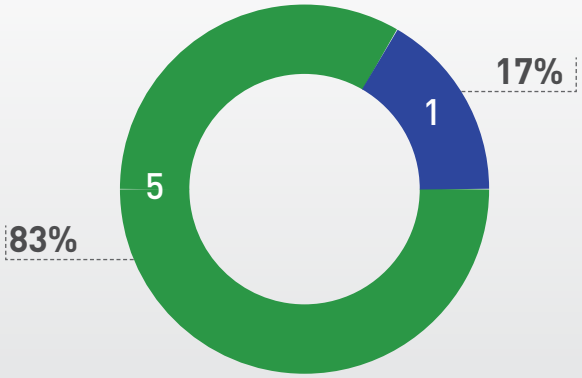
Priorities's progress status



Alignment of initiatives with the established schedule and the percentage of completion

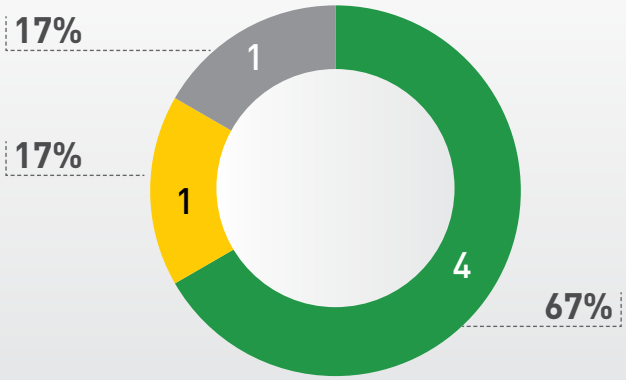


Distribution of initiatives according to the percentage of completion



- In progress – Progress is up to 50%
- Almost Complete: Progress is up to 75%
- Implementation and Evaluation: Progress made is up to 100%

Percentage of compliance with the approved plan



- On-track
- At risk, but Recoverable
- Off-Track



Initiatives' rate of completion is evaluated according to the following criteria:



Priority 6: Integrity and Accountability in the Private Sector

Progress: 81%

#	Initiative	Procedure	Implementing Agency
6.1	Target 100% Review and strengthen effective auditing standards in the various private sector bodies 100% Implementation and Evaluation	• According to current laws, all companies are required to comply with international accounting standards. They are required to prepare updated financial statements, in addition to adhering to the professional principles of the International Federation of Accountants. • The Executive Regulations of Law No. (7) of 2010 establishing the Capital Markets Authority (CMA) and Regulating Securities Activity, as amended, included provisions and requirements for auditors who conduct audits for authorized persons, Kuwaiti companies listed on the stock exchange, collective investment systems, and special-purpose companies licensed by the CMA. The CMA has developed a regulatory framework to ensure compliance with these regulations and requirements. • **Auditors Law No. (103) of 2019 was issued; its Executive Regulations were issued on 09/02/2020 by Resolution No. (13) of 2019.** • **Issuance of Ministerial Resolution No. (159) of 2023 regarding developing auditors' professional capabilities and the mechanism of qualification and continuous training to oblige the auditor to develop his professional capabilities and ensure continuous training in accordance with the International Education Data Directory.** • The Ministry of Commerce and Industry has prepared a draft proposal to amend the Auditors Law No. (103) of 2019 to add articles stipulating the establishment of "Kuwait Accountants and Auditors Association". • In September 2023, the Ministry of Commerce and Industry concluded the Information Cooperation and Data Exchange Agreement with Kuwait Accountants and Auditors Association, where it was agreed upon that a training license for the Association shall be issued by the Civil Service Commission, so that coordination could be made to hold training courses for the Ministry's employees. • A permanent technical committee has been formed to develop accounting rules and audit manuals by the Ministry of Commerce and Industry pursuant to Resolution No. (9) of 2021, dated 12/01/2021, for developing auditors' profession, keeping pace with global and local changes and approving what is appropriate to achieve the objectives of the new legislation. The committee also works on proposing a legislation to unify the data entry system at the concerned authorities and preparing a special system for reporting corruption by auditors and the public in this regard. This is in implementation of ISA 240 and ISA 250 regarding the consideration of laws and regulations in an audit of financial statements. • **Granting judicial police powers** to a number of employees in the MOCI's Joint Stock Companies Department, training them continuously in cooperation with Kuwait Accountants and Auditors Association and some MOCI-accredited accounting audit offices on inspection of auditors, as violations were detected and referred to MOCI's Auditors Special Investigation Committee.	
6.2	Target 100% Develop awareness and training programs and encourage ethical business practices in the private sector 75% Almost Complete	• The Capital Markets Authority continues to implement extensive and wide-ranging training programs for companies concerned with implementing Rule Six, "Promoting Professional Conduct and Ethical Values", of the Executive Regulations of the Authority's Law. • MOCI has held meetings with Nazaha, in addition to some internal meetings to work on identifying target segments and specific entities to provide training courses on business ethical practices. The MOCI is currently working on agreements with accredited institutes and public benefit associations, including Kuwait Accountants and Auditors Association to contribute to training active cadres in the Ministry. • The Capital Markets Authority implemented wide-ranging and extensive training programs in corporate governance, including all joint-stock companies subject to the corporate governance provisions issued by the Authority. • The Capital Markets Authority continues to provide wide-ranging and extensive awareness programs locally and in the Gulf to companies concerned with applying corporate governance principles since the issuance of the Authority's Executive Regulations in 2013 with the aim of achieving optimal implementation. The Authority closely follows up with companies concerned with governance.	

#	Initiative	Procedure	Implementing Agency
6.3	Target 100% Follow-up work on establishing corporate governance principles and practices  Implementation and Evaluation	• **Companies Law stipulates that each supervisory authority shall issue its requirements on corporate governance. Accordingly, CMA and Central Bank of Kuwait (CBK) issued comprehensive frameworks for corporate governance for companies subject to its supervision, including:** 1. Building a balanced board of directors structure. 2. Proper identification of tasks and responsibilities 3. Ensuring integrity of financial reports 4. Promoting professional behavior and ethical values • **The MOCI issued Resolution No. (75) of 2023, issued on 15 May 2023, regarding the formation of a committee dedicated to study proposals to facilitate the development of the Kuwaiti financial market and to develop the necessary proposals, mechanisms and solutions in this regard. The committee is also specialized in submitting a proposal on the possibility of unifying corporate governance rules to all regulatory authorities.** • **On 06/11/2023, the Insurance Regulatory Unit issued Resolution No. (58) of 2023 on governance rules for insurance and/or reinsurance companies.** • The Capital Markets Authority applies risk management policies and procedures to companies, as it is a licensing requirement for all persons licensed by the Authority to practice securities activities. It is a mandatory requirement pursuant to the Corporate Governance Executive Regulations, issued in 2013. Therefore, the Authority closely and continuously monitors concerned companies. • The Capital Markets Authority launched a global conference on corporate governance. In addition, it continues to implement extensive and wide-ranging local and Gulf awareness programs for companies concerned since the issuance of the Corporate Governance Executive Regulations at the Capital Markets Authority in 2013, with the aim of achieving optimal implementation.	
6.4	Target 100% Develop legislation on the criminalization of corruption in the private sector  Implementation and Evaluation	• **Issuance of Law No. (02) of 2023 on 22/01/2023, amending some provisions of the Penal Law No. (31) of 1970, including defining and assigning the legal person's criminal responsibility in corruption crimes.** • Until the date of preparing this report, the National Assembly has not decided on other amendments to the Penal Law related to the criminalization of bribery in private sector and the criminalization of bribery of a foreign public employee in light of the draft prepared by Nazaha referred by the Council of Ministers per Decree No. (111) of 2019. • Nazaha started preparing a study of a draft law on class action lawsuits in the State of Kuwait.	

Priority 7: Role of the Private Sector in Reporting Corruption

Progress: 88%

#	Initiative	Procedure	Implementing Agency
7.1	Target 100% Encourage and protect whistleblowers on corruption within private sector entities  Implementation and Evaluation	• Nazaha prepared a comprehensive study on protection provisions and measures in the Agreement, the Law and the Regulations, identifying the problems that the Authority faced in measures application, especially those related to providing administrative and functional protection related to the public and private sectors. The study concluded by developing some recommendations to contribute to the development and application of legislation and measures relevant to whistleblowers' protection. • Nazaha developed an action plan to implement the recommendations contained in the study to avoid risks related to reporting and protect whistleblowers. • The draft amendment to Law No. (02) of 2016 on Establishing Kuwait Anti-Corruption Authority and the provisions set for financial disclosures were sent by the Minister of Justice to the Department for Legal Advice and Legislation in December 2023 for review, thus ensuring protection of corruption whistleblowers in private sector. • The Capital Markets Authority organized a mechanism for reporting violations and crimes and protecting the whistleblower in accordance with the provisions of Chapter Three of Module Three of the Executive Regulations of Law No. (07) of 2010, as amended. • The Capital Markets Authority issued a regulatory decision specifying the entity therein assigned to receive reports. The Authority has completed automating the report form, where the whistleblower may submit his report by accessing the Authority's official website and filling out the electronic form or through the government application (Sahel).	
7.2	Target 100% Review and strengthen mechanisms for cooperation between the public sector and the private sector in fighting corruption  Implementation and Evaluation	• Nazaha signed a Memorandum of Understanding with Kuwait Financial Investigations Unit (KFIU) in 2020. The MOU aims to enhance cooperation and information exchange, facilitate communication with local banks to disclose bank accounts of persons with suspicious financial movements related to money laundering, in accordance with the provisions of KFIU's establishment-law No. (106) of 2013 on combating money laundering and terrorist financing. • Nazaha signed an MOU with Kuwait Clearing Company (KCC) to promote information exchange on the balances of the persons subject to the provisions of Nazaha establishment-law No. (2) of 2016 and the provisions related to financial disclosures. • The Capital Markets Authority, represented by the Field Supervision Department, prepares and implements annual field inspection plans on persons subject to the Authority's supervision (licensed persons - persons registered in the Authority's records - persons listed on Boursa Kuwait), in addition to conducting unplanned field inspections on all matters that would maintain justice, transparency and integrity in the financial markets.	



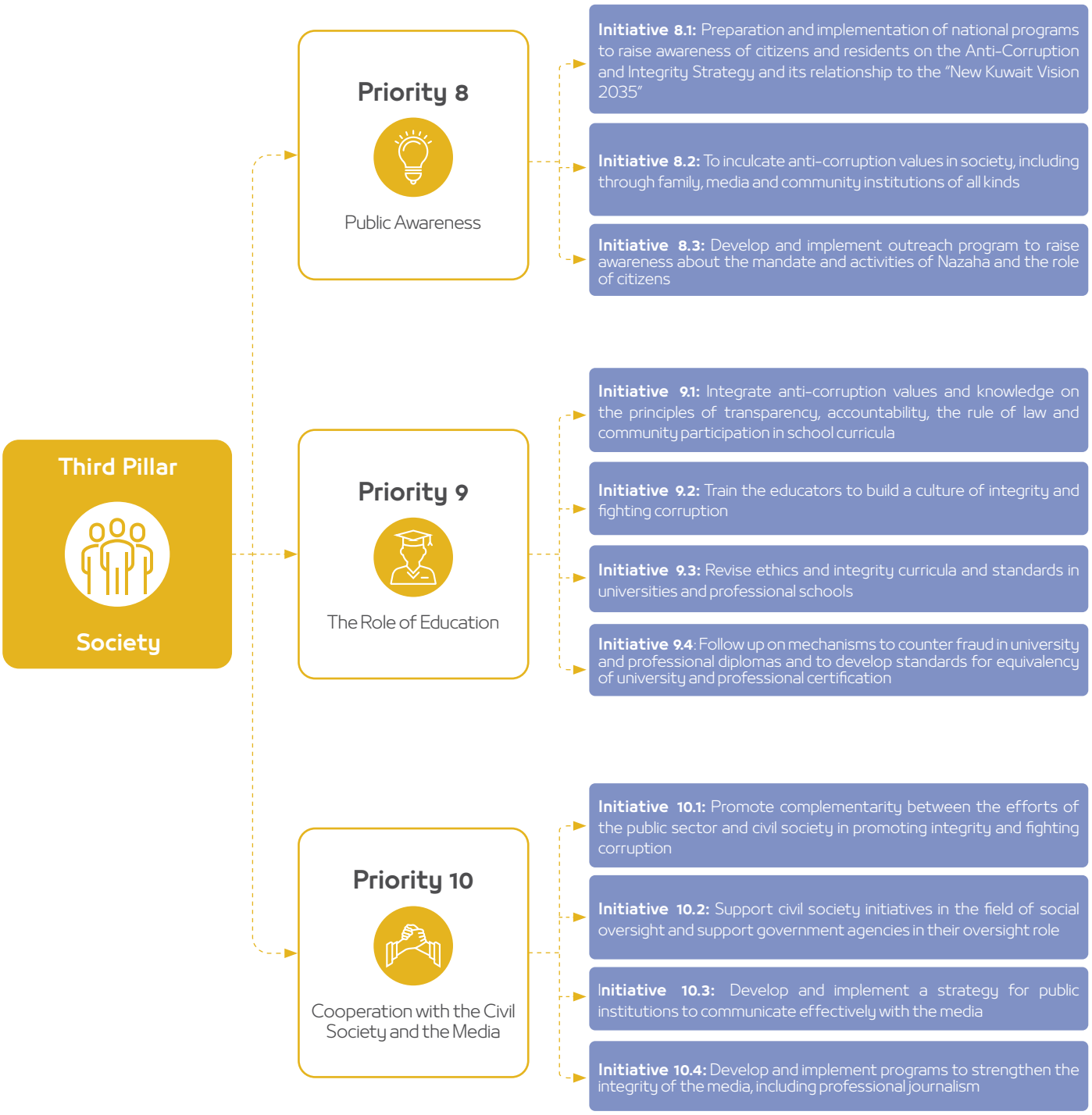
3. Third Pillar: Society

Strategic Goal: Enabling the Society to Contribute to Building a Culture that Promotes Integrity and Anti-Corruption.

A) Progress Overview:

Initiatives in the Third Pillar:

Not Started | Started



Progress in the initiatives of the Third Pillar

Priority 8

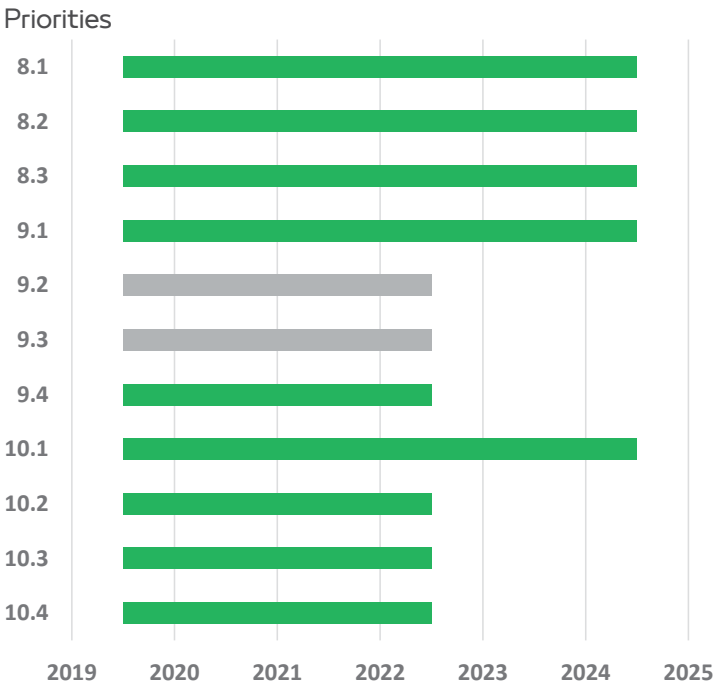
Public Awareness

Priority 9

The Role of Education

Priority 10

Cooperation with the Civil Society and the Media



B) Target results of the Third Pillar and its initiatives at the conclusion of KIACS:

Item	Result
Third Pillar  **Society**	Society further participates in building a culture that embraces integrity and combats corruption.
Priority 8 Public Awareness	Creating a conscious culture based on consolidating the values, principles and ethics of integrity by working with all segments of society.
Priority 9 The Role of Education	Launching a culture of integrity in future generations.
Priority 10 Cooperation with the Civil Society and the Media	Strengthening the process of oversight and detection of corruption by initiating strong cooperation and coordination with civil society organizations and media channels.

On Track
At Risk, but Recoverable
Off Track

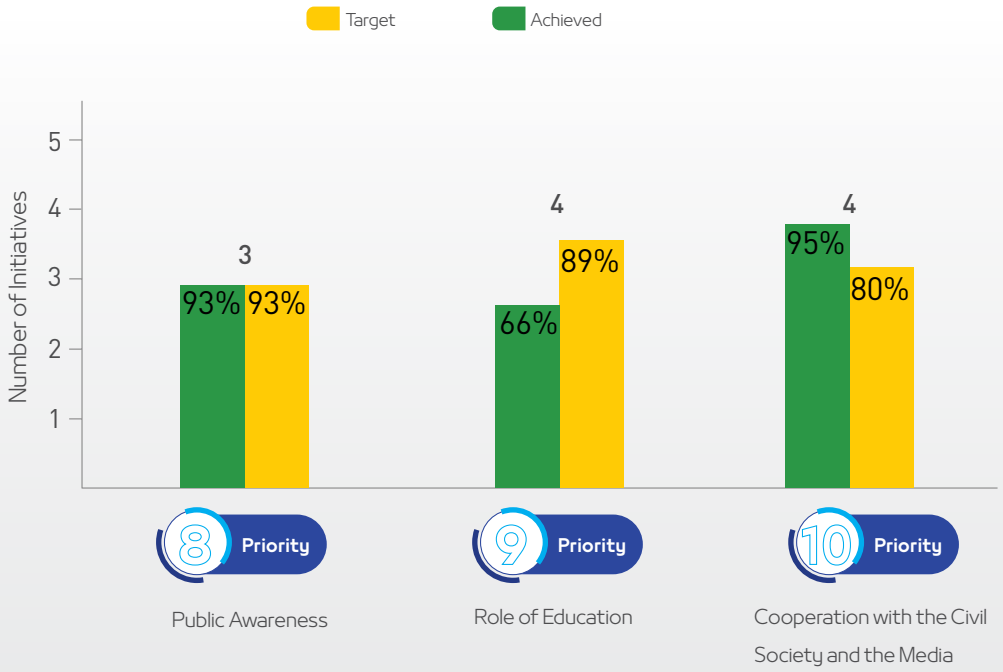
For details of achievments in each initiative, please refer to page 64 of the report

C) Third Pillar Follow-Up Board

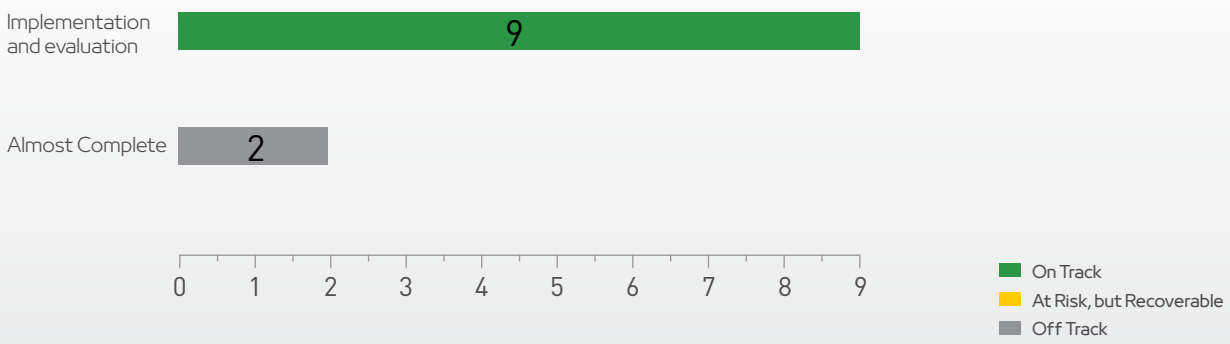
Pillar's Implementation Progress



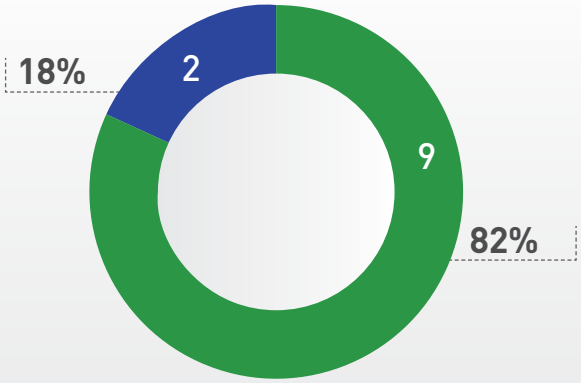
Priorites's progress status



Alignment of initiatives with the established schedule and the percentage of completion

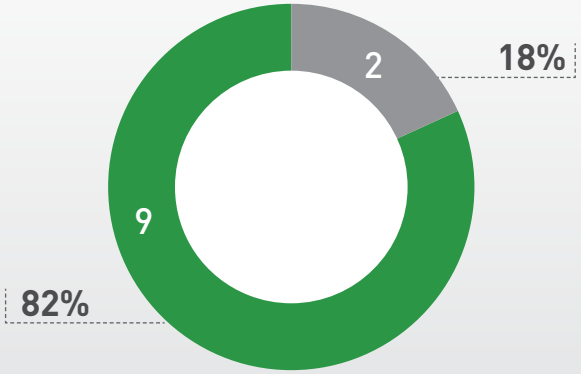


Distribution of initiatives according to the percentage of completion



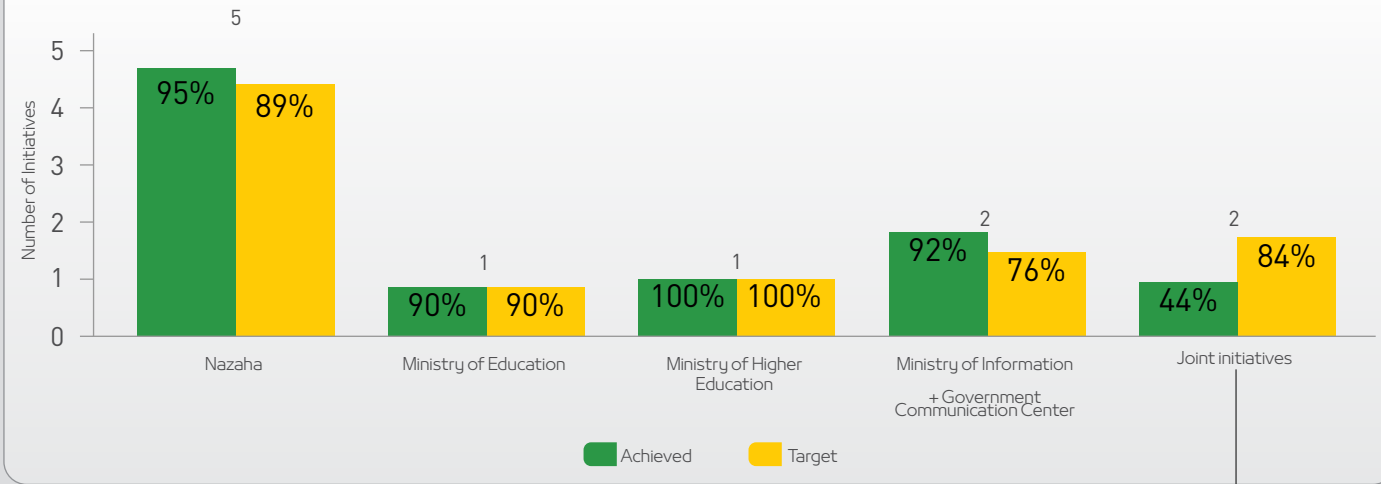
- In progress – Progress is up to 50%
- Almost Complete: Progress is up to 75%
- Implementation and Evaluation: Progress made is up to 100%

Percentage of compliance with the approved plan



- On-track
- At risk, but Recoverable
- Off-Track

Implementing Agency



Joint initiatives (Public Authority for Applied Education and Training, Kuwait University, Council of Private Universities and Ministry of Education)

:Initiatives' rate of completion is evaluated according to the following criteria:



Priority 8: Public Awareness

Progress: 93%

#	Initiative	Procedure	Implementing Agency
8.1	Target 100% Preparation and implementation of national programs to raise awareness of citizens and residents on the Anti-Corruption and Integrity Strategy and its relationship to the "New Kuwait Vision 2035" 100% Implementation and Evaluation	• Nazaha continued to implement awareness campaigns through visual, audio and print media, in addition to social media, so as to raise awareness of KIACS and its connection to vision New Kuwait 2035 and the UNCAC, where the following was implemented: 1. An awareness seminar, in cooperation with the Ministry of Social Affairs and Labor, on "Institutional Governance," which touched on the concept of governance and its impact on institutional integrity. 2. An awareness workshop on the code of professional conduct for employees of the Ministry of State for National Assembly Affairs. 3. An awareness lecture entitled (Practicing Integrity in Construction Contracts), in cooperation with Kuwait Fund for Arab Economic Development (KFAED) within the training and qualification program for newly graduated Kuwaiti architects to raise awareness of the importance of codes of professional conduct. 4. Nazaha held a training workshop, in cooperation with the Global Partnership Foundation, with the aim of raising awareness of the importance of codes of professional conduct and their optimal application to the following entities: - General Insurance Corporation. - Kuwait Direct Investment Promotion Authority. - Public Authority for Food and Nutrition. - Environment Public Authority. • Nazaha launched a podcast that presents a group of topics on legal, economic, media, and preventive affairs related to governance and the promotion of integrity and transparency. The podcast hosts several specialists and academics in a series of episodes that address several educational and awareness-raising topics. • Nazaha organized its third forum on the occasion of the International Anti-Corruption Day, entitled "Integrity through Governance", with the participation of (Kuwait University - Kuwait International Law School - Capital Markets Authority - Kuwait Association of Accountants and Auditors), in the presence of 200 persons from various government agencies, public benefit societies, private sector and media. • **Nazaha is working to launch a second national questionnaire to measure the level of awareness among citizens and residents about KIACS and its connection to the "New Kuwait 2035" vision during the fiscal year 2023-2024.**	Nazaha نزاهة
8.2	Target 100% To inculcate anti-corruption values in society, including through family, media and community institutions of all kinds 100% Implementation and Evaluation	• Nazaha continued its efforts to raise awareness of anti-corruption values among all members of society through various means such as visual, audio, and print media as well as social media. Nazaha also collaborated with government institutions and civil society organizations to hold awareness workshops aimed at promoting these values. • Nazaha is working to launch a second national questionnaire to measure the level of awareness of society in all its categories and segments, with the aim of acknowledging the percentage of the public who reported changing their behavior regarding **anti-corruption values** during the fiscal year **2023-2024**. • Nazaha issued its second edition of the Friday sermon booklet under the title "**Promoting Integrity and Combating Corruption in Islamic Sharia**", in implementation of Nazaha's bylaws and based on Article (8) that stipulates "Cooperation with the concerned authorities in places of worship towards consolidating the values of honesty and integrity, raising awareness of the dangers of corruption to society".	Nazaha نزاهة
8.3	Target 100% Develop and implement outreach program to raise awareness about the mandate and activities of Nazaha and the role of citizens 100% Implementation and Evaluation	• Nazaha continued to implement awareness campaigns through visual, audio and print media, in addition to social media, **to raise awareness of Nazaha's role, competencies and activity, as well as the role of citizens**. • Nazaha implements programs to communicate with the community, including campaigns to raise awareness of Nazaha's role, terms of reference and activities, as well as the role of citizens. Those programs included Nazaha's participation in presenting an awareness lecture organized by the College of Administrative Sciences at Kuwait University, under the title **"Promoting Integrity and Fighting Corruption",** with a view of raising awareness of the Authority's role and competencies in the field of preventing corruption risks. A second national questionnaire shall be launched to measure the awareness of all program participants, who demonstrated an accurate understanding of the citizen's role in combating corruption during the fiscal year **2023-2024**.	Nazaha نزاهة

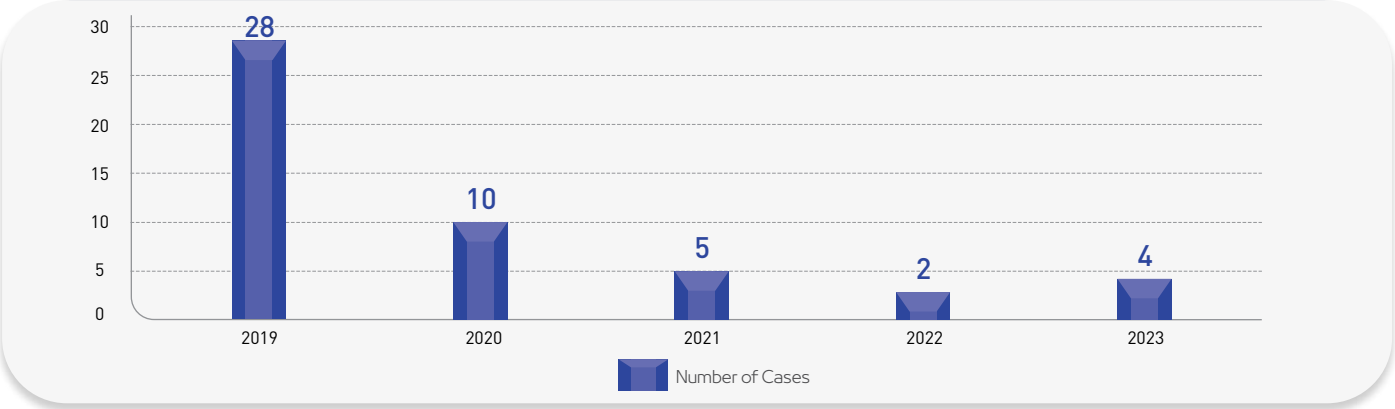
Priority 9: The Role of Education

Progress: 66%

#	Initiative	Procedure	Implementing Agency
9.1	Target 100% Integrate anti-corruption values and knowledge on the principles of transparency, accountability, the rule of law and community participation in school curricula  Implementation and Evaluation	• **Nazaha prepared the Values Integration Document as a guide to integrate basic principles and values related to transparency, integrity, and honesty into new curricula at the Ministry of Education (MOE).** • MOE has included anti-corruption concepts in the curricula of all educational levels and grades, and they were launched in Academic Year 2022-2023. • The Ministry of Education launched a questionnaire addressing the teaching staff to determine the extent to which learners and teachers apply anti-corruption concepts. The aim of the questionnaire is to evaluate curriculum updated in AY 2022/2023. The questionnaire was circulated on the official website of the MoE and social media and the number of teachers who participated in the questionnaire was **(754)** male and female teachers from various Kuwaiti schools at various educational levels. The results of the questionnaire were as follows: - Textbooks include obvious anti-corruption concepts and values: Yes 54% - No 46%. - Teachers are aware of anti-corruption knowledge and concepts: Yes 87% - No 13%. • - Teachers participate in activities to enhance awareness of anti-corruption concepts: **Yes 77% - No 24%**. • - Teachers activate student activities to promote anti-corruption concepts and values within the school: **Yes 78% - No % 22**. • - Parents interact positively with the school regarding anti-corruption concepts: **Yes 50% - No 50%.** • - Teachers are willing to communicate with the parties concerned with activating community partnership in anti-corruption field: **Yes 81% - No 19%.** • The number of students reached through MoE school activities, which focus on anti-corruption values, amounted to **(450)** thousand students, representing all students affiliated therewith. • In cooperation with Nazaha and the National Bank of Kuwait, the MoE launched the second edition of BANKEE program to increase financial awareness among students in the Ministry's schools, instill values and concepts that indicate integrity and transparency and raise awareness among students about the best economic practices. • Nazaha signed an agreement for "BANKEE" project with the National Bank of Kuwait, in cooperation with the MoE, for **a 3-year term**. This project is the first of its kind in the State of Kuwait in its support for the basic educational curricula. The project aims to spread cultural and economic knowledge among students, instilling values and concepts that indicate integrity and transparency, raising awareness among students about the best economic practices and improving levels of financial and behavioral culture among society members in a sustainable manner in the future. This project has been applied to 30, out of 150, schools, with a number of beneficiaries amounting to **15,000 thousand male and female students, with the participation of 3,000 male and female teachers, to supervise the implementation of this project.** • Introductory meetings were held for a group of 15 schools in various educational regions, with the aim of explaining the project, its objectives, and the experimental use of the application. • Nazaha participated in "Get Ready" campaign to raise awareness of the dangers of academic cheating in cooperation with the Ministry of Endowments (Awqaf) and Islamic Affairs and the Ministry of Education.	وزارة التربية MINISTRY OF EDUCATION
9.2	Target 100% Train the educators to build a culture of integrity and fighting corruption  Ongoing	**A) Public Authority for Applied Education and Training (PAAET): 100% (Implementation and final evaluation)** • PAAET has established a mechanism to motivate teaching staff to pass courses, linking them to the annual performance report. PAAET has also launched several training programs during 2023/2024 training season, in the field of anti-corruption and enhancing transparency, represented by Ibn Al-Haytham Center and the Measurement, Evaluation and Professional Development Center. • In the targeted entities, 18% of the teachers, professors and academics completed training programs related to anti-corruption; that is (516) out of (2788) academics. During training season 2023/2024, about 41% of the teachers and academics reported the effectiveness of the training in building a culture of integrity. **B) General Secretariat of Private Universities Council: 75% (Almost Complete)** • Kuwait International Law School launched a training program entitled **"The Role of Private Universities and Colleges in Promoting Integrity and Transparency"** for all academics and workers in private universities, through its affiliated **Kuwait International Legal Training Institute.** **C) Kuwait University: 100% (Implementation and final evaluation)** • Kuwait University continues to implement the **training program for academic staff in the field of education, anti-corruption and building a culture of integrity**, through the office of the Vice President for Scientific Affairs. The training program is meant to be the "official reference" for training on integrity at Kuwait University. An incentive mechanism has been established for teaching staff to pass the training courses. The percentage of teachers, professors and academics who completed training programs related to anti-corruption and the culture of integrity within the targeted entities amounted to **42%, i.e. (705) out of a total of (1695) academics.** The percentage of teachers and academics who reported the effectiveness of the training in building a culture of integrity was about 98%. **D) Ministry of Education: 25% (In Progress)** For the training season 2023/2024, the MoE launched a training course on the "Code of Professional Conduct and Institutional Affiliation" for its employees.	جامعة الكويت KUWAIT UNIVERSITY وزارة التربية MINISTRY OF EDUCATION

#	Initiative	Procedure	Implementing Agency
9.3	Target 100% Revise ethics and integrity curricula and standards in universities and professional schools 50% Ongoing	**A) Public Authority for Applied Education and Training (PAAET): 100% (Implementation and final Evaluation)** • PAAET formed technical committees to formulate a set of measures to enhance anti-corruption values in its educational institutions. Workshops were held to review the current courses, assess the gaps, and come up with proposals to address them. • PAAET has listed the courses that teach professional ethics in colleges. • PAAET reviewed and updated the curricula related to teaching professional ethics in colleges and institutes, as the number that committed to implementing the initiative amounted to (13) colleges and institutes, with a percentage of 100% thereof, while (29,679) male and female students were reached through professional ethics and integrity curricula and passed them successfully. • Establishing the "Good Governance" specialization has been placed as a top priority in PAAET's next plan, as it will coordinate with the CSC to determine the job titles required for that specialization, in addition to coordinating with stakeholders about market's labor needs for that program. **B) General Secretariat of Private Universities Council: 50% (Ongoing)** • Several universities have reviewed and updated the curricula related to teaching professional ethics in universities and institutes, where (14) private universities, out of the (15) universities affiliated to the General Secretariat of Private Universities Council, are committed to implement the initiative procedures. **C) Kuwait University: 100% (Implementation and final evaluation)** • Represented by the College of Graduate Studies, KU, has listed (7) programs that include good governance. • KU has reviewed and updated the curricula related to teaching professional ethics in all colleges. Fifteen (15) colleges are committed to implementing the initiative, with a 100% compliance rate and (3169) male and female students have successfully passed the curricula on professional ethics and integrity. • **Among the key courses listed at Kuwait University is the Public Service and Professional Ethics course, which aims to the following:** 1. Enhancing citizenship and responsibility by adhering to professional values in public service. 2. Emphasizing the concept of public service and public office that aims to achieve public interest. 3. Developing awareness of the values of transparency, integrity, accountability and **whistleblowing.** 4. Defining the role of ethical considerations in avoiding **suspicions of conflict of interest**. 5. Emphasizing the importance of developing ethical codes of conduct and educating employees of their importance.	
9.4	Target 100% Follow up on mechanisms to counter fraud in university and professional diplomas and to develop standards for equivalency of university and professional certification 100% Implementation and Evaluation	• **In February 2019, the Ministry of Higher Education (MOHE) issued regulations for the equivalence of academic degrees, the first of its kind since the establishment of the MOHE. The regulations serve as a reference for the equivalence of academic degrees under Ministerial Resolution No. (17) of 2019, and have been published on the MOHE's official website.** • MOHE issued the mechanism **"Combat forgery in university and professional certificates"** in July 2021. **MOHE evaluates the implementation of this mechanism annually.** • The implementation of the new mechanism has led to a continuous decline in cases of forgery in academic certificates, as follows: ➢ **2019: 28 cases** ➢ **2020: 10 cases** ➢ **2021: 5 cases** ➢ **2022: 2 cases** ➢ **2023: 4 cases**	

Cases of forgery of academic certificates since the issuance of the mechanism to combat forgery of university and professional certificates by the MOHE:



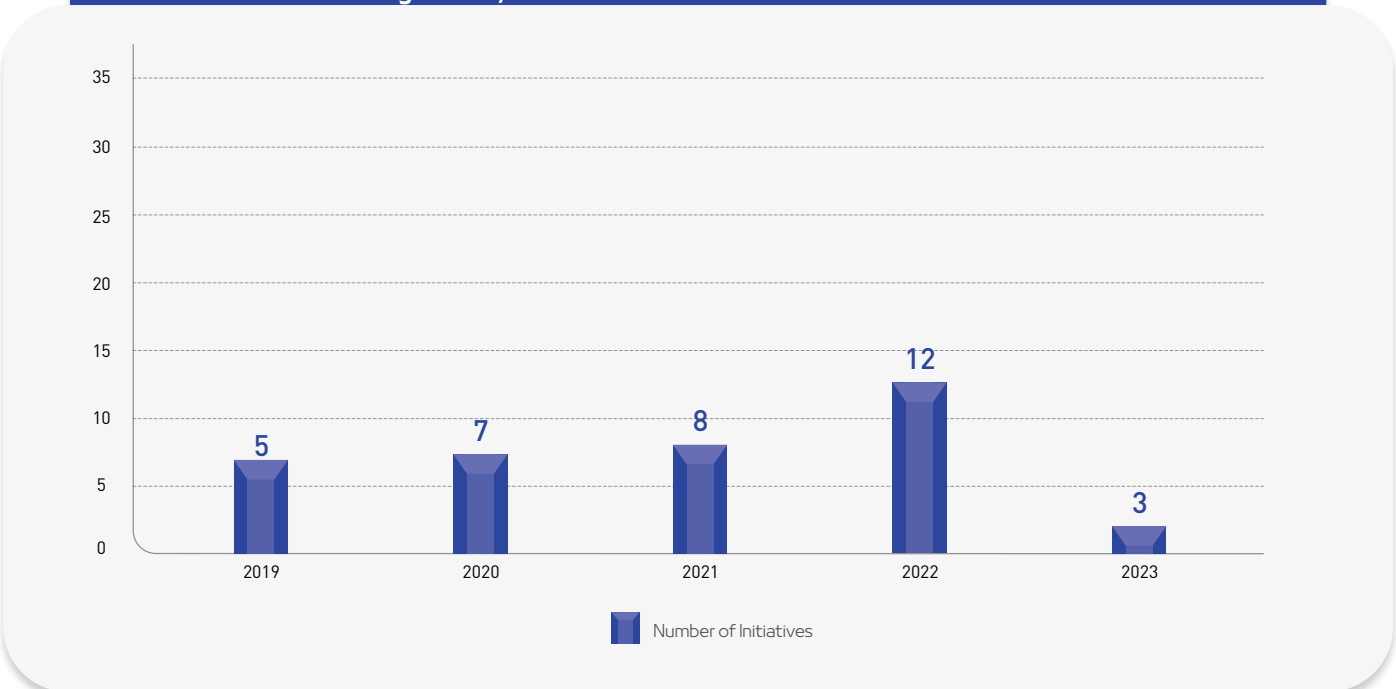
Source: (Ministry of Higher Education)

Priority 10: Cooperation with the Civil Society and the Media

Progress: 95%

#	Initiative	Procedure	Implementing Agency
10.1	Target 100% Promote complementarity between the efforts of the public sector and civil society in promoting integrity and fighting corruption 100% Implementation and Evaluation	• In November 2020, Nazaha completed the preparation of a unified coordination and cooperation mechanism between Nazaha and civil society organizations. • Nazaha's Cooperation with Civil Society Organizations Division supervises the implementation of the mechanism in coordination with relevant civil society organizations on an ongoing basis.	Nazaha نزاهة
10.2	Target 75% Support civil society initiatives in the field of social oversight and support government agencies in their oversight role 100% Implementation and Evaluation	• **According to the mechanism set up in Initiative 10.1, Nazaha continues** to coordinate with public sector institutions and civil society organizations to support the organizations' initiatives in community oversight and supporting government agencies in performing their oversight role. • Nazaha has provided support to a number of private civil society organizations' initiatives in the field of community oversight since the launch of the mechanism to date. The number of initiatives has amounted to (35) initiatives, as the initiatives during the year 2023 focused on the following: 1. Nazaha supported the Kuwait Transparency Society initiative, **"Nazaha Fifth Summer Club"** under the slogan **"Youth for Integrity, Partnership and Learning"** during the period 29/05/2023 to 31/05/2023. The Club's activities aim to establish and formulate a national thought supportive of governance, transparency and integrity by involving young people in the state's plan to enhance integrity and transparency. Nazaha hosted several lecturers from various media and educational fields from several states. 2. Nazaha supported the Kuwait Transparency Society initiative, **"Training local volunteers, with the participation of international experts, to supervise monitoring the 2023 National Assembly elections"**. The goal of this initiative is to enhance the partnership between official authorities and civil society organizations in performing their oversight role. 3. Nazaha supported the Internal Auditors Association's initiative to organize a workshop entitled **"Enhancing Accountability and Audit Mechanisms in Public Sector"**. The goal of this initiative is to strengthen and activate the role of inspection and audit offices in all government institutions for optimal activation of good governance.	Nazaha نزاهة

Number of initiatives that Nazaha has provided support for civil society organizations in promoting community oversight and assisting government agencies in fulfilling their oversight role, since the launch of KIACS in 2019 until 2024.



Source: (Nazaha)

#	Initiative	Procedure	Implementing Agency
10.3	Target 100% Develop and implement a strategy for public institutions to communicate effectively with the media 100% Implementation and Evaluation	• Nazaha and the Ministry of Information (MOI) continue to cooperate in **raising awareness campaigns through visual, audio and print media, in addition to social media, so as to raise awareness of Nazaha's role, competencies and activities, as well as awareness of KIACS 2019-2024 and its relationship to the vision of the State of Kuwait 2035 and raise awareness of anti-corruption values for all members of society. This is in implementation of the terms of the MOU concluded between both parties on 29/03/2018. Among its objectives are the following:** 1. Coordinating the preparation of radio and television programs that include awareness concepts of the dangers of corruption and methods of preventing them. 2. Cooperating in conducting television and radio interviews to introduce the activities, competencies and objectives of Nazaha. 3. Working to publish the reports issued by Nazaha. 4. Working on publishing Nazaha's awareness, outreach and documentary videos. 5. Media coverage of the activities, events and workshops organized by Nazaha. 6. Cooperation in the field of training through the organization of training courses by the MOI for Nazaha's employees in media and technical aspects and communication skills with the public. • **Resolution No. (1281) was issued in 2019 to establish the Center for Government Communication (CGC) at the General Secretariat of the Council of Ministers** with a view to activate media performance of government agencies, by developing an effective system to raise the efficiency and speed of media response, adopting the general framework for government discourses and unifying media message for all parties.	وزارة الإعلام
10.4	Target 100% Develop and implement programs to strengthen the integrity of the media, including professional journalism 100% Implementation and Evaluation	• The Ministry of Information, in cooperation with Nazaha, held a workshop on "Journalism Professionalism" for the second year in a row, with a view to raising the awareness of media professionals and journalists in building investigative journalism and the role of media in anti-corruption. The workshop's agenda included lectures presented by local and internationals experts in the field representing academic and media entities and relevant civil society institutions. The number of participants in the workshop amounted to **(83) media professionals and journalists** from various media channels, in addition to relevant civil society organizations, the participants also rated the **quality of the training program at 95%**, which included learning about new concepts and clarifying some important media behaviors and practices. Several recommendations were made, including continued cooperation between the Ministry of Information and government institutions to exchange information and intensify awareness of new legislation related to enhancing integrity. • **Nazaha has prepared a study regarding launching an annual award for the best journalistic work related to governance, integrity, anti-corruption and protecting public funds. The competition will be launched in the fiscal year 2024/2025.**	وزارة الإعلام



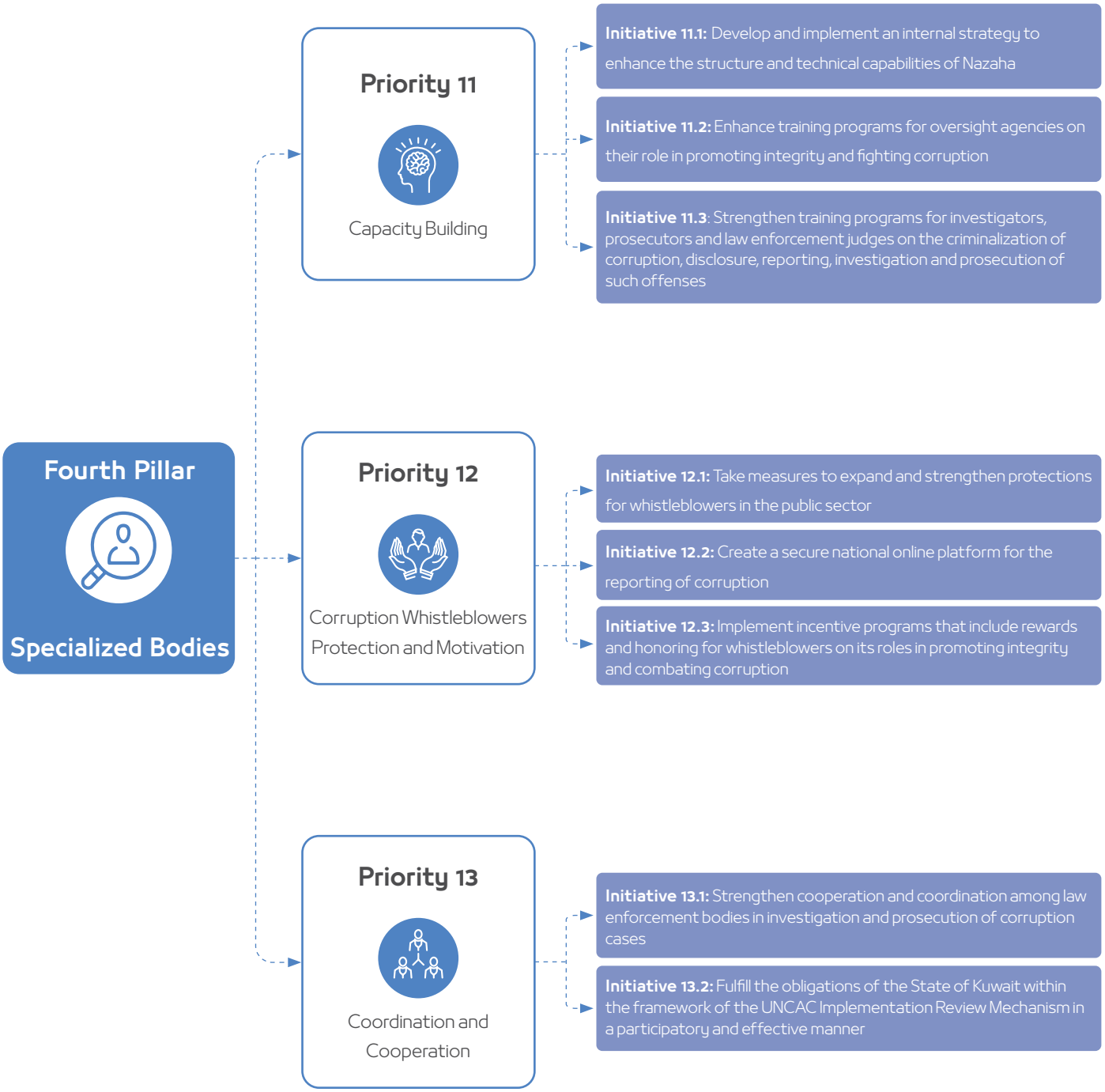
4. Fourth Pillar: Specialized Bodies

Strategic Goal: Enhancing the Efficiency and Effectiveness of Specialized Bodies that Focus on Promoting Integrity and Combating Corruption.

A) Progress Overview:

Initiatives in the Fourth Pillar:

Not Started | Started



Progress in the initiatives of the Fourth Pillar

Priority 11

Capacity Building

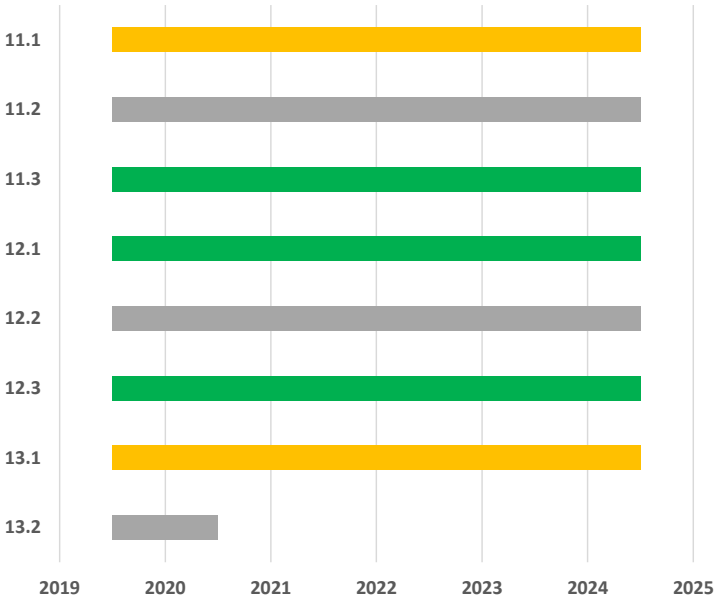
Priority 12

Corruption Whistleblowers Protection and Motivation

Priority 13

Coordination and Cooperation

Priorities



B) Target results of the Third Pillar and its initiatives at the conclusion of KIACS Pillar

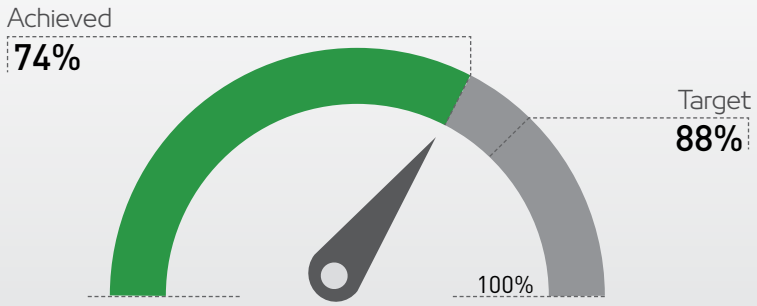
Item	Result
Fourth Pillar	
Follow-Up Board	
Priority 11 Capacity Building	Building specialized capacities of the bodies undertaking a key role in KIACS implementation.
Priority 12 Corruption Whistleblowers Protection and Motivation	Strengthening the capacity of oversight agencies to ensure successful enforcement of anti-corruption laws, effective legal prosecution and seizure and confiscation of funds and property related to corruption cases.
Priority 13 Coordination and Cooperation	Activating whistleblower protection, reporting and verifying corruption crimes and enhancing suspects' identification, investigation and accountability.
	Enhancing coordination and cooperation among specialized bodies in Kuwait for the purpose of implementing KIACS and related laws and rules.

On Track
At Risk, but Recoverable
Off Track

For details of achievments in each initiative, please refer to page 74 of the report

C) Fourth Pillar Follow-Up Board

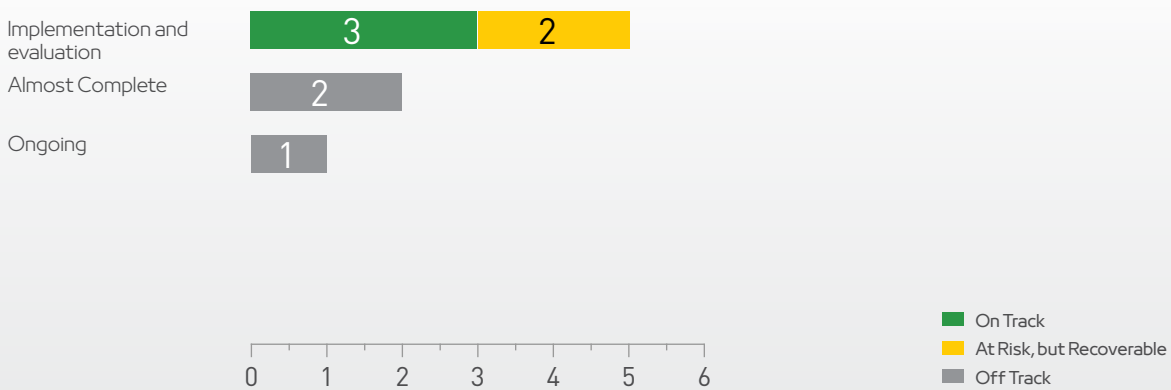
Pillar's Implemenation Progress



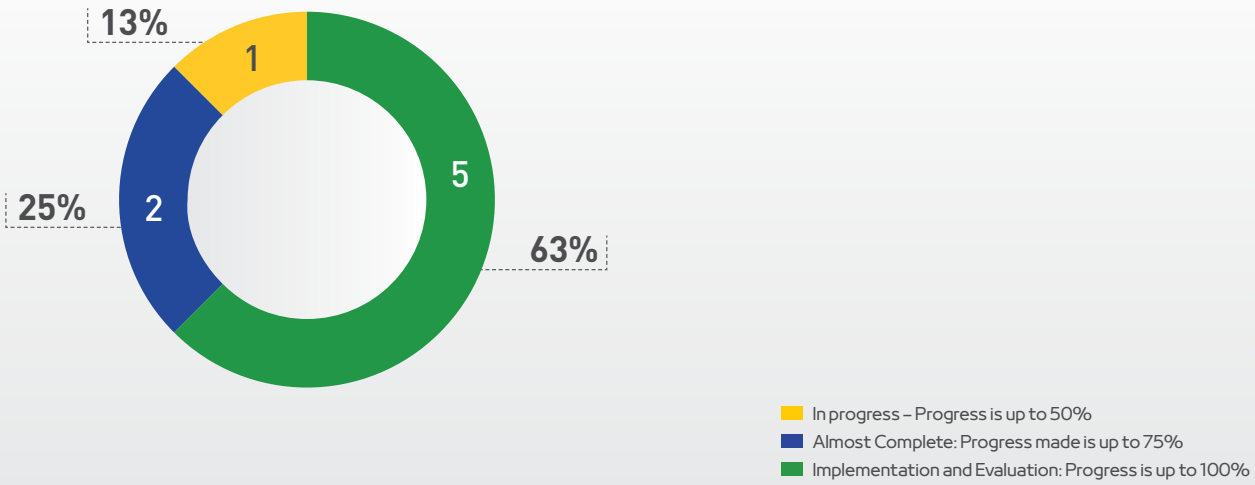
Priorites's progress status



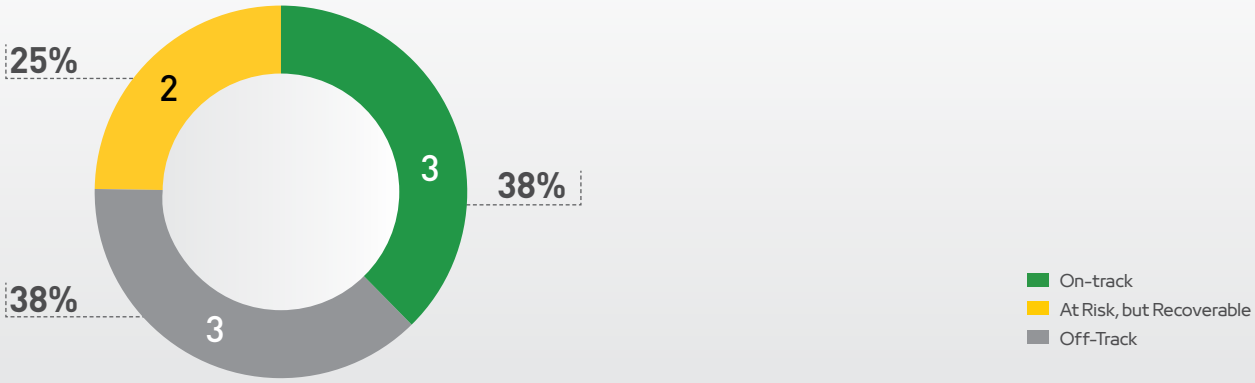
Alignment of initiatives with the established schedule and percentage of completion



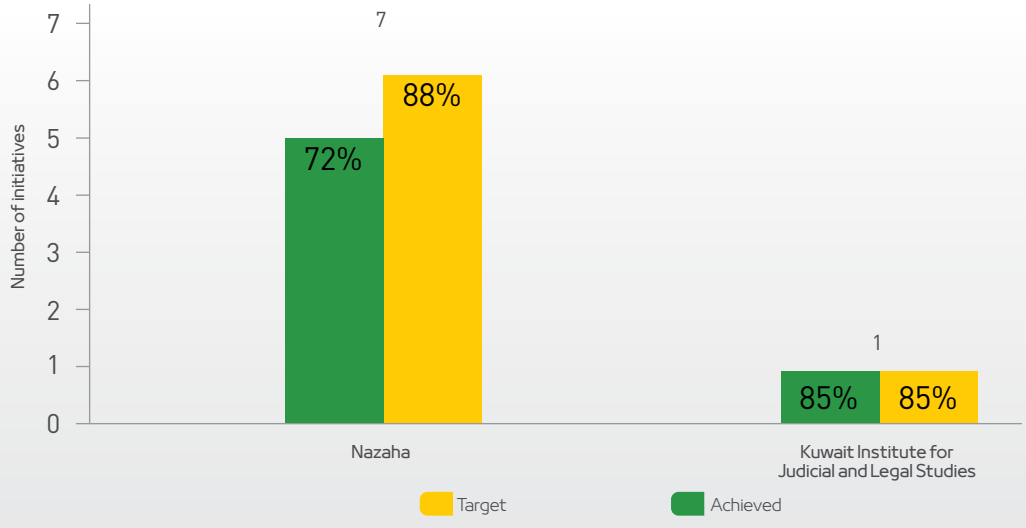
Distribution of initiatives according to the percentage of completion



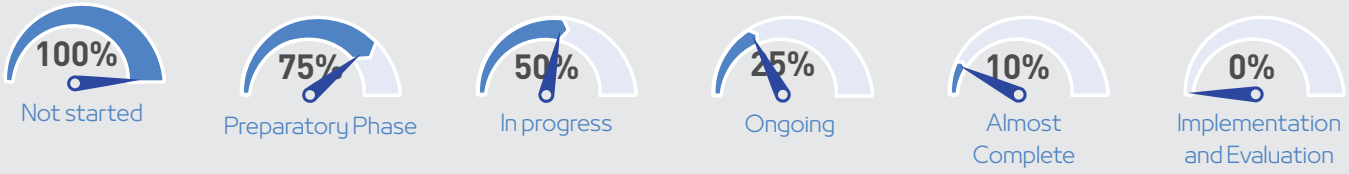
Percentage of compliance with the approved plan



Implementing agencies



Initiatives' rate of completion is evaluated according to the following criteria:



Priority 11: Capacity Building

Progress: 74%

#	Initiative	Procedure	Implementing Agency
11.1	Target 100% Develop and implement an internal strategy to enhance the structure and technical capabilities of Nazaha 100% Implementation and Evaluation	• **Nazaha has prepared its internal strategy to include its vision, mission and strategic objectives. The internal strategy includes 45 initiatives, divided into 6 strategic programs. The strategy was launched in April 2019, including initiatives to develop the internal structure and technical capabilities of Nazaha.** • **Nazaha continued to implement the initiatives within its internal strategy. Implementation of all three phases has commenced. The following is a review of the most prominent achievements at internal level:** 1. Adapting Nazaha's governance model and operating system in accordance with its terms of reference, approving and implementing operational rules and procedures by 89%. 2. Adopting an educational communication plan for Nazaha's employees to introduce its internal strategy, work plan, vision, mission and values, so as to enhance awareness of Nazaha's objectives. 3. Preparing and approving a project to develop the performance management system for Nazaha employees. 4. Starting to prepare a reference framework for training programs in the field of governance, especially for oversight bodies. 5. Developing and implementing a training program to raise awareness of Code of Ethics for Nazaha's employees 6. Preparing a draft internal reporting mechanism in government agencies on 30/03/2023, submitting the same to the CSC for comments and approval in preparation for circulating it to government agencies.	Nazaha نزاهة
11.2	Target 100% Enhance training programs for oversight agencies on their role in promoting integrity and fighting corruption 75% Almost Complete	• Nazaha is developing and implementing a capacity-building plan for specialized bodies in promoting integrity and combating corruption. The plan will focus on specific priorities, starting with oversight entities by enhancing their training programs and developing their roles in promoting integrity and combating corruption. Nazaha also presented the **"Good Governance"** program to its members.	Nazaha نزاهة

#	Initiative	Procedure	Implementing Agency
11.3	Target 100% Strengthen training programs for investigators, prosecutors and law enforcement judges on the criminalization of corruption, disclosure, reporting, investigation and prosecution of such offenses  100% Implementation and Evaluation	• **Kuwait Institute for Judicial and Legal Studies conducts training programs for members of the Public Prosecution Office, Department for Legal Advice and Legislation and the General Department of Investigations, in addition to supporting judges' experience to raise their level of performance and practical practice.** • The Institute attaches great importance to continuous and specialized training programs in accordance with its objectives, as it holds advanced courses in cooperation with local, regional and international entities to enhance the trainees' expertise in various legal and judicial branches. • Kuwait Institute for Judicial and Legal Studies trained (58) legal researchers nominated to work as Deputy Public Prosecutors, (41) Public Prosecution members transferred to work as judges in the Court of First Instance and (132), out of (411) Public Prosecution members, with a percentage amounting to (32%) on the Code of Judicial Conduct, based on the latest statistics received by the Institute. • The Institute obtained the ISO International Administrative Quality Certificate (ISO 9001:2015) in training and qualifying judiciary members and assistants, training of trainers and developing scientific research in judicial and legal fields. • The Institute is keen to continue including training programs related to the criminalization of corruption, detection, reporting, investigation and prosecution of those crimes, for example: 1. Practical oversight of market behavior that violates the provisions of dealing in securities. 2. Code of judicial conduct. 3. Financial and administrative violations of the Board of Directors and Executive Directors. 4. Change orders and their impact on change of projects.	

Priority 12: Corruption Whistleblowers Protection and Motivation

Progress: 71%

#	Initiative	Procedure	Implementing Agency
12.1	Target 100% Take measures to expand and strengthen protections for whistleblowers in the public sector  100% Implementation and Evaluation	• Nazaha evaluated the risks related to the reporting process in the public and private sectors and recommended appropriate measures to increase and enhance protection for corruption whistleblowers working in the public sector through clear protocols and procedures. Nazaha listed and identified reports of all types in the public and private sectors and the procedures in place at Nazaha were evaluated, identifying relevant risks. • Nazaha developed an action plan to implement the recommendations included in the study to avoid risks related to reporting and protection of whistleblowers. • Nazaha has prepared a draft amendment to Law No. (02) of 2016 on Establishing Kuwait Anti-Corruption Authority, so as to enhance the expansion and protection of whistleblowers and improve cooperation with law enforcement agencies to include the following: 1. Redefining "Whistleblower" to include informants who provide testimony related to criminal facts or acts of corruption. 2. Redefining "Illicit Gain Crime" to include any public employee, or any person in similar position, who is subject to financial liability.	Nazaha نزاهة
12.2	Target 100% Create a secure national online platform for the reporting of corruption  50% Ongoing	• Nazaha has completed the preparation of the **"Roadmap for Nazaha's Digital Transformation"** plan, which includes a project to create a safe online platform for reporting corruption. It is planned that the platform will be launched in the fiscal year 2025/2026.	Nazaha نزاهة
12.3	Target 100% Implement incentive programs that include rewards and honoring for whistleblowers on its roles in promoting integrity and combating corruption  100% Implementation and Evaluation	• **In 2020, Nazaha approved a mechanism to reward and honor whistleblowers who report corruption cases. Two rewards have been granted through this mechanism during 2021 and 2023, while maintaining confidentiality to protect the whistleblower. The rewards were granted after Nazaha obtained a final ruling on the reported corruption case.** • Nazaha continues to raise awareness of the mechanism to motivate and honor those who report corruption through its awareness campaigns.	Nazaha نزاهة

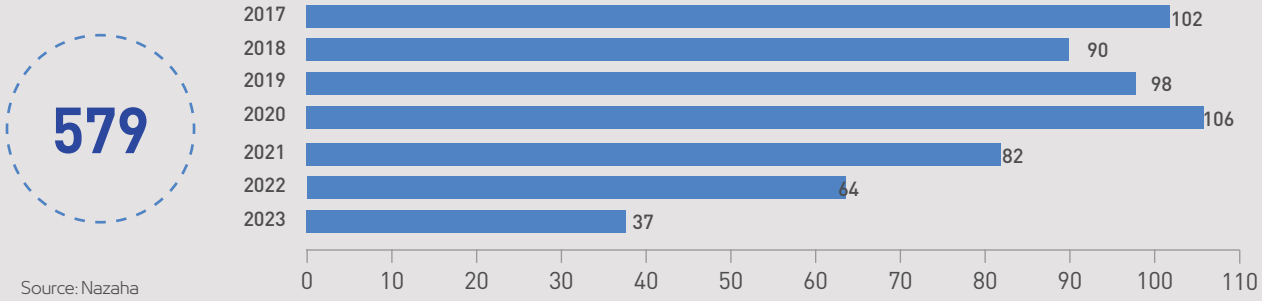
Priority 13: Coordination and Cooperation

Progress: 71%

#	Initiative	Procedure	Implementing Agency
13.1	Target 100% Strengthen cooperation and coordination among law enforcement bodies in investigation and prosecution of corruption cases  Implementation and Evaluation	• **Continuing coordination and cooperation between Nazaha and the primary investigating authority, "the Public Prosecution," regarding the reports referred to the Public Prosecution.** • Sending the draft amendment to Law No. (02) of 2016 on Establishing Kuwait Anti-Corruption Authority and the provisions related to financial disclosure to the Department for Legal Advice and Legislation for review. The draft amendment to the Authority's law included some amendments, as follows: • Expanding Nazaha's powers to interrogate the accused in corruption cases, request travel bans for those suspected of corruption crimes and follow up on the procedures and measures undertaken by the competent judicial authorities regarding the recovery of corruption proceeds. • Forming joint investigation teams with the membership of several national entities, including the Ministry of Interior - the Public Prosecution - and the Department for Legal Advice and Legislation and transnational entities, to cooperate in collecting data, information, documents and evidence related to incidents, actions or crimes of corruption, investigating them and arresting and prosecuting its perpetrators.	Nazaha نزاهة
13.2	Target 100% Fulfill the obligations of the State of Kuwait within the framework of the UNCAC Implementation Review Mechanism in a participatory and effective manner  Almost Complete	• In November 2023, Nazaha received the draft Executive Summary of the Country Review Report of the State of Kuwait on the implementation of Chapters Two and Five of the United Nations Convention against Corruption from the United Nations Office on Drugs and Crime (UNODC), within the framework of the Second Cycle of the mechanism reviewing the implementation of the Convention. Nazaha's specialists are working on reviewing the draft and coordinating with the relevant authorities in Kuwait to respond to UNODC's observations and provide it with the relevant legislation, laws and regulations as soon as possible. • Nazaha has also listed the recommendations resulting from the First Cycle of the mechanism to review the implementation of the Convention regarding the implementation of Chapters Three and Four thereof, with the aim of continuing to follow up on the implementation of these recommendations with the relevant authorities in the State of Kuwait.	Nazaha نزاهة

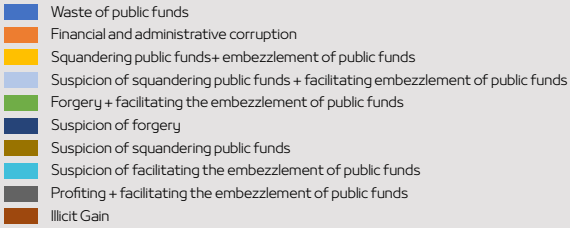
Highlight on Reporting Corruption

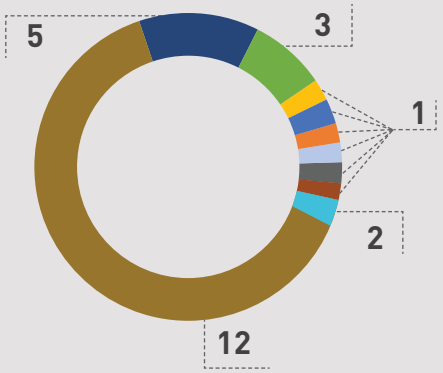
Total number of reports received by Nazaha and the cases it monitored in the past six years:



Source: Nazaha

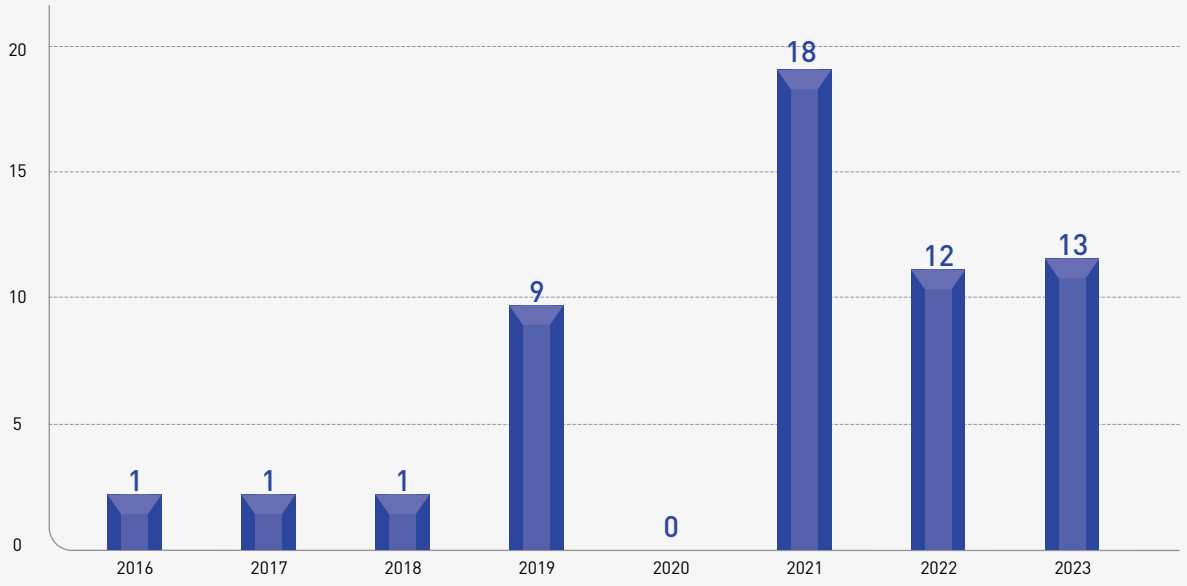
Reported crimes in 2023





Source: Nazaha

Total number of protection requests from 2016 to 2023



Total: 55

Highlight on the United Nations Convention Against Corruption (UNCAC)

The United Nations Convention Against Corruption (UNCAC) is a legally binding international instrument that aims to combat corruption in all its forms. It covers a wide range of corruption-related offences and is structured around five main chapters: Preventive Measures, Criminalization and Law Enforcement, International Cooperation, Asset Recovery, and Technical Assistance and Information Exchange.

UNCAC calls on its parties to provide mutual legal assistance in investigations, trials and judicial proceedings related to corruption offences. It also includes provisions on mutual legal assistance, extradition, cross-border law enforcement cooperation, and joint investigations. In the area of asset recovery, UNCAC provides a framework for detecting, tracing, confiscating, freezing, and even returning and disposing of stolen assets.

To monitor the implementation of the UNCAC, an accredited and transparent mechanism was launched in 2009 to assist the Conference of the States Parties in monitoring its implementation.

UNCAC's Implementation Review Mechanism consists of the following three steps:

1. **The state under reviewed shall complete a self-assessment checklist**
2. **The self-assessment checklist is evaluated by experts from 2 reviewing states. A Country Visit is organized at the request of the state under review**
3. **The 2 reviewing states submit their Country Report in consultation with the state under review. Parties can choose to agree or disagree on publishing the full Country Report along with the Executive Summary.**

The States Parties of the UNCAC are reviewed by two counterpart governments, with the support of the United Nations Office on Drugs and Crime in Vienna, which serves as the secretariat for the UNCAC. The review process is overseen by the Implementation Review Group (IRG), an open intergovernmental group of States Parties. The review process is divided into two five-year cycles. During the first cycle, Chapters Three and Four of the UNCAC, which cover criminalization and law enforcement and international cooperation, respectively, are reviewed. The second cycle covers Chapters Two and Five, which address preventive measures and asset recovery.

5. Progress of KIACS as per anti-corruption methodology tracks

The anti-corruption methodology consists of 3 main tracks or 'elements'

Preparedness
- Developing the legal framework.
- Developing the institutional framework.
- Strategic planning.

Prevention
- Reducing the risk of exposure to corruption.
- Raising anti-corruption awareness.

Protection and prosecution
- Providing a protection framework for all parties involved in detecting corruption, investigating the state of corruption and imposing sanctions.
- Detection, disposal and referral of corruption crimes.

Analyzing the progress of KIACS according to the different elements of anti-corruption methodology:

This analysis shall help assess the level of achievement according to each element of the anti-corruption methodology.

Initiatives' status, i.e., compatible, deviant and incompatible, shall be reviewed based on the observations previously-mentioned in pillars' details.



- Progress is consistent across the levels of the anti-corruption methodology components: preparation, prevention, protection and prosecution.
- Considerable efforts have been made to make progress in the "Preparedness and Capacity Building" area, with six (6) out of the eleven initiatives aligned with the established plan, representing 55% of the initiatives related to this track. These initiatives involve the establishment of legal frameworks, as well as planning and assessing the current situation.
- Regarding KIACS initiatives, the majority of the initiatives (64%) are focused on the "Prevention" track. However, there has been a delay in implementing 37% of the initiatives within this track, which will require increased effort in the next phase to ensure alignment with the action plans.
- Significant progress has been made in the implementation of initiatives in the Protection and Prosecution track, as 67% of initiatives are compliant with the schedule, after it was only 17% in the previous report



7

Next Steps

In the fourth year (2023) of implementation, KIACS has witnessed a remarkable qualitative leap, with completion rate of (39) initiatives, out of (47) of KIACS' initiatives, reaching the final "Implementation and Evaluation" and "Almost Complete" phases. This remarkable achievement is the result of concerted efforts exerted by stakeholders and the continuous support from state institutions and political leadership, especially since Government Action Program 2023-2027 includes several projects and laws closely linked to KIACS' objectives, priorities and initiatives, which emanate from the goals of Kuwait Vision 2035.

In 2024, we look forward to more fruitful achievements that will reflect positively on citizens and the State of Kuwait in general, through cooperation and partnership with all stakeholders, as well as continued support from the executive and legislative authority, in addition to the wise political leadership, to improve the anti-corruption system, achieve KIACS' objectives and raise Kuwait's rating in the relevant international indices.

Summary of 2024 Priorities

Public Sector

Transparency in public affairs and funds management:

Emphasis shall be made on issuing a decree forming the members of the General Electoral Commission and its General Secretariat, in preparation for approving the Executive Regulations, the draft amendment to the Law on the Right to Access to Information and the amendment to the Public Tenders Law, as included in the legislative requirements of the Government Action Program 2023-2027.

Recruitment and promotion in public sector:

Developing appointment and promotion mechanisms in the public sector and following up on a draft law regulating leadership positions appointment, as included in the legislative requirements of the Government Action Program 2023-2027.

Integrity in the performance of public office:

Completing, implementing and evaluating training programs related to the codes of professional conduct for government and private entities, in addition to continuing to support the National Assembly to approve a code of professional conduct for all PMs.

Accountability in the public sector:

We will continue our support to stakeholders to develop public employees' performance of duties and to implement the draft Employee Performance Management Program in the public sector, as included in the Government Action Program 2023-2027, in addition to completing the remaining work for the draft amendment to the Law establishing Nazaha, with the included development of necessary legislation to criminalize illicit enrichment, following up on its approval and issuance.

Effectiveness and efficiency of public services' provision:

Continue digitizing and developing public services effectiveness and working on a project to issue a comprehensive directory of all services provided by all government agencies, as included in the Government Action Program 2023-2027.

Private Sector

Integrity and accountability in private sector:

Continuing raising awareness of the importance of approving and issuing draft laws and legislation that would criminalize corruption and bribery in the private sector and bribery of foreign public employees, in addition to continuing to follow up on the implementation of awareness and training programs to encourage ethical practices in business in the private sector.

Private sector's role in exposing corruption:

We will follow up the Capital Markets Authority's efforts regarding the mechanism for reporting violations and crimes and protecting whistleblowers in the private sector.

Society

Public Awareness:

We will continue to implement, evaluate and develop awareness campaigns and activities about the dangers of corruption and methods of its prevention, in addition to raising awareness of the duties and competencies of both Nazaha and KIACS.

Role of Education:

Joining efforts with concerned parties to follow up on revising the curricula after evaluating them, following up on the evaluation of the quality and impact of training personnel in the field of education on building a culture of integrity and anti-corruption. This is in addition to following up with the joint educational entities on reviewing and updating the curricula related to professional ethics training in universities and institutes in Kuwait and creating the "Good Governance" specialization in universities and institutes.

Cooperation with civil society and media:

Continuing to empower and encourage the role of civil society institutions in the field of community oversight and enhance efforts to support public and private media, so as to build a culture of objective investigative journalism in anti-corruption field.

Specialized Bodies

Capacity Building:

Optimal activation of the anti-corruption institutional framework, especially through Nazaha's support in implementing its internal strategy, in addition to developing and building the capabilities of other regulatory and supervisory entities in partnership with local and international partners and working to follow up on the project of launching an integrated program to build capabilities and attract expertise in government institutions, as included in the Government Action Program 2023-2027.

Protection of Whistleblowers:

We will continue our preparations to establish a secure national online platform for submitting corruption-related reports and to continue to strengthen the protection of whistleblowers from both public and private sectors.

Coordination and Cooperation:

We will intensify efforts exerted with stakeholders to ensure the State of Kuwait's commitment to the implementation mechanism framework of the United Nations Convention against Corruption and to follow up on the legal, judicial and international cooperation draft law.

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