

Country: Kuwait

Project Initiation Plan

Project Title:	Supporting the Development of a New Strategic Framework for Integrity and Anti-Corruption
Expected CPD Outcome(s):	Outcome #1: There is a policy and regulatory environment for private-sector-led economic diversification that is transparent and promotes fairness and technological innovation
Expected CPD Output(s):	CPD Output 1.4: Public institutions' capacities strengthened for improved talent management and performance measurement.
Initiation Plan Start/End Dates:	1 September 2025 – 31 August 2026
Beneficiary/Implementing Partner:	Kuwait Anti-Corruption Authority (Nazaha)

Brief Description

Corruption hinders progress toward sustainable development across all countries, varying in scope and form. The State of Kuwait is working to confront this challenge more effectively by addressing gaps in governance frameworks and related national capacities. These efforts align with Kuwait's Vision 2035, "New Kuwait," which aspires to achieve greater economic growth and diversification, improve public services such as healthcare and education, and foster a business-friendly environment that attracts investment.

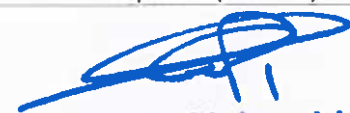
Over the past few years, the State of Kuwait has made important progress in preventing and combating corruption. Key developments include the establishment of a specialized public authority—Nazaha—and the implementation of the first National Integrity and Anti-Corruption Strategy for the period 2019–2025, in addition to Nazaha's own internal strategy. During this period, Kuwait's performance on relevant international indicators improved, and several tangible achievements were recorded, including increased public awareness, enhanced technical capacities, the adoption of legislative reforms, successful investigations into high-profile corruption cases, and strengthened cooperation with regional and international partners

Building on these efforts, Nazaha partnered with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) and the United Nations Development Programme (UNDP) to design a project initiation plan aimed at building the knowledge base for a new strategic framework for integrity and anti-corruption in Kuwait beyond 2025. As part of this initiative, three in-depth reports were produced to inform and guide the framework's development. The first report presented a comprehensive analysis of Nazaha's institutional capacities in relation to its legally mandated responsibilities. The second report provided an independent assessment of the results and lessons learned from both the first national strategy and Nazaha's internal strategy. The third report offered a preliminary analysis of current needs and priorities.

Building on this foundation, the three aforementioned entities collaborated to develop a second project initiation plan aimed at supporting a participatory process to establish a new strategic framework for integrity and anti-corruption. This framework builds on the findings of the three reports and expands upon them through a series of activities detailed in this document, with the goal of achieving further progress in enhancing transparency, strengthening accountability, and fostering a culture of integrity across the country.

Programme Period: <u>September 2025 – August 2026</u>	Total resources required <u>\$229,508</u>
Quantum Project Number: <u>0604913</u>	Total allocated resources: <u>\$229,508</u>
Quantum Output Number:	• Regular
Gender Marker: <u>Gen 1</u>	• Other:
	Government <u>\$229,508</u>
	In-kind Contributions

Agreed by (signatures):

General Secretariat of the Supreme Council for Planning and Development (GSSCPD)	Kuwait Anticorruption Authority (Nazaha)	United Nations Development Programme (UNDP)
		
Mr. Ahmad Badi Al Janahi Secretary General of the Supreme Council for Planning and Development	Mr. Salem Ali Al Ali Secretary General الهيئة العامة لمكافحة الفساد	Mr. Sherif El Tokali Resident Representative
Date: <u>16.09.2025</u>	Date: <u>22.08.2025</u>	Date: <u>22.08.2025</u>



I. PURPOSE AND EXPECTED OUTPUT

The State of Kuwait has taken important steps in preventing and combating corruption, including the establishment of a specialized public authority—the Kuwait Anti-Corruption Authority, known as “Nazaha”—in accordance with the provisions of Law No. 2 of 2016, as amended by Decree-Law No. 69 of 2025. In 2019, Kuwait also adopted its first National Integrity and Anti-Corruption Strategy, developed with support from the United Nations Development Programme (UNDP) and the United Nations Office on Drugs and Crime (UNODC). In parallel, an internal strategy was also developed to strengthen the institutional and individual capacities of Nazaha. The national strategy focused on achieving key outcomes across several areas, including the public sector, private sector, civil society, and specialized institutions. The internal strategy, meanwhile, concentrated on enhancing the institutional and individual capacities of Nazaha.

The implementation of Kuwait’s National Integrity and Anti-Corruption Strategy, along with its internal strategy, has led to several achievements, including increased public awareness of relevant issues, enhanced technical capacities, the adoption of legislative reforms, successful investigations into high-profile corruption cases, and strengthened cooperation with regional and international partners. During this period, Kuwait also recorded a notable improvement in its ranking on the Corruption Perceptions Index (CPI) issued by Transparency International, rising from a score of 39/100 in 2017 to 46/100 in 2024—an improvement of 20 places, reaching 65th out of 180 countries.

Building on these efforts, the State of Kuwait aims to expand and deepen its engagement in this field, recognizing that corruption hinders the country’s ability to achieve the goals of Kuwait Vision 2035 – “New Kuwait” – including economic growth and diversification, quality healthcare, education, and the creation of an environment that supports business activity and attracts investments.

To this end, and as both the national and internal strategies approach their final stages, the State of Kuwait has begun preparing for the next strategic phase in promoting integrity and combating corruption. Efforts will focus on developing a new strategic framework that builds on the achievements and lessons learned from the past several years under the two existing strategies (national and internal), while drawing on recent international experiences and global trends. This framework will be tailored to Kuwait’s emerging needs and priorities. “Nazaha” will lead this effort in line with international standards and good practices,

including the United Nations Convention against Corruption (UNCAC), and will leverage the latest innovations in the field—particularly the use of technology to enhance transparency and accountability.

In preparation for this effort, “Nazaha” collaborated with the General Secretariat of the Supreme Council for Planning and Development and the United Nations Development Programme (UNDP) to build a knowledge base to support the development of a new strategic framework for integrity and anti-corruption in the State of Kuwait beyond 2025. This was achieved through the preparation of three reports that provided comprehensive information and in-depth recommendations to guide the process of developing the new framework. The first report presented a thorough analysis of Nazaha’s capacities in relation to its legally mandated responsibilities. The second report offered an independent assessment of the results achieved and lessons learned from the first national strategy and the internal strategy. The third report conducted a preliminary analysis of current needs and priorities.

Based on these outputs, Nazaha, the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), and UNDP are scaling up their efforts by developing a second project initiation plan aimed at supporting a participatory process to formulate the new strategic framework. This framework will build on the findings of the three reports and expand upon them through a series of activities outlined in this document, with the goal of achieving further progress in enhancing transparency, strengthening accountability, and embedding a culture of integrity throughout the country.

Output 1: Draft of a New Coordinated, Effective, and Participatory National Integrity and Anti-Corruption Strategy for the State of Kuwait

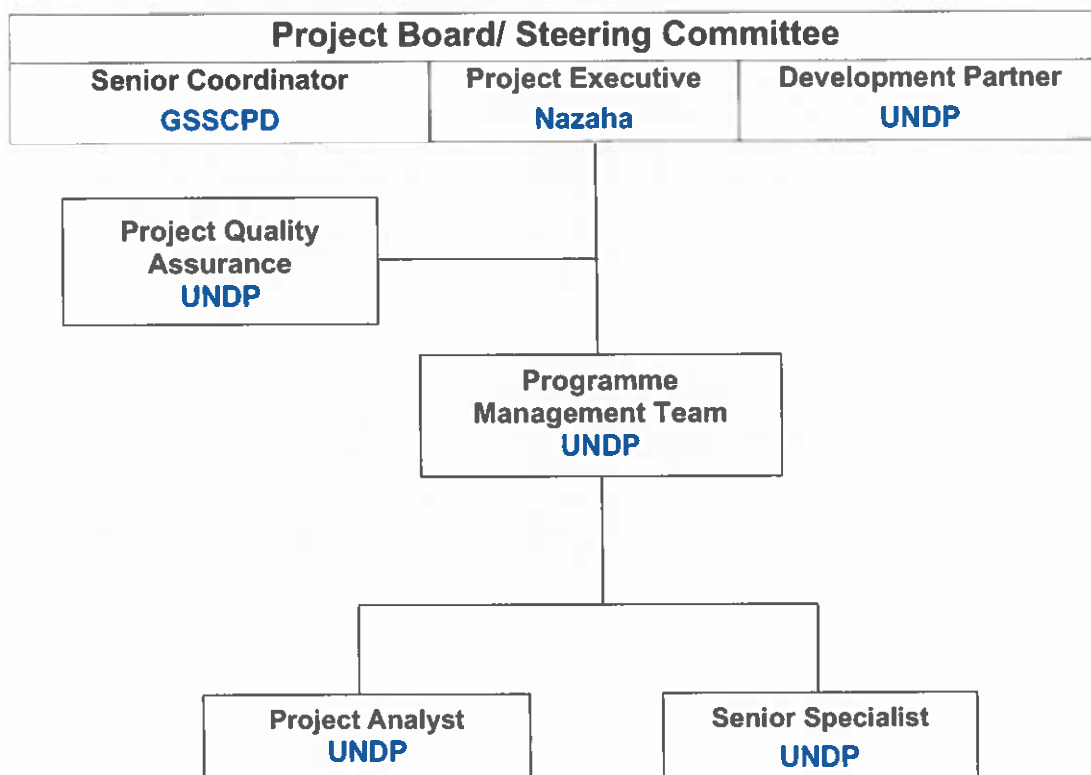
Achieving the above-mentioned output requires the implementation of a series of interconnected activities divided into three types: research and analysis; consultation and coordination; and advisory and technical support. The findings and outcomes from these activities are expected to be integrated to enable “Nazaha” to develop a draft of the new national integrity and anti-corruption strategy in the State of Kuwait. This draft will then be submitted to the relevant authorities for official approval and subsequent dissemination, paving the way for its formal implementation.

- **Research and Analysis Activities:** The required research and analytical activities are divided into three main types: First, specialized political economy research and analysis to identify the current state of corruption, the underlying factors driving this state, and the most effective means to achieve tangible change. Second, stakeholder research and analysis to map out the key actors, their roles, influence, positions, and expectations. Third, specialized legal research and analysis to determine the necessary reform options that better align with Kuwait’s obligations under binding international standards for promoting integrity and combating corruption—primarily the United Nations Convention against Corruption—as well as related best practices that impact relevant international indicators.
- **Consultation and Coordination Activities:** The required consultation and coordination activities are divided into three main types: First, workshops with groups of ministries, agencies, and public entities responsible for oversight, investigation, and judicial functions; those responsible for economic, commercial, and investment roles; and those responsible for essential service delivery. Second, workshops with non-governmental groups including the private sector in its various components, civil society and professional associations, the research and academic community, and traditional and digital media. Third, internal workshops within Nazaha and joint meetings with high-value stakeholders. Additionally, depending on needs, public opinion surveys and targeted stakeholder consultations may be conducted using digital and artificial intelligence technologies.
- **Advisory and Technical Activities:** The required advisory and technical activities are divided into three main types. First, strategic consultation with Nazaha’s Board of Directors regarding the findings from the aforementioned activities and the possible options for addressing them. Second, technical support for the strategic planning department within Nazaha to assist in leading and coordinating the development of the new strategy and its public communication, in a way that strengthens national ownership, ensures the sustainability of efforts, and allows for alignment and adaptability to the country’s specificities and relevant contextual changes through effective risk management. Third, the necessary drafting and

documentation work to produce the draft of the new National Integrity and Anti-Corruption Strategy for the State of Kuwait, including through its presentation and discussion in a validation workshop to finalize its content in preparation for official adoption.

All communications, meetings, and correspondence—both verbal and written—issued by the United Nations Development Programme (UNDP) within the framework of this project initiation plan shall be conducted in Arabic. If any materials are provided in English, they must be accompanied by simultaneous interpretation and an accurate translation into Arabic.

II. MANAGEMENT ARRANGEMENTS



The Project Initiation Plan (PIP) will provide the required technical support to implement the project outputs through the above management structure. The PIP will follow the Direct Implementation Modality (DIM) where the UNDP will be the implementing and the development partner, while the beneficiary and Project Executive will be Nazaha. The GSSCPD will be the senior coordinator working directly with the UNDP and will ensure all necessary coordination is made in relation to broader ongoing development cooperation between UNDP and the State of Kuwait. UNDP shall retain overall responsibility for the execution of the project; however, Nazaha shall be responsible for and bound by any contracts signed by the UNDP, on behalf of the project, and upon its request, for the procurement of goods and services and/or recruitment of personnel for the programme. Costs incurred by the UNDP for providing the above-described support services will be recovered by the project budget. UNDP will be responsible for providing a payment request for every deliverable along with a copy of the deliverable. Nazaha will be responsible for endorsing and approving payments related to the project.

The project may solicit the services of one or more consultants or consultancy firms to support the implementation and will go through the standard UNDP procurement process. The consultants and the consultancy firms, should their services be procured, shall be bound by the UNDP terms and conditions and will also meet the criteria of the State of Kuwait where penalties may be applied.

In addition to regular technical and monitoring activities, UNDP shall provide the implementing agency (if necessary) with support services for the execution of the programme. This will ensure that technical and substantive expertise are available to the programme for coordination, recruitment, procurement and contracting.

During the period of implementation and to ensure cost effectiveness, the UNDP technical team shall be operating from the UNDP regional office in Amman, conducting online meetings and field missions to Kuwait as required by the Work Plan agreed with Nazaha (first project deliverable), within a cumulative time frame totaling sixty working days for all visiting experts combined. Nazaha shall in turn provide working spaces and a meeting space to UNDP team as needed and agreed. Additional travel and accommodation in Kuwait required by Nazaha for the UNDP team would then be arranged and covered separately by Nazaha.

As illustrated in the diagram above, the Programme management will be done by the UNDP, with overall oversight from the project board.

The Programme Management Team (UNDP) will be responsible for implementing and coordinating the overall project and to ensure Responsible Partners are on track and implementing their responsibilities towards the project activities. The Programme Management Team will ensure that all meetings are documented, and that all the results specified in the project shall be delivered within the specified constraints of time and cost. Any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Project Board and communicated in writing to Nazaha. The programme management team will also be responsible for managing the project's budget and monitoring expenditures according to standard UNDP financial management rules and regulations, for maintaining all financial and other documentation related to the project and for monitoring the project's overall progress.

The Project Board is comprised of representatives from UNDP, Nazaha and the GSSCPD. The Board is the group responsible for making management decisions and directions for the project for its successful completion. The Project Board will oversee the overall project implementation and will provide overall feedback to enable it to achieve its intended outputs and results. In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with standards and protocols that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. Project reviews by the Board are made when necessary or at milestones when raised by the Programme Manager/Coordinator. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board. The Board is consulted by the Programme Manager for decisions when tolerances have been exceeded.

The Project Board will:

- Be responsible to provide strategic guidance with a view to secure successful implementation of project activities and/or to support the delivery as necessary;
- Be responsible for making strategic decisions, including the approval of project revisions (i.e. changes in the project document);
- Approve work plans and quarterly/yearly reports and adjustments on the basis of recommendations by the Programme Coordinator or Programme Manager;
- Nazaha shall be responsible to sign off on UNDP Combined Financial Delivery Report (CDR).

UNDP's support to Nazaha will be in line with the United Nations Standard Basic Agreement (SBAA) signed in 1962 with the Government of Kuwait.

The delivery of key project results will be completed in 6 months after signature of the Project Document, while the overall project duration will be for 12 Months to ensure proper management in accordance with UNDP's requirements and in preparation for future cooperation as applicable. The project budget will be USD 229,508 under the DIM. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Programme Manager if applicable. The request should be based on a procurement plan submitted along with the work plan and on an agreement to be signed with the government. UNDP charges Implementation Support Services fees as per the Universal Price List.

General Management Support (GMS) is recovered at a flat rate of 5% (five percent) from Government of Kuwait funds. The overall budget is inclusive of the GMS. GMS covers the following services:

- Project identification, formulation, and appraisal.
- Determination of execution modality and local capacity assessment.
- Briefing and de-briefing of project staff and consultants.
- General oversight and monitoring, including participation in project reviews.
- Receipt, allocation and reporting of financial resources.
- Thematic and technical backstopping.
- Systems, IT infrastructure, branding, knowledge transfer.

III. MONITORING AND EVALUATION

Project Quality Assurance is the responsibility of the UNDP Kuwait Programme team. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

A semi-annual progress report will be prepared at the end of Q1 of 2026, in addition to a final report as needed, in line with UNDP's internal reporting requirements. Activities conducted under the Initiation Plan will be subject to the same corporate reporting requirements in the relevant priority areas of the UNDP Annual Business Plan and UNDP's Results Oriented Annual Reporting (ROAR) targets.

Based on the initial risk analysis submitted, a risk log shall be activated in Quantum (UNDP system) and regularly updated by reviewing the external environment that may affect the project implementation. An Issue Log shall be activated in Quantum and updated by the UNDP Programme Manager to facilitate tracking and resolution of potential problems or requests for change.

An Initiation Phase Report will be prepared at the end of the Initiation Plan.

IV. SCHEDULE OF PAYMENTS

In accordance with the schedule of payments set out below, Nazaha shall deposit the payments to

Bank: **Citibank, N.A., 111 Wall Street, New York, NY 10043**
 ABA No.: **021000089**
 SWIFT Code: **CITIUS33**
 Account Number: **36349562**
 Account Name: **UNDP Contribution Account**
 Beneficiary: **UNDP**
 Currency: **USD**

	Deliverable	Amount	Payment Date
First Payment	Upon submission of the Project workplan	23%	September 2025
Second Payment	Upon submission of the report on research, analytical, consultative, and coordination activities.	23%	December 2025
Third Payment	Upon submission of the final approved draft of the new Kuwait Integrity and Anti-Corruption Strategy	54%	April 2026

V. Work Plan Period: 2025 - 2026

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		2025		2026				Funding Source	Budget Description	Amount
		Q3	Q4	Q1	Q2	Q3				
Output 1 – Draft of a New Coordinated, Effective, and Participatory National Integrity and Anti-Corruption Strategy for the State of Kuwait. Baseline: The previous national strategy and internal strategy documents, along with the three reports generated from the knowledge base development project. Indicator: Availability of a new draft national strategy document and the three reports produced from the knowledge base development project Target: A new integrated strategy document that is an advancement over its predecessors, reflecting Kuwait's current needs and priorities, and aligned with the principles of	1. Development and submission of a detailed workplan, including the terms of reference for the three proposed activities	X					UNDP	Government of Kuwait (GoK)	Expertise	52,787
	2. Conduct research and analysis activities (political economy/ stakeholders/ and legal).	X	X				UNDP	Government of Kuwait (GoK)	Expertise Travel	
	3. Seven consultative and coordination workshops (external, with national stakeholders).	X	X				UNDP	Government of Kuwait (GoK)	Expertise Travel	
	4. Three internal consultative and coordination workshops with Nazaha, in addition to three training sessions on strategy management and risk management	X	X				UNDP	Government of Kuwait (GoK)	Expertise Travel	52,787

coordination, effectiveness, and inclusiveness.	5. Drafting and revision of the draft national strategy document, presenting it for discussion in a validation workshop, and finalizing it for official endorsement	X	X	X		UNDP	Government of Kuwait (GoK)	Expertise Travel	113,005
Total									218,579.00
GMS (5%)									10,929.00
TOTAL Including GMS									229,508.00