

المملكة المغربية  
+ⵛⵎⵎⵓⵔⵉ ⵏ ⵍⵎⵎⵓⵔⵉ  
Royaume du Maroc



# Annual report 2023

## Executive summary





## Chairman's Message



The 2023 annual report of the National Authority for Probity, Prevention and Fight against Corruption (INPPLC) is the first report to cover an entire year since the entry into force of Law 46.19 and the appointment of the members of the INPPLC's Council and its Secretary General. This strengthens the dimension of reference of the achievements undertaken by the Authority since 2019 in terms of deepening knowledge and developing the foundations of the prevention and fight against corruption, as well as the proposals resulting from the ongoing efforts made in recent years. As a result,

the Authority stands at the threshold of a renewed horizon, one that capitalizes on its achievements and consolidates its capacities through a robust institutional governance structure where the Authority's Council, Executive Committee, and Thematic Committees assume fundamental roles in guiding, organizing, and reinforcing its position as a force for proposal.

The Authority considers that the completion of this institutional edifice transcends the strict framework of the Authority itself. It represents a major step towards strengthening and structuring Morocco's national institutional system to prevent and combat corruption, in line with the text and spirit of the Constitution. This domain requires institutional cooperation and complementarity in a strong articulation between the roles and responsibilities of the various stakeholders.

The completion of this institutional edifice occurs within a context characterized by the persistent unsatisfactory state of corruption in our country. This structural reality widens the gap between the prevailing corruption and the commitments of the public authorities, despite the undeniable efforts deployed in this area over the past two decades.

It has therefore become necessary and urgent to engage in a genuine dynamic based on a new approach that builds upon the accumulated achievements, strengthens their impact, and aligns their outcomes with established objectives while overcoming the shortcomings and obstacles. This approach should foster a framework of synergy among the various stakeholders, ensuring coherence and effectiveness in all actions.

In this regard, and guided by the insights from the High Directives of His Majesty the King and his visionary aspiration to drive real and tangible change in the efforts to combat corruption in our country, the Authority has undertaken, since 2019, several initiatives and endeavours aimed at building the solid foundations for a transition towards a new era of preventing and combating corruption. This will be characterized by a strong and lasting downward trend in the phenomenon of corruption. It is an indispensable prerequisite for unleashing the full development potential to which our country can aspire.

The Authority now considers that the conditions for this transition have been met and have reached a stage of maturity, enabling the launch and implementation of a new generation strategy within the framework of a renewed approach.

Given the complexity of the corruption phenomenon and its multiple manifestations, the renewed approach should be holistic. It should cover the various dimensions of education, awareness-raising and mobilization, prevention, deterrence, and repression. It should also integrate planning, prioritization, and implementation mechanisms that ensure the achievement of objectives with tangible impacts, including in the short term. This requirement presents an inevitable challenge in establishing the credibility of change and rebuilding trust, both essential factors for driving a national dynamic capable of curbing corruption and putting it on a strong and sustainable downward trend.

In line with this vision, the effort deployed over the past five years has enabled the Authority to develop the Strategic Orientations of the State's policy on preventing and fighting corruption, as well as the actions and mechanisms for their effective implementation to bring about the desired change, within the framework of a new generation strategy in terms of its approach, the depth and coherence of its content, its governance, and the dynamic prioritization method to ensure the achievement of measurable objectives, year after year.

The Authority now presents these Strategic Orientations for joint sharing and enrichment with the authorities, institutions, and other stakeholders. It aims at the collective adoption and optimal, smooth implementation of these orientations within a framework of convergence, complementarity, and clear delineation of the roles and responsibilities of stakeholders. The Authority also aims to unfold this endeavour within a collective mobilization around ambitious objectives that will have a tangible impact, which is perceptible by citizens, economic actors, and other members of society.

**Mohammed Bachir RACHDI**  
**Chairman of the National Authority for Probity**  
**Prevention and Fight Against Corruption**



## Executive summary

The 2023 annual report of the National Authority for Probity, Prevention, and Fight against Corruption (INPPLC) is the first to cover a whole year since the entry into force of Law 46.19 and the appointment of the Authority's Council and Secretary-General. The report highlighted the situation of corruption in our country. Corruption has become an entrenched issue, creating a disparity between the current situation and the commitments of the Moroccan authorities in the field of preventing and fighting corruption, as well as the efforts made in this direction by various national bodies and institutions.

Based on this data, and considering the results of its diagnosis, analysis, and evaluation, as well as the recommendations of its annual and thematic reports, the Authority, in this report, emphasised the need to enter a new phase in the prevention and fight against corruption. This transition should be achieved through the adoption of an approach that goes beyond the weaknesses and limitations that have been identified and allows for the required dynamism in this vital endeavour. The Authority emphasised that the elements for this transition are now in place. This is possible through building on the progress made and the strong foundations established in recent years, which have now matured to a point where a new generation strategy can be launched and implemented under a renewed approach.

In this respect, the INPPLC continues to reinforce this transition through this report by incorporating the outcomes of various supportive workshops. The report showcased the outcomes of these relevant efforts in accordance with Article 50 of Law 46.19, as outlined in the following sections:

### **First section: Diagnosis of the situation of corruption:**

The report examined the global, regional, and local trends in corruption. It drew on data from international and national indexes and reports, as well as analysis and update of relevant data sources. Additionally, the findings were based on a national survey conducted by the Observatory of the Authority, completed in 2022 for Moroccans residing in Morocco and abroad and in 2023 for contracting companies.

#### **1. The international level:**

At the international level, the 2023 Corruption Perceptions Index findings reveal the stagnant nature of corruption in most countries around the world. The CPI report indicates that in the past decade, 86% of countries have shown minimal to no improvement in addressing corruption, resulting in an unchanged global scoring rate of 43 out of 100. The index rates Western Europe and the European Union highest at 65/100, followed by Asia and the Pacific at 45/100. The

Americas rank third with 43/100, and the Middle East and North Africa region come in fourth with 38/100. Eastern Europe and Central Asia take the fifth spot with 35/100, while Sub-Saharan Africa ranks lowest with a score of 33/100.

In the past decade, the overall trend has yet to show much improvement, but it is worth noting that several countries that have prioritised preventing and combating corruption have significantly enhanced their rankings and scores. For instance, Seychelles' score surged by 19 points, Italy's by 14 points, and Estonia's by 12 points in the past decade. Other countries like Saudi Arabia, Lithuania, Senegal, and Rwanda have also made notable progress.

The Authority noted that the results of the CPI 2023 on the connection between the rising level of corruption and the deterioration of global peace intersect with the results of the Global Peace Index. The GPI 2023 results show that the average level of global peacefulness deteriorated by 0.42%. The report delved into the underlying causes of this decline, drawing upon the findings of the 2022-2023 Human Development Index, which revealed worsening global inequalities due to substantial economic concentration.

The report also pointed out how corruption intersects with the setbacks in political rights and civil liberties. It noted a decline in the Democracy indices in these areas due to various legal and political factors, such as the weakening of the electoral process and pluralism, in addition to economic factors.

## **2. The regional level:**

The report revealed that in 2023, the North Africa and Middle East region scored an average of 34 out of 100 on the Corruption Perceptions Index. This indicates that a significant amount of work is still needed to ensure integrity and justice throughout the region. The CPI findings show that corruption hinders progress in various areas, worsens social and regional inequalities, and increases the risk of perpetuating political instability and escalating conflicts.

At the African level, an analysis of the situation on a continental scale shows that, despite 23 out of 54 African countries making notable progress in the 2023 CPI, 90% of sub-Saharan African countries scored below 50 points. The CPI attributes this to the ongoing prevalence of armed conflicts in some countries, political instability, violent power transitions, and increased terrorist threats. These findings align with the Freedom Index, which highlights the persistent challenges faced by many African countries in terms of democracy, respect for human rights, weak transparency of electoral processes, and ongoing armed conflicts and coups that continue to threaten the region.

## **3. The national level:**

The 2023 Corruption Perceptions Index reveals that Morocco's score has decreased by five points over the last five years, dropping from 43 to 38 out of 100. This consistent decline has

also affected Morocco's global ranking, causing it to fall from 73rd to 97th out of 180 countries during the same period and marking a drop of 24 positions globally.

The INPPLC's diagnosis pointed out that Morocco was ranked 9th on the Arab level. It was preceded by the United Arab Emirates, Qatar, Saudi Arabia, Jordan, Kuwait, Oman, Bahrain, and Tunisia and followed by twelve other countries. Additionally, the diagnosis indicated that Morocco's ranking dropped by two positions at the African level, positioning it in the middle, preceded by sixteen other countries.

Based on various indirect indicators, the Authority has confirmed that Morocco has regressed in the (V-DEM) Political Corruption Index, as well as the Regulatory Enforcement and Open Government factors of the WJP Rule of Law Index. Morocco has also experienced a decline in the indexes and indicators related to Judicial Independence, Freedom of the Press, and Online Services, all components of the Index of Public Integrity (IPI) of the European Research Centre for Anti-Corruption and State-Building (ERCAS).

According to some surveys, the Authority observed a significant gap in how citizens perceive the government's effectiveness in combating corruption in public administration. The African Barometer survey confirmed a growing perception of increased corruption, especially among the impoverished, marginalised, and remote communities. This suggests that the most vulnerable groups in society bear the brunt of the high costs of corruption. Furthermore, the Authority noted that according to the 2023 World Bank Enterprise Surveys, corruption remains the second-ranked top business environment obstacle for firms in Morocco.

Meanwhile, the Authority has been monitoring the development of corruption in Morocco based on the CPI data sources. It noted stability in scores for 4/7 data sources, a decline of 1 point in the (V-Dem) Project, a 2-point decline in the PRS Group International Country Risk Guide (ICRG), and a 2-point improvement in the World Economic Forum Executive Opinion Survey (WEF).

As for criminal and financial prosecutions, the Authority's report highlighted that (243) bribery cases were caught in the act following denunciations received through the Office of the Public Prosecutor's hotline for reporting corruption and bribery since its launch. The suspects were mainly apprehended in the regions of Marrakech-Safi, Casablanca-Settat, and Rabat-Salé-Kénitra. Additionally, the report noted (716) ongoing cases in the Financial Crimes Departments during 2022, spanning various stages of investigation, inquiry, preliminary proceedings, and appeals.

Regarding financial cases related to budgetary and financial discipline, the Authority reported that (15) cases involving (15) individuals were pending by the competent Court of Accounts chamber between 2022 and the end of October 2023, with fines amounting to 1,372,000 MAD. At the regional level, the number of cases filed with the Courts of Accounts reached (76) cases involving (116) individuals. As for acts that could give rise to criminal liability, (18) criminal cases were referred to the competent judicial authorities during 2022-2023.

The Authority expressed concerns over the limited number of cases relating to budgetary and financial discipline submitted to the Court of Accounts by the competent authorities. This is

an issue that has been raised on several occasions by the Court of Auditors since the entry into force of its law. The Court of Accounts noted in its last report that all the submitted cases between 2022 and the end of October 2023 originated from internal bodies within the Financial Courts. However, the cases referred by the Public Prosecutor's office to the Regional Courts of Accounts in matters of budgetary and financial discipline during the same period included requests from the Ministry of Interior that accounted for 13% of the requests made to these Regional Courts.

To further deepen the objective knowledge about corruption at the national level, and following the release of the results of the National Survey on corruption targeting Moroccans residing in Morocco and abroad in the 2022 Annual Report, the Authority presented in its 2023 report the findings of the National Survey on corruption targeting contracting companies. The findings indicate that corruption ranks 8th among the concerns of the companies' officials included in the study. Bribery, abuse of power, and election fraud are identified as the most common forms of corruption. Furthermore, the report revealed that 68% of the participating companies believe corruption to be widespread or very widespread in Morocco. The areas most adversely affected by corruption, according to the sample, include licenses and permits attribution, exceptional authorisations, public contracts and procurement, as well as employment, appointment of employees, and promotions within the private sector.

Regarding experience with corruption, 23% of the surveyed reported having encountered at least one form of corruption in the last 12 months. The majority of these cases (over 90%) involved direct or indirect requests from the relevant officials. In contrast, only 3% of the companies interviewed stated that they had initiated bribery on their own accord. As for the reasons for requesting or paying bribes among the surveyed companies, the predominant motive is to obtain a service to which the company is entitled, followed by the desire to expedite procedures or gain preferential treatment.

As for denouncing bribery, only 6% of the surveyed sample who experienced corruption stated that they filed a complaint. Among the main reasons for not reporting were the perceived ineffectiveness of complaints and denunciations, the downplaying of corruption, and fear of negative consequences for the company.

The study also noted a weak spontaneous awareness among the companies' officials regarding the authorities and bodies to which they can turn to report corruption. Additionally, the companies' officials perceive that the most effective measures to combat corruption in Morocco are the strict enforcement of laws and penalties against individuals involved in corrupt activities, followed by the establishment of channels for reporting corruption and protecting whistleblowers.

As a general conclusion, the Authority emphasised the recurring nature of various indicators that highlight the structural deficiencies underlying the persistent unsatisfactory state of corruption in Morocco. This underscores the need to accelerate the effective transition to a new phase in the fight against corruption. It is a phase capable of fostering a dynamic that produces tangible results and impacts the daily lives of citizens, investors, and economic and social actors.



## **Second section: Evaluating the implementation and coordination of the Public Strategies and Policies, and providing guidance:**

This section presents the Authority's evaluation of the National Anti-Corruption policies and strategies, as well as the overall vision for the Strategic Orientations of the state's policy in the area of preventing and fighting corruption, along with the mechanisms for their implementation.

### **1. Evaluating the National Anti-Corruption Strategy**

The Authority worked on updating and deepening its evaluation of the National Anti-Corruption Strategy. In this regard, it closely examined the progress made on the projects included within the ten programmes of the strategy. These projects focus on improving citizen services, digitising administrative services, enhancing transparency and access to information, promoting ethics, strengthening oversight and accountability, enhancing prosecution and repression, improving the public procurement system, fostering integrity in the private sector, and enhancing communication and awareness, as well as education and training.

The Authority has confirmed, through the adoption of this methodology that requires precision and extensive coverage, the importance of the achievements made at varying levels. However, the in-depth evaluation concluded that, despite these accomplishments, the targeted objectives set forth by the strategy have not been realized and are, in fact, nearly unattainable. This is evidenced by the regressions observed in several relevant international indicators that the strategy established as benchmarks for measuring the extent to which the targeted goals have been achieved.

The Authority identified shortcomings that have hindered the strategy from achieving its intended impact and altering the trajectory of corruption in Morocco. It observed a continued lack of engagement from the relevant officials, a deficiency in effective coordination and oversight of programmes and projects, and a dominance of sectoral management at the expense of a programming approach. Additionally, there is an absence of a systematic methodology for prioritising targets based on comprehensive and structured impact assessments. The report also highlighted the ongoing challenges in the clarity of budget allocations for the national strategy. Moreover, the strategy lacks an appropriate and objective communication plan that would lend credibility to the policies being implemented and mobilise citizens, economic actors, and other stakeholders. Among the fundamental factors contributing to the failure to achieve the strategy's objectives and to effect meaningful change in the reality of corruption in Morocco is the predominance of the legislative dimension without accompanying it with sufficient measures to effectively implement the various projects and initiatives of the strategy, thereby ensuring the effectiveness and efficiency of the reforms.

To address the identified shortcomings and enhance the efficiency and effectiveness of the implementation of various programmes within the National Anti-Corruption Strategy, the Authority conducted a thorough analysis of the key projects with the most potential impact. It

provided recommendations to reinforce achievements or re-route projects when implemented in a way that does not allow for achieving the set objectives. The Authority also proposed institutionalising the coordination of programmes by establishing a framework for cooperation, coordination, and complementarity among the INPPLC, the government, and various institutions and stakeholders involved in National Strategies and Public Policies related to preventing and fighting corruption. This would involve revising the decree of the National Anti-Corruption Commission to align it with the constitutional provisions relevant to the Authority and those of Law 46.19. In pursuit of effective strategy implementation, the Authority recommended incorporating a specific anti-corruption programme into the budgets of the various relevant sectors, establishing implementation deadlines, and identifying potentially responsible parties for each project.

As a general conclusion, the Authority highlighted that the effectiveness of the National Anti-Corruption Strategy has been significantly impacted by the limitations of its governance framework, particularly in terms of oversight and coordination. The year 2019 was marked by a strong dynamic following the adoption of the recommendations put forth by the Authority in its initial evaluation report of the Strategy. This dynamic was reflected in mobilising all sectors and stakeholders at the highest levels within a series of meetings co-chaired by the Authority's President and each Minister responsible for coordinating one of the Strategy's programmes. However, this dynamic quickly experienced a noticeable decline, leading to a re-emergence of sectoral priorities. This shift has been identified as one of the key factors explaining the lack of alignment between procedures and achievements, which has hindered their effectiveness in attaining the desired outcomes of the National Anti-Corruption Strategy.

## **2. Strategic Orientations of the State's Policy on Preventing and Fighting Corruption**

In its 2023 annual report, the Authority highlighted the key outlines for implementing its mandate to propose Strategic Orientations for the State's Policy on preventing and fighting corruption, as well as the mechanisms and measures necessary for their implementation. The Authority confirmed that it is moving towards subjecting these matured orientations to extensive consultations, with the aim of collective adoption and optimal implementation by the relevant authorities in the form of policies, programmes, and structural reforms.

These orientations are anchored in a set of integrated and interconnected pillars aimed at combating the phenomenon of corruption through a multidimensional approach. This includes education and training, promoting values of integrity and responsible governance, enacting legislation capable of eliminating corruption hotspots, and creating a conducive environment that ensures deterrence and combats impunity. The approach also emphasises the essential aspects of prevention and transparency in public services, improving the quality of public services to meet citizens' needs, and reinforcing the values and principles of good governance and integrity as fundamental pillars for developing the business climate, unleashing economic

potential, and stimulating economic growth. Additionally, the approach does not overlook the crucial aspect of ethics in political and electoral life.

In addition to the six aforementioned pillars, the proposed strategic orientations are built upon two horizontal foundations that serve as the structural backbone. These foundations are, on one hand, the deepening of objective knowledge about the phenomenon of corruption, its evolution, and the anticipation of its manifestations, and, on the other hand, the digital transformation of society as a whole, particularly in public administration. These two foundations, designed as structural levers supporting all dimensions of the Strategic Orientations of State Policy, reinforce the comprehensive approach aimed at promoting transparency and preventing corruption. This calls for the establishment of effective strategic governance, mobilising all relevant parties to ensure coherence, complementarity, and effectiveness.

The Authority considers that the successful implementation of these Strategic Orientations and the achievement of their objectives depend on establishing and solidifying the institutional framework that has been the subject of study and alignment between the Head of the Government and the Authority. This framework is essential for ensuring a unified vision and convergence within the context of institutional complementarity and interdependence of roles and responsibilities.

## **Third section: Recommendations and proposals: for an effective interaction within institutional convergence and complementarity**

In this section, the Authority reviewed the outcome of its follow-up on the interaction of the relevant authorities and institutions to the recommendations outlined in its previous reports. It focused on the recommendations that received positive responses from the authorities and institutions. Additionally, the Authority presented summaries of its recommendations that support its guiding and propositional role.

### **1. Follow up on the impact of the recommendations in the Authority's Annual Reports**

The Authority has affirmed that the proposals and recommendations included in its various reports reflect the comprehensive and integrated perspective of its proposal project. This project targets education and training, prevention, awareness raising, mobilisation, and combatting corruption. Over the past five years, the Authority has worked on many critical issues that are of utmost priority, particularly considering their structural role in establishing a responsible governance system and enhancing policies to prevent and fight against corruption.

Despite the limited response from the relevant parties to its recommendations in previous reports, the Authority noted a relatively positive reaction in 2023 regarding the orientation and comprehensive vision it provided on certain structural issues through specific thematic reports.

These issues include mandatory asset declarations, conflicts of interest, and the protection of public officials reporting acts of corruption. The government has prepared draft laws and law projects on these matters and submitted them to the Authority for its opinion.

The Authority has studied these projects and found that they overlap to some extent with its recommendations. It has issued opinions on them to overcome some of the shortcomings and align them with the recommendations previously provided in its relevant thematic reports. Through these opinions, the Authority aims to increase the law projects' compliance with the norms and standards drawn from Morocco's obligations under the ratified conventions, advanced legislation in the relevant field, and the reports and studies it has dedicated to these topics. The Authority has thus confirmed the need to introduce amendments to overcome shortcomings and deficiencies that could limit the efficiency and effectiveness of these projects. The Authority has also ensured that its proposals are drafted in the appropriate legal form to facilitate their inclusion in the legislative system.

To enhance the dynamism in the channels available to advance its recommendations and proposals, the INPPLC reiterated its readiness to encourage the development of coordination channels and mechanisms for joint action with all relevant parties. It emphasised the vital role of each authority and institution within its area of intervention and the importance of their responsiveness to the INPPLC's recommendations to facilitate their implementation.

The Authority also emphasised the need for optimal time management, considering it a crucial factor in curbing the progression of corruption and accelerating the rebuilding of trust in the efforts made to promote values of integrity and to prevent and fight against corruption.

## **2. Recommendations to strengthen and support the Authority's proposal process**

To support its proposal aimed at enhancing and strengthening the foundations of the required transformation in the prevention and fight against corruption, the Authority provided a focused summary of two thematic reports accompanying this annual report, which pertain to:

### **1- «Morocco's International Commitments Under Its Ratification of Anti-Corruption Conventions»**

This report aims to make optimal use of the ratified UN, Arab, and African anti-corruption conventions through a precise and objective analysis of their objectives, purposes, content, and levels of obligation. This approach allows for real possibilities to make optimal use of the Conventions' integrated system in the effective fight against corruption. Consequently, it lays the groundwork for a correct and constructive alignment of our legislative, institutional, and procedural structures with the internationally and regionally agreed-upon standards for combating this phenomenon.

In order to ensure the optimal utilisation of the contents of this report, the Authority will focus, in the next phase, on making them technologically accessible through an interactive electronic platform. This platform will provide the necessary means for access, targeting, monitoring of intersections, levels of obligation, scope of convergence and divergence, and hyperlinks

to guides and references for interpreting the conventions, as well as States' applications for each of their provisions. This will enable the platform to serve as a reference for preventing and fighting corruption, whether in terms of efforts to align national legislation with ratified conventions, preparing, studying, and approving draft laws in light of this reference, building relevant strategies and programmes, or advocacy efforts by the concerned stakeholders.

## **2- «Towards a Regulatory Framework for Acts of Corruption in Light of Law No. 46.19»**

Considering the specificities of acts of corruption and convinced that an effective fight against corruption depends on adopting advanced criminal mechanisms, this thematic report aims to provide an overview of the most critical criminal offences. This allows for a deeper understanding of their criminal components and an examination of their concepts at the judicial and doctrinal levels. Additionally, the report seeks to identify forms of corruption that still require criminal framing and coverage to protect various interests in alignment with Morocco's obligations under ratified international and regional conventions and in response to the findings of various national reports on this subject.

In parallel with the aforementioned reports, the Authority's annual report for 2023 addressed the diagnosis and proposal on the issue of the abuse of functions for sexual benefits. The Authority is currently deepening the study of this topic to refine and complete some of its components and recommendations, with the aim of publishing it as a separate thematic report later.

The Authority aims to undertake a comprehensive diagnosis of this phenomenon through this project in order to justify its classification as a form of corruption rather than merely labelling it as unethical behaviour or sexual harassment. This approach will provide the national legislator with accurate data to help fill the legislative gap surrounding this behaviour. The Authority believes that exploring mechanisms to address this phenomenon remains contingent upon bridging the knowledge gap resulting from the lack of sufficient knowledge accumulation to develop an integrated approach that takes into account all dimensions of the phenomenon and is effective and efficient in combating related practices.

## **Fourth section: Institutional governance of the Authority and the collective decision-making of its Bodies**

In this section, the report outlined the outcomes of the work of the Authority's Council during the year 2023, as well as the activities of the Executive Committee composed of the President and Vice-Presidents, and the work done by the Permanent Thematic committees established by the Council.

## 1. The Authority's Council: intense activity in 2023

During the year 2023, the Authority's Council held eight (8) meetings, during which it approved (19) decisions. The Council's activities primarily focused on exercising its powers to establish the institutional framework, reference texts, and organisational structures of the Authority, on the one hand, and deliberating and approving a range of projects, providing opinions, and making recommendations, on the other.

The work of the Council in 2023 was particularly distinguished by its study and approval of the «Integrity Charter». This charter serves as an ethical framework for the commitment of all components of the Authority to the principles and guidelines they must comply with in the exercise of their various supervisory, guidance, reporting, and management duties. The Council's work was also characterized by a notable dynamism in studying and aligning the Authority's Rules of Procedure in order to complete the implementation of the provisions of Law 46.19 related to the publication of the Authority's reference texts, particularly its Rules of Procedure and Human Resources Statute.

## 2. Outcome of the Permanent Thematic Committees' work

The year 2023 was the year of the foundational framing of the work of the Permanent Thematic Committees. It was marked by the adoption of regulatory references, the completion of the formation of these committees, and the establishment of their operational charters. This ensures the optimal implementation of the tasks entrusted to this vital body, within the framework of coordinated efforts and in accordance with the Authority's strategic action plan.

Within this dynamic, the Committee responsible for the economic field, probity development, transparency, and good governance in the public and private sectors held six (6) meetings. The Committee in charge of developing education and training on the values of probity, transparency, and partnership with stakeholders, civil society, and media platforms held eighteen (18) meetings. Besides, the Committee responsible for tracking the reform and alignment of national legislation with relevant international treaties and conventions held twenty-two (22) meetings. The Committee entrusted with monitoring and deepening knowledge, which is mandated by the Council to follow-up on the work of the Authority's Observatory, and making appropriate decisions regarding its outcomes, held eleven (11) meetings. Finally, the Committee responsible for auditing and control, which is particularly tasked with conducting periodic compliance and performance assessments and providing recommendations to enhance the Authority's internal governance, held six (6) meetings.

### **3. The Executive Committee consisting of the President and his three Vice-Presidents**

Following its appointment by the Authority's Council, the Executive Committee, consisting of the President and three Vice-Presidents, worked to establish the fundamental mechanisms for its operation. This included defining its priority tasks and coordinating with the Permanent Thematic Committees and the administrative structures of the Authority. The Committee also commenced its responsibilities related to studying files and cases concerning allegations of corruption submitted to it by the President of the Authority, in accordance with the provisions of Law 46.19 and in line with the regulatory procedures established in the Rules of Procedure and the Procedures Manual. The year 2023 was also marked by the identification of three sets of tasks, each assigned to one of the three Vice-Presidents.

### **4. The Authority's achievements in receiving and investigating complaints and denunciations**

During 2023, the Authority received eighty-five (85) complaints and denunciations (40 complaints and 45 denunciations). The report reviewed their outcomes and classified them according to their nature, the channels through which they were submitted, and the sectors concerned. It highlighted the number of complaint and denunciation files for which the Authority made decisions to file, indicating the legal bases and provisions for such decisions. As for the remaining files, a decision was taken in 2023 to initiate the investigation procedure for one denunciation.

The annual report also highlighted the decision made to deepen the study of other files by contacting the complainants or denunciators to request additional information regarding the contents of their complaints and denunciations. This is in addition to files that, upon initial review, were found to pertain to requests or notifications submitted to the Authority outside the scope of reporting cases of corruption.

## **Fifth section: National and international cooperation activities**

The 2023 Annual Report reviewed the outcomes of the Authority's institutional cooperation at both the national and international levels before addressing its activities related to following up on the anti-corruption conventions ratified by Morocco.

### **1. National cooperation initiatives**

In order to strengthen institutional integration, the Authority has signed a cooperation convention with the National Financial Information Authority. This convention outlines the requirements for cooperation and coordination between the two bodies. It is based on reference frameworks and regulatory principles designed to ensure constructive joint cooperation. It also aligns with



their shared aspiration for effective and efficient management of efforts to prevent and combat corruption in its comprehensive dimensions, as well as its relationship with the fight against money laundering.

The Authority also continued to activate the quadripartite convention signed with the financial sector regulatory bodies (Bank Al-Maghrib, the Moroccan Capital Market Authority, and The Supervisory Authority of Insurance and Social Welfare) by organising a meeting on the risks of corruption and ways to combat it for stakeholders in the capital market. Additionally, it initiated best practice initiatives in the field of anti-corruption for insurance brokers. It also organised a sectoral seminar on managing conflicts of interest with the participation of ninety (90) executives and officials from the three components of the financial sector. Besides, the Authority involved teams from the financial sector regulatory bodies in several of its seminars and conferences on specialized topics related to corruption prevention. Furthermore, it facilitated the exchange of experiences through a meeting for organisations certified under the ISO 37001 standard.

The Authority also engaged in several national initiatives, such as the «Collective Actions in Favour of Integrity in the Renewable Energy Sector» project of the OECD Renewable Energy Programme. This project aims to explore the possibilities of collective action in this field to enhance the fight against corruption and promote business integrity. Additionally, in partnership with the General Confederation of Moroccan Enterprises (CGEM) and the United Nations Office on Drugs and Crime (UNODC), the Authority organised training on «Combating Corruption and Promoting Integrity in the Private Sector» for companies certified by CGEM RSE (the General Confederation of Moroccan Enterprises' label for Corporate Social Responsibility).

## **2. Strengthening cooperation and partnership with international organisations and initiatives**

As part of the international programme to enhance capacities in investigating corruption cases in Morocco, the INPPLC organised training on investigation techniques related to corruption and other cases in collaboration with the Independent Commission Against Corruption in Hong Kong (ICAC). This training benefited representatives from various law enforcement authorities, constitutional institutions, and regulatory and oversight bodies. Additionally, in cooperation with the Geneva Centre for Security Sector Governance, the Authority organised a training session on integrity in the security sector. This training was attended by officials from the General Directorate of National Security and the Royal Gendarmerie.

In the context of enhancing cooperation, partnership, and the exchange of experiences in the field of prevention and fight against corruption, the Authority signed in 2023 a Protocol of Cooperation with the World Bank and a Memorandum of Understanding on Cooperation with the National Independent Commission for the Prevention and Fight Against Corruption in the Republic of Djibouti (CNIPLC). The Protocol and Memorandum aim to share effective experiences and strategies, coordinate preventive and punitive measures, and strengthen capacities.



### 3. Organising and participating in international conferences and events

The Authority organised the “Rabat Conference”, which was attended by heads and representatives of national anti-corruption authorities and bodies from numerous African countries, as well as representatives from civil society and the business community in Africa, in addition to senior officials from international organisations and various government sectors and national institutions. This conference resulted in the adoption of the “Rabat Declaration”, which particularly emphasised the key role of prevention and the importance of international cooperation and institutional complementarity in supporting the fight against corruption. The Authority also participated in the International Corruption Hunters Alliance Forum, aimed at exchanging knowledge and expertise on challenges, risks, and opportunities for strengthening anti-corruption efforts.

The Authority chaired the Moroccan delegation participating in the tenth session of the CoSP. The Moroccan delegation’s contribution was significant and impactful, leading the conference to adopt a resolution to “follow up to the Marrakech Declaration on the prevention of corruption”, which was called for by the Kingdom of Morocco. This resolution included a demand to strengthen policies and strategies on preventing corruption, with renewed efforts capable of addressing the challenges at hand, as well as to strengthen ties with various international and regional bodies.

### 4. Tracking the Anti-Corruption Conventions ratified by Morocco

A directory in Arabic and English was prepared to track the implementation of the Political Declaration adopted by the United Nations General Assembly, entitled «Our Common Commitment to Effectively Addressing Challenges and Implementing Measures to Prevent and Combat Corruption and Strengthen International Cooperation». It detailed the various initiatives currently in progress or undertaken by the Kingdom of Morocco to implement the declaration. This effort responds to the UNODC’s call for the States Parties to the UN Convention to provide information on the various initiatives to implement the declaration.

The Authority also contributed to the second meeting of the Review Group on the Implementation of the Arab Anti-Corruption Convention and the fifth meeting of the Open-ended Committee of Governmental Experts and representatives of independent bodies in the States Parties to the Arab Anti-Corruption Convention. During these meetings, the Authority presented the experience of the Kingdom of Morocco, alongside Saudi Arabia and Egypt, in developing indicators for measuring corruption. It was also decided to establish a mechanism for submitting draft resolutions to be presented at the Conference of the States Parties to the Arab Anti-Corruption Convention.

The 2023 Annual Report addressed the preparatory efforts for Morocco's review under the Arab Anti-Corruption Convention, as well as the Authority's efforts in the process of preparing for the ratification of the Council of Europe's Civil and Criminal Law Conventions on Corruption. This paves the way for Morocco to join the Group of States Against Corruption (GRECO).

## **Sixth section: Functional activities and capacity building**

In this section, the report reviewed the Authority's efforts to develop its communication methods and mechanisms and promote its contributions to enhancing integrity and preventing corruption. It also outlined the Authority's efforts in establishing the foundations and mechanisms of its operations that ensure effective and rational management, both in terms of strengthening its systems and information technology resources and in terms of regulating its administrative and financial organisation.

### **1. Communication as a fundamental key to the Authority's openness to the general public**

To implement its communication strategy, the Authority developed a digital roadmap in 2023 aimed at establishing its presence on social media platforms. This roadmap takes into account assessing the current situation, strategic planning, goal setting, target audiences, platform selection, account creation, editorial planning and scheduling, interaction management, performance tracking, trend analysis, and risk and resource management. The report also highlighted the Authority's significant presence in various media outlets, which contributed to widely disseminating its messages and viewpoints during the scheduled meetings in 2023. Additionally, the Authority used its website to publish various outputs and designed and developed a new website set to launch in early 2024, aimed at providing users with a new visual and navigation experience.

### **2. Developing mechanisms for improving work quality and enhancing information systems**

As part of developing its 2023-2025 action plan, the Authority updated its methodology and operational framework by preparing a comprehensive and integrated guide for its procedures, with particular attention to the methods for tracking the implementation of the annual action plan projects. These efforts resulted in the preparation of a first draft of this guide, consisting of (56) procedures. Additionally, the Authority established a Project Management Office (PMO) that is responsible for managing its action plan and related projects.

In line with its 2023-2025 digital strategy, the Authority has deployed several projects to enhance and develop its information systems, communication channels, and related infrastructure. It has completed the full automation of the service for receiving and initially processing complaints and denunciations. The Authority has also developed an initial platform

for storing and managing the database of national and international indicators relevant to integrity and the fight against corruption. Additionally, it has established a vigilance system to track information in various forms by signing subscription agreements with a Moroccan platform specialized in legal vigilance and court rulings, as well as an international platform for IT and strategic vigilance. Furthermore, the Authority has put in place an access control and time management system and has developed a comprehensive plan to create a dedicated application for managing archives.

To enhance its communication methods and digital presence, the Authority has completed the implementation of the «National Integrity Portal» project, which aims to consolidate and unify all information related to integrity, transparency, and corruption prevention in Morocco. This initiative involved extensive participation from relevant sectors, bodies, and stakeholders as partners in developing and supplying the portal with data and information. Additionally, the Authority has upgraded its institutional portal with modern and highly advanced specifications.

The Authority has also reinforced its digital infrastructure by preparing for the launch of a hyper-converged central IT platform, strengthening the structure and security of the server room, acquiring computers and printers, installing a modern and integrated telephone system, installing an internal cellular network (WIFI), enhancing digital security, structuring the computer network, and securing workstations and against external threats.

### **3. Enhancing support capacities within the Authority**

The report noted the significant transition the Authority has undergone by strengthening its institutional structure with competent and experienced human resources capable of meeting the challenges of fulfilling its tasks. This was achieved through the launch of several recruitment campaigns, which resulted in hiring twenty-five (25) employees, including ten (10) officials, in 2023. Additionally, the Authority strengthened the capabilities of its human resources through training programmes organised internally and by international and national institutions.

Regarding financial and accounting organisation, a new accounting system has been adopted, and a public accountant has been appointed within the Authority to exercise the powers assigned to public accountants in accordance with applicable laws and regulations. Additionally, the Authority's procurement system has been adopted following the Council's approval.

As part of completing its functional mechanisms and enhancing its organisational capacities, the Authority continued in 2022 to strengthen its human and financial resources and rationalise its management. In coordination with the Minister Delegate in charge of the Budget, it finalised the drafting of its Human Resources Statute and submitted it to the Authority's Council for approval. In 2023, the Authority focused on attracting qualified competencies through a wide recruitment process based on the financial positions allocated for that year. It also ensured the establishment of mechanisms to facilitate a smooth and continuous transition of human resources from the Central Authority for Prevention of Corruption to the INPPLC, relying on integration requests submitted by the individuals concerned.

Regarding the financial and budgetary management of the Authority, the total budget for 2023 amounted to 198,229,000.00 MAD, which includes allocations for employee expenses. In contrast, 70,000,000.00 MAD were allocated for 2022 for equipment expenses, miscellaneous expenses, and investment expenses, representing a growth rate of approximately 183%.

As for the execution of this budget, it should be noted that the total amount of committed expenditures during 2023 reached 120,119,000.00 MAD, compared to 17,284,000.00 MAD during 2022, reflecting a commitment rate of approximately 60% of the total allocations, including those carried over from 2022 and prior years. As for the actual expenditure, it amounted to approximately 105,032,000.00 MAD by the end of 2023, representing around 87% of the total committed expenditures. These expenditures are divided between employee and staff expenses, equipment expenses, miscellaneous expenses, and investment expenses.

Regarding the imprest account, 1,130,000.00 MAD was allocated as the value of payment authorisation requests for 2023. However, the payment rate did not exceed 12%, amounting to 138,225.79 MAD. This reflects the Authority's commitment to minimising expenditures that require payment through this mechanism, except for emergencies.



الهيئة الوطنية للنزاهة والوقاية من الرشوة ومحاربتها

[www.inpplc.ma](http://www.inpplc.ma)

شارع النخيل - عمارة هاي تيك - جناح ب - الطابق الثالث والرابع - حي الرياض - الرباط - الهاتف : 60 / 650 578 537 +212 - الفاكس : 673 711 537 +212