



THIRD ANNUAL REPORT



His Highness The Emir
of the State of Kuwait

**Sheikh Sabah Al-Ahmad
Al- Jaber Al-Sabah**

May God protect
& Bless him



His Highness The Crown Prince
of the State of Kuwait

**Sheikh Nawaf Al-Ahmad
Al- Jaber Al-Sabah**



His Highness The Prime Minister
of the State of Kuwait

**Sheikh Jaber Al-Mubarak
Al-Hamad Al-Sabah**

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Khaled Nasser Al-Roudan

Chairman of the Board
of Directors of KDIPA & Minister
of Commerce and Industry



Ms. Wafa Ahmad Al-Qatami

Deputy Chairman of the Board
of Directors of KDIPA



Manaf Abdulaziz Al-Hajeri

Member of the Board
of Directors of KDIPA



Dr. Adel Easa Al-Yousifi

Member of the Board
of Directors of KDIPA



Ahmed Abdullah Al-Manfouhi

Member of the Board
of Directors of KDIPA



Abdulkarim Taqi Abdulkarim

Member of the Board
of Directors of KDIPA



Aseel Al-Saad Al-Munifi

Member of the Board
of Directors of KDIPA

Chairman of the Board Message

Khaled Nasser Al-Roudhan - Minister of Commerce and Industry

I am pleased to present to you the Third Annual Report of Kuwait Direct Investment Promotional Authority (KDIPA), that includes the authority's achievements in its multifaceted promotional, regulatory, advocacy, and developmental roles carried out during the fiscal year FY 2017/2018, in accordance with its mandate under Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait; in addition to the tasks assigned to it pursuant to the decisions of the Council of Ministers on managing free zone, the offset program, and the allocation of commercial plots in alignment with achieving the objectives of the "National Vision 2035" that also contributes to the implementation of the State of Kuwait's commitment to achieving the sustainable development goals SDGs (2015-2030) incorporating innovation and the knowledge economy.

KDIPA Board of Directors carried out its stated responsibilities during the report period in formulating work policies and supervising their implementation to guide activities executed by various administrative units to attain the aspired objectives, while adhering to good governance practices, aiming ultimately to improve Kuwait's business environment and enhancing its competitiveness to achieve intended economic diversification.

The report period witnessed numerous achievements that included enhancing promotional activities, the further improvement in investors aftercare services and the provision of continuous facilitation. These undertakings in turn lead to an increase in the amount of cumulative approved direct investment into Kuwait to about KD 805.6 million (about USD 2.66 billion) focused in the vital services sector. The economic impact of these investments will be conducive to create more jobs and training opportunities for Kuwaiti nationals, transfer

and settlement of advanced technology, and trickle down to an extended support to the local economy.

In conclusion, on behalf of the Board of Directors, I would like to extend my sincere thanks to His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, who honored us by granting patronage and attending KDIPA's flagship event- Kuwait Investment Forum 2018 (KIF2018), with the participation of a group of senior officials and business leaders, as well as to His Highness the Crown Prince Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah and His Highness the Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah. I would also like to also extend my thanks to the members of the Board of Directors for their commitment and keenness in providing advice and guidance to promote KDIPA's economic and developmental goals, and the Director General of KDIPA and all the staff members for their relentless and steadfast efforts to achieve KDIPA's intended goals and contribute to Kuwait's promising future.

Director General Message

Dr. Meshaal Jaber Al Ahmad Al Sabah

I am pleased to share with you the Third Annual Report of Kuwait Direct Investment Promotion Authority (KDIPA) for the financial year FY 2017/2018, extended between April 1st, 2017 to 31st March, 2018, showcasing the key achievements KDIPA undertook during this period which led to attract approved direct investments in the amount of KD 98,441,270 million. The cumulative approved direct investments since KDIPA commenced its operations in early January 2015 until the end of March 2018, reached about KD 805.6 million focused on the services sector, incoming from 16 different countries embodying both developed and emerging economies. The expected economic impact of these investments is extensive encouraging direct and indirect job creation for Kuwaiti nationals, at various administrative and technical levels, generating viable linkages with suppliers and producers' networks in the sectors associated with these projects.

The third year of KDIPA's work exhibited the expansion of KDIPA's promotional activity by focusing on targeting new investors, and identifying priority sectors in line with the directions of the country's Second Medium-term Development Plan, in order to achieve the economic and social development objectives of the State in line with the National Vision and Kuwait's commitment to achieve the sustainable development goals. In this regard, KDIPA organized and held its flagship event - Kuwait Investment Forum (KIF2018) - in its second edition under the patronage and with the presence of His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah.

KDIPA also pursued its advocacy role in coordinating national efforts to streamline business environment and enhancing competitiveness in Kuwait. Positive developments were recorded in Kuwait position in the relevant international indicators. Furthermore, KDIPA concluded the first phase of the ISO 9001: 2015 certification project.

In conclusion, I would like to extend my sincere thanks and appreciation to His Excellency the Chairman of the Board and the Board of Directors of KDIPA and all the staff members in various administrative units, applauding the efforts exerted, capitalizing on the team work spirit to attain the intended objectives to position Kuwait as a prominent location in the global investment map.



Kuwait Direct Investment Public Authority

Establishment:

KDIPA was established as an independent public body in line with by virtue of Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait, which abolished Law No. 8 of 2001 regarding the regulation of direct investment of foreign capital in Kuwait that had established the Kuwait Foreign Investment Bureau as an office within the Ministry of Commerce and Industry.

Thus, KDIPA became the legal successor to the bureau and, all its assets, funds, rights and obligations were transferred to it.

Tasks:

KDIPA shall, in accordance with Article (4) of its Establishment Law No. 116 of 2013, perform a set of tasks which include:

- Attracting and promoting domestic and foreign direct investment.
- Promoting Kuwait as an investment location.
- Presenting value added investment opportunities.
- Receiving and issuing investment licenses.
- Granting and managing incentives and guarantees offered to investors.
- Responding to inquiries and providing clarifications and available information to investors.
- Dealing with complaints and handling potential obstacles.
- Coordinating with all concerned government entities to facilitate procedures of doing business and enhancing the competitiveness of Kuwait.

In addition to other newly designated tasks assigned to KDIPA in accordance with several Council of Ministers decisions.

Components of KDIPA Strategy:

1. Vision

Foreseeing Kuwait as an added value and innovation based investment hub.

2. Mission

Actively contributing to enhance Kuwait's economic diversification towards fostering sustainability.

3. Values

- Excellence in service delivery
- Professionalism
- Transparency

4. Strategic directions

- Empower KDIPA as a "center of institutional excellence" to perform its mandate efficiently.
- Contribute to the local drive for enhancing economic diversification.
- Attract a larger share of value added direct investments.
- Build Kuwait Brand as a lucrative investment location.
- Assure best services & aftercare for investors.
- Enhance Kuwait competitiveness & foster a favorable investment climate.
- Nurture a learning environment for developing competencies & skills of KDIPA's employees.

KDIPA's Roles

- **Developmental role** by contributing to the national goal of economic diversification, job creation and quality training for nationals, and extending the positive spillover impact for the local economy.

- **Developmental role** by attracting and encouraging value added and innovation based direct investment into Kuwait for the purpose of enhancing technology transfer and settlement.

- **Regulatory role** by receiving and approving applications for investment licensing and granting incentives in accordance with the transparent criteria set in the provisions of its establishing law, and in cooperation with relevant authorities. This entails providing aftercare services and facilitation as well as continued follow-up and monitoring throughout the life of the licensed projects, starting from when the business begins operations.

- **Advocacy role** by collaborating with various stakeholders to streamline business environment in Kuwait, in order to enhance the country's competitiveness by identifying potential obstacles investors might face, and attempting to mitigate them, as well as disseminating available information and data in a transparent and timely manner.

Introduction

KDIPA continued to implement various tasks to attain stated objectives as stipulated in its establishing Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait and its executive regulations and related decisions. According to the provisions of Article (31) of Law No. 116 of 2013 concerning the preparation of the annual report and the statistical report depicting KDIPA's activities and projects, the Third Annual Report for the fiscal year FY 2017/2018 is presented herewith.

Based on its regulatory role, KDIPA attracted during the report period newly approved direct investments totaling KD 98,441,270, which raised the cumulative approved direct investments since KDIPA started its operations in the beginning of January 2015 until the end of March 2018, to a total of KD 805.6 million; these investments were concentrated in the services sector, and brought by international companies from both developed and emerging economies. In doing so, KDIPA acts as one of the economic implementing arms of the

country, in accordance with its mandate to attract an increased share of value added direct investments in full collaboration with competent government entities, relying on each entity to perform its mandate according to its area of specialization, while maintaining professional transparent cooperation channels that will ultimately address the National Vision 2035 (New-Kuwait), and its seven pillars, the stated developmental targets, and Kuwait's international commitments. Thus KDIPA continued to provide all assigned facilitation services to investors through its One Stop and Investors Service Centre to smoothly fulfil the investment licensing and granting incentives procedures; providing the necessary information; receiving complaints and handling them in cooperation with the competent authorities, as well as advancing the use of online services. The opening of the Kuwait Business Center (KBC) brought KDIPA and the National Fund for Small and Medium Enterprise (SME) Development together within a single national window managed by the Ministry of Commerce and Industry(MOCI) to facilitate establishing companies and issuing commercial licenses. This contributed to favorable accelerate the execution of government transactions, and reduced the number of procedures and the cost in accordance with best international practices.

Based on its developmental role, KDIPA continued its follow-up and supervision to nurture meaningful investors relation with the licensed direct investments serving as KDIPA's partners, to foster business retention and expansion (BRE) to deepen the direct and indirect economic impact that aims to meet the country's economic and development goals. In particular, encouraging modern technology transfer and settlement by these international companies, creating jobs and providing specialized training programs to Kuwaiti nationals to better equip them to meet the requirements of the digital transformation of the country in line with the emergence of the Fourth Industrial Revolution (IR4.0) which will originate different work patterns that harness the potential of human

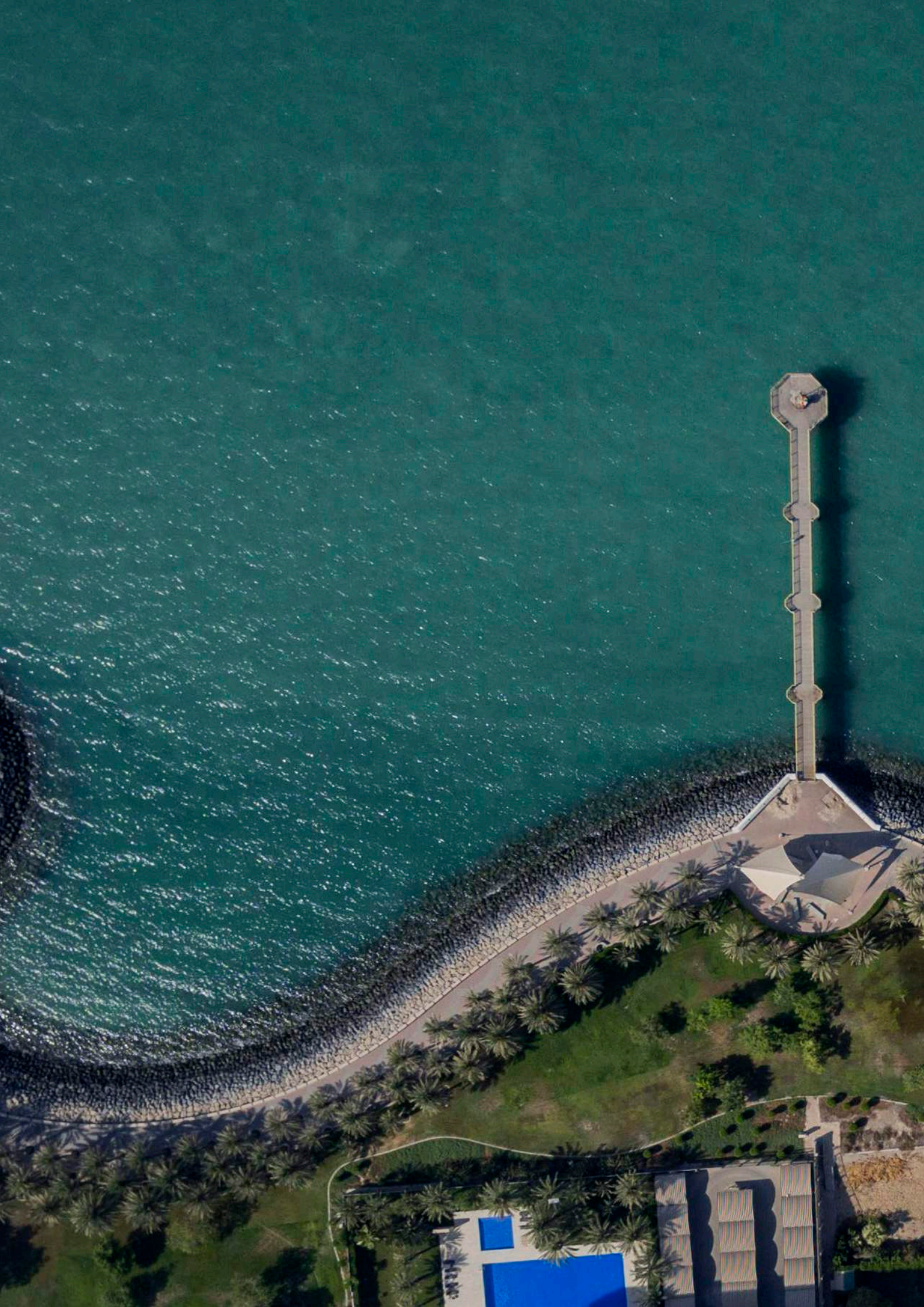
capital, creative skillsets, and innovation. Also expanding depiction of economic impact to include links with local suppliers and producers, as well as with key private sector, academic and civil society institutions in the country that in its whole will contribute to deepen the local economy integration within the global economy through the supply, distribution and production value chains of these foreign companies. In addition, measuring how these direct investments would lead to the diversification of national exports, and expanding the scope of their corporate social responsibility (CSR).


Based on its promotional role, KDIPA prepared an integrated promotional and marketing action plan to promote Kuwait as a favored investment location, showcasing its unique attributes, and presenting the available investment opportunities, with focus on targeting investors in priority sectors. The action plan included KDIPA flagship event - Kuwait Investment Forum (KIF2018) in its second edition held under the patronage and the presence of His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah with presence of high ranking officials to affirm the commitment of the government to encourage investment and boost entrepreneurship and innovation, in support of efforts aimed at boosting economic growth and enhancing Kuwait's competitiveness, as well as activating leading role of the local private sector in the national economy, in addition to highlighting the legal and regulatory developments aimed at improving the business climate, presenting the lucrative mega investment opportunities, and showcasing the advances in implementing the "New-Kuwait" projects. More than 1000 participants from over 55 countries participated in the KIF2018. KDIPA also launched the first leg of its Kuwait Investment Outreach Roadshow (KIO) in collaboration with the Financial Times Group (FT) in London; co-organized "Kuwait Investment Forum - Vision 2035" in Brussels, and the "US-Kuwaiti Economic Forum" in Washington DC. Furthermore, KDIPA completed the digital campaign aimed at raising awareness

on KDIPA and Kuwait's attributes in various social media channels.

Based on its advocacy role, KDIPA consolidated the coordination efforts it pursued through heading the Permanent Committee for Streamlining Business Environment & Enhancing Competitiveness in the State of Kuwait (PCK), in order to advance Kuwait position in the Ease of Doing Business Index, which is issued annually by the World Bank Group. This is attained with technical support by the World Bank to develop and implement "The National Agenda for Improving the Business Environment in Kuwait – Tahseen Program". Furthermore, the first phase was concluded of the study project conducted on "Improving Kuwait's Global Competitiveness Path: An Engine for Transformation into Knowledge Innovation Economy" in cooperation with the Kuwait Institute for Scientific Research (KISR). KDIPA also coordinated its initiatives with the National Program for Economic and Fiscal Sustainability (ISTIDAMA) of the Ministry of Finance, and contributing to the voluntary national report of Kuwait's within the framework of Sustainable Development Goals SDGs (2015-2030).

Regarding the institutional and human capital development, KDIPA completed the first phase of the ISO 9001: 2015 certification project; updated the internal intranet ikdipa; started initial operations of the Enterprise Content Management System Management – ECM system using that advanced Hyper Converged Infrastructure in line with its digital transformation path; executed 59 specialized training programs which 90 staff members benefitted from; carried on its First Strategy (2017-2021), developed internally engaging all the administrative units yielding 30 projects with relevant KPIs, identifying risks and mitigation proposals.



An aerial photograph of a tropical resort. In the foreground, there is a large, rectangular swimming pool with a blue cover. To the right of the pool, there is a large, modern building with a flat roof. The background is filled with lush greenery, including many palm trees and other tropical plants. The sky is a clear, bright blue. The overall scene is a serene and beautiful tropical landscape.

Chapter One

Board of

Directors



Board of Directors Meeting.

During the reporting period, the Board of Directors fulfilled the terms stipulated in Article (8) of Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait, which includes setting the general policy of KDIPA along with supervising the implementation and issuance of the necessary decisions to achieve the objectives of this Law, in adherence with the principles of good governance.

1- Board Affairs

1.1 Board of Directors:

The Board of Directors convened four meetings during the report period held respectively on: 13 April 2017, 28 August 2017, 28 November 2017 and 17 January 2018. Furthermore, a new Board of Directors was appointed after end of term of previous Board. The new Board is comprised of: Ms. Wafaa Ahmed Al-Qatami, Deputy Chairman, Dr. Adel Essa Al-Yousifi, Mr. Manaf Abdulaziz Al- Hajeri, representing independent experts and specialists in KDIPA's affairs. The Board also included members from competent ministries and government entities related to the activities of KDIPA, namely: The Director General of Kuwait Municipality's, Eng. Ahmed Al-Manfouhi, the Director General of the Public Authority for Industry (PAI), Mr. AbdulKarim Taqi, the Assistant Undersecretary for Financial and Tax affairs in the Ministry of Finance, Ms. Aseel Al-Munifi. The Grievances Committee, reporting to the Board of Directors, was tasked for another year, a committee emanating from the Board of Directors was formulated to tackle the subject of commercial plots, which was designated to KDIPA by the Council of Ministers. Three relevant decisions were issued during this report period detailed in the table.

Table (I) Decisions related to the Board of Directors Affairs

Decision	Date
Ministerial Decision No. (290) of 2017 concerning the formation of the Grievances Committee in the Direct Investment Promotion Authority (KDIPA) for a new period of one year.	21st April 2017
Council of Ministers Decision No. (995) of 2017 concerning appointing the members of the Board of Directors of the Direct Investment Promotion Authority (KDIPA) and determining their annual remuneration for a period of 5 years renewable.	31 July 2017
Ministerial Decision No. (20) of 2018 concerning the formation of the committee emanating from the Board of Directors of the Direct Investment Promotion Authority (KDIPA) to develop a proposal for the rules, criteria, and procedures for the distribution and allocation of commercial plots for a period of 3 months from the date of issuance of the decision.	18 January 2018

1.2 Audit and Inspection Office::

The Audit and Inspection Bureau provided a presentation to the Board of Directors during its meeting No. (4) held on 28 November 2017, covering its first report based on the observations of supervisory entities on KDIPA's work for FY2016/2017. This included remarks by the Audit Office, the Financial Supervisory Apparatus of the Ministry of Finance, and the employment affairs supervisor from the Civil Service Commission (CSC). The presentation included an overview of the tasks, concept, policy and specialization of the Bureau in accordance with the Council of Ministers Decision No. (283) of 2011 regarding the establishment of an auditing and inspection

office within government entities, and its proposed auditing and inspection plan for FY2017/2018. The Board of Directors approved the proposed action plan which included three tasks, namely: auditing the job descriptions and tasks based on KDIPA's organizational structure; checking the validity of dispensing allowances for all employees; and stocktaking of observations undertaken by the supervisory entities and measures adopted to address it. The Office commenced the implementation of the audit and inspection action plan after its approval by the Board of Directors, and completed it by the end of the financial year.

2- KDIPA Affairs

During the report period, the Board of Directors approved KDIPA's financial statements for FY 2016/2017 and the draft budget for FY 2018/2019, and was informed of developments

relating to KDIPA's affairs. The Board of Directors issued 12 decisions related to KDIPA's tasks and designations as shown in the table.

Table (2) Decisions of the Board of Directors

Decision	Assignment
Fees for qualifying system of consulting companies and offices accredited by KDIPA.	Approve the pricing mechanism for qualifying companies and advisory offices accredited by the Authority to be (1000) Kuwaiti Dinars to participate and renew the annual subscription fee to be (500) Kuwaiti Dinars.
Board of Directors' meetings rules	Approve the addition of a permanent agenda item of the meetings of the Board of Directors for reviewing the observations of the Audit Bureau.
KDIPA Fourth Employment Announcement for Kuwait Nationals	Comply with the evaluation principles and criteria of employment applications and allocation of grades (according to the applicants test results of the English language and the specialization field, the outcome of the personal interview, and academic qualifications) as previously approved in this regard.
Draft Rules of principles, conditions, and procedures for the Allocation and Distribution of Commercial Plots in accordance with Article (18) of the State Property Law No. 105 of 1980	Comply with the evaluation principles and criteria of employment applications and allocation of grades (according to the applicants test results of the English language and the specialization field, the outcome of the personal interview, and academic qualifications) as previously approved in this regard.
Concept and future vision for managing Al Nuwaiseeb Free Zone	Assign KDIPA to address the Council of ministers to select deemed appropriate scenario amongst the proposed ones for managing Al Nuwaiseeb Free Zone.
Action plan and policies of the Audit and Inspection Office	Approve the plan and policies of the Audit and Inspection Office after taking into account the remarks of the members of the Board of Directors.

Decision	Assignment
Second Proposed List of New Projects for the implementation of Offset Commitments (List 2).	Approve presenting the second list of new projects to the Council of Ministers to take appropriate action regarding the selection of projects to be implemented by the offset obligors in accordance with one of the options stipulated in the attached system of the Council of Ministers Decision No. (400) of 2017. Each project is a statement of the extent to which it meets the objectives and criteria of the offset program when presented to the Council of Ministers.
Sale price list of practice documents and initial insurances	Adopt the sale price list of practice documents and initial insurance.
Developments in the Shuwaikh Free Zone	Assign the Minister of Commerce and Industry and the Minister of State for Youth Affairs to submit a report on the Shuwaikh Free Zone to the Council of Ministers, including future vision and proposals reviewed by KDIPA Board of Directors, to select deemed appropriate scenario.
Updates of KDIPA first strategy	Approve to extend the timeframe of KDIPA strategy to be in line with the National Program for Economic and Fiscal Sustainability duration ending by 31 March 2021.
Proposal to amend the mechanism of granting tax exemption in accordance with Director General Decision No. (16) of 2016.	Adopt the proposed amendments of the mechanism for granting tax exemption in accordance with Director General Decision No. (16) of 2016 amending Article (1) and Article (7).

The Board of Directors convened four meetings during the report period held respectively on: 13 April 2017, 28 August 2017, 28 November 2017 and 17 January 2018. Furthermore, a new Board of Directors was appointed after end of term

Table (2) Decisions of the Board of Directors

Date	Decision
19 February 2018	Council of Ministers Decision No. (335) of 2018 designating KDIPA in coordination with the Ministry of Finance and the General Secretariat of the Supreme Council for Planning and Development and the competent entities deemed appropriate to prepare a new list of projects to be executed by the offset obligors.
12 March 2018	Council of Ministers Decision No. (335) of 2018 designating KDIPA in coordination with the Ministry of Finance and the General Secretariat of the Supreme Council for Planning and Development and the competent entities deemed appropriate to prepare a new list of projects to be executed by the offset obligors.



An aerial photograph of the Yas Viceroy Hotel in Dubai, featuring its distinctive honeycomb-patterned facade. In the background, the city's skyline is visible under a clear sky. A semi-transparent dark blue rectangle is overlaid on the center of the image, containing the chapter title in white text.

Chapter Two

The

Statistical

Report

The statistical report depicts details of the investment operations conducted by KDIPA during the fiscal year FY2017/2018, which extended from 1 April 2017 to 31 March 2018 under the provisions of Article (9) of Law No. 116 of 2013 stating that: "The Director General shall prepare an annual statistical report, which is submitted to the Council of Ministers, regarding KDIPA activity , including submitted projects, approved projects and rejected projects with the reasons for such rejection."

Furthermore, the Statistical Report depicted emerging developments regarding the provisions of Article (30) of Law No. 116 of 2013, which entailed establishing an investment register in KDIPA where all Investment Entities licensed in accordance with the provisions of this Law are recorded, as well as all Applications, Licenses, incentives, exemptions and penalties connected thereto, and all documents and related data shall be attached to the register, with continuous updates.

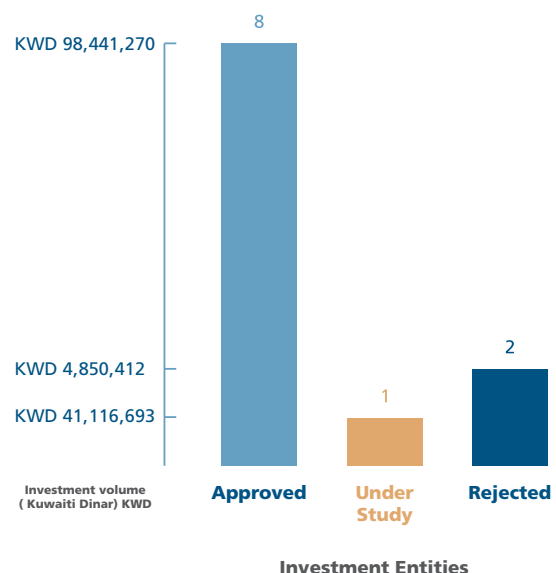
As well as the provisions of Article (33) of Law No. 116 of 2013 on granting the capacity of judicial control for assigned staff members in order to monitor the implementation of this Law and its executive regulations and decisions. The said staff members shall perform their work with honesty, integrity and impartiality and shall have the obligation not to disclose the confidential information of Investment Entities received by them in the course of the performance of their duties. They shall submit a detailed report on the results of their work following its completion to the Director General, who shall refer it to the Board of Directors with his opinion in order to take a decision in this regard.

1- New investments in the fiscal year FY2017/2018

1.1 Investment Volume:

During the FY 2017/2018, KDIPA attracted new approved direct investments under Law No. (116) of 2013, valued at KD 98,441,270, by eight investment entities. Furthermore, direct investments under study amounted to KD 4,850,412, and the direct investment rejected amounted to KD 41,116,693, being outside the approved activities as deemed by the Ministry of Commerce and Industry (MOCI), as shown in the table.

Table (4) Investment data for the fiscal year FY 2017/2018



The approved investment entities are listed in the table, showing their activities, investment volume, equity share, and nationality.

Table (2) Decisions of the Board of Directors

#	Entity Name	Economic Activity	Investment volume KWD	Foreign Ownership Share	Country
1	Borets Services Ltd.	Oil & Gas	80,654,817	100% One Person	British Virgin Islands
2	China Gulf Investment International Group Limited and Nantong Sanjian Holdings Co. Ltd.	Construction	6,292,710	100% With Limited Liability (WLL)	China
3	Sacyr Construction S.A.	Construction	1,465,827	100% One Person	Spain
4	GPS Strategies Kuwait for Training and Management Consultancy.	Training	807,045	100% One Person	United Kingdom
5	Honeywell Kuwait International for Computer Technology and technical Services	Information Systems	2,560,000	100% One Person	Holland
6	McKinsey Kuwait for Management Consultancy	Recreational services	4,354,871	100% With Limited Liability (WLL)	United States of America
7	Grand Entertainment for Motion Picture Projection	Recreational services	4,354,871	100% One Person	Lebanon
8	DCI S.A Kuwait for Logistics Services	Training	1,680,000	100% One Person	France
TOTAL			98,441,270		

1-2 Sector Distribution:

In the report period, 100% of the approved investments were concentrated in the services sector, covering oil and gas activities, construction, training, information systems, consulting and recreational services.

1-3 Geographic distribution:

In the report period, 100% of the approved investments were concentrated in the services sector, covering oil and gas activities, construction, training, information systems, consulting and recreational services.

1.4 Legal Forms:

The legal forms of the investment entities approved under Law No. 116 of 2013 during the financial year 2017/2018 varied with six of investment entities requested a one-person company (SHW) and two investment entities requested Kuwait Limited Liability Company (LLC).

1.5 Foreign Equity Share:

All investment entities approved (8) during the reporting period have been granted the right to benefit from 100% foreign equity share.

1.6 Director General Decisions:

During the reporting period, 10 decisions were issued by the Director General, in accordance with the procedures stipulated, concerning the investment entities, 8 decisions of which were for the approved investment entities and two decisions of rejection.

1.7 Investment Register:

The investment register was updated during the reporting period and 13 certificates were added to the investment register of the approved companies. A registration certificate for one company was also amended in the investment register and the license date was amended for two licensed investment entities.

2- Cumulative Approved Direct Investments

2.1 Cumulative Volume of Direct Investment:

In the report period, 100% of the approved investments were concentrated in the services sector, covering oil and gas activities, construction, training, information systems, consulting and recreational services.

2.2. Cumulative Sector Distribution:

Cumulative approved direct investments were concentrated in the services sector (100%), with the information systems comprising (44.8%), oil and gas services (29.6%), and the remaining share covered construction, training, health, energy, recreational and consulting services. As shown in the table.

Table (6) Sector Distribution of Approved Cumulative Investments:

Sector	Investment volume (Kuwaiti Dinar)
Information Systems	360,928,000
Oil & Gas	238,410,726
Construction	59,565,537
Training	58,487,045
Health	52,071,000
Energy	28,833,000
Recreational services	4,354,871
Consulting services	2,945,318
Total	805,595,497

2.3 Cumulative Geographic Distribution:

Cumulative approved direct investments came from 16 foreign countries: Netherlands, Canada, Spain, Turkey, France, USA, Belgium, Japan, Italy, India, China, United Kingdom, republic of Korea, Singapore, Lebanon and the British Virgin Islands.

Thus, cumulative direct investments were 74.9% from Europe, followed by 15.5% from North America (15.5%) and 9.6 % from Asia. As shown in the table.

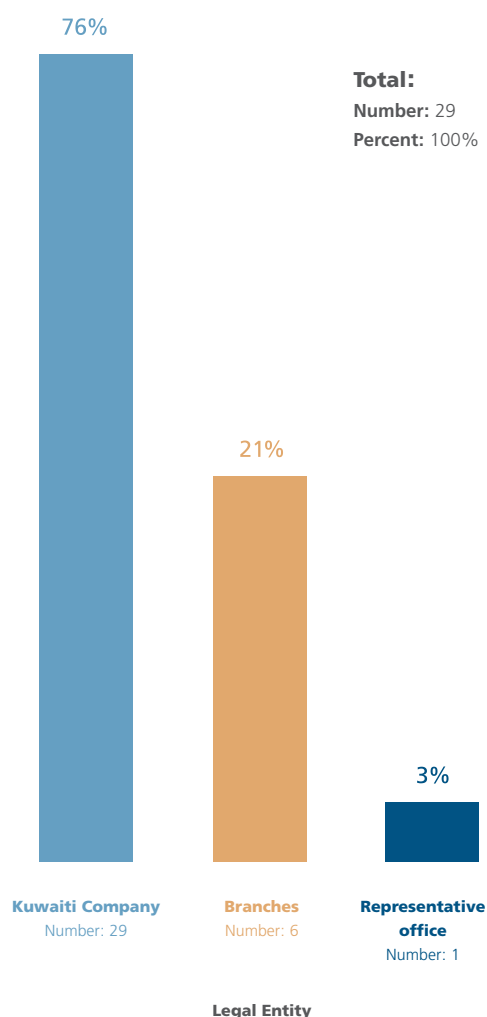
2.4 Cumulative legal entities:

The legal entities established for the licensed companies in line with Law No. 116 of 2013 detailed as follows: Kuwaiti companies accounted for 76% distributed between the one-person company (SHW) and limited liability (LLC), while branches comprised (21%). The percentage of representative offices that are exclusively engaged in marketing studies and do not engage in commercial activities is about 3%, as shown in the table.

Table (6) Sector Distribution of Approved Cumulative Investments:

Country	Investment volume (Kuwaiti Dinar)
Netherlands	378,626,000
Canada	238,410,726
Spain	59,565,537
British Virgin Islands	58,487,045
Turkey	52,071,000
France	28,833,000
United States of America	20,835,318
Belgium	10,916,500
Japan	10,916,500
Italy	8,233,288
China	7,292,710
Lebanon	4,354,871
India	4,330,000
United Kingdom	807,045
Korea, Republic of	307,000
Singapore	(Representative office)
Total	805,595,497

Table (8) Types of Legal Entities



3. Judicial Officers

A background report was prepared providing "An Overview of KDIPA's Supervisory Role", which included all the set of mandated procedures and operations, explaining the concept of performance oversight and ensure its implementation in accordance with the rules and conditions exercised by KDIPA in line with the provisions of Law No. 116 of 2013, and its executive regulations and related decisions.

Accordingly, during the report period, KDIPA began to activate the task of judicial officers and prepare to implement it. KDIPA was commissioned by the Board of Directors to review the status of the licensed investment entities that did not meet the specified national labor ratios, and explaining the reasons for that, also reporting on those licensed investment entities that did not start the actual operation or did not take serious steps towards starting its as per the implementation schedule, despite the expiry of the granted period after issuance of the approval decision, and showing the reasons. A detailed report to be submitted to the Board of Directors for necessary actions needed in cases of violation of the investor to the provisions of the law or the conditions of licensing, as the Board of Directors may sign one of the following sanctions:

Written warning up to 3 times; partial or total withdrawal of incentives and exemptions granted with the decision of withdrawal reconsidered if the violation has been addressed; or temporary administrative detention.

4. Economic Impact

During the report period, KDIPA continued monitoring expected direct and indirect economic impact of the licensed investment entities through periodical follow-up with the licensed investment entities and meeting with respective management, ensuring that all required services are provided whilst addressing

any obstacles raised in order to continue to facilitate the work of licensed investment entities to settle and expand their businesses in Kuwait, vertically or horizontally. KDIPA developed a measurement system for the economic impact "Economic Benefit Model (EBM)" to capture what was achieved in practice on the ground and to further track the achieved economic impact through the cost-benefit analysis, to showcase how the criteria stated in Law No. 116 of 2013 is met, and the contribution to the country's intended economic and social objectives within the "National Vision 2035" and its pillars, as well to its commitment to attain the sustainable development goals (SDGs), as follows:

Jobs: During the report period, the licensed investment entities set up recruitment announcements for nationals to achieve the goal set to provide more than 1000 direct jobs for nationals. Moreover, this achievement is expected to generate bigger number of indirect jobs at the local economy level in the sectors associated with these projects. Examples of Job recruitment announcement are as follows:

- IBM Kuwait and NTG Kuwait for Technical Services set up recruitment announcements for national cadres according to specific administrative and technical levels, which KDIPA supported the dissemination of through its social media.
- Honeywell and GE technology Center placed advertisements for job applications for citizens on LinkedIn and on the company's website.
- The foreign branch of the Industrial & Commercial Bank of China (ICBC) expanded the search for national competencies in coordination with the Central Bank of Kuwait and resorting to recruitment sites in cooperation with the American University of the Middle East in Kuwait.
- Shamal Azzour Al-Oula, Huawei and Limak took part in job fairs at various Kuwaiti universities.

Training: The training activity of licensed investment entities witnessed remarkable momentum as follows:

- Huawei Kuwait Innovation and Training Center designed to serve as an IT incubator and a multi-functional facility over 1,000 square meters, provided a wide range of services to support 2,000 Kuwaiti trainees working in the company as well as employees in the public and private sectors, clients, and students. The Centre signed a Memorandum of Understanding with the Kuwait's Communications and Information Technology Regulatory Authority (CITRA) to develop the telecommunications industry in the country and provide the necessary consultations to improve telephone services in all regions and develop the internet according to international standards in the framework of the initiative to transform Kuwait into a smart city that provides the best services to citizens. The Centre also signed an agreement with the Ministry of State for Youth Affairs to provide training programs to build skillsets and transfer know-how as well as advance career development for youth in the ICT sector.
- GE Kuwait Technology Center, a regional accredited training center for companies operating in the Middle East and North Africa region in the field of engineering, maintenance and replacement of machinery and equipment spare parts for power and water plants. It also provided training programs to more than 190 employees since its establishment. The Center also provided excellent opportunities for in-service training and hands-on training workshops at its parent company under the «Edison Engineering Development Program», an intensive program to accelerate professional development for a duration of 2-3 years catering to passionate and technology savvy individuals who

aspire to attain technical excellence, of which a national employee in the company benefitted.

- The Land & Housing Branch provided training programs in the field of engineering and project management in cooperation with the Public Authority for Housing Welfare to qualify and upgrade the level of efficiency and effectiveness of national employment
- Técnicas Reunidas organized a field training programs to 10 new Kuwaiti graduates in engineering and architecture, in cooperation with the Kuwait Fund for Arab Economic Development, at the headquarters of its parent company in Spain.
- The ICBC Branch conducted several training programs in the banking sector, which benefited 17 trainees in specialized courses held inside the country and at the Banks' headquarters in China.

Export Development: GE Technology Centre in Kuwait contributed to promote services exports by collaborating with other GE companies stationed in the neighboring countries to provide them with needed maintenance services.

Enterprise Development: Gamified Labs has won the Excellence Award by the Web Marketing Association (WMA), for its design of the National Bank of Kuwait (NBK) website (NBK.com) digital platforms, developed in collaboration with various stakeholders at NBK and its leadership, and in partnership with Tinext. WMA awarded the site for the "Best Website for 2017" in terms of design, innovation, content, technology, interactivity, copywriting and ease of use.

Supporting the Local Content: The Land & Housing Branch cooperated with the Public Authority for Housing Welfare to contribute to the architectural and engineering activities of Saad Al Abdullah Residential City as a smart city. The project includes the development of residential and commercial areas and the development of infrastructure to improve and reduce the consumption of energy and water. A number of licensed investment entities have been associated with the networks of local distributors and producers, whether services or goods providers, through service contracts, including dealing with local banks, insurance companies, accounting, auditing, law firms, cleaning services, transport, shipping, procurement of products, materials and supplies from local suppliers, in support of national products.

Social Responsibility: The social responsibility activities of the licensed investment entities served aspired developmental goals in various ways, as follows:

- Huawei Technologies: organized the fourth edition of “Seeds for the Future”, in cooperation with the Ministry of State for Youth, in which more than 10 students participated to enhance the youth’s ICT capabilities and have been successful in many parts of the region, and globally. The program included the training of young people in the field of communication and technology through the use of the expertise of Huawei staff within the company’s R & D centers and laboratories at the headquarters of the company in Shenzhen, China, in addition to follow-up of live applications on the 5G networks, the use of big data and cloud computing, and other important technologies and solutions that fall within its overall efforts to adopt digitization.
- Huawei Technologies launched the first edition of the “ICT Skill Competition” in a strategic partnership with KDIPA, as part of Huawei’s commitment to support the National Vision 2035 to promote the growth of vital industries and government digital strategy. The competition aimed to discover and nurture promising local talents in information and communication technology from university students in Kuwait and to develop and prepare them in accordance with the latest technological developments. The contest lasted for two weeks during the period from 26 September 2017 to 10 October 2017. More than 58 students from Kuwait universities participated, 15 of them were qualified to compete in the finals of Kuwait, which took place from 5 to 10 November 2017. KDIPA participated as the strategic partner of the Huawei ICT competition in the jury of the final presentations of the competition, which identified three winners who represented the State of Kuwait at the World Championships at the headquarters of Huawei in Shenzhen, China, from 23 to 27 December 2017. The winners were given training and career opportunities at Huawei to learn about cloud computing, big data, and the Internet of things (IoT), and interact with ICT experts in the oil and gas sector and banking services.
- Huawei Technologies launched the first edition of the “ICT Skill Competition” in a strategic partnership with KDIPA, as part of Huawei’s commitment to support the National Vision 2035 to promote the growth of vital industries and government digital strategy. The competition aimed to discover and nurture promising local talents in information and communication technology from university students in Kuwait and to develop and prepare them in accordance with the latest technological developments. The contest lasted for two weeks during the period from 26 September 2017 to 10 October 2017. More

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- General Electric Technology Center in Kuwait launched “Kuwait Engineering Design Challenge”, in which 27 engineering students participated, representing 7 teams from 4 universities in Kuwait. The competition included design of projects

with limited and simple tools to help generate the maximum amount of energy. The winning team was selected by a jury comprising professors from participating universities and specialized experts from the company.

- Limak Insaat Kuwait launched the first edition of “Kuwaiti Women Engineers” program as part of its initiative “Turkey Engineers Girls Project”, with 33 female students participating representing various disciplines at the College of Engineering and Petroleum in accordance with the memorandum of understanding (MoU) signed between the two parties. The female students received 200 hours of training divided into eight topics and an accredited certificate. It also provided field training programs at its headquarters in Turkey for Kuwaiti engineers and architects in cooperation with the Kuwait Fund for Arab Economic Development.



Huawei Technologies ICT Skill Competition 2017.



Limak Insaat Kuwait partnered with Kuwait University to launch the “Kuwaiti Women Engineers” program.



An aerial night view of a city skyline, featuring a prominent skyscraper with a distinctive pointed top. The city is illuminated with various lights, and the sky is a deep blue. The text "Chapter Three Investment Operations" is overlaid in white, bold font.

Chapter Three

Investment

Operations

During the reporting period, the KDIPA strengthened its One Stop Shop (OSS) operations within the framework of the management of the OSS established under Article (17) of Law No. 116 of 2013 the procedures, streamline the business environment, and to encourage direct investment business retention and expansion (BRE). In line with KDIPA's role to continue to accepting applications, and activating the service of receiving the initial application forms through the website of the Authority (online), providing the necessary information to interested investors, and making sure to provide all the facilitation and ongoing care at all stages of the investment process for existing and potential investors. As well as follow up services to measure the economic impact, deal with complaints and suggestions, implement judicial control, and manage the offset operations assigned to it by the Council of Ministers. There were 3 decisions issued by the Director General of the Authority related to investment operations within the framework of the functions of KDIPA during the reporting period as shown in the table.

1. Investors Service Center (ISC):

The Investors Service Center (ISC), a section within KDIPA's One Stop Shop Department, received 222 visitors, 61% from existing investors and 39% potential local and foreign investors, to whom KDIPA responded to their inquiries, introduced its investment licensing procedures and offered incentives, also provided the needed facilitation to proceed with their businesses. A total of 3360 e-mails were received through the dedicated e-mail: info@kdipa.gov.kw, and were responded to in a professional and timely manner, indicating the required actions or forwarding the inquires to the concerned authorities.

The ISC facilitated 194 requests for an electronic appointment through the online booking portal (Book an Appointment) to meet (account managers) who helped clarify matters related to the investment licensing procedures and general inquiries regarding Law No. 116 of 2013, explaining how the initial application process, types of incentives, and the tax exemption granted against performance.

The ISC also received 41 initial applications from potential investors submitting the initial applications on KDIPA approved forms, covering activities relating to consultancy, IT and networks, the oil industrial sector, new energy sources, energy and waste management,

Table (9) Decisions of the Director General relating to KDIPA Work

Decision	Date
Decision No. (246) of 2017 on the issuance of the registration system of consulting companies and firms to apply on behalf of investors with KDIPA.	1 April 2017
Decision No. (417) of 2017 on registering qualified companies and offices in the register of companies and offices accredited KDIPA to submit applications on behalf of investors, for a period of one year from the date of issuance of the certificate of registration.	14 December 2017
Decision No. (76) of 2018 on the amending Decision No. (16) of 2016 and the issuance of "Amendment of the Mechanism of Granting Tax Exemption".	12 February 2018

construction and building, architecture, and manufacturing.

ISC issued a total of 42 receipts valued at KWD 2,320, covering the fees for various operations that included: establishing a Kuwaiti company, establishing a Kuwaiti company with incentives, incentives, establishing a branch, issuing investment license, issuing a registration certificate in the investment register, renewing the investment license, and a copy of the Investment License.

222

Visitors

3360

E-mails

194

Online Appointments

41

Initial Applications

42

Fees Receipts

KDIPA further developed its methodology of receiving investment license applications and granting incentives, performing all required procedures to receive, enter and record data for the applications submitted through the use of Dashboard and Tablets to ensure the data is directly and accurately entered.

2. Applications Evaluation Mechanism

A total of 46 meetings were held with 23 investment entities whose applications were received to evaluate the initial study of their projects according to the approved evaluation methodology based on the transparent criteria stipulated in Article (29) of Law No. 116 of 2013. Seven recommendations were prepared after the completion of the initial study evaluation, and sent to the attention of KDIPA Director General. It is worth mentioning that the methodology adopted in the evaluation of applications is subject to the Director General's Decision No. (313) of 2016 regarding on Points Scoring Mechanism (PSM) for Evaluating Investments Licensing & Granting Incentives Applications issued on 6 December 2016 and KDIPA Board of Directors approval granted at its meeting held on 21 September 2016, to achieve the following criteria:

The transfer and settlement of technology, modern management methods, and advanced practical, technical and marketing expertise into the State of Kuwait Creation of employment opportunities for national employment above the employment rates approved by the Council of Ministers in its resolution No. (1028) for the year 2014.

Creating jobs for the national labor higher than the quota stipulated in the aforesaid Council of Minister's Decision No. (1028) of 2014.

Supporting the local private sector.

Contributing to achieving economic diversification.

The decision matrix is based on the Points Scoring Mechanism (PSM) as follows:

59%	Not Approved
60% - 69%	Obtain an investment license
60% - 69%	Obtain an investment license+ one incentive
60% - 69%	Obtain an investment license+ all the incentives granted under Law No. 116 of 2013.

3. Follow-up of Investment Entities

3.1 Periodic follow-up:

As part of its stipulated periodic follow-up procedures, KDIPA addressed 19 licensed investment entities to submit the required financial data, annual reports and other documents. A total of 15 reports were received and duly presented to KDIPA's Board of Directors for their perusal. Around 38 meetings took place with the licensed investment entities, including a field visit for the purpose of periodical follow-up, and to discuss issues of mutual concern. On another hand, the templates for field visits were updated, and an economic impact measurement form was completed and sent for the first time along with other documents required to be filled by the investors to ensure full depiction of all aspects of the economic impact achieved by the licensed investment entities to submit to senior management as part of the periodical follow-up reports.

19

Requests to Submit Periodical Reports

15

Received Reports

38

Meetings

3.2 Recording Direct Investment Data:

KDIPA followed up the coordination it previously initiated with the Central Bank of Kuwait (CBK) in order to reflect more accurately the data of inward FDI into Kuwait in the country's official Balance of Payment (BoP) statement, which represents the main source of FDI data for the specialized reference international reports, such as the World Investment Report (WIR) published annually by the United Nations Conference on Trade and Development (UNCTAD), which is based on Balance of Payment BOP (FDI) data, whereas the volume of direct investments received and licensed by KDIPA represents reported administrative FDI.

In this context, KDIPA met with the CBK team on July 26, 2017, and it was agreed to provide KDIPA with the official forms for the balance of payments and the CDIS so that KDIPA can accordingly coordinate collecting the needed data from the licensed investment entities under its supervision, then submit the collected data to the CBK team. Afterwards, when KDIPA received the official CBK forms for the IMF's CDIS forms along with an explanatory note, it began to address the licensed investment entities, which started actual operations to fill the CDIS forms periodically as required, for inclusion in the balance of payments flows, which are recorded as debit/credit under the "Financial Account" under which the foreign direct investment in Kuwait falls, with two sub-items, namely equity securities and debt instruments. CBK is regarded by UNCTAD, which is the main international reference for FDI data, as the national focal point for FDI data. UNCTAD maintains an interactive database of FDI with a time series extending from 1970 to the latest year statistics.unctad.org/FDI.

4. Handling complaints and suggestions:

During the report period, a total of 10 complaints and 4 proposals were received by the licensed investment entities. KDIPA also adopted a mechanism to deal with complaints and proposals through the inclusion of the complaints and proposals form on the main page of KDIPA website, the allocation of a dedicated e-mail complaints@kdipa.gov.kw and the activation of the electronic program (Ticketing System - Online) <http://support.kdipa.gov.kw> to facilitate the submission and follow-up of investor complaints and proposals, assign a relevant register, develop performance indicators to ensure the effectiveness of procedures and expand the use of the dashboard and the tablets to enter and follow up complaints and proposals.

5. Licensing Procedures and Collaboration with Competent Authorities:

During the report period, a total of 10 complaints and 4 proposals were received by the licensed investment entities. KDIPA also adopted a mechanism to deal with complaints and proposals through the inclusion of the complaints and proposals form on the main page of KDIPA website, the allocation of a dedicated e-mail complaints@kdipa.gov.kw and the activation of the electronic program (Ticketing System - Online) <http://support.kdipa.gov.kw> to facilitate the submission and follow-up of investor complaints and proposals, assign a relevant register, develop performance indicators to ensure the effectiveness of procedures and expand the use of the dashboard and the tablets to enter and follow up complaints and proposals.

5.1 Kuwait Business Center (KBC):

KDIPA representatives at the Kuwait Business Centre (KBC), established as the national one stop shop under MOCI, facilitated the issuance of the commercial license for 11 approved investment entities. Two meetings were held at KBC to discuss facilitating the procedures of companies under incorporation. Some discrepancies were addressed between the national and the Gulf classification of economic activities, also some activities were not listed in the KBC e-system.

KBC commenced its operations officially on 16 April 2017 after the conclusion of the trial period by H.E. the Minister of Commerce and Industry. The opening of the KBC in its location in Ishbiliya and simultaneously the activation of its online services on www.kbc.gov.kw, was the outcome of concerted efforts and consecutive steps undertaken with the aim to reduce the duration for establishing companies, issuing licenses, and defining the activities and objectives of the investment entities and listing in the commercial register.

5.2 Competent Government Authorities:

During the report period, 71 work meetings were held with 14 competent government authorities, in accordance with ongoing coordination mechanisms and channels set up to ensure the smooth flow of the investment process, and to facilitate the procedures of the investors who submitted to KDIPA for an investment license and granting incentives, as well as preparing needed correspondence.

Number of Competent Government Authorities	Meetings with Competent Government Authorities
14	71

This included cooperation with the following competent governmental authorities, as shown in the table.

Table (9) Record of coordination with government authorities:

Name	Cooperation Area
Ministry of Commerce and Industry (MOCI)	Approval of the coordination mechanism by MOCI with KDIPA on 4 March 2018 after several bilateral meetings held for this purpose to facilitate requests for amendments submitted by the licensed investment entities as well as coordination in obtaining the commercial license and the articles of association. A total of 5 requests for modification of title and capital change data were submitted, 4 were completed.
Ministry of Finance (MoF)	Follow-up cooperation with MoF was carried regarding the implementation of the mechanism of tax exemption after KDIPA Director General Decision to amend the multiplier coefficient. A meeting with the Department of Examination and Tax Claims was held at MoF to discuss potential implications of the proposed VAT on goods and services.
Kuwait General Administration of Customs (KGAC)	Cooperation with KGAC for facilitating procedures for granting customs exemptions and customs consignments.
Public Authority for Industry (PAI)	investment of industrial projects.
Public Authority for Manpower (PAM)	Cooperation with PAM for strengthening the mechanism of cooperation between the two parties to facilitate the procedures of investors in many areas, including opening the electronic work file for licensed investment entities by KDIPA to enable them to recruit workers. In particular, handled opening labor force file for 4 licensed investment entities.
Ministry of Interior (Mol)	Cooperation with Mol to establish a mechanism to facilitate the issuance of temporary residence for foreign managers of licensed investment entities by KDIPA. Issuing a temporary residence KDIPA for a manager of a licensed investment entity.
Ministry of Electricity and Water (MoEW)	Coordination with MoEW to facilitate the completion of the procedures of licensed investment entities by KDIPA.
Ministry of Information	Meeting with the Ministry of Information to ensure prior approvals for the upcoming media projects that needs the Ministry's approval. Also to address Al-Kuwait Al-Youm (Official Gazette) relating to announce establishment of the licensed investment entities by KDIPA.

Ministry of Electricity and Water (MoEW)	Coordination with MoEW to facilitate the completion of the procedures of licensed investment entities by KDIPA.
Ministry of Information	Meeting with the Ministry of Information to ensure prior approvals for the upcoming media projects that needs the Ministry's approval. Also to address Al-Kuwait Al-Youm (Official Gazette) relating to announce establishment of the licensed investment entities by KDIPA.
Ministry of Defense (MoD)	Meeting with MoD to ensure prior approvals for the upcoming projects that needs the Ministry's approval.
Ministry of Social Affairs and Labor	Meeting with the Ministry of Social Affairs and Labor on the licenses of nurseries.
Kuwait Petroleum Corporation (KPC)	Meeting with KPC on the development of a mechanism for coordinating approvals for related projects.
Central Agency for Public Tenders (CAPT)	Coordination with CAPT on how to apply the classification rules stated in the Public Tender Law No. (49) of 2016 issued on 13 July 2016.
Central Bank of Kuwait (CBK)	Several meetings and discussions were held between CBK and KDIPA regarding KDIPA's request to include inward foreign direct investment (FDI) flows of licensed investment entities by KDIPA in Kuwait's Balance of Payments (BoP) statement to reflect the real picture of FDI data in Kuwait especially that the international sources refer to BoP flows as the main source of its data, particularly the World Investment Report (WIR) published annually by UNCTAD. This is achieved through filling the official IMF (CDIS) forms of direct investment data which is recorded in the Financial Account in the BoP under foreign direct investment flows in Kuwait (credit/debit) capturing flows through two items: equity securities and debt instruments.
The National Fund for the Small and Medium Enterprise Development (SME Fund)	Meeting held between KDIPA and SME Fund on July 20, 2017 to discuss ways to strengthen bilateral cooperation and coordination in order to optimally serve the goals and objectives stipulated in their respective establishing laws to raise the efficiency and improve the performance of the national economy through attracting direct investments into Kuwait and linking its value chains to integrate and encourage the local SMEs.

5.3 Listed Firms:

For the purpose of enhancing the facilitation and continuous aftercare rendered to the investment entities that KDIPA deals with throughout the various stages of the licensing procedures, starting from submitting initial application till obtaining the investment license and starting actual operations, as well as in dealing with granting incentives and guarantees, and responding to requests for amendments or future expansions, KDIPA

opened the door for qualified consulting companies and firms to submit requests to register with it to represent investors in their dealings with KDIPA. In this regard, KDIPA issued the Director General Decision No. (246) of 2017 on August 1, 2017.

During the period of 8 October 2017 to 7 November 2017, an announcement was placed on KDIPA's website to receive the first batch of applications wishing to register with

KDIPA. This was tackled by a follow-up team who evaluated the applications and submitted its recommendations. Subsequently, the Director General Decision No. (417) of 2017 was issued on December 14, 2017 concerning the list of consulting companies and firms that will register with KDIPA to submit applications on behalf of investors for a period of one year from the date of issuance; it also specified the initial fees and the renewal fees for this service. A total of 30 qualified firms were approved and listed under the Investors Service Center icon on kdipa.gov.kw/listed/.

Furthermore, on January 18, 2018 KDIPA organized an introductory workshop for qualified listed firms to explain in detail the stipulated procedures used to apply on behalf of investors and the evaluation methodology, as well as services provided by KDIPA's One Stop Shop Department for investors. The approved list includes the following firms:

الشركة	اسماء الشركات والمكاتب المتعددة ومواقع الاتصال
	شركة المجموعة المالية (ك.م.س.ع.) - مساهمة المغفلة أرقام الاتصال: +96522415057 البريد الإلكتروني: radio.fahmy@ticg.com.kw الموقع الإلكتروني: www.ticg.com.kw
	شركة ايجي سي إس سي - شركة استشارات أرقام الاتصال: +9652201060 البريد الإلكتروني: general@energyservicesme.com الموقع الإلكتروني: www.energyservicesme.com
	شركة ايون جلف للتجارة العامة والمقاولات أرقام الاتصال: +96522205891 / +96522205891 البريد الإلكتروني: info@aeongulf.com / faizal.alrowas@aeongulf.com الموقع الإلكتروني: www.aeongulf.com
	شركة إيفولفانس للاستشارات الاقتصادية ك.م.ع. أرقام الاتصال: +9659956473 / +9659956473 البريد الإلكتروني: info@evolvanceconsultants.com الموقع الإلكتروني: www.evolvanceconsultants.com
	شركة أنظمة المشاريع للخدمات الاستشارية - ش.م.ك. (مغلقة) أرقام الاتصال: +96597260257 البريد الإلكتروني: info@psac.com / ahman.haydar@psac.com الموقع الإلكتروني: www.psac.com
	شركة برايس ووتر هاوس كوبرز للخدمات الاستشارية ك.م.ع. أرقام الاتصال: +96599537788 / +96597240432 الموقع الإلكتروني: www.pwc.com/me
	شركة بي دي أو للاستشارات الإدارية والمالية أرقام الاتصال: +96522426999 البريد الإلكتروني: contact@bdo.com.kw الموقع الإلكتروني: www.bdo.com.kw
	شركة بيكرتيلي للاستشارات ك.م.ع. أرقام الاتصال: Ext. 311 or 300 / +9651887799 البريد الإلكتروني: na@bakertillykuwait.com / na@bakertillykuwait.com الموقع الإلكتروني: www.bakertillykuwait.com
	شركة جلوبال زون للتجارة العامة والمقاولات ك.م.ع. أرقام الاتصال: +96522498510 الموقع الإلكتروني: www.globalzonet.com
	شركة دي إلف إدارة المشاريع والاستشارات الاقتصادية أرقام الاتصال: +9652254260 / +96567034567 البريد الإلكتروني: info@deloitte-ku.com الموقع الإلكتروني: www.deloitte-ku.com
	شركة ديلويت للاستشارات أرقام الاتصال: +96596644805 / +96556668201 البريد الإلكتروني: labha@deloitte.com / mdelouss@deloitte.com الموقع الإلكتروني: www.deloitte.com
	شركة ديليبيرات للاستشارات العامة والإدارة أرقام الاتصال: +96594777747 / +96594962220 البريد الإلكتروني: info@dcg-ku.com الموقع الإلكتروني: www.dcg-ku.com
	شركة ساندري كويرييه للاستشارات - ش.م.ك. (مغلقة) أرقام الاتصال: +96522477109 / +96522477159 البريد الإلكتروني: youssef@synergycorp.com الموقع الإلكتروني: www.synergycorp.com

<p>شركة كي بي إم جي للاستشارات ذ.م.ج. أرقام الاتصال: +96522267000 البريد الإلكتروني: KW-IL_Markets@kpmg.com الموقع الإلكتروني: https://home.kpmg.com/ku/ku/home.html</p>	
<p>شركة كوبيكال سرفيسيز لخدمات الأعمال أرقام الاتصال: +96522050650 البريد الإلكتروني: info@cubicalservices.com الموقع الإلكتروني: www.cubicalservices.com</p>	
<p>شركة مراس للاستشارات ذ.م.ج. أرقام الاتصال: +96560700029 البريد الإلكتروني: info@merasconsulting.com الموقع الإلكتروني: www.merasconsulting.com</p>	
<p>شركة مازار للاستشارات المالية والإدارية والاستثمارية ذ.م.ج. أرقام الاتصال: +96522470482 البريد الإلكتروني: info@mazars.com.kw الموقع الإلكتروني: www.get.mazars.com</p>	
<p>مركز الأبحاث للخدمات والاستشارات القانونية أرقام الاتصال: +96522915550 / +9659788263 البريد الإلكتروني: a.alahmadlaw@gmail.com الموقع الإلكتروني: www.alahmadlaw.com</p>	
<p>عدنان الحجيل ووليد اللذان مستشارون قانونيون أرقام الاتصال: +96522451316 / +96522451315 البريد الإلكتروني: info@atbpartners.com الموقع الإلكتروني: www.atbpartners.com</p>	
<p>مجموعة التشر القانونية أنور البشير، طلال البشير وشركاؤهم - محامون ومستشارون قانونيون أرقام الاتصال: +96522435122 البريد الإلكتروني: atmer@albishirlaw.com الموقع الإلكتروني: www.albishirlaw.com</p>	
<p>مجموعة التوبدي وشركاء للخدمات والاستشارات القانونية أرقام الاتصال: +96522055020 / إلكتروني 144 البريد الإلكتروني: twadi@twadi.com الموقع الإلكتروني: www.twadi.com</p>	
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Workshop for qualified listed firms provided by KDIPA.

6. Managing Incentives

During the report period, KDIPA followed up the incentives and exemptions granted to the investment entities under Law No. (116) of 2013.

6.1 Customs Exemptions:

A total of 9 customs consignments were processed, and a Director General's Decision was issued to approve a new customs exemption application.

6.2 Tax Exemptions:

A total of 3 tax exemption certificates were granted against performance of the licensed investment entities and their compliance with the criteria of the tax exemption mechanism developed by KDIPA in cooperation with the Ministry of Finance to link granting the tax exemption to the performance of the investment entity. This aims to stimulate investors to maximize the economic and social impact, improve performance and increase competitiveness. Meetings were held with 4 licensed investment entities to discuss the difficulties faced in applying the mechanism of tax exemption and delivery of required papers, in addition to meetings with 2 licensed investment entities to clarify this mechanism. Two decisions have been issued by the Director General approving the granting of a tax exemption for 10 years.

Concerning the mechanism of granting the tax exemption, the Director-General's Decision No. (76) of 2018 was issued on 12 February 2018 concerning the amendment of the Director General's Decision No. (16) of 2016 concerning the mechanism for granting tax exemption and how to apply for it in accordance with the economic impact requirement in the State of Kuwait for licensed investment entities by KDIPA. Furthermore, KDIPA organized a workshop to clarify the latest amendments to the tax exemption for licensed investment

entities in the presence of the consulting companies and firms approved by KDIPA. KDIPA participated in the annual conference of Ernst & Young, to clarify the mechanism of granting tax exemption for performance.

6.3 Land Allocation:

A total of 9 customs consignments were processed, and a Director General's Decision was issued to approve a new customs exemption application.

7. The Offset Program

During the report period, the Offset Program witnessed increased activity under the mandate of the Council of Ministers in accordance with the provisions of Council of Ministers Decision No. (1212) of 2015 and in coordination with the competent authorities to implement offset commitments based on the objectives and priorities of the national development plan.

7.1 The first list of projects to implement the existing offset obligations:

A total of 9 customs consignments were processed, and a Director General's Decision was issued to approve a new customs exemption application.

KDIPA invited various government authorities to submit their proposals for projects that can be implemented through the offset program. This led to the compilation of a first list with 51 potential projects that were reduced to 19 projects in coordination with the General Secretariat of the Supreme Council for Planning and Development and the Ministry of Finance. KDIPA presented the list of projects and the implementation scheme to the Council of Ministers to select projects of priority for execution. Accordingly, the Council of Ministers (CoM) issued Decision No. (400) of 2017 on 20 March 2017, stating projects of priority for execution and identifying the options available

for the obligors to implement their offset obligations, namely: the cash contribution in financing the selected projects through a dedicated account at the Ministry of Finance; or direct implementation of the projects selected; or choosing a third party to implement one or more of the selected projects. This CoM Decision also defined a unified multiplier for the selected projects set at (5.5).

On 4th June 2017, an orientation meeting was organized to present the developments in Kuwait offset program and emerging developments. Furthermore, details of Council of Ministers Decision No. (400) of 2017 were explained and the options made available by this Decision for obligors to implement their offset obligations. Assuring obligors right in proposing their own projects outside the approved list pending KDIPA's approval, on condition these proposed project fall within Kuwait's developmental priorities. These projects shall be implemented in accordance with Offset Program Guidelines No. 9/2007 and relevant regulations issued by KDIPA in this regard. During this orientation meeting the competent government authorities presented their selected projects to the obligors. The meeting resulted in (12) companies committed to select from the approved projects list to implement their offset obligations. KDIPA contacted project owners amongst the competent government authorities, and these compares to prepare the implementation plan for each of the selected projects. Furthermore, KDIPA detected obligors' responses on the selected first projects list and their feedback on the measures adopted by KDIPA to implement their obligations.

7.2 The second list of projects to implement the existing offset obligations:

The Council of Ministers Decision No. (335) of 2018 issued on 19 February 2018 mandated KDIPA in cooperation with the Ministry of Finance and the General Secretariat of the Supreme Council for Planning and Development to address the government authorities and

private entities that were interested to submit project proposals for the preparation of a second list of the projects proposed to be implemented through the existing offset obligations, considering the economic, developmental, and social impact of each project, and submit to the Council of Ministers. Based on this cooperation, a list of 30 proposals for new projects was prepared. The projects owners were asked to provide presentations explaining their projects profiles, and accordingly these projects were assessed with regard to their compatibility with the aspired economic and social developmental goals, tabulating results in accordance of importance.

7.3 Formulating the Offset System:

KDIPA formulated and developed a special system to regulate the implementation of the existing Offset obligations for circulation to offset obligors. An update of the Offset Program data was made available on KDIPA's website <https://kdipa.gov.kw/offset/>, indicating the offset system to be followed, details of the procedures and options available to implement those obligations and listing all the decisions taken to operationalize the implementation of the existing Offset obligations.

7.4 Offset Procedures:

During the report period, KDIPA continued to follow up all the necessary procedures needed to manage the existing Offset obligations according to the formulated offset system and the Offset Guidelines No. 9/2007, transparently and according to the best practices as shown in the table.



An orientation meeting organized to present the developments in Kuwait offset program and emerging developments.

Table (10) Offset Program Procedures

Item	Action
Offset project proposals	<ul style="list-style-type: none"> - Receiving and reviewing 81 proposals for Offset projects. - Receiving 19 terms of reference for projects approved by the Council of Ministers and reviewed in full. - Holding an orientation meeting and providing a visual presentation of the projects approved by the Council of Ministers to companies with offset obligations to study these projects and select the appropriate project for them. - 12 obligors expressed their desire to participate in projects on the list of offset projects that were selected by the Council of Ministers. - Receiving and fully reviewing 12 operational plans for the selected projects approved by the Council of Ministers.
Correspondence	<ul style="list-style-type: none"> - A total of 236 letters were sent to companies committed to the offset program and to competent government authorities.
Phone calls	<ul style="list-style-type: none"> - Received 765 phone calls to inquire about the offset program and its procedures and its current and future status.
E-mails	<ul style="list-style-type: none"> - Received 2260 e-mails in managing and follow up of offset obligations.

Offset procedures	<ul style="list-style-type: none"> - A company committed to the offset program signed a commitment to comply with the offset Program at the time of signing its contract with the Ministry of Defense. - A company committed to offset program submitted concept paper for the establishment of an Academy specializes in providing training programs in the areas of business management, communications, design, and information technology. - Three companies committed to the offset program transferred the value of their contribution in project for (Sabah Al-Ahmed Chair in Knowledge). - A company committed to the offset program submitted concept paper of its project to establish (Kuwait Community College) and obtained approval then proceeded to submit the work plan. - A total of 90 letters were sent to renew bank guarantees. - Issuing two letters to reduce the offset obligations to companies committed to the offset program.
Meetings	<p>Holding 235 meetings, including 95 meetings with competent government authorities, and 140 meetings with companies committed to the offset program (obligors).</p> <p>Conducting 133 one to one meetings with obligors.</p>

8. Economic & Free Zones and Commercial Plots:

KDIPA manages three types of land that include the following:

- Economic zones: They are governed by Law No. (116) of 2013, whereby it authorizes KDIPA to allocate and distribute land plots in these zones to eligible investors subject to the provisions of the said law as an incentive to encourage them to invest in Kuwait in accordance with the rules and provisions established by the Board of Directors in this regard.
- Free zones: KDIPA was designated to manage Kuwait Offset Program by virtue of the Council of Ministers Decision No. (907) of 2016 issued on 4 July 2016, to be dealt with in light of the provisions of Law No. (26) of 1995 and the relevant regulations and decisions.
- Commercial Plots: KDIPA was designated to manage the allocation of commercial plots

stipulated in Article (18) of Decree Law No. (105) of 1980 concerning the State Property System, which was transferred to its realm pursuant to the Council of Ministers Decision No. (1154) of 2016 taken on 22 August 2016, while observing the rules and provisions consistent with the legal context in this regard, and the policies and rules aimed at creating a favorable environment for investment and trade.

8.1 KDIPA Economic Zones:

8.1.1 Utilization of Expertise:

During the report period, KDIPA invited a number of renowned consulting and engineering firms in Kuwait to benefit from their experience. In parallel, the following field visits were conducted to each of:

- Sabah Al-Salem Kuwait University City for the project and evaluation of the contractors and qualification conditions.
- Public Authority for Housing Welfare (PAHW) for reviewing the terms of reference for the project Al Mutlaa and the conditions of rehabilitation of the developers of Sabah Al-Ahmad and Jaber Al-Ahmad cities.
- Kuwait Investment Authority (KIA) for obtaining a copy of the terms of reference for the Abdali project and the estimated cost of the infrastructure of the project.
- College of Engineering and Petroleum, Kuwait University, to benefit from the expertise of members of the faculty and to see the design of the campus in the area of Al-Shadadia.
- Networks Projects Department, at the Ministry of Transport, to discuss the master planning for KDIPA economic zones, and work on sending the detailed structural plan and schedule of the project to study the status of the project within the budget allocated to these zones.
- Chinese, Turkish, Malaysian and Indonesian embassies to benefit from their experience in the economic and free zones, whether existing or still under construction, and coordinate to arrange for site visits to these regions to meet their respective management.

8.1.2 Al Abdali Economic Zone:

KDIPA prepared the terms of reference (TOR) for the design and master planning of the Al Abdali Economic Zone as approved by the Board of Directors, in accordance with the project tendering process of the Consultants Selections Committee (CSC), and the consequent stages of qualification and evaluation mechanisms. After completion of the TOR, the qualified consulting firms were invited to submit the technical and financial bids for the design of the

infrastructure of the AL Abdali Economic Zone. KDIPA collaborated with the CSC, to evaluate the submitted bids according to the criteria outlined by the CSC. The technical and financial evaluation was carried out and completed by the CSC. The project was awarded to Pan Arab Consulting Engineers (PACE) on 29 May 2017. The legal formulation of the project's contract was prepared and approved by the Fatwa and Legislation Department on 5 July 2017. However, after the issuance of Law No. (49) of 2016 on public tenders establishing the Central Agency for Public Tenders (CART), and abolishing the CSC, the contract was re-sent to CART. Then the contract was re-sent to the Fatwa and Legislation Department and the Audit Bureau on January 17, 2018. Al Abdali Economic Zone Project was sent to the Audit Bureau for approval and upon getting it KDIPA re-contracted (PACE) in partnership with the Surbana Jurong SJ / SMEC International Offices on 8 February 2018. KDIPA addressed the Ministry of Finance on the request for approval of the required budget for Al Abdali Economic Zone contract for the financial year FY 2018/2019.

8.1.3 Al Wafra and AL-Naayem Economic Areas:

The terms of reference (TOR) for Al Wafra and Al Naayem economic zones were amended in preparation for completion of the required procedures with CART regarding the request for consultancy services for the design and master planning of the two zones.

8.2 Free zones:

KDIPA continued to implement the decisions issued by the Council of Ministers on Free Zones, the latest of which was the Council of Ministers Decision No. (412) of 2018 issued on 12 March 2018 regarding assigning KDIPA in coordination with the Fatwa and Legislation Department and the parties it deems appropriate, to take all the required procedures, prepare legal, technical and administrative measures and concepts necessary to proceed in accordance with the option put forward regarding Al-Nuwiseeb

free zone in KDIPA's report sent to the Council of Ministers.

KDIPA addressed the Ministry of Commerce and Industry (MOCI) requesting all the information and data for Al Shuwaikh Free Zone for review and audit, and addressed Kuwait Investment Authority (KIA) to provide all relevant updates and data on its project for the establishment of a public joint stock company to develop and manage the land allocated in the north of the country (Al Abdali) based on KDIPA's designation according to the Council of Ministers Decision No. (1545) of 2015. A working group was formed with the tasks to follow up the transfer mechanism, determine the status of the free zones, develop the mechanism for documents delivery, identify the obstacles encountered, prepare periodic reports indicating the progress of work and identify future tasks required. In this context, the legal implications and the viable options for managing and operating the free zones were discussed.

A report was sent on February 1, 2018 reflecting future developments, perceptions and proposals Al Shuwaikh Free Zone. A meeting was held on 5 March 2018 with the Public Services Committee in the General Secretariat of the Council of Ministers to discuss the perceptions and proposals for managing Al-Nuwaiseeb Free Zone, and show developments regarding Al Shuwaikh Free Zone. A report on the options for managing Al-Nuwaiseeb Free Zone was prepared on 29 May 2017. KDIPA Board of Directors (BOD) held a meeting on April 2017 to discuss the submitted options for managing Al-Nuwaiseeb Free Zone. According, the BOD Decision was taken on November 28, 2017 to refer the matter to the Council of Ministers for instruction on this matter.

8.3 Commercial Plots:

KDIPA implemented the Council of Ministers Decision No. (1154) of 2016 issued on 22 August 2016 transferring the allocation and distribution of commercial plots from the jurisdiction of the State Property Department (Ministry of Finance) to KDIPA. Several meetings

were held between KDIPA, the Ministry of Finance and Kuwait Municipality to coordinate efforts to develop the proposed mechanism for dealing with the commercial plots and the land under KDIPA to discuss means of benefiting from them to achieve the National Vision 2035.

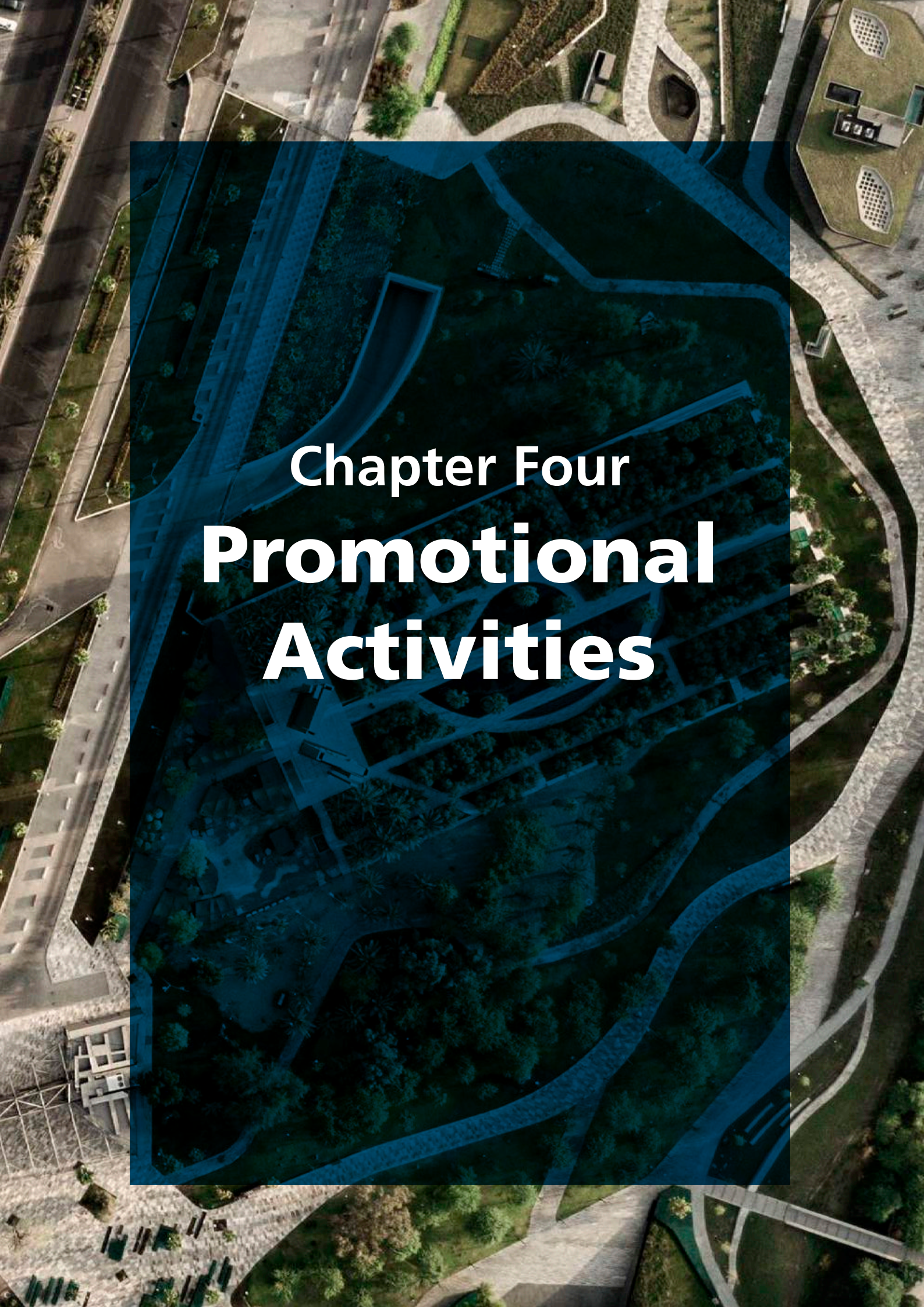
In addition, KDIPA continued to coordinate with Kuwait Municipality to identify appropriate areas for commercial plots within the framework of the project of preparing the fourth master plan 2040 for the State of Kuwait which covers all the whole country. KDIPA met frequently with Kuwait Municipality to learn on updates for the preparation of the fourth master plan 2040, and attended relevant sessions on the same matter.

In order to facilitate the establishment of the rules, criteria and basis that will enable investors to benefit from these plots in accordance with the policies and measures aimed at providing the best environment for investment and trade, the Board of Directors decided to form a subcommittee of the Board to formulate the proposed criteria, controls and procedures for the distribution and allocation of commercial plots. The Sub-committee developed a methodology for the preparation of the requested report, drawing on a variety of research methods, analyses, external sources, the implementation timetable and the basic definitions. The Sub-Committee conducted numerous consultations, visits and meetings with a group of economic advisors and independent specialists or from ministries and government authorities, including the Ministry of Finance, the Public Authority for Industry, the State Property Department and the Kuwait Institute for Scientific Research (KISR). The Sub-Committee concluded a preliminary draft by the end of this report period.

8. Economic & Free Zones

A committee was formed on building project for KDIPA headquarters according to the Director General's Decision No. (232) of 2017 issued on July 18, 2017. The first meeting of the committee was held on 25 July 2017 to coordinate the performance and determine the tasks of the members. It was agreed to communicate and collaborate with Ministry of Public works to benefit from its experience in the development and implementation of similar projects for the offices of government authorities.



An aerial photograph of a park area, featuring a large blue semi-transparent overlay that covers the central portion of the image. The overlay contains the chapter title in white text. The background shows a mix of greenery, paved paths, and some buildings. The text is centered and reads:

Chapter Four

Promotional

Activities



KDIPA was honored by the attendance of His Highness the Amir at the “Kuwait Investment Forum 2018” in Bayan Palace.

The promotional activities and marketing activities carried out by the Commission during the reporting period were based on the mandate of the Authority to promote Kuwait and to identify promising investment opportunities and target priority sectors. The promotional activities of the Commission during the reporting period included the following paragraphs.

1. Kuwait Investment Forum

1.1 Patronage:

Under the patronage and attendance of His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, KDIPA in cooperation with the Kuwait Chamber of Commerce and Industry (KCCI), organized the second edition of its main conference “Kuwait Investment Forum 2018” KIF2018 during the period 20 - 21 March 2018 in both Bayan Palace and Jaber Al Ahmad Cultural Center in Kuwait City.

1.2 Significance:

KIF2018 witnessed the patronage and presence of H.H. the Amir and the presence of H. H. the Crown Prince Sheikh Nawaf Al-Ahmad, Speaker of the National Assembly Mr. Marzouq Al-Ghanim and Sheikh Jaber Al-Mubarak, Prime Minister, and a host of senior officials. The forum provided an interactive platform in which vital topics were presented through well-thought-out sessions to review the latest positive trends in support of the “National Vision 2035 - New Kuwait”, reflecting the confidence in Kuwait’s potential, the country’s investment opportunities, the favorable developments affecting doing business environment in Kuwait, and the role of the growing role of the private sector in support of development efforts.

1.3 Press Conference:

A press conference was held on March 7, 2018 at the premises of Kuwait Chamber of Commerce and Industry (KCCI). It was attended by Mr. Ali Al Ghanim, Chairman of KCCI, KDIPA Director General, and representatives of the local press. In it KIF2018 was officially announced. The media representatives were briefed on the Forum’s agenda, activities, level of attendance, investment opportunities,

intended goals, and the significant cooperation between the government and the private sector, which produced positive results for the benefit of the country and serving its National Vision 2035 targets.

1.4 Participants:

KIF2018 was attended by about 1,058 participants from officials, the local business community, foreign companies and international experts from 55 countries around the world. A total of 412 international companies took part accounting for 54% of total attendance, represented by leading and senior executives by more than 75%.

1.5 Opening Ceremony:

The opening ceremony of KIF2018 witnessed three key speeches: the first by the Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah who reiterated that this Forum sends a clear message that confirms Kuwait's resolve to overcome obstacles facing investors. He pointed out that the Kuwaiti investment environment is still undergoing deep and fast modernizing administrative and legislative development, especially regarding treating foreign investment as a national investment without complexity or discrimination. He also stressed that Kuwait considers openness and international cooperation as the cornerstones of its internal and external outreach. The second speech was given by Mr. Ali Al Ghanim, Chairman of KCCI, who affirmed the confidence of the Kuwaiti private sector in the national economy and its future. He also stressed the importance of cooperation between KDIPA and KCCI. The third speech was presented by KDIPA Director General, who pointed out that the aim of attracting direct investment is to attain increased economic efficiency not only as a policy declaration or a mere reform program on the agenda of an economic event, but more so as a route and means to achieve economic diversification, with solid belief in openness, competitiveness, and productivity, while ensuring a stabilizing and fruitful cooperation between the legislative and executive branches.

1.6 Program:

KIF2018 program included four sessions with pertinent themes dealing with the North Region project for "Future Kuwait", trade facilitation, financing, and showcasing lucrative investment opportunities in vital sectors. In KIF2018, Boeing Company announced the opening of its Kuwait office to activate its operations in the region. Furthermore, several live testimonials by investors from China, Turkey and the United Kingdom reflected on their respective experience in Kuwait in the construction and banking sectors. KIF2018 held an exclusive event whereby Ministers and high-ranking government officials presented recent progress within Kuwait National Vision "New-Kuwait" 2035. KIF2018 presented two keynote speakers tackling subject of "Investment in Youth, Innovation, and Technology", and "Economic Relations between Kuwait and China". KIF2018 concluded with a dialogue session about the way foreword to develop the Kuwaiti economy, expand the role of the private sector and fostering competitiveness. Overall, more than 30 high profile personalities and investors took part in the deliberations representing government, private sector, dignitaries in Kuwait, and foreign investors.

1.7 Investment Opportunities:

KIF2018 witnessed the unveiling of a series of mega projects in various economic sectors aimed at enhancing the role of the private sector and contributing to the economic diversification in Kuwait. The investment opportunities included:

- The North Gulf Region project is expected to attract US\$ 150 - US\$ 200 billion in foreign direct investment (FDI) to develop around 20% of the project. The region will provide about 300,000 – 400,000 knowledge-based jobs for young people and will be able to receive about 3 to 5 million visitors a year, and will include specialized zones like an educational center; a center for smart and future technologies; a port with a container capacity of 8 million per day, a financial center and a stock exchange, and a world class medical facility.

- “Al-Shqaya Renewable Energy Complex” project to increase the current production capacity of the power plants to be completed in 2022. The “Clean Fuels Project” includes the renovation and refurbishment of Al Ahmadi and Mina Abdullah refineries, to raise oil production, improve reserve ratios, and increase return on investment.
- The industrial city of Al Naayem Industrial City to create an integrated smart industrial zone that will put innovation at the core of its business. It will be an environmentally friendly city project, operating with solar energy, and opting for smart buildings.
- The new Cargo City at Kuwait International Airport (Phase I), built on an area of 3 million square meters, will contribute to the development of Kuwait’s logistics and storage capabilities and make it one of the largest shipping cities in the Middle East.
- Infrastructure projects for Kuwait International Airport scheduled to be completed in 2022 to reach 25 million passengers per year. The project is expected to contribute 12,000 jobs for skilled workers and engineers, especially young Kuwaitis.
- Tourism sector development projects, through cooperation and partnership with various private sector companies within a number of leading tourism projects.
- Initiatives in the ICT sector to accelerate the development of e-government services to the highest international standards and encourage the establishment of start-up companies led by Kuwaiti entrepreneurs in this vital sector.

1.8 Dedicated Website:

KDIPA established a dedicated website for KIF 2018 (<https://kif.kdipa.gov.kw/>), based on its website, to present all updates of the Forum in its second version, while keeping an archive for KIF2016 proceedings.

1.9 Media Coverage and Outcome:

KIF2018 witnessed a huge media coverage that matched the high level of attendance and the importance of the event. KDIPA, in cooperation with KCCI, contracted a renowned Public Relations and media company to provide content, and duly manage KIF2018 regional and international communications. The deliverables of the PR contract included tasks pertaining to: providing extensive press coverage; preparing press releases in both Arabic and English languages; inviting media professionals and coordinating with them to provide relevant material that was duly disseminated across various media channels in the agreed geographic areas to ensure extensive coverage locally, regionally and internationally; as well as optimally deploying the PR company’s regional networks (17 offices) and international media relations (Bloomberg and Sky News). In this context, four press releases were prepared in the period before and during KIF2018, conveying in them an overall view of the event, its goals and message to the local and international business community and pinpointing positive developments in the investment climate in Kuwait, as shown in the table.

Table (11) KIF2018 Press Releases

Press Release	Date
H. H. the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah inaugurates "Kuwait Investment Forum 2018".	20 March 2018
Experts at "Kuwait Investment Forum": Kuwait enjoys a strategic position to build cross-border supply chains.	21 March 2018
Ministers hold first public event to review progress on the seven pillars of "New- Kuwait" vision	22 March 2018
Kuwaiti Youth leverage the country towards an integrated knowledge economy.	22 March 2018

The PR Company also contributed to enhancing the media presence of the forum, whereby it ensured that 81 media representatives from 35 different media outlets participated, including 29 journalists from outside the country; they published 334 news and media material disseminated to more than 336,757,490 people; it recorded a total of 268 news items, including 200 local coverage and 66

international coverage, distributed to seven major countries including China, India, Russia, Germany, Pakistan, Britain and Turkey; around 55 television news was broadcasted, including 40 news at local stations and the rest in regional and international television stations, as shown in the table.

Table (12) KIF2018 Press and TV Coverage:

Media Coverage	Targeted Countries							Total
Press Releases	Turkey	UK	Pakistan	Germany	Russia	India	China	66
	1	1	2	3	5	11	43	
TV News	China Arab	Al Arabiya	CNBC Arabia	Al-Jazeera	Al Rai	Bloomberg	Kuwait TV Stations	Total
	66	66	66	66	66	66	66	66

Furthermore, the PR Company arranged for cooperation with Bloomberg news agency to conduct live broadcasts of KIF2018 activities, and to hold high level interviews, including with the First Deputy Prime Minister and Minister of Defense Sheikh Nasser Sabah Al-Ahmad Al-Sabah, KDIPA Director General, and a number of other personalities attending KIF2018 that were broadcast on Bloomberg

TV Channel. Furthermore, all KIF2018 news were broadcast live on Bloomberg website. international coverage, distributed to seven major countries including China, India, Russia, Germany, Pakistan, Britain and Turkey; around 55 television news was broadcasted, including 40 news at local stations and the rest in regional and international television stations, as shown in the table.



First session at Kuwait Investment Forum: Investing for the "Future Kuwait."



Third session at Kuwait Investment Forum: Investment Opportunities

On another hand, KDIPA also in cooperation with KCCI agreed with a specialized media production company to prepare an updated and shorter version, in Arabic and English, from the video (Kuwait - Discover the Opportunity), which was launched at the KIF2016 for the use

of the updated version at the KIF2018. The video was shown 96 times in various media outlets in targeted markets in the United States, the United Kingdom, Asia, Europe and the region. The video coverage reached an audience of around 577,704.



Closing Session at the Kuwait Investment Forum: Dialogue - Development in Kuwait: Vision and Will.

In the same context, KDIPA in cooperation with the General Secretariat of the Supreme Council for Planning and Development (New-Kuwait Campaign) agreed with the Financial Times (FT) Group and fDi magazine to shoot video series for Kuwait under (fDi on- Location). The video was filmed during KIF 2018, highlighting Kuwait's unique attributes, presenting forum's activities, and recording statements of senior officials who participated in it. The main video transpired into 4 shorter videos: the first tackled main

features of Kuwait investment environment; the remaining three dealt briefly with investment, finance and oil sectors in Kuwait. The videos got good coverage on fDi on- location website and its YouTube channel. The videos recorded viewership and participation as shown in the table.

Table (13) KIF2018 Videos

Promotional Video	Duration (minutes)	Views	Share
Video "Kuwait - Discover the opportunity"	3.22	24,512	679
Main Video FT fDi - on location Series: Kuwait keeps its eyes on the future With 4 shorter videos covering:	17.45	11,309	80
Kuwait's Vision for the Future – Highlights	5.58	12,941	60
Kuwait: From Oil Onwards	4.42	12,235	30
Kuwait banks on a sound finance sector	3.44	11,589	0
High-value investments given high priority by Kuwait	4.31	12,279	10

The period prior to convening KIF2018, during and after, which lasted from February 7, 2018 to March 25, 2018, witnessed a rise in the

number of followers, likes, views and retweets, and comments in KDIPA social media channels as the data shows in the table.

Table (13) KIF2018 Videos

Social Media Channel	No. of Posts	Followers	Likes	Views	Retweets	Comments
Twitter	149	269	221	285	0	16
Linkedin	27	346	242	0	0	7
Instagram	87	946	4,427	3,170	0	17
Facebook	31	31	15	87	4	3
YouTube	29	61	52	3,419	3	3

2. External Promotional Campaigns

2.1 US-Kuwait Economic Forum:

KDIPA organized the first US-Kuwait Economic Forum in cooperation with KCCI and the U.S. Chamber of Commerce. The Economic Forum was held in Washington D.C. on September 6, 2017 with the participation of the Deputy Prime Minister and Minister of Finance of the State of Kuwait and the US Secretary of Commerce. The Forum aimed at enhancing the bilateral economic, financial and commercial relations between the two countries and presenting potential investment opportunities in Kuwait. It was attended by many Kuwaiti and American officials and businessmen. The Economic Forum presented two panels, with KDIPA participating

in the first panel discussing the investment climate in Kuwait. The second panel reviewed the experiences of the Kuwaiti and US private sector. The Economic Forum concluded with two practical initiatives that entailed signing a memorandum of understanding (MoU) in the fields of petrochemicals and energy. KDIPA signed a cooperation agreement with SelectUSA to enhance direct investment relations and bilateral cooperation. The Economic Forum was held on the sidelines of the official state visit of H. H. the Amir to Washington D.C. and coincided with convening the Second US - Kuwait Strategic Dialogue.



KDIPA organized the first US-Kuwait Economic Forum in cooperation with KCCI and the U.S. Chamber of Commerce.

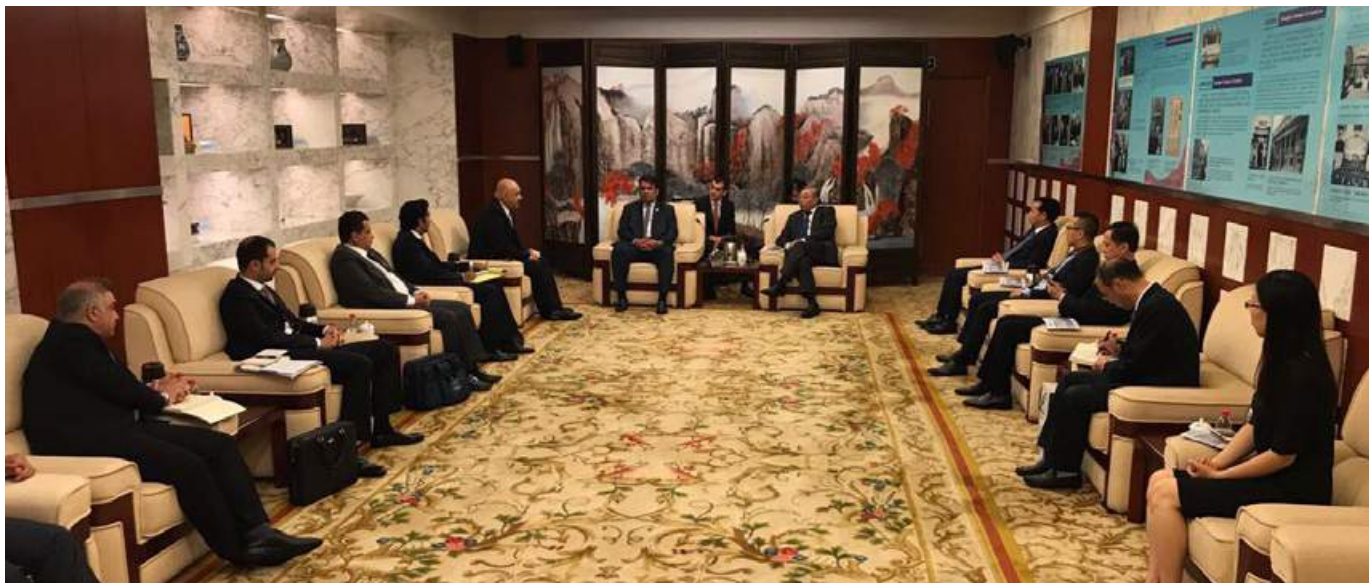
2.2 Kuwait Investment Outreach (KIO):

KDIPA collaborated with the Financial Times (FT) Group and fDi Magazine to organize the “Kuwait Investment Outreach Roadshow” in London, that will be complimented with two more roadshows to be held later in Silicon Valley, USA and Singapore, respectively. The first leg of the KIO roadshow was held in London on 8 December 2017 and was attended by 141 investors and officials from Kuwait, Britain and other European countries. The discussions focused on presenting Kuwait attributes, reviewed the features of Law No. (116) of 2013 and the host of other economic laws, which together contribute to making the legislative environment conducive to investment, as well as the pinpointing the importance of direct investment in supporting the goals of the National Vision 2035 (New-Kuwait), and coordinating the ongoing government efforts to improve the business climate. The event benefitted from the multiple marketing channels that the FT Group possess, which included:

- Creating a dedicated website. live.ft.com/Kuwait Roadshow-London.
- Entering all the details in the conference website, including the conference program, the resume of the speakers, discussion topics, and times.
- Downloading the registration form for the event on the website and providing the registrants with all the information related to the event.
- Sending an email to the sponsors with the event website to publish on their respective websites and marketing lists.
- Placing printed advertisements in the FT newspaper and its website.
- Sending 8 e-mails to an approved list of FT clients.
- Issuing 13 releases in the FT newspaper.
- Providing a focal point to unify responding to all inquiries regarding the promotional roadshow.



KDIPA collaborated with the Financial Times (FT) Group to organize the “Kuwait Investment Outreach Roadshow” in London.



KDIPA participated in the official delegation accompanying the Minister of Commerce and Industry and Acting Minister of State for Youth Affairs Khalid Nasser Al-Roudhan during his visit to the People's Republic of China.



KDIPA participated in accompanying the Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah on his official visit to the Republic of Turkey.

2.3 Kuwait Economic Forum in Brussels:

The Kuwait Economic Forum “Kuwait Vision 2035” was organized on 20 February 2018 by KDIPA in cooperation with KCCI, the Arab-Belgian-Luxembourg Chamber of Commerce, and the Embassy of the State of Kuwait in Brussels, to foster bilateral relations between Kuwait and Belgium. A working breakfast was held with journalists and media professionals. The attendees, who numbered about 300, listened to representatives from several Kuwaiti including the Ministry of Foreign Affairs, the Kuwait Banking Association, the General Secretariat of the Supreme Council for Planning and Development, the Kuwait Petroleum Corporation and the Capital Markets Authority. The Ambassador of the State of Kuwait in Belgium, Head of Kuwait’s Mission to the European Union and NATO, delivered a speech on the economic situation in Kuwait and its recent developments. During the meeting, KDIPA gave a presentation on the developments of its investment environment, and the promising investment opportunities. On the sidelines of the forum, a meeting was held with the EU Commission at its headquarters in Brussels to discuss cooperation in several joint ventures. An open day was also organized to meet European companies based in Brussels.

3. Participation in Official Visits and delegations

During the report period, KDIPA participated in five official visits and delegations. It also organized its own delegation for an external official visit.

3.1 Official Visits & Delegations:

- Participating in the official delegation accompanying H.H. the Amir in the working visit to Washington, DC, from 4 to 8 September 2017, during which the Second US - Kuwait Strategic Dialogue, and a business forum were held.
- Participating in the official delegation

accompanying the Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah on his official visit to the Republic of Turkey during the period 14 t-16 September 2017, in which he met with the Turkish President Recep Tayyip Erdogan and the Turkish Prime Minister Binali Yildri to develop bilateral relations between the two countries and enhance the prospects for further cooperation. Six agreements and Memorandums of Understanding (MoUs) were signed on security, civil aviation, telecommunications, youth and SMEs, as well as the signing of the Protocol amending the bilateral agreement on avoidance of double taxation relating to income and capital taxes.

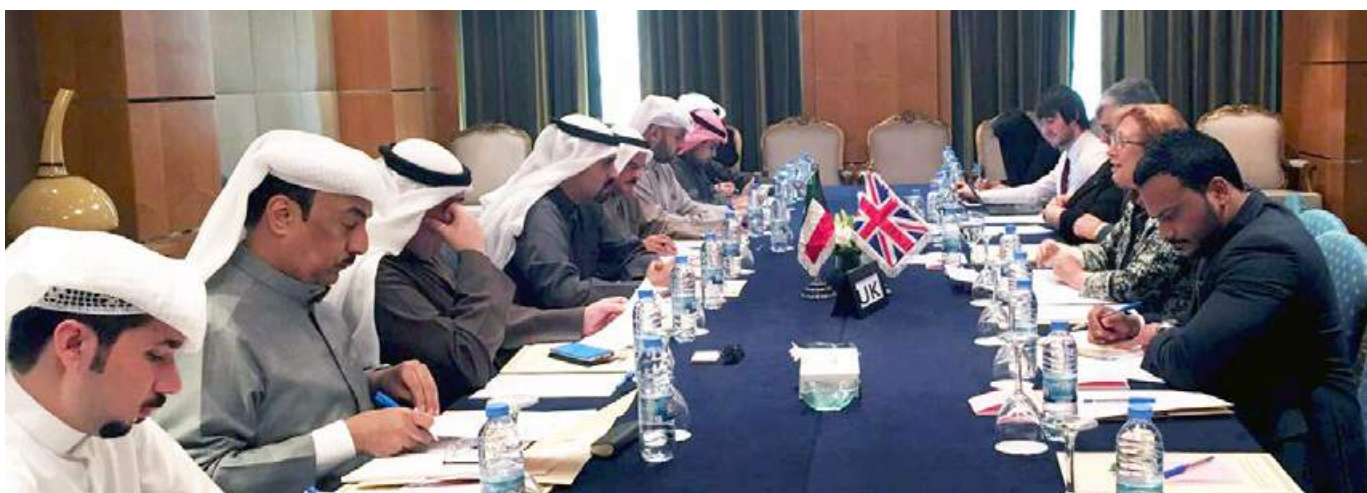
- Participating in the official delegation accompanying the First Deputy Prime Minister and Foreign Minister Sheikh Sabah Al-Khalid Al-Hamad Al-Sabah at the Second Us-Kuwait Strategic Dialogue held on September 8, 2017, in Washington DC to draw cooperation roadmap over the next 25 years, in addition to implementing bilateral cooperation in various areas of partnership beneficial to both parties.
- Participating in the official delegation accompanying the Minister of Commerce and Industry and Acting Minister of State for Youth Affairs Khalid Nasser Al-Roudhan during his visit to the People’s Republic of China during 6-11 September 2017, aiming to deepen economic and trade relations, and promote direct investment between the two countries.
- Participating in the official delegation headed by the Minister of Commerce and Industry and Acting Minister of Youth Affairs in his visit to the Republic of Turkey during 20 - 23 June 2017 to develop economic relations and enhance bilateral cooperation between both parties especially benefiting from the Turkish experience in the industrial sector.



A delegation from KDIPA held a number of meetings with investment entities in Hong Kong.



A delegation from KDIPA met under the chairmanship of the Director General with a number of investment agencies and companies in Singapore.



KDIPA participated in the 11th meeting of the Kuwaiti-British Joint Steering Group.

3.2 KDIPA official visit:

KDIPA organized an official delegation headed by the Director General, for the Asian region, covering Hong Kong and Singapore, as follows:

- The official visit to Hong Kong took place during 15 - 17 May 2017. KDIPA delegation held several meetings with Hong Kong Investment Promotion Authority (InvestHK), Hong Kong's General Chamber of Commerce (HKGCC), and Hong Kong Trade Development Council. Channels of bilateral cooperation were discussed, as well as presenting the recent significant economic and legislative developments, and presenting potential investment opportunities in Kuwait. The meetings were attended by the Consul General of Kuwait to Hong Kong and Macao.
- The official visit to Singapore was held during 17 - 20 May 2017. KDIPA delegation held several meetings with the Singaporean Minister of Commerce and Industry, the Minister of State for Foreign Affairs, and the Minister of Defense. The delegation also met with the Singapore Economic Development Board, the Accounting and Regulatory Authority and the International Institutions Association under the Ministry of Commerce and

Industry of Singapore, which supports the penetration and expansion of Singaporean enterprises in international markets. The meetings discussed means of enhancing bilateral cooperation and presenting the most important economic and legislative developments and presenting available investment opportunities in Kuwait. During the visit, the "Singapore Business Federation Forum" was held in which KDIPA Director General provided a presentation on the investment environment in Kuwait and highlighted Kuwait's attributes that makes it conducive to business, and viable investment opportunities, as well as main features of Law No. (116) of 2013, incentives and guarantees granted to foreign companies wishing to invest in Kuwait under this Law. The meetings were attended by the Ambassador of Kuwait to Singapore.

4. Meetings

3.2 KDIPA official visit:

H. H. the Amir of Kuwait received the Minister of Commerce and Industry and Chairman of the Board of Directors of KDIPA, Board members, and the Director General who presented the



His Highness the Emir of Kuwait received the Minister of Commerce and Industry and Chairman of the Board of Directors of KDIPA, Board members, and the Director General who presented the Second Annual Report for 2016.

Second Annual Report for 2016. The Board of Directors and the Director General of KDIPA also met H.H. the Crown Prince and the Prime Minister to present the same report.

H. H. the Amir of Kuwait also received on 18 December 2017 the Chairman of the Kuwait Chamber of Commerce and Industry (KCCI)

and the Director General of KDIPA who invites His Highness to grant patronage for the second edition of Kuwait Investment Forum 2018 (KIF2018). A joint statement was issued by KDIPA and KCCI reflecting approval which reiterated His Highness's keen interest in the economic and investment affairs of the country.



KDIPA invites His Highness the Emir of Kuwait to grant patronage for the second edition of the Kuwait Investment Forum.

H. H. the Amir of Kuwait received on 7 January 2018 the CEO of Huawei Technologies and his accompanying delegation along with the

Minister of Commerce and Industry and Minister of State for Youth Affairs, Chairman of KDIPA's Board of Directors, and its Director General..



His Highness the Emir received the CEO of Huawei Technologies and his accompanying delegation.

H. H. the Amir of Kuwait, and the Crown Prince Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah, received on January 16, 2018, at Bayan Palace, in the presence of the Minister of Commerce and Industry and Minister of State for Youth Affairs and Chairman of the Board of Directors of KDIPA, the head and members of permanent Committee for streamlining business environment and enhancing competitiveness in the State of Kuwait (PCK) on the occasion of

the improvement of the Kuwait position in the Ease of Doing Business Index DB2018 issued by the World Bank Group. For this occasion, too, the Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah received head and members of the PCK, in the presence of the Minister of Commerce and Industry and Minister of State for Youth Affairs and Chairman of the Board of Directors of KDIPA.



His Highness the Emir received in the presence of His Highness the Crown Prince at Bayan Palace members of the PCK on the occasion of Kuwait's improvement and the World Bank's Ease of Doing Business Index 2018.



His Highness the Prime Minister received the Minister of Commerce and Industry, Director General of KDIPA and the Chairman of the PCK, and the members of the PCK team on the occasion Kuwait's improvement and the World Bank's Ease of Doing Business Index 2018.

KDIPA held about 225 investment meetings with leading persons and officials from various parties including government entities,

companies, international banks, export credit agencies, the local private sector, civil society organizations and others are listed in the table.

Table (15) KDIPA Director General Meetings:

Entity	Names
Diplomatic missions to the State of Kuwait	Austrian, Italian, British, Spanish, Mexican, Brazilian, Australian, New Zealand, Czech, French, Chinese, Greek, Lebanese, American, Tunisian, Lebanese
Foreign government entities	China Guangdong Province, , the European Commission, Iraqi Minister of Trade.
International organizations	The World Bank (WBG), International Monetary Fund (IMF)



Signing a cooperation agreement with Select USA.



KDIPA signed a Memorandum of Understanding with the Investment Support and Promotion Agency of Turkey

5. Memorandums of Understanding

During the report period, KDIPA signed two Memorandums of Understanding (MoUs) with its counterparts in Turkey and the United States of America, respectively.

In the presence of H. H. the Amir of Kuwait Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah and His Excellency President Recep Tayyip Erdogan during his official visit to Kuwait, the first MoU was signed between KDIPA and the Investment Support and Promotion Agency of Turkey (ISPAT) to encourage investment cooperation between the State of Kuwait and the Republic of Turkey On 14 November 2017. The second MoU was signed by KDIPA Director General during the Second Strategic Dialogue between the State of Kuwait and the United States of America held in the US capital Washington D.C on September 8, 2017, to foster cooperation channels with SelectUSA for identifying economic, trade and direct investment collaboration channels between the two countries and providing needed support to the American and Kuwaiti investors

KDIPA received preliminary approval for two proposed MoUs in management and establishment of free economic zones.

6. Bilateral Committees

During the report period, KDIPA participated in 24 periodic, preparatory and coordinating meetings of the bilateral committees in which the State of Kuwait entered into international economic, investment and trade relations with 11 foreign and Arab countries and with The Cooperation Council for the Arab States of the Gulf (GCC).

6.1 Strategic Dialogue between the State of Kuwait and the United States of America:

As part of the official visit of H. H. the Amir of Kuwait to the US capital, KDIPA participated in the meetings of the Second Strategic Dialogue between the State of Kuwait and the United States of America, held during the period 5 - 8 September 2017 in the premises of the US State Department in Washington D.C. The Kuwaiti side was headed by the Deputy Prime Minister and Minister of Foreign Affairs, during which seven agreements and MoUs were signed in the areas of customs, oil, higher education, and scientific research, investment, electricity, energy and water, as well as combating terrorism, bringing the total number of agreements signed between the two parties to 23 agreements considering the conclusion of 16 MoUs in the past. A total of 10 Kuwaiti government entities participated representing the Kuwaiti Ministry of Foreign Affairs, the Direct Investment Promotion Authority, the General Directorate of Civil Aviation, the Ministry of Interior, the Ministry of Defense, the Ministry of Higher Education, the General Authority for Investment, the National Security Agency, the General Administration of Customs and the General Authority for Telecommunications participated. An economic forum was held to discuss opportunities for enhancing mutual investment on the sidelines of the dialogue with the participation of the Kuwaiti Deputy Prime Minister and Minister of Finance and the US Trade Minister in the presence of personalities from the Kuwaiti and American business community.

The strategic dialogue was launched in 2016 as a result of the joint vision of His Highness the Amir and US President Barack Obama to develop a road map to chart the course of close cooperation between the two countries over the next 25 years in the fields of defense, security, economy, trade, politics, education, scientific research, sciences, consular affairs, customs and immigration issues, and the formation of working groups to follow up and monitor work progress.

6.2 Joint Kuwaiti-British Steering Group:

The tenth semi-annual meeting of the Joint Kuwaiti-British Steering Group was held on 4-5 July 2017 in London. The meeting was chaired by the Kuwaiti Deputy Foreign Minister and the British Secretary of State for Middle East Affairs. It was agreed to further enhance cooperation in trade, migration, defense, security, cybersecurity, health care, science and innovation, education and culture. The 11th semi-annual meeting of the Kuwaiti-British Joint Steering Group was held on 6 December 2017 in Kuwait. KDIPA Director-General headed the Sub-Group on Trade and Investment as part of the Joint Steering Group activities.

6.3 GCC-EU Dialogue:

KDIPA participated in the first trade and investment dialogue between the Gulf Cooperation Council (GCC) and the European Union (EU) held on 15 May 2017 at the headquarters of the General Secretariat of the GCC in Riyadh, Saudi Arabia. It was agreed to organize a conference on "Trade and Economic Relations between the EU and the GCC" to be held in October 2017 in Brussels. The aim of the dialogue is to improve the trade balance between the GCC and the EU, increase the volume of European investments in the region, and remove barriers to renegotiating the EU-GCC free trade agreement.

6.4 Other Committees Meetings:

Several other meetings were held in the framework of joint high and ministerial committees with the following countries: Italy, Poland, Ukraine, China, India, Uzbekistan and Mexico (in accordance with the Agreement on Economic and Technical Cooperation signed between the Government of the State of Kuwait and the United Mexican States), Jordan, and Tunisia.



Director General of KDIPA, Sheikh Dr. Mishal Jaber Al-Ahmad Al-Sabah, chairs the sub-group on trade and investment during the 10th meeting of the Joint Kuwaiti-British Steering Group.



KDIPA participated in the strategic dialogue between Kuwait and the United States of America.

Table (16) Bilateral Committees Meetings

Meeting	Date
1. Fifth meeting of the Joint Kuwaiti-Chinese Committee in Beijing, People's Republic of China.	6-7 April 2017
2. Preparatory meeting for the first meeting of the Kuwaiti-Polish Joint Committee.	23 April 2017
3. Preparatory meeting for the third session of the Kuwaiti-Ukrainian Joint Committee for Economic, Technical and Commercial Cooperation.	23 April 2017
4. Preparatory meeting with representatives of the Kuwaiti government authorities concerned with working groups arising from the strategic dialogue between the State of Kuwait and the United States of America.	7 May 2017
5. First Dialogue between GCC and EU in Riyadh, Saudi Arabia.	15 May 2019
6. Preparatory meeting of the 10th British-Kuwaiti Steering Group.	28 June 2017
7. The 10th meeting of the Kuwaiti-British Joint Steering Group in London, United Kingdom.	4-5 July 2017
8. Coordination meeting of the strategic dialogue between the State of Kuwait and the United States of America.	19 July 2017
9. Coordination meeting of the participating parties in the third meeting of the Kuwaiti-Ukrainian Joint Committee for Economic, Technical and Commercial Cooperation.	22 August 2017
10. Meeting of the second session of the strategic dialogue between the State of Kuwait and the United States of America in Washington DC.	5-8 September 2017
11. Meeting of the Kuwaiti-Indian Joint Ministerial Committee for cooperation in the fields of investment, education, health, employment and civil aviation.	18-20 September 2017
13. Preparatory meeting for the first session of the Joint Kuwaiti-Italian Higher Committee.	17 October 2017
14. Preparatory meeting for the second session of the Kuwaiti-Turkish High Joint Committee.	17 October 2017
15. The first coordination meeting to follow up the Kuwaiti relations with the People's Republic of China.	22 October 2017
16. Preparatory Meeting of the 10th Meeting of the Joint Kuwaiti-Turkish Ministerial Committee.	23 October 2017

Decision	Date
17. Preparatory meeting of the 4th Meeting of the Joint Kuwaiti-Jordanian High Committee	29 October 2017
18. Tenth meeting of the Kuwaiti-Turkish Ministerial Committee	30-31 October 2017
19. Preparatory meeting for the first meeting of the third session of the strategic dialogue between the State of Kuwait and the United States of America.	9 November 2017
20. Preparatory meeting for the 11th session of the Kuwaiti-British Joint Steering Group.	20 November 2017
21. Second preparatory coordination meeting to follow up the Kuwaiti relations with the People's Republic of China.	26 November 2017
22. Meeting of the first session of Kuwaiti-Mexican economic cooperation in New Mexico City, Mexico.	4-6 December 2017
23. Meeting of the 11th session of the Kuwaiti-British Joint Steering Group.	6 December 2017
24. First preparatory meeting for Kuwaiti-Uzbekistan Ministerial Committee.	28 February 2018

7. Delegations and Business Councils

During the report period, KDIPA participated in meeting economic and trade delegations that were received by the Kuwait Chamber of Commerce and Industry (KCCI), it received in its headquarters investment delegations, and attended business council meetings. During these meetings, KDIPA provided presentations covering its role, the procedures required to establish the business according to Law No. (116) of 2013, and Kuwait unique attributes.

7.1 Participation in KCCI Meetings with Delegations:

In the context of their close and continuous cooperation, KDIPA participated in seven meetings with 9 economic and trade delegations received by KCCI in its headquarters, as listed in the table.

Table (17) Participation in Meetings with Delegations at KCCI

Countries	Delegation	Date	Remarks
Brazil	Economic delegation headed by the Minister of Agriculture and Livestock of the Government of Brazil.	15 May 2017	The delegation comprised several Brazilian agricultural, food, and investment companies operating in the Brazilian food security sector.
Denmark	Economic delegation headed by Head of Mission at the Embassy of Denmark to the Kingdom of Saudi Arabia.	27 September 2017	The delegation comprised of specialized companies in the various activities in the field of aviation to benefit from Danish experience in this field.
Latvia	Economic delegation headed by the Minister for Foreign Affairs of Latvia.	11 October 2017	To discuss investment cooperation in various fields, especially in the ICT sector, recycling, food, jewelry, education, marketing, consulting, architecture and real estate.
Germany	Trade delegation from the German-Arab Chamber of Commerce and Industry headed by the President of the Chamber.	21 January 2018	In the presence of Mr. Ali Al Ghanim, Chairman of KCCI, to discuss cooperation in development of Kuwaiti-German investment partnerships and ways to attract investment.
Qatar	Economic delegation from Qatar Chamber of Commerce and Industry headed by the Chairman of the Chamber.	24 January 2018	In the presence of Mr. Ali Al-Ghanim, Chairman of KCCI, presenting investment opportunities in various fields, the establishment of trade partnerships, and other ways to enhance bilateral cooperation.
Pakistan	Economic delegation headed by the Chairman of the Pakistan Board of Investment.	5 March 2018	In the presence of HE the Pakistani Ambassador to the State of Kuwait, the delegation comprised of specialized companies in the fields of energy, infrastructure, health care, tourism, transportation, agriculture and food.
Japan	Economic delegation headed by the Director General of the Japanese Foreign Trade Agency (JETRO) and about 30 Japanese companies from different sectors.	12 March 2018	In the presence of the Japanese Ambassador to the State of Kuwait.

7.2 Receiving Delegations:

KDIPA received in its headquarter, 9 investment delegations, in accordance with its mandated tasks, as listed in the table.

Table (18) Receiving Delegations at its headquarters

Countries	Delegation	Date	Remarks
India	A trade delegation comprised of 10 Indian private companies, headed by the Chairman of the International Affairs Committee of the Indian Chamber of Commerce and Industry.	23 October 2017	With the aim of developing common economic and trade relations.
China	An investment delegation comprised of several Chinese companies	5 November 2017	Discuss potential investment opportunities
Hungary	A trade delegation comprised of Hungarian companies headed by Deputy Chairman of the Chamber of Commerce and Industry of Hungary.	7 November 2017	To discuss investment cooperation in various fields, especially in the ICT sector, recycling, food, jewelry, education, marketing, consulting, architecture and real estate.
Brazil	A trade delegation from the Brazilian Investment Partnership Program headed by the Undersecretary of Projects.	21 January 2018	In the presence of the Ambassador of the Federal Republic of Brazil to the State of Kuwait
	A trade delegation led by the Secretary-General of the Arab-Brazilian Chamber of Commerce.	21 January 2018	
Mexico	A trade delegation from the National Bank of Public Works and Services in Mexico (Banobras) headed by the Director of Investors Relations.	21 November 2017	In the presence of the Ambassador of the United Mexican States to the State of Kuwait. The Delegation made a presentation on Mexico Projects Center, an initiative of the Mexican Government to provide information on their most important infrastructure and energy projects.
South Africa	A trade delegation headed by the CEO of Eastern Cape Development Corporation (ECDC)	17 January 2018	In the presence of the Ambassador of South Africa to the State of Kuwait

Scotland	A trade delegation comprised of Scottish companies headed by the Director of International Affairs at Scottish Development International (SDI)	3 December 2017	
Austria	A trade delegation comprised of representatives of Austrian companies headed by the Austrian Ambassador to the State of Kuwait.	5 December 2017	In the presence of the Ambassador of the Federal Republic of Brazil to the State of Kuwait

7.3 Meetings with Business Councils:

During the report period, KDIPA participated in two meetings that were related to the private sector business councils, as follows:

- The 21st meeting of the Japanese-Kuwaiti Businessmen Committee held under the patronage and attendance of KDIPA Director General, on 11 October 2017 at the premises of the KCCI. The meeting was attended by representatives of government entities including the Kuwait Authority for Partnership Projects (KAPP), the National Fund for Small and Medium Enterprise Development (SME Fund), the Public Authority for Housing Welfare (PAHW), and the Kuwait Institute for Scientific Research (KISR). They discussed and exchanged views on the establishment of smart communities, investment opportunities in infrastructure projects in Kuwait, and cooperation in the field of renewable energy.
- A meeting on “Doing business in Kuwait” was held on 25 May 2017 in Dubai, United Arab Emirates, attended by the German companies in the region, in the presence of the Ambassador of the Federal Republic of Germany to the State of Kuwait and several representatives of German companies from different sectors located in Dubai and those operating in Kuwait. KDIPA presented highlights of measures taken to improve the business environment



KDIPA participated in the 21st meeting of the Japanese-Kuwaiti Businessman Committee at the KCCI.

and displayed the latest economic and investment developments in Kuwait. An open discussion was held directly with the German companies operating in Kuwait, to listen to their observations and answer their inquiries on direct investment.

8. Advertisements

During the report period, KDIPA published a total of 11 ads in 6 publications, 2 of which in local media, and 4 in international media, as shown in the table.

Table (18) Receiving Delegations at its headquarters

Decision	Date
Al Iktissadi Al Kuwaiti Magazine	Kuwait Chamber of Commerce and Industry (KCCI)
AL Masaref Magazine	Kuwait Banking Association (KBA)
Site Selection Magazine	Conway Inc.
fDi Magazine	Financial Times (FT) Group
G20 Summit Magazine	G20 Foundation
The Economist Magazine	The Economist Group

9. Local events

During the report period, KDIPA participated in 19 local events, including conferences, exhibitions and forums, including nine promotional events, four of which were sponsored by His Highness the Amir, including two international exhibitions, and 10 other activities related to the KDIPA's core work. KDIPA, in accordance with its mandated tasks, participated in various ways

in these events which included engaging in discussions, providing presentations on topics related to investment in Kuwait, highlighting KDIPA's role, introducing its services and granted incentives by its Law No. (116) of 2013, as well as participating in a booth, to respond to inquiries regarding its operations, as shown in the table.



KDIPA participated in the GITEX Technology Week 2017, held in Dubai.



KDIPA participated in the Kuwait Expo 2018 under the patronage of His highness the Amir, held at the Kuwait International Fair in Mishref.



KDIPA participated in the "Kuwait International Conference for the Reconstruction of Iraq."

Table (18) Receiving Delegations at its headquarters

#	Event	Organizers	Date	Remarks
Relevant Local investment and promotional activities				
1	Under the patronage of H. H. the Amir of Kuwait Kuwait Financial Forum http://www.kuwaitforum.com/	Kuwait Banking Association (KBA) In cooperation with Al-Iktissad Wal-Aamal Group	4-5 April 2017	The forum aimed to highlight the latest trends and practices in the financial sector, and emerging developments in the region and globally. It witnessed the presence of the Deputy Prime Minister and Minister of Finance. Several high-ranking officials and personalities from the business community attended. KDIPA took part in the third panel discussion entitled "Investments and funding strategies amid current Changes".
2	Under the patronage of H. H. the Amir of Kuwait "Kuwait International Conference for the Reconstruction of Iraq"	Kuwait, Iraq, the European Union, the United Nations and the World Bank	12-14 February 2018	The conference aimed at discussing reconstruction programs in Iraq, assess financing needs, and consider the social dimension of reconstruction to enhance Iraq's security and stability as a neighboring country in the region. The first day of the conference was devoted to experts and civil society institutions, the second day for the private sector, and the third and final day for the foreign ministers of donor countries to announce the financial contributions pledged which reached around US\$ 33 billion. The conference was attended by 76 countries, regional and international organizations, 51 development funds, regional and international financial institutions, 107 local, regional and international non-governmental organizations and 1850 private sector companies. KDIPA participated in the event and had a Booth in the accompanying exhibition to answer inquiries and distribute promotional publications to interested investors.

#	Event	Organizers	Date	Remarks
3	Under the patronage of H. H. the Amir of Kuwait Kuwait second international trade fair "Kuwait Expo 2018" Kuwait Expo 2018	Ministry of Commerce and Industry Islamic Center for Development of Trade Kuwait International Fairs company	6-10 February 2018	<p>The exhibition aimed to develop the commercial sector, increase the volume of direct investments, support investors and open new marketing horizons. The Kuwait Expo was attended by the Minister of Commerce and Industry and witnessed the participation of 60 local companies and 77 international companies in 200 pavilions from 30 Arab and foreign countries. The number of visitors reached 43,000. The international trade fair "Kuwait Expo 2018" included sub-exhibitions:</p> <ul style="list-style-type: none"> • Global Manufacturers Exhibition (Maker Faire - Kuwait), organized by Kuwait Investment Company. • National Exhibition for Knowledge Transfer through Small and Medium Enterprises (SMES). <p>KDIPA participated in a pavilion at the exhibition.</p>

#	Event	Organizers	Date	Remarks
4	Under the patronage of H.H. the Amir of Kuwait 10th International Invention Fair of the Middle East under the theme of "meeting investors with inventors"	The Kuwait Science Club Kuwait Foundation for the Advancement of Sciences (KFAS)	28-30 January 2018	<p>The exhibition aimed to provide an opportunity for inventors in the Middle East to showcase their innovations and became a platform for cooperation and strategic partnership building between all government entities, civil society organizations, and the private sector. The exhibition hosted 130 inventors representing 39 Arab and foreign countries, including 11 Kuwaitis, 38 Gulf and 90 foreigners. The exhibition was ranked first in the Middle East and second globally after the Geneva International Fair.</p> <p>The exhibition presented 6 awards:</p> <ul style="list-style-type: none"> • The International Invention Fair of the Middle East (IIFME) award. • Kuwait Science Club Award. • Patent Office of the Cooperation Council for the Arab States of the Gulf (GCCPO) award. • The International exhibition of Inventions in Geneva award. • World Intellectual Property Organization (WIPO) award. • International Federation of Inventors' Associations (IFIA) award. <p>KDIPA participated in sponsoring the exhibition alongside KCCI among others.</p>
5	Under the patronage of Sheikh Nasser Sabah Al-Ahmad Al-Sabah, Minister of the Amiri Diwan "Kuwait Islands Forum and the City of Silk between dream and reality"	The Association of Faculty Members of Kuwait University in cooperation with the Chinese Embassy	19 April 2017	<p>The forum aimed to shed light on the importance of the development of the Kuwaiti islands and the Silk City to attract investors, diversify the national economy and bring about an economic and commercial transformation in Kuwait that contributes to enhancing the vision of H. H. the Amir to transform Kuwait into a financial and commercial center.</p> <p>KDIPA participated in the panel session that discussed funding constraints and the potential to stimulate investments into the country.</p>

#	Event	Organizers	Date	Remarks
6	The BF6 2017 seminar in Kuwait	German, British, French, Australian and Canadian business councils	19 April 2017	<p>The meeting aimed to discuss the issue of investing in the Kuwaiti market and showcasing the most important opportunities and unique attributes of Kuwait, in addition to the challenges that may face the investors and the business environment in Kuwait. The seminar was attended by several officials and ambassadors of the United States of America, Austria, Switzerland, Australia and Canada, the Deputy Head of Mission at the German Embassy, the Economic and Commercial Advisor at the French Embassy, the First Secretary of the British Embassy, as well as about 400 representatives from more than 75 foreign companies that operate in various economic sectors. KDIPA Director General highlighted measures adopted to improve the business environment in Kuwait, and presented the latest economic and investment developments.</p>
7	Seminar on "Kuwait Gate for the Future of the Economic Zone"	KCCI Ministry of Foreign Affairs	31 January 2018	<p>The seminar dealt with several topics on the reality and future of the economy of Kuwait in the region. It was attended by representatives of various government entities, ambassadors and representatives of embassies from various countries in Kuwait and those interested in economic affairs. The exhibition of diplomatic missions was opened on the sidelines of the seminar. KDIPA participated in a presentation on the investment climate in Kuwait and the incentives granted to attract value added investments.</p>
8	Forum of the French Business Council in Kuwait	French Business Council	13 March 2018	<p>The forum aimed to explore investment opportunities and present the latest developments in the business environment in Kuwait, In the presence of the President and members of the French Business Council and their counterparts from Kuwait. KDIPA provided a presentation on Kuwait investment climate and its role if providing needed facilitation to encourage direct investments.</p>

#	Event	Organizers	Date	Remarks
9	Speakers' series of the American Business Council	American Business Council	20 February 2018	KDIPA was the guest speaker for February 2018 and provided a presentation highlighting the most important developments in the investment climate in Kuwait, summarizing its main achievements and the incentives granted and services offered for investors.
Relevant Local investment and promotional activities				
10	The launch ceremony of the Global Report on "Mapping the Oil & Gas Industry to the Sustainable Development Goals: An Atlas"	General Secretariat of the Supreme Council for Planning and Development (SCPD) The United Nations Development Program (UNDP) Kuwait office	13 September 2017	The event aimed to launch a report that shows how the oil and gas industry is linked to each of the 17 sustainable development goals (SDGs) and how this can be done by integrating them into the core business processes and identifying the areas available to oil companies to cooperate with other stakeholders to harness their expertise and resources objectives. The importance of this event comes as the State of Kuwait has been chosen based on the importance of its role as a major oil producer and exporter to launch this global Atlas. The event was inaugurated by the Minister of Social Affairs and Labor, Minister of State for Economic Affairs and attended by senior officials from KPC and EQUATE and by the Secretary General of the Supreme Council for Planning and Development.
11	Kuwait Financial Technology Conference (Fintech) Conference	Central Agency for Information Technology (CAIT) The Shared Electronic Banking Services Company (K-NET)	25-26 October 2017	The conference aimed to discuss the latest developments in modern financial technology (Fintech), risk management, data protection and information security, as well as Block chain, virtual currency, and the technology strategies in the Gulf and Arab countries. The conference was attended by several officials, decision-makers and those interested in the financial technology industry from the public and private sectors. KDIPA had a booth to respond to inquiries and disseminated information on its work.



KDIPA participated in the BF6 seminar to discuss the issue of investing in the Kuwaiti market and showcasing the most important opportunities and unique attributes of Kuwait.



KDIPA participated in the 22nd World Investment Conference of the World Association of Investment Promotion Agencies (WAIPA) held in Dubai.



KDIPA participates in the French Business Council's event.

#	Event	Organizers	Date	Remarks
12	Seminar on the "Study of the Identification of Priority Sectors in the State of Kuwait", prepared by Marmore Company, affiliated to the Kuwait Financial Center.	Kuwait Foundation for the Advancement of Sciences (KFAS)	25 October 2017	The seminar was opened by the Director-General of (KFAS) and attended by the CEO of the Financial Center, Mr. Manaf Al-Hajeri, several concerned government entities, the private sector and research and international institutions. The study presented a different vision for categorizing sectors into foundational, critical, and aspirational sectors assuming two scenario cases of (no action) and (desired action). The outcome of the desired action scenario will make a greater contribution to Kuwait's economic growth and employment generation needs. The seminar concluded with a series of questions that focused on methodology, outputs and the next road map.
13	Forum for Strategic Alternatives and Manufacturing industries	Volunteer Group for Energy Development Kuwait Petroleum Council (KPC)	22 -23 October 2017	The forum was held under the auspices of the Minister of Social Affairs and labor Minister of State for Economic Affairs. It aimed to contribute to the promotion of sustainable development and achieve the National Vision 2035, through advancing the petrochemicals industry, presenting the perceptions of experts and specialists, and encourage the private sector to enter this field through investment opportunities and successful privatization programs. KDIPA participated in the panel session on the future of the petrochemical industry, highlighting the improvement in the business environment and the most important opportunities for direct investments in Kuwait.
14	Kuwait Huawei Day "Leading New ICT: The Road to Digital Transformation"	Huawei Technologies Kuwait	18 December 2017	The event aimed to raise awareness of the role of ICT in driving digital transformation across many industries in line with the objectives of Kuwait National Vision 2035. KDIPA participated as a strategic partner in the Open Day, which was used as a platform to announce the winners of the first Huawei ICT competition in Kuwait.

#	Event	Organizers	Date	Remarks
15	Inaugural Professional Ethics Forum	Kuwait Banking Association (KBA)	4 December 2017	Organized under the patronage and attendance of the Minister of Commerce and Industry and Minister of State for Youth Affairs. It was attended by business leaders and government officials. The forum aimed to present insights on various topics such as the fight against administrative corruption, the impact of compliance with professional ethics on competitiveness, and the best global practices of compliance with professional ethics. KDIPA participated in the panel discussion on the impact of professional and practical ethics on attracting and settling investments.
16	Kuwait National ICT Indicators Forum 2017	Central Agency for Information Technology (CAIT) International Data Corporation IDC	4 December 2017	The forum aimed to formulate the roadmap to the digital transformation of Kuwait on the basis of a specialized research and survey study on the telecommunications sector, access, the legislative environment and e-services, influencing the business sector and recommending to consider the ICT sector as a strategic pillar for realizing the National Vision 2035 and "New-Kuwait" pillars.
17	The First Forum for KISR Inventions Program	Kuwait Institute for Scientific Research (KISR)	31 January 2018	Under the auspices of the Minister of Education and Minister of Higher Education and Chairman of the Board of Trustees of the Kuwait Institute for Scientific Research. The forum reviewed the innovations and international patents obtained by KISR during the fiscal year FY2016/2017, which amounted to (13) inventions, and their commercial value; it also showed the achievements of the institute's research centers (environment and life sciences, energy and construction, petroleum, and water), existing collaboration with various industrial sectors, emerging market trends, and introduced innovative means for technology transfer and settlement to enhance economic growth and development.

#	Event	Organizers	Date	Remarks
18	EY Annual Conference	Ernst & Young.	14 February 2018	KDIPA participated in a panel discussion which highlighted its role and tasks, clarifying the methodology and criteria for evaluating projects and granting tax exemption for performance, as well as the existing coordination and awareness-raising efforts to improve the business environment in Kuwait by strengthening coordination efforts among competent government entities. It concluded by presenting KDIPA facilitation paradigm in accordance with the best international practices.
19	Lecture about "Building leaders capable of implementing institutional policies"	Kuwait Public Policy Centre (KPPC) Secretariat of the Supreme Council for Planning and Development (SCPD)	12 March 2018	The lecture was given by Professor Robert Kaplan, of Harvard University and a founder and a member of Palladium Strategic Consulting. He spoke positively about the implementation of the balanced scorecard strategy that he developed since 1992 and updated it to keep up with the changes of the times to achieve the desired results, in the presence of the Secretary General of SCPD, the Director General of the National Technology Projects CO. (NTEC), along with a number of government entities, the private sector, international organizations and consulting companies.

10. External events

During the report period, KDIPA attended 9 external events in the Arab and foreign countries related to its core work in the investment promotion industry, licensing procedures for investment, its contracts and the transfer of know-how, as shown in the table.

Table (21) External events attended by KDIPA

#	Event	Country	Date	Remarks
1	Fifteenth Free Zone Conference and Exhibition organized by the World Free Zones Convention	Qatar	25 October 2017	
2	Forum for Strategic Alternatives and Manufacturing industries	London UK	17-18 May 2017	
3	Kuwait Huawei Day "Leading New ICT: The Road to Digital Transformation"	Cairo Egypt	17-18 May 2017	<p>The forum aimed to review the rules and conditions of state contracts, the methods of selecting contracts, the legal nature of these contracts and the legal implications thereof, and the problems of their implementation.</p> <p>During the forum, several investment opportunities were presented in the sectors of agriculture, industry, mining, information technology, logistics, health, education, tourism, media and transportation. Also recommendations were made to contribute to the development of state contracts on investment and means to reduce the disputes that may arise from the signing of these contracts to support the investment climate in the Arab countries.</p>
4	Global Talent Development Conference and Exhibition ATD 2017	Atlanta, Georgia, United States	14-21 May 2017	<p>KDIPA participated as part of the government delegation composed of 22 government entities headed by the Public Authority for Applied Education and Training as a strategic partner of the American Organization for Talent Development (ATD). The event served as platform to communicate with the world experts in the field of talent development and career development through offering 300 sessions and 400 minutes and the presence of more than 10,000 participants.</p>
5	37th Session of the GITEX Week (GITEX Technology 2017)	Dubai, UAE	8-12 October 2018	<p>The even provided an opportunity to learn about the latest advances in technology, smart applications, and digital transformation, with 4100 companies participating from 70 countries. More than 147,000 visitors and 230 technology experts from 150 countries, and 4,000 regional and global companies attended the event KDIPA participated as part of the Kuwaiti delegation, which included several Kuwaiti government entities, including the Ministry of Finance, the Kuwait Credit Bank, the Public Authority for Civil Information, and the Civil Services Commission.</p>

#	Event	Country	Date	Remarks
6	Reception of Kuwait Banking Association (KBA) reception in cooperation with the Banker magazine and FT Live Events	Washington, United States of America	13 October 2017	The event aimed to bring together senior bankers, investors, policy makers and delegates from countries attending the IMF, World Bank and IIF Annual Meetings and an opportunity to meet with regional and international decision makers and follow up developments in Kuwait and the region.
7	Dubai Investment Week	Dubai, UAE	16 October 2017	Held under the patronage of Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai. Organized by the Dubai Investment Development Agency (Dubai FDI) within the Department of Economic Development in Dubai. It aimed to present the latest developments, investment opportunities and the main sectors on which these investments are based in the region. Several international officials from the public and private sectors, and representatives of banks and investment companies attended. KDIPA participated in panel discussion on 'Strategic Investment Opportunities: Regional drive towards economic diversification and innovation'.
8	The 4th Arab Conference on Administrative Reform and Development under the theme "Management between Public and Private Sectors: Towards Institutional Excellence" Organized by the Arab Organization for Administrative Development	Abu Dhabi, UAE	10-12 November 2017	Under the patronage of His Highness Sheikh Mansour Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs in the UAE. The conference discussed the management of procedures and tools in the public and private sectors, achieving leadership and excellence in administrative practices, and local and international expertise in these fields. The conference was attended by more than 250 participants representing 14 countries, several international institutions, specialized experts, university professors and researchers. KDIPA participated in the activities of the Conference and in the exchange of experiences in the areas of administrative reform.

#	Event	Country	Date	Remarks
9	The 22nd World Investment Conference organized by the World Association of Investment Promotion Agencies (WAIPA)	Dubai, UAE	27-28 November 2017	WAIPA annual meeting is attended by investment promotion agencies from different countries, as well as government officials and representatives from the private sector. KDIPA is the Association since its inception. KDIPA, a member of WAIPA, participated in the General Assembly elections which were held to select the Steering Committee members representing 11 geographical regions around the world, and it availed the occasion to convey its views on the programs proposed by WAIP.

11. Media Relations

During the report period, KDIPA continued to build its network of promotional relations with several local, regional and international media institutions to publish its press releases, issue articles, supplements and interviews of the Authority to define its role in attracting foreign direct investment and introducing the benefits of investment in Kuwait.

11.1 The relationship with the local press:

KDIPA strengthened its relations with local newspapers and with the Kuwait News Agency (KUNA) in cooperating to issue press releases, including one covering issuance of KDIPA Second Annual Report 2016, one on improving the business environment in Kuwait according to the Doing Business DB2018 report, and H.H. the Amir honoring KIF2018 with patronage and attendance of opening ceremony.

11.2 Economic reports:

KDIPA signed two memorandums of understanding (MoUs) with international media groups to prepare annual economic reports on Kuwait in English, highlighting the economic and legislative developments in Kuwait and showcasing investment opportunities available in vital economic sectors. These reports come as a series of specialized economic publications prepared by these media groups. Under the signed MoUs, KDIPA provided needed facilitations to conduct interviews with prominent government officials to access the information required for the reports.

23 October 2017:

Oxford Business Group

The Group publishes economic reports from 40 countries, including Kuwait. Reports on Kuwait were launched since the 2006 report to date.



23 October 2017:

Oxford Business Group

The Group publishes economic reports from 40 countries, including Kuwait. Reports on Kuwait were launched since the 2006 report to date.



11.3 Interviews:

KDIPA conducted 4 meetings and interviews by international and local media, in which the main achievements of KDIPA and the incentives granted by Law No. (116) of 2013 were described, and the promising investment opportunities in the Kuwaiti market were clarified. The interviews were held with the following entities:

- Oxford Business Group.
- The Business Year.
- World Folio (for the Washington Post interview).
- The Banker Magazine (in the framework of the special edition for the State of Kuwait, published by the KBA in cooperation with the FT Group and distributed during the reception of the Annual Meeting of international financial institutions in Washington DC in October 2017).

11.4 Media Delegations:

KDIPA received an Australian media delegation at its headquarters, consisting of representatives of Sky News, the Australian newspaper, the Walkley Foundation, and the Australian Sunday Times. It also received a delegation from Haddock Media International, a British company specializing in content development for economic reports.

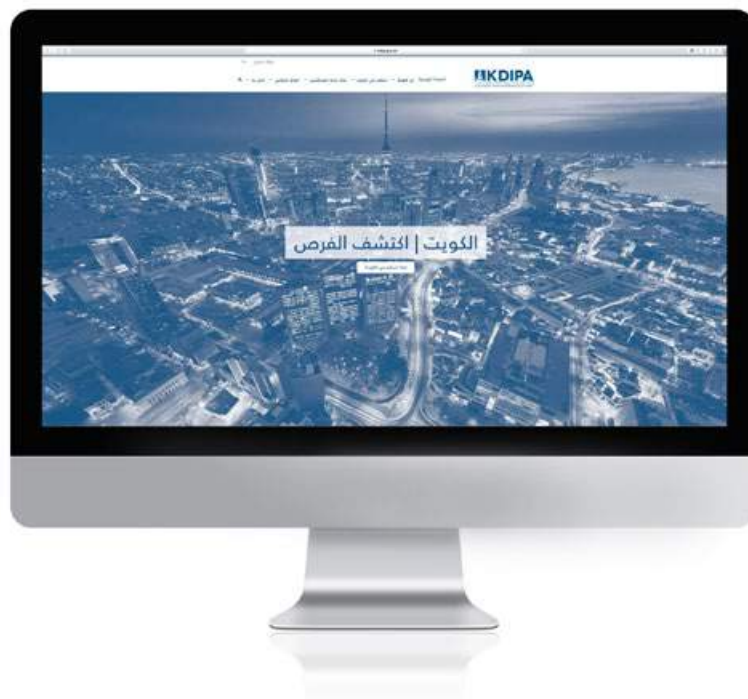
11.5 Joint press releases:

KDIPA issued joint press releases, including a joint press release with Huawei Technologies, on the occasion of the strategic partnership with Huawei to launch the first edition of the "ICT Skills" competition in Kuwait.

11.6 Website

KDIPA website and architecture design were updated to keep abreast of the latest technologies used in the development of web interfaces. The names of the members of the Board of Directors were amended after their renewal, adding new data to the Offset Program, modifying the design of the Home page in harmony with the design of KDIPA pages in the social media channels, publishing KDIPA's news and activities, the relevant decisions, and KDIPA 2016 annual report, updating the database and statistics that monitor the economic reports and international indicators related to KDIPA's work.

The portal of the Online Investors Service Centre (<https://isc.kdipa.gov.kw>) was also launched on KDIPA's website, as well as processing, KDIPA's recruitment campaign from 10-23 September 2017. Investment opportunities were announced on the website as received from the Public Authority for Housing Welfare as part of the Integrated Housing and Urban Development projects on July 20, 2017. The data was updated for (Tahseen) Program, and a new site for the Kuwait Investment Forum 2018 (KIF2018) was opened.



12. Social Media

During the report period, KDIPA witnessed the completion of the digital campaign, which was developed in cooperation with a local specialized company, in selected social media outlets during the period from 1 March 2017 and continued until 18 August 2017 under the themes:

- "Kuwait-Discover the Opportunity",
- "Why Kuwait?", and
- "About KDIPA".

The aim was to expand awareness of Kuwait as a lucrative investment location, present promising investment opportunities, demonstrate the role of KDIPA, explain the nature of the services KDIPA provides and the procedures it carries out for licensing and granting incentives in accordance with its Law No. (116) of 2013. The main objective of the digital campaign was to increase the number of followers of the channels of social media, by targeting Gulf and international audience and focusing on potential investors. KDIPA achieved the desired goals and exceeded them in some channels of social media. A total of 235 tweets, news, and retweets were published in KDIPA social media channels, covering KDIPA's

activities, the issuance of KDIPA Second Annual Report 2016, activities of the Kuwait Investment Forum 2018, and Kuwait position in the ease of doing business index 2018 and economic news related to Kuwait. After evaluating the results of the digital campaign, KDIPA began preparations to proceed with the launch of consecutive digital promotional campaigns to enhance the impact achieved and keep pace with the rapid developments in the field of digital media and to take advantage of the possibilities it provides.



13. Public Relations

Internal e-Newsletter clippings from the press	News on the website	Internal e-circulations for KDIPA employees	Social and Cultural activities for KDIPA employees
179	88	68	6

During the report period, KDIPA strengthened public relations activities by issuing 179 daily e-newsletters, which were internally electronically distributed, composed of clippings from the local and international press in relation to KDIPA's core work. There were also 88 news items prepared and published on KDIPA's website, covering KDIPA's activities with photographs. Internal e-circulations totaled 68

issues covering administrative and social affairs, official holidays, assignments and circulars from (Al Hamra Business Tower). Followed up KDIPA's Director-General's meetings with local and international entities and organized 6 social and cultural activities to support staff team spirit and deepen positive communication in the work environment. As shown in the table.

Table (16) Bilateral Committees Meetings

Event	Date
An awareness session on electronic signature activation service for the civil card	21-25 October 2017
A Health awareness event on "Your Health Matters" to discover the optimal method of health and nutrition presenting special offers.	27 July 2017
An awareness campaign on Breast Cancer.	1-31 October 2017
An awareness campaign on World Diabetes Day.	14 November 2017
An awareness session on strengthening team work and spirit to achieve KDIPA's objectives and improve the communication between employees.	27 December 2017
An awareness session on "Seven Attitudes for a Peaceful Life" towards a stress-free lifestyle and help to focus mentally on coping with stress and foster increasing productivity.	22-23 January 2018




KDIPA organized a health awareness event on "Your Health Matters" for it's employees.



KDIPA organized an awareness session to promote teamwork and team spirit.



An aerial photograph of a coastal city, likely Dubai, showing a multi-lane highway running along the water's edge. The city skyline is visible in the background under a cloudy sky. A large, semi-transparent dark blue rectangle is overlaid on the right side of the image, containing the chapter title in white text.

Chapter Five

Streamlining

Business

Environment &

Enhancing

Competitiveness

1. Streamlining Business Environment

During the report period, KDIPA followed up with its advocacy role as stated in its tasks under its establishing Law No. 116 of 2013 by heading the Permanent Committee for Streamlining Business Environment & Enhancing Competitiveness in the State of Kuwait (PCK), which was formed by the Council of Ministers Decision No. (1551) of 2013 issued on 18 December 2013, and the subsequent relevant decisions. The members of PCK included: Ministry of Commerce and Industry (MOCI), Ministry of Electricity and Water (MoEW), the Ministry of Justice (MoJ), Kuwait Municipality (KM), the General Administration of Customs, the Ministry of Finance (Tax Division), the Central Bank of Kuwait (CBK), the Supreme Council for Planning and Development, and the Capital Markets Authority (CMA). Outside the government sector, members of PCK included the Kuwait Chamber of Commerce and Industry (KCCI), Kuwait National Competitiveness Committee, and Kuwait Economic Society.

1.1 His Highness the Amir Receiving PCK:

His Highness the Amir of Kuwait and the Prime Minister received at the Bayan Palace on January 16, 2018 in the presence of the Minister of Commerce and Industry and Minister of State for Youth Affairs, the Director General of KDIPA and head of PCK, members of PCK, and components work teams, on the occasion of the improvement of Kuwait position in the World Bank Group's Ease of Doing Business Index 2018 (BD2018).

1.2 PCK Affairs:

Some of the representatives of the PCK member government entities were changed. Thus, KDIPA addressed the Ministry of Commerce and Industry (MOCI) and the Ministry of Justice (MoJ) to nominate alternate members, after the current members moved to other functions. During the report period, PCK held two meetings the first on 14 August 2017, and the other on 7 November 2017; in the latter meeting a

presentation was given to demonstrate areas of improvement in Kuwait's position in the Ease of Doing Business Index 2018, and the proposal to form work teams for each of the components of the ease of doing business index, was approved, in addition to suggesting including the membership of Kuwait Ports Authority (KPA). The PCK periodical semi-annual reports (the 7th and the 8th), were prepared and presented to the Minister of Commerce and Industry, KDIPA Chairman of the Board of Directors, to duly submit to the Council of Ministers. KDIPA Director General, head of PCK, and several its members attended two meetings with the Economic Affairs Committee of the Council of Ministers on 24 September 2017 and on 11 February 2018 to present updates on progress of PCK, provide a presentation highlighting the two reports submitted, and the adoption of the National Agenda for streamlining business environment in Kuwait (Tahseen Program and the way forward. The head of PCK and several of its members attended the "Horizons Towards Future e-Customs" ceremony organized by the General Administration of Customs under the patronage of the Deputy Prime Minister and Minister of Finance on 8 October 2017. Several e-services were announced including launching the new website, the Masdar program, the Disaster Recovery Center, and the completion of the Control Center to improve the overall business environment and speed up procedures at customs border outlets.

1.3 Forming Work Teams:

Members of the PCK from the competent authorities were addressed on 4 December 2017 to form a work team emanating from the PCK for their respective component of the Ease of Doing Business Index. KDIPA received the names of the heads of the work team, the members from other competent authorities with KDIPA participating as an observer member in each of the work teams. A preliminary meeting was held on 7 January 2018 with the heads of the work teams to update them and to emphasize the importance of implementing, monitoring and documenting all the reforms.

A technical meeting was held with them on 6 March 2018 to discuss the procedures required for implementing (Tahseen Program) and to train them to use the Dashboard to proceed with the implementation of the program. A coordination meeting was held on 14 March 2018 in the presence of KDIPA Director General, head of the PCK, to confirm the importance of the preparation for the second visit to the Doing Business Team at the headquarters of the World Bank Group (WBG) in Washington DC and to emphasize the importance to highlight their role and the efforts to effect reforms undertaken under (Tahseen Program) and beyond, and to ensure adherence to the timetable for sending the reforms set by the World Bank. KDIPA organized a 3- day introductory workshops during the period 25-27 March 2018 to review what was carried out during the first visit to Washington DC during the period 6-8 March 2017, with each of the work teams.

1.4 Preparation of DB2018:

KDIPA received the reform templates from the Doing Business Team at the World Bank on 7 April 2017 to prepare the Doing Business Report 2018 (DB2018) covering the period from 2 June 2016 to 1 June 2017. The templates were duly filled with the most important reforms that contributed to the improvement of the business environment in Kuwait and sent by the end of April 2017. The information was also updated at the request of the World Bank for the dealing

with construction permits and registering property components.

1.5 Fourth National Report:

The Fourth National Report on Non-Exhaustive Reforms in Doing Business in the State of Kuwait for DB2018 depicting reforms undertaken for DB2018 reporting period was prepared and sent to the Doing Business Team on 31 May 2017.

1.6 Launching DB2018:

The ease of doing business 2018 report (DB2018) was issued on 31 October 2017. Accordingly, KDIPA prepared a press release sent to KUNA and the local press and an analytical report reviewing Kuwait position in the ease of doing business report 2018 (DB2018) was prepared and submitted to the Council of Ministers. The Minister of Commerce and Industry held a press conference on 6 November 2017 at the headquarters of the Kuwait Business Centre (KBC) to commend the results achieved in improving Kuwait position in DB2018 relating to the starting a business component, thanking all who contributed to this progress and recognizing their concerted efforts. The press conference was attended by DR. Merza Hassan, Dean of the Executive Board of Directors and Executive Director of the World Bank Group, Dr. Firas Raed, WBG Country Manager - Kuwait, KDIPA Director General, and Director of KBC.

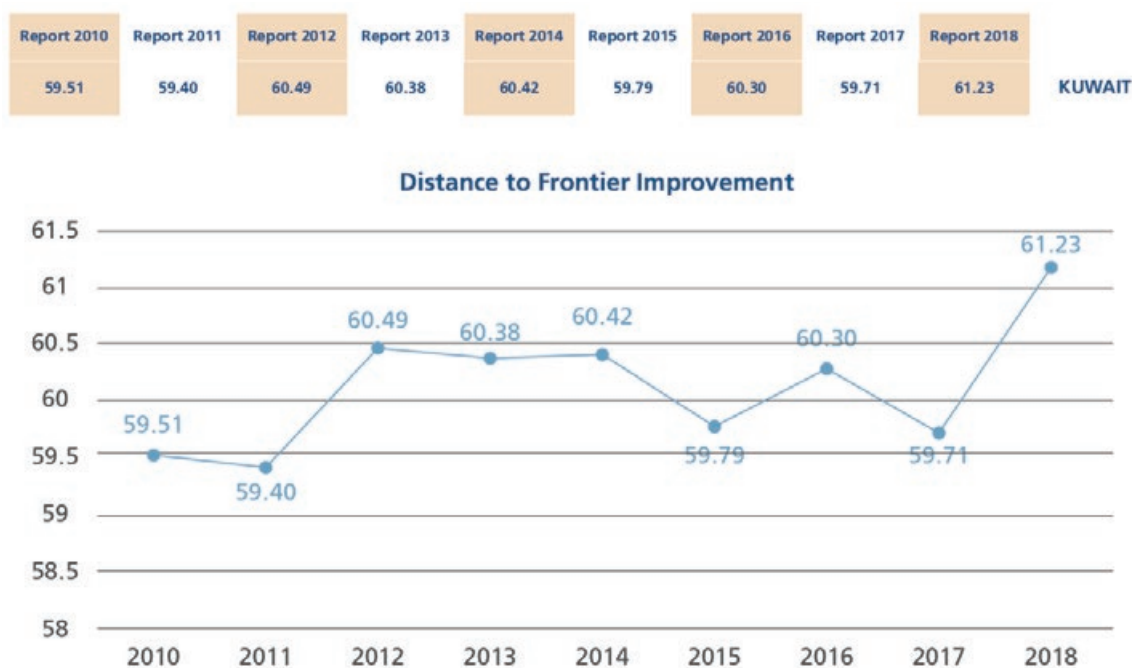


H.E. The Minister of Commerce and Industry held a press conference on the occasion of Kuwait's progress in the World Bank Group's Ease of Doing Business Index 2018.

1.7 Improving Kuwait Position in DB2018:

Kuwait position in the Ease of Doing Business Index 2018, improved and its rank was 96 out of 190 countries that entered in the index. Kuwait ranked eighth amongst the Arab countries. Kuwait maintained its top rank of 6 out of 190 in the paying taxes component. For

the “Distance to Frontier DTF” score, Kuwait recorded a rise of 1.52% up from 59.71% (amended) in the DB2017 report to 61.23% in the DB2018 report. This is the highest balance recorded since the DB2010 report.



The table shows reforms recorded in two components (starting a business and registering property) in Kuwait position in the DB2018.

Table (23) Improvements in Kuwait's Status in the Business Report 2018 of the World Bank

Component	Impact	Reforms
Starting a business	<p>The number of procedures decreased from 12 to 9.</p> <p>The number of days decreased from 61 to 38 days</p> <p>The start-up cost decreased from 2.8% to 1.7% (%per capita income)</p> <p>The minimum capital cost decreased from 10.2% to 8.5% (%per capita income)</p> <p>Kuwait's DTF score in starting a business component increased significantly by +10.44% from 66.77% to 77.21%.</p>	<p>Taking into consideration the positive impact of the activation of the Minister of Commerce and Industry Decision No. 161/2016 and amended by Ministerial Decision No. 280/2016 on the establishment of a single national window (Kuwait Business Center), with an official presence of both KDIPA and the National Fund for the Development of Small and Medium Enterprises, to utilize electronic online transactions, resulting in faster establishment and registration procedures.</p>

Registering Property	The number of days required to register property decreased by about half from 70 days to 35 days.	A set of actions taken in both the Ministry of Justice and Kuwait Municipality, particularly in the area of increasing the transparency of administrative procedures regarding land.
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1.8 Tahseen Program:

In coordination with all concerned government entities, KDIPA completed receipt of official responses to the revised reform proposal submitted by the World Bank technical support team to improve the business environment in Kuwait. The National Agenda for Streamlining Business Environment in Kuwait (Tahseen Program) was finalized to serve as a road map for the short and medium terms, with reform priorities, and was approved by the Council of Ministers.

1.9 Tahseen Portal:

KDIPA launched (Tahseen Portal) through its website to upload Tahseen Dashboard as a tool to follow up progress of implementing (Tahseen Program), in cooperation with competent government authorities to take charge of their reforms and assign (focal point) to be in charge of reporting and updating their reforms. The focal points were provided with the user name and password to be able to enter the data in this dashboard, and an orientation session was conducted to show how the dashboard works. KDIPA designed (Tahseen Portal) to be a platform for documenting the reforms, reports, laws, decisions and measures undertaken by the competent government entities to disseminate to the public transparently. As part of its coordinating role, KDIPA followed up the implementation and included it in the PCK periodic reports submitted to the Council of Ministers.





Open dialogue between the public and private sectors on the business environment in Kuwait.

1.10 Open Dialogue:

The fourth open dialogue between the public and private sectors on the business environment in Kuwait was held on 15 January 2018 in the presence of the Minister of Commerce and Industry, PCK head and a number of its members from the competent government entities, as well as representatives of the private sector, who participated as contributors in the DB2018 questionnaires including a number of law firms, consulting companies and professional associations. During the meeting, a presentation was made on Kuwait in DB2018. Other presentations were also made by DB components work teams including: starting a business, dealing with construction permits, getting electricity, trading across borders. The work teams showcased recent improvements made within (Tahseen Program) and outside it, reflecting the continuous efforts to reform the business environment in Kuwait, as well as discussing the challenges facing the private sector.

1.11 Technical Support:

Within the framework of the technical support contract signed between KDIPA and the World Bank, the proposed procedures for the National Agenda for Streamlining the Business Environment in Kuwait (Tahseen Program) were completed under the ten components of the ease of doing business index. KDIPA team arranged the schedule of the visiting mission of experts from the Doing Business Team in

Washington, DC, to Kuwait during the period 7 - 11 May 2017, to meet with a number of government entities that have improved their business processes to verify and see on the ground the achievements. KDIPA started discussing the requirements of the second phase of the national agenda for streamlining business environment in Kuwait.

1.12 Coordinating with Istidama Program:

KDIPA addressed on 20 September 2017 the competent members of PCK namely the Ministry of Commerce and Industry, the Ministry of Electricity and Water, the General Administration of Customs, Kuwait Municipality and the Ministry of Justice, through their respective work teams in charge of the implementation of the National Agenda for streamlining Business Environment in Kuwait (Tahseen Program) to contribute their performance data that supports the first pillar (sustainable business environment) under the National Program for Economic and Fiscal Sustainability (ISTIDAMA), conducted by the Ministry of Finance. This included reforms undertaken by competent government entities under PCK covering components relating to starting a business, dealing with construction permits, registering property, getting electricity, and trading across-borders. A series of meetings were held between the ISTIDAMA program management office (PMO) and the components work teams to discuss the latest developments in their reform efforts, consecutively with

Kuwait Municipality (Dealing with construction permits) on 22 October 2017; with the Ministry of Justice (registering property), and the General Administration of Customs (trading across-borders) on October 23, 2017; with the Ministry of Electricity and Water (getting electricity) on 13 November 2017. KDIPA had previously coordinated with the Technical Bureau team of the Minister of Finance under the name of the National Program for Financial and Economic Reform (NAFES). KDIPA called for a meeting at its headquarters on 15 May 2017 to include those work teams.

1.13 Contributors:

KDIPA team conducted field visits during the period from 4-14 February 2018 to several private sector entities involved as contributors in responding to the questionnaires of DB2018, including law firms, consulting, logistics, general trade and contracting companies, in order to communicate with them to listen to their views on the latest developments in the business environment in Kuwait, identify the challenges that the private sector is still facing in dealing with various competent government entities, and receive their proposals in preparation for the fourth annual report on obstacles and suggestions. KDIPA also sought to broaden the base of participants in DB report questionnaires by inviting the listed firms it qualified to submit applications on behalf of interested investors to consider their participation as new contributors in the questionnaires on the components of the ease of doing business index to contribute to national reform efforts and to demonstrate improvements in the business environment in Kuwait in a realistic and professional manner.

2. Enhancing Competitiveness

2.1 Phase One Outputs:

During the report period, KDIPA in collaboration with the project contracted consultant (Kuwait Institute for Scientific Research (KISR) completed the implementation of the first phase of the project « Improving Kuwait's Position in the Global Competitiveness Index:

Engine for Transformation into Knowledge Innovation Economy”, which is included under the second medium-term development plan (2015/2016-2019/2020). Accordingly, 9 reports were received and follow-up workshops were held, in which the outputs of each report were presented. KDIPA team was informed about the methodology used, the resources, and the assumptions; the team had the opportunity to discuss the content of the reports with a view to transferring knowledge and enhancing the team analytical skills. The reports delivered under Phase One of the project include:

- Report on the database for Improving Kuwait Global Competitiveness.
- Report on comparative study of the status of Kuwait in international indices.
- Report on the first Enterprise Innovation Assessment Survey in the State of Kuwait (supply and demand sides)
- Report on Kuwait investment relations map.
- Report on lessons learnt in developing and enhancing the competitiveness of countries.
- Analytical study of competitive requirements (Diagnostics and Gap Analysis).
- Report on Kuwait economic strategy and identity to attract direct investments.
- Report on the national framework and the innovation ecosystem.
- Report on framework for the development of the “Implementable Roadmap Plan”.

In addition to the final report summarizing all the previous reports and what was achieved during the interactive training workshops that were conducted after completion of each of the outputs mentioned above, the development of recommendations and next steps, as well as the delivery of all tables and databases of their own. The results of the first phase of the project were presented to the “Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait” on 14 August 2017. It identified four driving forces for action that included: attracting value added foreign direct investment, improving the business environment, fostering competition to enhance the productivity of

the private sector, and pursuing economic diversification. These drivers were identified based on an analysis conducted using specially developed software model by KISR for the project, benefiting from the results of the base survey of innovation in Kuwait, the economic identity of the country, and its position in the selected indicators (10 indicators) and comparison countries (15 countries).

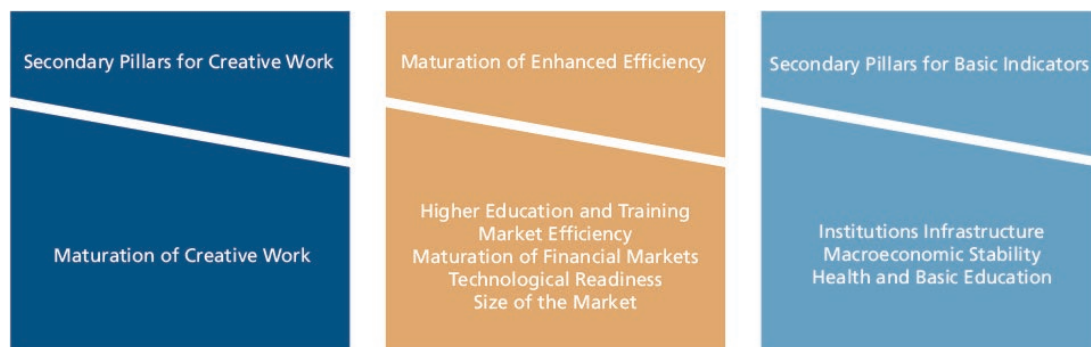
2.2 Phase Two Preparations:

KDIPA started preparing the terms of reference (TOR) for the second phase of the project. The procedures have been completed in accordance with the administrative, financial and legal requirements for signing the contract for the implementation of the second phase of the project with the Kuwait Institute for Scientific Research (KISR). KDIPA attended the meeting of the Central Tenders Committee to discuss the project on 7 February 2018. KDIPA coordinated with the Kuwait Foundation for the Advancement of Sciences (KFAS) on the project of preparing innovation review for Kuwait by a team from the Organization for Economic Cooperation and Development (OECD).

2.3 Project Indicators:

The Kuwait Competitiveness Study Project is based on an analysis of Kuwait position in the World Economic Forum's Global Competitiveness Index (GCI) to formulate the needed road map to guide the required movement in the transition from the dependence on natural resources and efficiency factors to innovation driven by analyzing Kuwait position in the 12 pillars under GCI, which included 104 components. It intersects the analysis of Kuwait within a software system developed specifically for the project and included a time series of data in the GCI and the data of 9 other indicators that included: Ease of Doing Business Index (World Bank), Economic Freedom Index (Heritage Foundation), Human Development Index (UNDP), Global Innovation Index (World Intellectual Property Organization, WIPO et al.), Corruption Perceptions Index (Transparency International), Prosperity Index (Legatum Foundation), World Happiness Index (UN Network), World Peace Index (World Peace Foundation), Environmental Performance (Yale University).

Global Competitiveness Index GCI



3. Follow-up of KDIPA projects in the development plan

KDIPA, in coordination with the General Secretariat of the Supreme Council for Planning and Development (SCPD), completed all required approvals and entry submissions of its two projects included in the Second Medium

Term Development Plan (2015 / 2016 -2019 / 2020) which are:

- Improving Kuwait's Global Competitiveness Index: Engine for Transformation into Knowledge Innovation Economy. (under the

prominent international position pillar)

- Establishing and Managing economic zones in the State of Kuwait, addressing the Pillar of a diversified economy. (under economic diversification pillar)

A Planning and Follow Up Committee in KDIPA was formed in coordination with the General Secretariat of the Supreme Council for Planning and Development (SCPD) in accordance with the provisions of Law No. (7) of 2016 on development planning, to achieve the objectives of the investment sector in the country in the light of the framework of a comprehensive national plan. KDIPA attended a workshop on the integrated system for the preparation and follow-up of annual plans organized by SCPD Secretariat on 19 March 2018 at their headquarters.

4. Information Center

KDIPA continued to activate its internal research capacity by completing the needed steps to achieve that goal, and to communicate and network with international and regional institutions to obtain the latest reports, news, information, investment and economic analysis. KDIPA also participated in an introductory workshop for the preparation of Kuwait's macroeconomic model to support public policy held at the United Nations House on 26 March 2018, organized by the Secretariat of the Supreme Council for Planning and Development (SCPD) in cooperation with the Berkley Research Group (BRG) and Oxford Economics, in the presence of a number of competent government entities and the private sector within the framework of the Kuwait Public Policy Center (KPPC) in the Secretariat.





Chapter Six

Supporting

Activities

1. KDIPA Strategy

1.1 Progress Reports:

During the report period, three progress reports were prepared for the implementation of KDIPA's first strategy (2016 /2017-2020/ 2021), on May 23, 2017, 10 September 2017, and 14 January 2018, consecutively. The completion ratio according to the steps taken to implement the strategy 30 projects amounted to 73% on average. KDIPA Board of Directors approved the extension of the time frame of the first strategy until the end of March 2021 in its meeting held on 4 January 2018.

The strategy projects also contributed to fulfill four pillars of the National Vision 2035 (New-Kuwait), including public administration, sustainable economy, global position and human capital, as shown in the table.

Table (23) Improvements in Kuwait's Status in the Business Report 2018 of the World Bank

#	Strategic Directions	No. of Projects
1	Empower KDIPA as a "centre of institutional excellence" to perform its mandate efficiently.	8
2	Contribute to the local drive for enhancing economic diversification.	5
3	Attract a larger share of value added direct investments.	5
4	Build Kuwait Brand as a lucrative investment location.	5
5	Assure best services & aftercare for investors.	2
6	Enhance Kuwait Competitiveness & streamline a favourable business environment.	3
7	7. Nurture a learning environment for developing competencies & skills of KDIPA's employees.	6
Total Projects		29

Table (25) KDIPA strategy projects fulfilling the pillars of the National Vision (New-Kuwait)

KDIPA's Strategic Projects within the Pillars of "National Vision 2035"

National Vision Pillars	No. of projects
Public Administration	8
Sustainable Economy	16
Global Position	3
Human Capital	3
Total Projects	29



1.2 Follow-up Interactions:

A total of 122 interactions took place with the concerned sections, be it meetings, emails, or phone calls to ensure appropriate communications, which led to an increase in the pace of internal engagement by up to 30% as compared to the previous period, reflecting a higher level of interaction and constructive cooperation.

1.3 Coordination with Istidama:

KDIPA continued its contribution to the National Program for Economic and Financial Sustainability (ISTIDAMA) and coordinated the outputs of the projects listed in its First Strategic Plan, which were selected to contribute to the

theme 2.1 enhance size and quality of foreign direct investment (FDI) in Kuwait aiming to attract KD 1.7 billion by end of March 2021 by selecting (6) projects within KDIPA's first strategy, including external promotional roadshows, digital campaign, organizing the Kuwait Investment Forum 2018 (KIF2018), developing KDIPA economic zones, advancing KDIPA service delivery model for the follow-up and aftercare of investors, and the development of the digital infrastructure. Periodic reports were prepared and submitted through KDIPA focal point with ISTIDAMA, the last of which was on 8 January 2018.

1.4 Grand Strategy Initiative:

KDIPA participated in the meetings and workshops of the “Grand Strategy” launched by the Ministry of Commerce and Industry for its subsidiary entities, which was based on four pillars to support entrepreneurial startups and SMES ecosystem, the overall business environment and new strategic commerce and industrial sectors, international trade& investment, and reform, automate and build institutional capacity and digital transformation. The last workshop was held on 31 October 2017. KDIPA presented a report showing the convergence and relevance of its approved strategy projects within the framework of the Grand Strategy Initiative.

1.5 Sustainable Development Goals (SDGs):

KDIPA identified the relevant sustainable development goals (SDGs), to which it contributed based on the nature of its work and its tasks, which covered four out of 17 SDGs, addressing 10 out of 169 targets, and 10 out of 232 indicators, which represented key performance indicators (KPIs) to achieve the following:

Namely: Goal No. 10 of which correspond to 169 goals that fall under these sustainable development goals, 10 Indicators within the (232) index that represent the key performance criteria for goals. As shown in the table.

To achieve the following objectives:

- Supporting economic growth.
- Improving productivity through economic diversification.
- Encouraging policies that support job creation and stimulate innovation.
- Supporting research, development and innovation
- Adopting promotional activities that support development.
- Supporting sustainable consumption and production patterns through the development of scientific and technological capacity.
- Diversifying financing sources.
- Implementing investment promotion

SDGs	Indicators
Goal 8: Decent work and economic growth	8.1.1 - 8.1.2 - 8.1.3
Goal 9: Industry, innovation and infrastructure	9.5.1 - 9.b.1
Goal 12: responsible production and consumption	12 a.1
Goal 17: Build partnerships	17.3 .1 -17.5 .1 – Technology: 17.7 .1 – Systematic issues: Multi-stakeholder partnerships 17.7.1

systems that support technology transfer and environmental conservation.

- Building effective partnerships that support development and sustainability.

KDIPA participated in the workshop on the preparation of the “First National Report on the Implementation of the Sustainable Development Goals” organized by the General Secretariat of the Supreme Council for Planning and Development (SCPD) in cooperation with the Central Statistical Bureau on 9 November 2017 at SCPD headquarters. The workshop opened with an overview of the 2030 Agenda and the introduction of the 17 SDGS. The Central Statistical Bureau reviewed the adopted statistical methodology for calculating performance indicators and clarified its focal role in organizing data collection to provide support in this context. KDIPA informed SCPD Secretariat, which is responsible for the preparation of the voluntary national report on sustainability, that the contribution of KDIPA will fully be realized over time when the licensed companies start their operations, and after the cumulative economic and social impacts are achieved in the coming years. In a related

context, KDIPA nominated a representative to participate in the “Permanent Steering Committee for the Implementation of the 2030 Agenda for Sustainable Development”, on 12 March 2018, with the understanding of the need to meet periodically with the Central Statistical Bureau and other competent government entities, as well as representatives of the United Nations Development Program (UNDP) and the World Bank Group, the Kuwait Chamber of Commerce and Industry (KCCI), and a number of civil society organizations. KDIPA also participated in the launching ceremony of the Global Report on “Mapping the Oil & Gas Industry to the Sustainable Development Goals: An Atlas” as Kuwait was intentionally selected for this global launch being a leader in this industry.

2. Obtaining ISO 9001: 2015 Certification

During the report period, KDIPA amended the terms of reference (TOR) for the ISO certification project to be submitted to the consulting companies, and changed the assessment methodology of the offers of the companies to ensure selection is made based on a consistent and objective manner in line with KDIPA's procedures and requirements. The first phase of the ISO 9001: 2015 certification project was completed on 20 March 2018 and included the following outputs:

- Gap Analysis Report
- SWOT Analysis Report
- List of key operations
- Risk record

The results of the first phase of the project were presented to KDIPA senior management on 27 March 2018 and approval was obtained for the proposed next steps for the project. A report was prepared comparing changes between ISO 9001: 2008 and ISO 9001: 2015. Four of KDIPA employees obtained an international certification to be ISO-certified. KDIPA considered the possibility of obtaining another

ISO standard, namely the International Standard for Handling Complaints and increasing customer satisfaction, ISO 10002: 2014. It was decided to conduct a study to ensure that they can be applied and then to propose a parallel application to ISO 9001: 2015.

3. Human Resources Development

3. Human Resources Development:

KDIPA completed the preparation of the training programs report for the fiscal year FY 2016/2017 on 12 April 2017. The training plan for the fiscal year FY 2017/2018 for the development of human resources was prepared based on the outcome of the annual training needs questionnaire which was circulated internally to all the administrative units. The training plan had dual objectives, the first was focused on enhancing the capabilities of the employees according to their specialization and the nature of their professional work; whereas the second objective was aimed at developing the skillsets needed for administrative, linguistic, and technical matters to better develop operational methods. The proposed training plan included internal and external programs customized for KDIPA or public. In a related context, an internal course was organized to introduce the provisions of the Public Tenders Law No. (49) of 2016 during the period 2 - 6 April 2017. KDIPA also presented an orientation program to the CMA trainees held in the training hall at its headquarters on 1 February 2018.

1.2 Outcome:

The training plan for the fiscal year FY2017/2018 witnessed the participation of more than 90 employees, at various levels, departments and specializations to develop their abilities and skills in the interest of enhancing performance, professionalism and efficiency in performing their work. During the report period, the training plan included 59 training programs carried out locally (comprising 82% of total program executed) and abroad (comprising 18%), as shown in the table.

Table (27) Implemented Training Programs

#	Program	Date
1	Decision making and its impact on institutional excellence	16-20 April 2017
2	Workshop on Circular No. (2) of 2017 on procurement systems for public entities.	23-25 April 2017
3	Inventory Management System of the Government Financial Management Systems - General Annual Inventory	7 May 2017
4	Inventory Management System of the Government Financial Management Systems – Administrative procedures for Storage Operations	8 May 2017
5	Inventory management system of the Government Financial Management Systems - Disposal of materials outside the scope of use.	9 May 2017
6	Preparation and writing of administrative reports.	7-11 May 2017
7	Preparation of draft budgets of government entities and rules governing them.	7-11 May 2017
8	Workshop on crisis management in the public sector.	25-29 September 2017
9	Customers service according to international standards.	24-25 July 2017
10	High Impact presentations.	13-14 August 2017
11	Analytical accounting and management decision making.	20-24 August 2017
12	Business writing.	27-30 August 2017
13	Six Sigma Problem Solving System.	27-30 August 2017
14	Statistical analysis using Excel.	10-14 September 2017
15	Financial performance.	10-14 September 2017
16	Strategic Planning.	24-28 September 2017
17	Decision making and problem solving.	8-12 October 2017
18	Build and prepare teams.	22-26 October 2017
19	VcP 6.5 Foundation.	15-19 October 2017
20	General circulars on public storage.	1-5 October 2017
21	Windows server.	1-5 October 2017

22	Windows server.	8-12 October 2017
23	Office 2016.	23-25 April 2017
24	Leadership and modern management methodology and its implications for strategic planning.	15-19 October 2017
25	Exchange server	5-9 November 2017
26	Problem Solving in a creative way.	12-16 November 2017
27	Principles of Accounting and Audit according to international standards.	12-16 November 2017
28	Mechanisms to follow up and evaluate development plans.	19-23 November 2017
29	Data Analysis and Macroeconomic Reporting Skills.	3-7 December 2017
30	Skills analysis of local, regional and international economic reports.	10-14 December 2017
31	Change management.	10-14 December 2017
32	Social media designs.	10-14 December 2017
33	Fundamentals of Organizational Leadership Skills for middle management.	17-19 December 2017
34	Office 365-administration.	17-21 December 2017
35	Office 365-administration.	24-28 December 2017
36	Financial control systems in government entities.	14-18 January 2018
37	The integrated approach to preparing and qualifying accountants and new financial personnel in ministries, government departments and affiliated entities.	18 January 2018 22 February 2018
38	The accounting theory of the applied methodology in the transition from the current financial system to the new financial system.	21-25 January 2018
39	Codes and classifications of accounts outside the budget sections and accounting treatments on government financial management systems.	4-8 February 2018
40	Knowledge Economy Forum Workshops.	7-8 February 2018
41	Workshop on compliance and combating money laundering.	11 February 2018
42	Competitive Environment and Maximizing FDI Benefits.	13-15 February 2018
43	Awareness workshop for the project of the national plan for business continuity and disaster management in the field of information technology.	19 February 2018
44	Preparation and writing of official reports	4-8 March 2018
45	First time manager.	5-6 March 2018

46	Principles and rules of international conventions	11-15 March 2018
47	European Data Protection Workshop.	12 March 2018
48	Audit rules, financial auditing and auditing skills	18-22 March 2018



KDIPA organized an induction program for new staff.



KDIPA organized training for Capital Markets trainees at the authority.



KDIPA Participates in the 4th Arab Conference on Administrative Reform and Development held in Abu Dhabi.



The TRA organized a specialized training program for its employees entitled: Competitive Environment and Mazimizing FDI Benefits.



KDIPA Participates in the "Workshop on Strategic Planning and Foresight" in Singapore

1.3 Partners:

Within the framework of the training plan for the fiscal year FY 2017/2018, 30 agencies providing training services composed of: government entities (Public Authority for Combating Corruption, Capital Market Authority, Civil Service Commission, Ministry of Finance, Central Agency for Information Technology, Communications and Information Technology Regulatory Authority), universities and colleges (the Australian College in Kuwait, the Public Authority for Applied Education and Training), regional and international organizations (IMF Center for Economics and Finance in the Middle East, Arab Organization for Administrative Development, the Arab Planning Institute), civil society organizations (the Kuwait Accountants Association), local private training institutions (including the Kuwait Chamber of Commerce and Industry) and foreign companies.

progress was presented. KDIPA also began to: list all the job titles of the directors, heads of sections, and other staff; prepare and amend job vacancies; communicate with the Civil Service Commission to identify the standard tasks and duties of the job titles; identify the tasks and duties of each job title and classify according to the authority matrix.

1.4 New Employees:

An orientation program entitled "Qualification of new entrants to work for the Kuwait Direct Investment Promotion Authority" was organized during the period 23-27 July 2017.

1.5 Masters Scholarships:

KDIPA announced the opening of nominations for applying for scholarships abroad for a Master's degree on 11 September 2017, and applications were received during the period 17 - 28 September 2017.

1.6 Cooperation:

KDIPA met with Ernst Young Consultant Company and the Kuwaiti Banks Association (KBA) to identify effective development programs to qualify its employees.

1.7 Job Description:

KDIPA completed the design of the template for (job description card) which included the functional tasks carried out by each employee according to the administrative unit to which he/she belongs. The template was distributed, after being approved, to all the departments for duly filling it. A visual presentation of the project

4. Legal Affairs

During the report period, KDIPA interacted and expressed its feedback, opinion, and suggestions within the mechanisms of cooperation in the government sector apparatus, as follows: attended a workshop at the Public Authority for Combating Corruption, provided perceptions on the self-assessment lists of the provisions of the United Nations Convention against Corruption, and made its contribution to the State Self-Assessment Report to improve Kuwait's position in the Global Corruption Perception Index, published annually by Transparency International; participated in two meetings in the Ministry of Finance on the inclusion of Law No. (116) of 2013 on the promotion of direct investment in the State of Kuwait in the Free Trade Agreement; provided the required data in the questionnaire submitted by the United Nations Conference on Trade and Development (UNCTAD) on international conventions and national investment laws; addressed the Ministry of Foreign Affairs to apply for membership in the World Free Zones Convention and on the meeting of the Committee of Experts on Investment in the Arab States to prepare the explanatory memorandum for the unified agreement for the investment of Arab capital in the Arab countries; provided its views on the Electronic Media Act; met the Ministry of Public Works regarding the process of the points system for tendering; prepared a memorandum on the draft tax law; requested a set of legal principles approved by the Department of Fatwa and Legislation during the period from January 2003 to December 2010; responded to the questions raised of a Member of the National Assembly; responded to the observations of the Audit Bureau on aspects of its work. On the other hand, KDIPA addressed Kuwait Chamber of Commerce and Industry (KCCI) to provide it with the obstacles faced by Kuwaiti private companies in the United States of America to discuss them in the strategic dialogue between the State of Kuwait and the United States of America.

KDIPA also followed legal proceedings of the cases filed against it, and provided legal affidavit on investment operations of related matters. It provided remarks on the results of examination and review and the most important observations on KDIPA operations for the fiscal year 2016/2017, and requested the submission of supporting documents (justifications) for the funds requested for the upcoming fiscal year FY2018/2019, followed up collection procedures, and purchase grievances. KDIPA also provided legal affidavit on various contracts it approved.

5. Information Systems

During the report period, KDIPA continued to strengthen the information systems according to the current and future needs of the administrative units, as follows: it detected the new requirements for information infrastructure including hardware equipment, networks, security and protection systems; provided services for preparation, repair and maintenance of systems and equipment; installed new internal telephones with network connection systems; operated, defined and linked the new servers; transferred the systems from the old servers to the new servers; transferred current data files to the new servers for each department separately in different capacities; provided protection and access authorization for each user; created a special server to save KDIPA central data; updated (Tahseen Portal); updated staff internal portal (iKDIPA); completed preparation of the central data room and transferred all the private servers to this room which was equipped with special coolers, backup batteries and fire extinguishers according to international specifications; started the initial operation of the ECM system on the central servers using (Hyper converged Infrastructure) technology; finally KDIPA used Microsoft's cloud for the e-mails and administrative systems for all

6. Financial Affairs

employees. During the report period of the report, KDIPA performed all the financial affairs related to its operations, including preparing the final account of its budget for the fiscal year FY2017/2018, as well as preparing the required financial payments' lists to pay for the different suppliers; and completed estimated appropriations for the upcoming fiscal year FY2018/2019.

KDIPA issued 264 purchase orders during the report period, and executed 1230 payment requests. It also collected the fees on certain KDIPA transactions paid through (K-net), and bank transfer through GFIMS system, and executed direct contracts and practices and change orders.

The assigned committees performed their designated tasks, in charge of various financial matters related to the operations of KDIPA, including the procurement committee, the supplies measurement committee, and the annual inventory committee.

KDIPA signed two contracts one for the masterplan and design of AL- Abdali Economic Zone, which entailed the preparation, planning and design of road networks, major infrastructure services and connecting roads for all the suburbs; and the other contract with Kuwait Institute for Scientific Research (KISR) to implement roadmap of Kuwait Competitiveness study at the beginning of the fiscal year FY 2018/2019. Other contracts covered technical support and services delivered to KDIPA.

and track record in accordance with the new Civil Service Commission Circular No. (3) of 2017, to decide on the names of the employees entitled to upscaling their job, periodic allowances, promotion by seniority, promotion by selection, and receiving bonuses. It prepared the relevant decisions in this regard.

KDIPA also followed procedures required, and prepared the relevant decisions, for dispatching official for external missions and training courses aimed at human capacity building,

KDIPA participated in several meetings with the Ministry of Finance to discuss the draft budget; and in periodic meetings held by the Civil Service Commission, conducted in cooperation with regulatory bodies and other competent government entities.

KDIPA worked diligently during the report period to transform manual procedures of government correspondence into the government electronic correspondence system, as well as electronically monitoring the attendance of the employees and other matters related to this.

Several committees were formed based on the circulars and decisions of the Civil Service Commission and the Ministry of Finance. In this regard, the Technical Committee held 11 meetings during the report period in which it approved the formation of 17 committees, including 5 committees to meet the internal needs of KDIPA, and the rest of the committees were formed at the request of the government supervisory authorities, as shown in the table.

7. Administrative Affairs

In terms of employment, KDIPA completed the recruitment of new Kuwaiti employees to populate the organizational structure with the human cadres required by launching the fourth recruitment campaign (September 2017).

In terms of promotion and allowance, KDIPA followed closely the employees' performance

Table (28) Committees formed during the fiscal year FY2017/2018

#	Committee	Justification
1	Committee for estimating budget appropriations for the fiscal year FY2018/2019.	Ministry of Finance
2	Committee for the preparation of the final account for the fiscal year FY 2016/2017.	Ministry of Finance
3	Committee for the random sudden inventory of stores for the fiscal year FY 2017/2018.	Ministry of Finance
4	Technical Committee for the Disposal of Substances of Use for the fiscal year FY 2017/2018.	Ministry of Finance
5	Committee for the examination and counting of materials supplied and returned for the fiscal year FY 2017/2018	Ministry of Finance
6	Committee for budget preparation for fiscal year FY 2018/2019.	Ministry of Finance
7	Committee for the annual general inventory of the personal entrusted items for fiscal year FY 2017/2018.	Ministry of Finance
8	Committee to follow up the operation of the electronic content management project.	Internal needs
9	Committee for Planning and Follow the Annual Plan 2018/2019.	General Secretariat of the Supreme Council for planning and development
10	Inventory Management System of the Government Financial Management Systems – Administrative procedures for Storage Operations	Ministry of Finance
11	Staff Affairs Committee.	Civil Service Commission
12	Committee for estimating budget appropriations for the fiscal year FY 2019/2020.	Ministry of Finance
13	Procurement Grievances Committee.	Ministry of Finance
14	Committee for preparing the fourth open public - private sectors dialogue to prepare the World Bank DB2019 report.	Internal needs
15	Supreme Committee for the preparation and organization of the second Kuwait Investment Forum (KIF2018).	Internal needs
16	Committee for building KDIPA headquarters.	Internal needs
17	Committee for selecting employees to attend external training programs.	Internal needs

The Technical Committee also approved the formation of 5 work teams according to the justifications requesting their formation, as shown in the table.

Table (29) Work Teams formed during the fiscal year FY2017/2018

#	Work Team	Justification
1	Work team to review and update KDIPA administrative, regulatory and financial regulations .	To improve the working environment.
2	Work Team for upscaling employees job status	Civil Service Commission
3	Work Team to follow up the transfer and operation of the free zones.	Designated by the Council of Ministers to manage the free zones.
4	Work team for recruitment.	To fill vacancies in jobs.
5	Work Team to certify processing operations of contracts and documents electronically.	Operational needs of the Information Systems department.

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