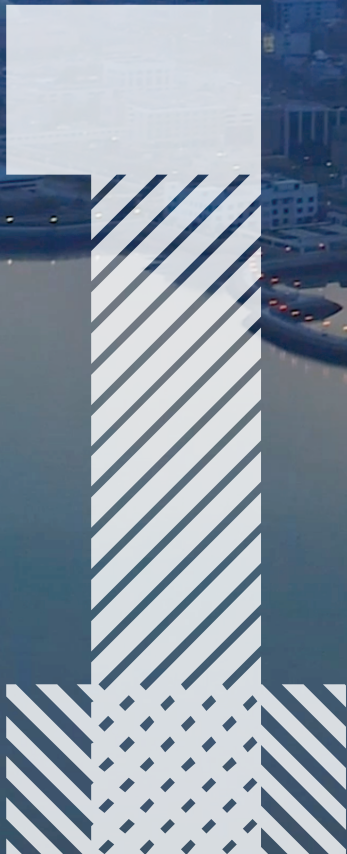




P.O.Box: ٢٦٩٠ Al-Safat ١٣٠٢٧

FOURTH 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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KDIPA BOARD OF DIRECTORS



Khaled Nasser Al-Roudan
Chairman of the Board
of Directors of KDIPA & Minister
of Commerce and Industry



Manaf Abdulaziz Al-Hajeri
Member of the Board
of Directors of KDIPA



Ms. Wafa Ahmad Al-Qatami
Deputy Chairman 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

Khaled Nasser Al-Roudhan - Minister of Commerce and Industry & Minister of State for Administrative Services

I am pleased to present to you the Fourth Annual Report of Kuwait Direct Investment Promotion Authority (KDIPA). The report highlights the authority's achievements in its multifaceted promotional, regulatory, advocacy, and developmental roles carried out during the fiscal year FY 2018/2019, in accordance with its mandate under Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait. This comes in addition to the assigned tasks under the resolutions of the Council of Ministers regarding heading the Permanent Committee for Streamlining Business Environment & Enhancing Competitiveness , managing the free zones and Kuwait's offset program, and allocating commercial plots, for the purpose of attracting direct investments to settle in the country and achieve the objectives of the "National Vision 2035" particularly those related to economic diversification and supporting the role of the private sector. This also contributed duly to the implementation of Kuwait's commitment to achieving the sustainable development goals SDGs (2015-2030). In this context, and during the report period, the Board of Directors carried out several intensive meetings that resulted in a series of successive that were passed in line with their growing responsibilities. Such responsibilities entailed setting and implementing guiding policies and principles for its operations to be carried out by KDIPA's executive units, especially activities dedicated to attracting direct investments, developing and automating procedures for investment operations, availing needed facilitation for investors, and launching external and internal promotional activities and campaigns that showcased Kuwait's attributes as a lucrative investment location, highlighted the evolving investment climate and potential investment opportunities in Kuwait. Moreover, KDIPA followed up its coordination efforts for streamlining the business environment and

document the legal and regulatory reforms. KDIPA also proceeded with its project for enhancing Kuwait's competitiveness in international indices , in addition to carrying out supporting activities that underline KDIPA's efforts and its core business..

The steady growth trend in Direct Investment flows into the State of Kuwait calls for an optimistic perception of the future. The cumulative approved direct investments - since KDIPA started its operations in early January 2015 to March 31st 2019 - reached around KD 960,037,409 ; focused in the services sector including information technology, oil and gas, construction, training, health, energy, consultancy, market research and entertainment services. Such investments led to positive direct impact both socially and economically, including providing employment and training opportunities for the national workforce, transferring and settling the latest technologies and supporting 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, 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 thank the members of the Board of Directors for their commitment to enhancing KDIPA's developmental role, as well as the Director General of KDIPA and all the staff members for their relentless and steadfast efforts to achieve KDIPA's intended goals and ensure that our beloved Kuwait is well placed within the global investment community.

DIRECTOR GENERAL MESSAGE

Dr. Meshaal Jaber Al Ahmad Al Sabah

I am pleased to share with you the Fourth Annual Report of Kuwait Direct Investment Promotion Authority (KDIPA) for the fiscal year FY 2018/2019, extended between April 1st , 2018 and 31st March 2019. This report showcases the key achievements KDIPA undertook during the report period, which led to attract new approved direct investments in the amount of KD 155,941,912, increasing cumulative approved direct investments since KDIPA commenced its operations - in early January 2015 until the end of March 2019 - to KD 960,037,409. These investments are primarily focused in the services sector , and came after approving 37 global companies representing 16 different countries from both developed and emerging economies . The expected economic impact of these investments is extensive as it encourages direct and indirect job creation for Kuwaiti nationals, at various administrative and technical levels. It also allows for the execution of highly specialized training programmes, which, in turn, support local research activities and the local economy by generating viable linkages with suppliers and producers' networks in the sectors associated with these projects.

It is important to point out that these achievements come as a culmination of KDIPA's efforts to intensify its promotional, procedural and advocacy activities, in continuous coordination with competent government authorities, and with the cooperation of both the private sector and the civil society in organizing and launching external promotional campaigns for targeting investors and holding informative meetings to show case lucrative investment opportunities in vital sectors. As well as participating actively in specialized

events abroad and locally related to KDIPA's primary mandate. Furthermore, KDIPA developed cooperation channels with global media , participated in bilateral committees and business councils, and signed memorandums of understanding to build effective partnerships that would contribute to achieving Kuwait's social, economic and developmental goals. Furthermore,, KDIPA proceeded to act on its advocacy role in coordinating national efforts to streamline business environment and enhance Kuwait competitiveness in terms of reducing number of procedures, se expand the utilization of e-links and automation, and legislative reform, which reflected positively on Kuwait's rank in relevant international indicators. Furthermore, KDIPA took on building capacity of its staff members by providing 59 different specialized training programs, 42 of which local and 17 external . KDIPA was also granted the ISO 9001:2015 certification, awarded for quality management systems and the ISO 10002:2018 certification, awarded for handling complaints and customers satisfaction. In conclusion, I would like to extend my sincere appreciation to KDIPA's Chairman and the Members of the Board of Directors for their concern and keenness to advance KDIPA's role and its operational framework. I would like also to thank all KDIPA staff in all administrative levels for excelling at performing assigned tasks with integrity, applauding their dedication and capitalizing on the team work spirit to attain the intended objectives of the "National Vision 2035".

Introduction

(Executive Summary)

Kuwait Direct Investment Promotional Authority (KDIPA) presents its Fourth Annual Report for the fiscal year FY 2018/2019, according to the provisions of Article (31) of Law No. 116 of 2013 relevant to the preparation of the annual report and the statistical report depicting KDIPA's activities, projects and major achievements in its assigned tasks that pursue the developmental, economic and social objectives of the National Vision 2035.

In terms of direct investments, during the report period, KDIPA attracted newly approved direct investments totalling KD 155,941,912, raising the cumulative approved direct investments since KDIPA started its operations in early January 2015 until the end of March 2019 to a total of KD 960,037,409 (around US\$ 3.2 billion), these investments concentrated in the services sector, coming from 16 foreign and Arab countries. By committing to the best practices in promotional activities, investors targeting, facilitating investments licensing, granting incentives and streamlining business environments, KDIPA sustained a stable growth in foreign direct investment inflows into Kuwait over the past years. This was achieved by continuously collaborating with competent government authorities and the local private sector, activating bilateral committees and meetings with investors delegations, in addition to collaborating with foreign embassies in Kuwait and Kuwait's embassies around the world.

In terms of investment operations, 4 tax exemption certificates were awarded against performance in cooperation with the Ministry of Finance. KDIPA continued to implement the "Investor facilitation model" according to the international best practices through its One-Stop-Shop and its representatives at the Kuwait Business Centre (part of the Ministry of Commerce and Industry). During the report period, KDIPA Investors Service Centre received 64 Application Request forms from potential investors, 16 complaints and 6 proposals- all of which were reviewed and dealt with and recommendations were made in coordination with the competent authorities. KDIPA received 230 requests for e-appointments through the online booking portal on the website. KDIPA conducted 140 business meetings and correspondences with 23 different government authorities, covering 6 major areas of cooperation covering the establishment of investment entities, facilitation for launching operations, follow-up on granting incentives, obtaining necessary approvals for activities, organizing the mechanism of judicial control

, and, entering all the data related to direct investment in collaboration with the Central Bank of Kuwait to improve data reporting related to Foreign Direct Investment flows into Kuwait in the country's balance of payment therefore depicting the true position of these direct inflows. The mechanism of judicial control was set in motion; 12 staff members were qualified as judicial officers. Consequently, written warnings were given to investment entities that did not meet the licensing requirements of the national manpower quota. The listed companies that are allowed to represent investment entities has also expanded to a total of 50 companies and consulting firms. Because of the intensification of the KDIPA'S efforts in managing the Kuwait Offset Program, most foreign companies with existing offset obligations were given the choice on how they will fulfil these obligations by either selecting projects from the approved first or second lists prepared in cooperation with the Supreme Council for Planning and Development and the Ministry of Finance under the directions of the Council of Ministers, or to submit their own proposals for Offset Projects.

In terms of measuring economic impact, KDIPA continued to provide aftercare, supervision, and follow-up to develop the relationship with the licensed investment entities to measure both the direct and indirect economic impact achieved, thus contributing to attaining the country's aspired economic and developmental goals. During the report period, 7 licensed investment entities placed recruitment announcements and KDIPA collaborated by circulating them. Moreover, 9 licensed investment entities provided quality training programs in various fields to qualify Kuwaiti youth and to develop their skills and enrich their experience, helping a total of 764 trainees and beneficiaries, 250 of which were Kuwaitis and 510 from all over the world. These licensed investment entities and projects contributed to supporting the local economy either through projects like the "Smart Cities", or Oil & Gas projects or through the purchase of national products and services. Furthermore, 2 investment entities extended support to SME's as one of them signed memorandums of understanding (MoU) with the national Fund for SME Development, while the other signed MoU with the Sabah Al Ahmad Centre for Giftedness and Creativity, managed by the Kuwait Foundation for Advancement of Science (KFAS) to support the establishment of the Kuwait Centre for Innovation and Entrepreneurship. Another licensed investing entity promoted Environmental

sustainability, waste management, and Green Building systems. Also, 3 licensed investment entities have provided corporate social responsibility (CSR) services supporting youth skills and women empowerment, including the second edition of the "ICT skills competition", the second edition of the "Kuwait Engineering Design Challenge" and the sponsoring the "Women's Social Entrepreneurship Forum" and its related activities.

In terms of promotional activities, KDIPA continued to implement its promotion plan to enhance Kuwait's value proposition as an investment hub, presenting its unique attributes, showcasing potential investment opportunities, and focusing on targeting investors in priority sectors. These activities entailed organizing 4 external promotional campaigns, including "Kuwait Investment Outreach Roadshow (KIO)" in collaboration with Financial Times (FT) group in the Silicon Valley, the Washington DC meeting, the Berlin meeting, and the Shanghai meeting in China. KDIPA also organized 5 events, on top of which was organizing an investment visit to meet His Highness the Amir - during H.H. official visit to the United States- for a delegation of CEOs of some of the major American companies; and the 3rd EU-GCC Business Forum. KDIPA received 7 investment and trade delegations from the United States, Brazil, China, Hong Kong (China), Turkey, France and Vietnam. In addition to that, it also participated in attending 17 periodic, preparatory and coordination meetings of the bilateral committees in which Kuwait is involved in economic, investment and trade relations be it with foreign or Arab countries. On the same note, KDIPA participated in 8 events related to foreign business councils and participated in 22 events organized locally in Kuwait related to the its work. There were 6 external events that KDIPA also participated in; these events related directly to its work in the investment industry, especially the 23rd World Association of Investment Promotion Agencies (WAIPA), held in Xiamen, China. Other promotional activities included publishing 6 interviews with KDIPA Director- General in specialized publications as well as contracting 6 local and international magazines to publish advertisements related to KDIPA and the placement of 92 advertisements in 3 major international airports around the world (Heathrow, Dubai and Los Angeles). KDIPASTARTED its website renovation project to be completed by the end of 2019. KDIPA has also launched the second digital campaign aimed at positioning itself internationally and introducing Kuwait's attributes in the social

media platforms thus increasing the number of followers as well as the views. Moreover, KDIPA sent out 75 internal e-circulars to the staff and published 109 news items about its activities on its website; prepared and emailed internally 208 daily news bulletins containing relevant news clippings on the economy as well as local, regional and international investment developments so that it can be utilized according to Work needs.

In terms of economic and free zones as well as the commercial plots, KDIPA completed two of the four stages of the detailed master plan designing project for the Al-Abdali economic zone by contracting a consultancy company. The Ministry of Finance agreed to grant KDIPA permission to tender advisory services for designing and preparing detailed engineering plans for the Wafra and Al-Naim economic zones. Moreover, KDIPA received the advice of the Fatwa and Legislation Administration regarding the available options of Al Nuwaiseeb free zone according to KDIPA's study. Concerning the commercial plots, KDIPA finished preparing the principles, conditions, and regulations, for the allocation and distribution of the commercial plots, and it formulated a committee to monitor and track all the procedures related to the allocation of commercial plots.


In terms of streamlining the business environment and enhancing competitiveness, KDIPA enhanced its coordination efforts, through its heading of the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in Kuwait (PCK) in order to improve Kuwait's position in the Ease of Doing Business Indicator issued annually by the World Bank Group by developing and implementing the "National Agenda for Streamlining Business Environment in the State of Kuwait" (Tahseen Program) with the technical support of the World Bank. These efforts included organizing the second visit to Washington D.C by the Head and members of PCK and the indicator components work teams and KDIPA team, a total of 33 persons; also a study visit to the Republic of Georgia was organized after this country implemented several reforms and recorded improvement in its business environment; organizing the fifth open dialogue between the public and private sectors on the business environment in Kuwait. The first and second phases of the "Study on Enhancing Kuwait Competitiveness in International Indices" were completed in cooperation with the Kuwait Institute

for Scientific Research (KISR), and the signing of the third and final phase of this study was done.

In terms of institutional development capacity building, KDIPA continued to work during the report period to implement its first strategic plan projects (2016/2017-2020/2021) and to meet its key performance indicators as well as identifying potential risks and ways to address them. KDIPA obtained ISO 9001:2015 for quality management systems and ISO 10002: 2018, for handling complaints and customers satisfaction. In order to introduce enterprise content management (ECM) to prepare for digital transformation, KDIPA completed archiving all documents electronically. It carried out 59 specialized training programs with 35 training service providers, from which 120 of its staff members benefited. The organizational structure of KDIPA was also amended to reflect new organizational developments and was implemented upon the approval of the Civil Service Commission. The Internal Audit Department was established within the organizational structure of the authority to ensure decisions and correspondence conform to the rules, laws, regulations, and work procedures.

In terms of social and cultural activities for the staff, 5 events were held with a view of strengthening communication amongst staff members, stimulating the spirit of collective action and promoting team work and providing a positive working environment in order to realise KDIPA's objectives..

In terms of endorsing sustainability, KDIPA continued to work within the main principles of the investment policy Framework for Sustainable Development set by the United Nations Conference on Trade and Development (UNCTAD) as well as UNCTAD's Global Action Menu for Investment Facilitation endorsing sustainability social, economic, environmental and good governance dimensions. Through the execution of its first strategy, KDIPA was able to contribute to 4 out of 7 of the main pillars of the National Vision "New Kuwait 2035" with focus on the pillar addressing a sustainable and diverse economy as 16 out of the 29 projects within its first strategy addressed this pillar. The Authority continues its regular contribution to the National Program for Economic and Fiscal Sustainability (Istidama) in accordance with its initiatives- entailed within its first strategy-under the two themes relating to improve government services to businesses and boost the private sector development. KDIPA identified 4 out of 17 Sustainable Development Goals (SDGs) (2015-2035) with relevant targets and indicators relating to its core work. KDIPA also contributed to the first voluntary national report for Kuwait in this regard and is a member of the National Sustainable Development Committee (NSDC) for the Implementation of the 2030 agenda .

An aerial photograph of a coastal resort. A long, narrow pier extends from a small island into the turquoise sea. The island is lush with greenery and numerous palm trees. In the foreground, there are several buildings with blue roofs and swimming pools. The image is overlaid with a semi-transparent blue rectangle on the right side, which contains the chapter title.

CHAPTER ONE

BOARD OF DIRECTORS



KDIPA Board of Directors held a Meeting

1. Board Affairs

1.1 Board of Directors:

During the report 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.

The Board Chairman and members were honoured by meeting His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah and H.H the Prime Minister to present KDIPA's Third Annual Report (2017/2018). The report period also witnessed 6 board meetings dated 12 April 2018, 6 June 2018, 1 August 2018, 14 August 2018, 10 October 2018 and 20 December 2018, respectively. In these meetings, the Board decided to task The Grievances Committee for another year, add a permanent clause to the board meeting's agenda to include addressing all remarks and observations by the Audit Bureau and other regulators. Furthermore, a draft regulation was concluded by the assigned committee, outlining the principles, conditions, and procedures for allocating and distributing commercial plots on 17 April 2018. It was presented to the Board of Directors in its meeting on 6 June 2018.

Table (1) Decisions related to the Board of Directors Affairs

Decision	Date
Ministerial Decision No. (296) of 2018 concerning the formation of the Grievances Committee in Kuwait Direct Investment Promotion Authority (KDIPA) for a new period of one year.	26 April 2018

1.2 Grievances Committee

The Grievances Committee was renewed for another year, and it held two meetings during the report period to review the grievances submitted by a licensed company's legal representative.

1.3 Audit and Inspection Bureau:

The Audit and Inspection Bureau proposed its action plan for the fiscal year FY2018/2019 to the Board of Directors and it was approved in the board meeting on 6 June 2018. The approved plan revolved around three major tasks:

- Auditing and monitoring purchase orders, tender purchases and operational practices
- Auditing and following up with all licensed investment entities.
- Following up on the implementation progress of KDIPA's first strategic plan

The Audit and Inspection Bureau met with the committee to study, follow up, and address the observations of the Audit Bureau team for the actual implementation of the budget and final accounts for the fiscal year FY 2017/2018. In a meeting held on 20 December 2018, it presented to the Board of Directors all the developments to date, as well as detailed Guide on Audit Methodology. Moreover, it took part in the internal audit methodology workshop held during the period 10-11 February 2019.

The Board of Directors assigned the Audit and Inspection Bureau to seek specialized training courses, focused on enabling its staff members to perform their duties effectively and efficiently, in accordance with the procedures set in place and in cooperation with the Department of Administrative Development and Training at KDIPA.



KDIPA submits its Third Annual Report to H.H. Emir of Kuwait

2- KDIPA Affairs

During the report period, the Board of Directors approved KDIPA's financial statements for FY 2017/2018 and the draft budget for FY 2019/2020, and was informed of developments in KDIPA's affairs. On 20 December 2018, the Chairman of the Board of

Directors and Board members received the judicial officers from KDIPA staff. During the report period, the Board of Directors issued several decisions regarding KDIPAs stated tasks and designations, as seen in the table.

Table No. (2) Board decisions relating to KDIPA affairs

Decision	Assignment
Draft regulation with principles, conditions, and procedures of allocating and distributing commercial plots	KDIPA to address the Council of Ministers to legally formulate the draft according to the provisions and regulations of the designated authorities.
Companies Follow Up	To issue written warnings to all investment entities violating licensing requirements by not meeting the National Employment Quota agreed upon under the provision of paragraph (1) of article (32) of the law 116 of 2013- regarding the Promotion of Direct Investment..
Activating the Judicial Control	Assigning the Director General to take the necessary steps towards issuing the ministerial decision from the Chairman of the Board of Directors- H.E. Minister of Commerce and Industry on the issue of granting judicial officer status in accordance with provisions of article (33) of law No. 116 of 2013 regarding the Promotion of Direct Investment .and Chapter VIII of its executive regulations.
Period Report by the Audit and Inspection Bureau regarding the results of review and auditing of KDIPA's activities during FY 2017/2018	Commissioning audit and inspection Bureau to undertake specialized auditing training courses for its staff allowing them to perform their duties effectively and efficiently, in accordance with the procedures that have been set in cooperation with the Department of Administrative Development and Training.
Third Annual Report of KDIPA	Approving the Third Annual report of KDIPA from the period of 1/4/2017 to 31/3/2018 before submission to the Council of Ministers and submission of a copy thereof to the National Assembly within 30 days of its submission to the Council of Ministers based on article (31) of Law No. 116 of 2013.
Amending KDIPA's Organizational structure	Assigning the Director- General to take the necessary steps towards issuing a ministerial decision from H.E. the Minister of Commerce and Industry Chairman of the Board of Directors to include the newly formed administrative units and complete the approval process from the Civil Service Commission.
Options for launching the Abdali Economic Zone Project	Assigning KPDIA to conduct more studies on executing the infrastructure of the Abdali Economic Zone Project.

During the report period, three ministerial decisions were issued in response to designations by the board as shown in the table:

Table No. (3) Ministerial Decisions Regarding KDIPA's Affairs

Decision	Date
Ministerial decision No. (603) of 2018 concerning amending the ministerial decision No. (140) of 2014 regarding KDIPA's organizational structure	22 October 2018
Ministerial decision No. (49) of 2019 concerning the rules and procedures of allocating commercial plots	24 January 2019
Ministerial decision No. (620) of 2019 concerning the formation of a committee to oversee commercial plots allocation procedures	30 January 2019



KDIPA submits its Third Annual Report to H.H. Emir of Kuwait



CHAPTER TWO

THE STATISTICAL REPORT

The statistical report depicts details of the investment operations conducted by KDIPA during the fiscal year FY 2018/2019, which extended from 1 April 2018 to 31 March 2019 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 the Activity of the Authority, including the number of projects submitted, the projects approved and the projects rejected with the reasons for such rejection.”

Furthermore, the Statistical Report depicts emerging developments regarding the provisions of Article (30) of Law No. 116 of 2013, which entailed documenting an investment register in KDIPA, as well as the provisions of Article (33) of Law No. 116 of 2013 on granting the capacity of judicial power to assigned staff members, aiming to monitor the implementation of this Law and its executive regulations and relevant decisions.

1- New approved investments in the FY2018/20198

1.1 Volume of Investment

During the FY2018/2019, under Law No. 116 of 2013, KDIPA attracted KD 155,941,912 of new approved direct investments by ten investment entities. Details of the approved investment entities are shown in the table including their names, activity sector, investment volume, equity share, and nationality.

Table No. (4) Approved investment entities for the FY2018/2019

#	Entity name	Activity Sector	Investment volume KWD	Foreign ownership share	Country
1	Cengiz General Constructions of Buildings, Roads, Bridges and Sewerage	Construction	846,000	100% Kuwaiti company (S.P.C)	Turkey
2	The Conference Board Gulf Centre for Economic & Commercial Research, Market Studies & Public Opinion Polls	Market Research	1,727,262	100% Kuwaiti company (S.P.C)	U.S.A
3	IHS GCC KW Holding Limited / IHS Netherlands GCC BV	Information Technology	35,031,652	100% Kuwaiti company (W.L.L)	Netherlands
4	Simsek Group Consulting Construction Oil & Mining Industry Trade Corporation	Construction	9,317,523	100% Kuwaiti company (W.L.L.)	Turkey
5	Incheon Korea for Airports Services	Consulting	17,968,426	100% Kuwaiti company (S.P.C)	South Korea
6	WTE Wassertechnik GmbH for the Construction of Roads, Sewerage and Bridges	Energy	4,850,412	100% Branch	Germany
7	IDEMIA Identity and Security	Information Technology	65,000	100% Branch	France
8	China Railway First Group Co., Ltd.	Construction	3,000,000	100% Branch	China
9	China State Construction Engineering Corporation Ltd.	Construction	78,805,600	100% Kuwaiti company (S.P.C)	China
10	Praxair Euroholding, S. L	Oil & Gas	4,330,037	Granted Incentives	Spain
Total			155,941,912		

1.2 Sector Distribution

Around 97% of the approved direct investments during the report period were concentrated in the services sector, covering Information Technology, Oil & Gas, Constructions, Energy, Market Research, and Consulting. The remaining 3% represented the industrial sector in the Oil & Gas industry (Synthetic Gas Production).

1.3 Geographic Distribution:

The approved direct investments during the report period came from 8 foreign countries: France, Netherlands, U.S.A, China, Turkey, South Korea, Germany and Spain.

1.4 Legal Forms

The legal forms of the investment entities approved under Law No. 116 of 2013 during the financial year FY 2018/2019 varied as 4 investment entities requested a single person company (S.P.C) and two investment entities requested Limited Liability Company (WLL), while 3 investment entities requested opening a branch. As for the 10th entity, it belonged to a licensed company with 49% foreign ownership under the Kuwait Companies Law. The company was granted renewed tax exemptions under Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait, according to which KDIPA was granted all the rights, duties, assets, and finances relevant to Kuwait Foreign Investment Bureau (KFIB) previously established under Law No. 8 of 2001 regarding the Regulation of Direct Investment of Foreign Capital in the State of Kuwait.

1.5 Foreign Equity Share

During the report period, the 9 approved investment entities have been granted the right to benefit from 100% foreign equity share.

1.6 Director General Decisions

During the report period, the Director General issued 10 approvals in accordance with the stipulated procedures, concerning the investment entities. Furthermore, the Director General issued a decision granting the exemptions stipulated in Law No 116 of 2013 to a KDIPA licensed company. In addition, the Director General issued two decisions for deregistration of two investment Entities.

1.7 Investment Register

During the report period, the investment register was updated adding 8 registration certificates of approved companies. KDIPA received 7 requests to amend status of investment entities, as well as 3 deregistration requests from licensed investment entities. KDIPA issued 4 Certificates of Amendment, 2 Certificates of deregistration, and 1 license renewal. The table highlights the deregistration of investment entities from the investment register and the relevant justifications.

Table No. (5) investment entities deregistration during report period

#	Investment Entity	Activity Sector	Investment volume KWD	Reason for Deregistration	Country
1	Gamified Lab for Computer Technology and Technical Services	Information Systems	1,500,000	Requested By the Company	Canada
2	SinGulf Global Pte. Ltd – Representative Office	Consultancy	-	End of period of the established representative office	Singapore
Total			1,500,000		

2- Cumulative Approved Direct Investments

2.1 Cumulative Volume of Direct Investment

The cumulative volume of approved direct investments since KDIPA' started receiving applications for investment licensing and granting incentives in early January 2015 until the end of March 2019 reached a total of KD 960,037,409 arising from 37 investment entities.

2.2 Cumulative Sector Distribution:

Cumulative approved direct investments were 99% concentrated in the services sector, (41.09%) of which from the information technology sector and (25.28%) from the oil and gas services; the remaining share covered a variety of sectors: construction, training, health, energy, entertainment services and consulting as well as market research as shown in the figure.

Figure No. (1) Sector Distribution of Approved Cumulative Investments:



Total 960,037,409

2.3 Cumulative Geographic Distribution

Cumulative approved direct investments came from 16 foreign and Arab countries including: Netherlands, Canada, Spain, Turkey, France, USA, Belgium, Japan, Italy, India, China, United Kingdom, South Korea, Lebanon, Germany, and the British Virgin Islands. A share of 67.43% of the cumulative direct investments came from Europe, followed by Asia with (19.54%) and North America (13.03%) as shown in the figure.

anion, Germany, and the British Virgin Islands. A share of 67.43% of the cumulative direct investments came from Europe, followed by Asia with (19.54%) and North America (13.03%) as shown in the figure.

2.4 Cumulative legal entities

The legal forms of cumulative legal entities in accordance with Law No. 116 of 2013 were distributed with 76% for Kuwaiti companies including Single Person

Companies (SPC) & Limited Liability Companies (WLL) and 24% for branches, as shown in the figure.

Figure No. (2) Geographic Distribution of Approved Cumulative Investments:

Geographic Distribution of Approved Cumulative Investments (Kuwaiti Dinar)

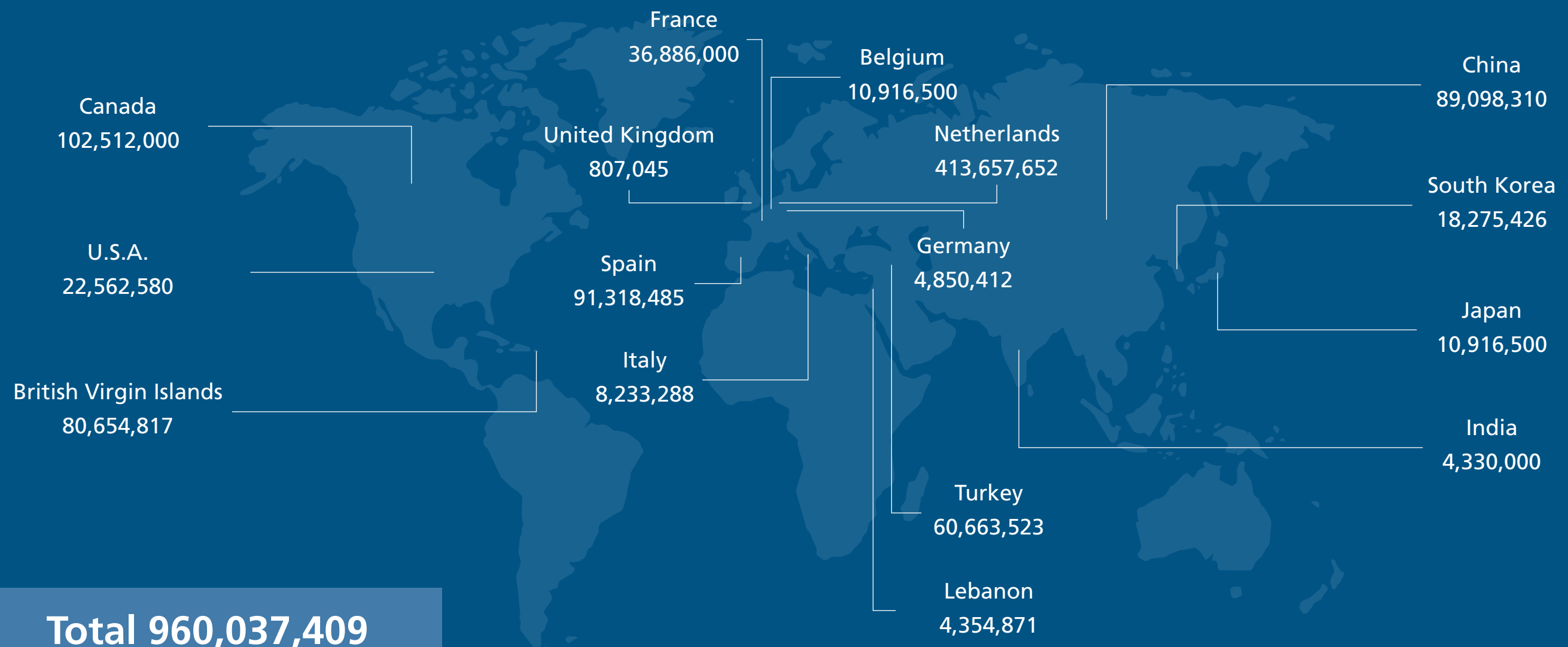
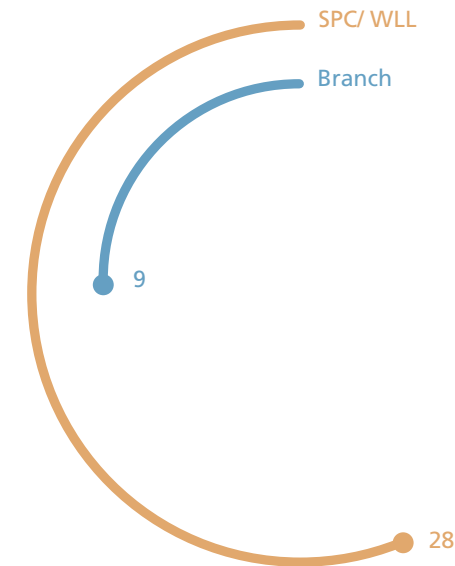


Figure No. (3) Types of cumulative Legal Entities



3- Judicial Officers

The role of the judicial officers was activated during the report period, in accordance with the provisions of Article (33) of Law No. 116 of 2013 regarding the promotion of direct investment and as per Chapter VIII of the its executive regulations, with the issuance of the ministerial decision No. (458) of 2018 regarding granting the capacity of judicial powers for assigned KDIPA staff members to perform their tasks. A total of 12 staff members were appointed as judicial officers. The Chairman of the Board of Directors and the Minister of Commerce and Industry as well as members of the Board received the appointed Judicial Officers at KDIPA's headquarters on 20 December 2018. In this context, the assigned employees undertook a specialized course in judicial powers, presented by 'Kuwait Institute for Judicial and Legal Studies' as per KDIPA's request. The course explicitly explained the mechanics and tools of judicial control tools and mechanisms, the powers of judicial officers and the rights

and responsibilities that govern their duties. It also provided a practical explanation for Article (32) of Law No. 116 of 2013 on penalties.

During the report period, the judicial officers conducted 44 field visits and meetings with licensed investment entities, in coordination with other administrative units in KDIPA to enhance efficient relations management with licensed investment entities and ensure to continue providing needed facilitation by active collaboration with competent government authorities. Brief reports on the results of these visits and meetings were prepared and submitted to the Director General, before being submitted to the Board of Directors' for approval in their meetings.

In light of its supervisory role, KDIPA issued 18 warnings to investment entities that violated license requirements in accordance with Clause No. (1) of Article (32) of Law No. 116 of 2013. The warnings were sent in two waves: 11 warnings were sent on 5 July 2018 and another 7 warnings were sent on 7 January 2019. The main violation was failing to comply with the national employment ratio stated in their submitted business plans.

Furthermore, 9 recommendations were issued extending the deadline for starting operations for those licensed investment entities upon their request. The main reason for the delay was the length of administrative procedures and KDIPA took needed action in facilitating these procedures.

4- Economic Impact

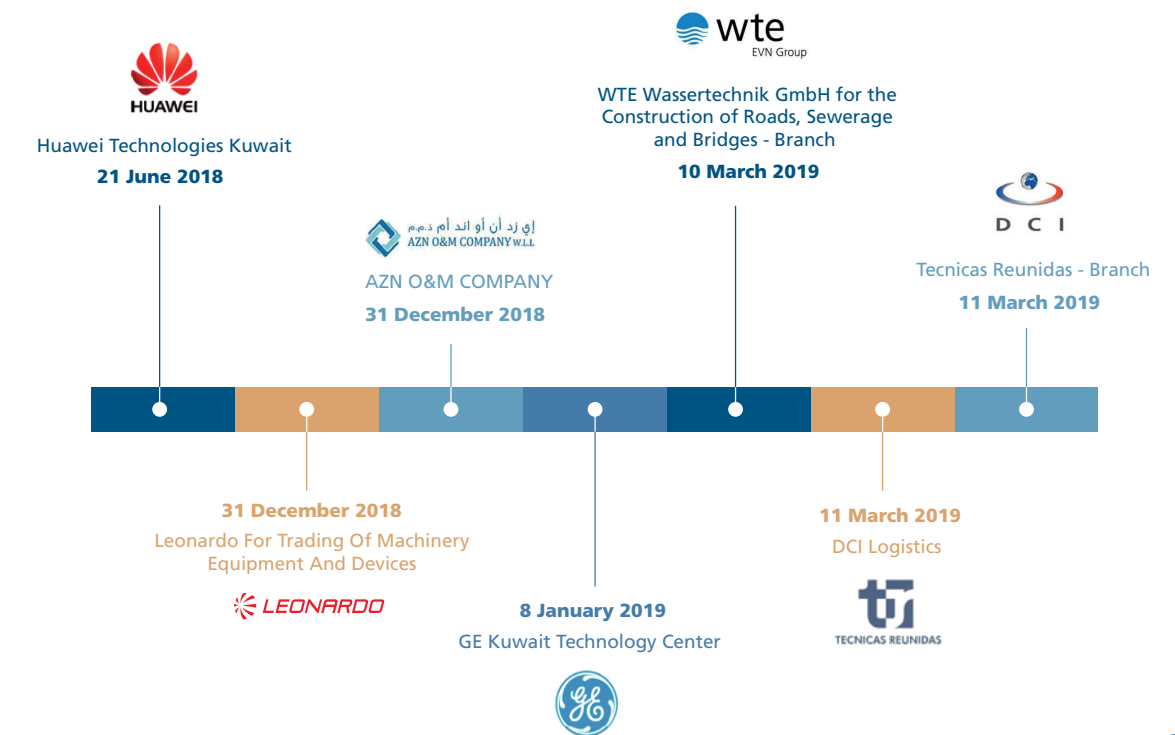
During the report period, KDIPA continuously monitored direct and indirect economic impact of the licensed investment entities through periodic follow-ups and meetings with their respective management, ensuring that all required services are provided whilst facilitating operations by addressing any obstacles to encourage them to settle and expand their businesses in Kuwait. These efforts aim to support Kuwait in pursuing the economic and social objectives within the "National Vision 2035" and its pillars, as well as in its commitment to attain the Sustainable Development Goals SDGs (2015-2030) as follows:

4.1 Jobs

During the report period, 7 licensed investment entities set up recruitment announcements providing qualitative direct employment opportunities for nationals.

Through its social media channels, KDIPA helped in promoting these announcements, which are expected to multiply number of indirect jobs at the local economy in the sectors associated with these projects as shown in the figure.

Figure No. (4) employment for national workforce



KDIPA employees who attained the judiciary officers status

4.2 Training

With an aim to develop the capabilities of national workforce in different fields, 9 licensed investment entities proceeded notably in their training activity level with diverse training courses as shown in the table and in the figure.

Table No. (6) training programmes for national workforce

#	Investment Entity	Program	Beneficiaries
1	Honeywell Kuwait KSC	Fundamental Training for New Employees Duration: 1 Year Covered the global fundamentals of the company's operations, as well as safety, occupational health, engineering analysis and other relevant topics	5 Kuwaiti employees
2	IBM Kuwait	An intensive course organized by the company in South Africa and Dubai Duration: 7 Months Covered the company's scope of services and software and their marketing and customer retention tactics to improve managerial and marketing capabilities	2 Female Kuwaiti employee
3	Nuovo Pignone International S.r.l	" "Commercial Leadership Program" Duration: 2 years The program covered leadership, critical thinking, proactivity and marketing and sales skills and included: Rotational On-The-Job training in the following company departments: Sales, Commercial Operations, Sales Support, Product Management, Marketing Strategy, Pricing and Applications Engineering Participating in 2 global conferences Meeting with a selection of program peers from around the world Scholarships to UAE, UK and USA	1 Kuwaiti engineer (Employee)
4	Limak Insaat Kuwait S.P.C.	Internal training courses in different departments (Civil Business – Electro mechanics – Design)	29 male and female Kuwaiti engineers (Employees) 1 Kuwaiti engineer (Ministry of Public Works)
		Organized 3 programs in collaboration with 'Kuwait Engineers Fund' to explore the construction and private sector environments from various angles. Duration: 3 Months The participants received The Business and Technology Education Council (BTEC) Management and Leadership Certificate, which is recognized in more than 100 countries The 2nd generation of the intensive learning program 'Kuwait's Engineer Girls' offering: 200 training hours divided into eight modules 254 school units at BTEC Lectures at Headquarters in Turkey	10 Kuwaiti engineers 30 female Kuwaiti students and engineers

5	GE Kuwait Technology Center	GE Kuwait Technology Center, the regionally accredited center in the Middle East and North Africa, provided training program in the fields of engineering, maintenance and replacement of machinery and equipment spare parts for power and water plants A total of 700 individuals benefited from the center since its inception	510 company employees around the world (Extended Positive Impact)
6	Honeywell Kuwait KSC	Honeywell Kuwait Customer Experience Center Honeywell signed a Memorandum of Understanding (MOU) with Kuwait Integrated Petroleum Industries Company (KIPIC) to adopt industrial software and technology at the Al Zour refining and petrochemicals complex including developing cutting-edge training programs to promote technical training skills for young Kuwaiti engineers across all 3 projects of the company. Contributing to developing the competency of the national workforce, the center offered opportunities to experiment a full range of automation products and software solutions in different fields, including industrial solutions, workplace, and living conditions.	118 individuals
7	Técnicas Reunidas	Organized field training programs in collaboration with The Kuwait Fund for Arab Economic Development (KFAED) at the company's HQ	1 Kuwaiti engineer (Fresh graduate)
8	AZN O&M COMPANY	Offered internationally accredited programs, courses in Safety and Security, ISO specifications, Internal Auditing, as well as field trainings and trainings in GCC and Europe	53 Kuwaiti employees
		A Certified Chartered Accountant Course from the Chartered Accountants Association of the United Kingdom	1 Kuwaiti employee
9	Leonardo For Trading Of Machinery Equipment And Devices.	A training program on electronic warfare by an expert British engineer at the company's headquarters	4 Kuwaiti employees
Total			764 trainees and beneficiaries (254 Kuwaitis – 510 from other countries)

Figure No. (5) Beneficiaries of Training



4.3 Export Development

GE Technology Centre in Kuwait sustained its efforts in promoting national services exports by providing maintenance services for GE’s network in the neighbouring countries and beyond for Saudi Arabia, UAE, Qatar, Bahrain, Oman, Iraq, Pakistan, Algeria, Tunisia, Nigeria, UK and Australia.

4.4 Supporting the Local Content:

During the report period, supporting local content was pursued on different levels as follows:

- **Smart Cities:** Huawei Technologies Kuwait conducted a study envisaging potential perceptions and requirements for establishing an integrated smart port within the Mubarak Al Kabeer Port, as commissioned by the Council of Ministers to the Communication and Information Technology Regulatory Authority (CITRA) in coordination with other competent authorities.
- **Oil Sector:** Honeywell Kuwait KSC signed a Memorandum of Understanding (MOU) with Kuwait Integrated Petroleum Industries Company (KIPIC) to adopt

industrial software and technologies at Al Zour refining and petrochemicals complex, benefiting from Honeywell’s extensive expertise in developing long-term operational roadmaps for all three projects within the complex. The MOU will capitalize the company’s efforts in providing cutting-edge operational solutions that promote productivity level and quality, in accordance to the National Vision 2035 and Kuwait Petroleum Corporation (KPC) 2040 strategy .

- **Purchasing National Products and Services:** Licensed investment entities which started actual operations continued interacting with a network of local producers and suppliers, covering a wide range of products and services, from local banks, insurance companies, accounting, auditing, and law firms, cleaning companies, cargo and transport operators, car rental companies, real estate brokers, national contractors, as well as purchases of needed supplies and materials from local suppliers thus supporting national products.



Huawei signed a memorandum of understanding with the SME Fund to promote and develop small and medium enterprises

4.5 Supporting SME's and Entrepreneurship

- **Huawei Technologies Kuwait:** Signed a memorandum of understanding (MoU) with the National Fund for SME Development (SMEs), aiming to boost development of small and medium enterprises, their competitive capabilities in Kuwait, through utilization of advanced information and communications. This contributes to attain Kuwait national vision 2035 to nurture local talents, empowering entrepreneurs and future business leaders, through promoting partnerships with top global companies as channels to transfer knowledge, benefit from expertise diffusion, boost training and consultation in the ICT sector, which will duly enable SME's to develop and grow .

- **Limak Insaat Kuwait S.P.C.:** Signed a Memorandum of Understanding (MoU) with the Sabah Al-Ahmad Center for Giftedness and Creativity (SACGC), founded by the Kuwait Foundation for the Advancement of

Sciences (KFAS). The agreement defined Limak's contribution to the establishment and operation of the Kuwait Innovation & Entrepreneurship Centre (KIEC), which aims to promote the culture of innovation and entrepreneurship, boost expertise, and transfer knowledge in the industrial sector. Providing inspiration for Kuwait's most accomplished and talented, the centre will provide an encouraging environment for inventors and research institutions to transform their ideas into commercially successful products, thus supporting Kuwait's sustainable economic development.

4.6 Environmental Sustainability

During the report period, Limak Insaat Kuwait S.P.C. demonstrated its effective social responsibility strategy to support environmental sustainability and waste management after reporting that 88% of Kuwait International Airport Terminal 2 (T2) construction waste material is diverted from landfills. It also demonstrated Limak's commitment to accomplishing all LEED Gold certification (Green Building Certification System of USGBC) requirements for construction. Additionally, Limak implements its own Construction Waste Management Plan on-site recognized by Kuwait Environment Public Authority (EPA) as the best implementation of construction waste management in Kuwait.

The plan's activities include the set-up of nine 100 sq. collection areas across the site to segregate the waste, and a dedicated waste management team of loaders, foremen, supervisors and engineers. This affirms company's environmental concern in the projects it operates and collaborating with other entities to see these studies and technologies used in order to raise awareness on sustainable construction and green building certification that will make Limak a leading example to encourage other construction companies to follow suit.



KDIPA participated in the HCIE NIGHT



Limak Kuwaiti Women Engineering Program

4.7 Social Responsibility:

The social responsibility initiatives of the licensed investment entities were diversified and served the goals of sustainable development as follows:

- **Huawei Technologies Kuwait:** In pursuit of youth skills development, Huawei organized a first-of-its-kind event to honour 400 engineers for achieving the highest level of Huawei certification, Huawei Certified ICT Expert (HCIE). The event was attended by prominent figures from the ICT industry including government officials, academia, technology institutes, business partners, who learned how attaining the HCIE certification could help in building a generation of innovative experts in ICT. Huawei Technologies Kuwait also launched its 2nd ICT Skill Competition with attendance of the Minister of Commerce and Industry at Huawei's Innovation & Training centre in Al - Hamra Business Tower on 3 October 2018.
- **General Electric Technology Centre in Kuwait:** Supporting youth skills development, the company launched the 2nd edition of "Kuwait Engineering Design Challenge" with 6 participating teams from 4 different universities, all specialized in engineering. Participating students affirmed the importance of this

participation, which helped them demonstrate and improve their skills in design engineering and technology, and come up with the most innovative and applicable projects. The winning team was chosen by a jury of competent experts and university professors. In a relevant context, GE's employees donated blood to Kuwait Central Blood Bank in support of humanitarian efforts.

- **Honeywell Kuwait:** Empowering women through sponsoring Women Support Forum held under the theme (Female Social entrepreneurship), aiming to encourage more female speakers to influence young women. The forum was attended by 200 female professionals and students, as well the ambassadors of Turkey and USA. The forum's agenda included a seminar on how to economically empower women, locally and globally, a dialogue session on social entrepreneurship with a selection of Kuwaiti businesswomen, who established successful commercial enterprises with developmental and social objectives. Another workshop was held during the forum titled "Tell Your Story", where some of the most successful young female entrepreneurs spoke about their experiences in receiving mentoring and speaking skills to address audiences in an influential and inspiring manner.

An aerial night view of a city skyline, likely Dubai, with numerous illuminated skyscrapers and a body of water in the background. A large, semi-transparent blue geometric shape, resembling a stylized 'A' or a series of overlapping triangles, is positioned on the left side of the image. Overlaid on the right side of this shape is the chapter title in white text.

CHAPTER THREE INVESTMENT OPERATIONS

During the report period, KDIPA strengthened its investment operations within the framework of managing the One-Stop-Shop, established under Article (17) of Law No. 116 of 2013 to facilitate procedures, streamline the business environment, and to promote direct investments. KDIPA also facilitated online submission of the Application Request forms through its website, providing necessary information to interested investors, as well as all the facilitation and aftercare 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.

The Director General issued 4 decisions related to investment operations within the framework of KDIPA's mandate as shown in the table.

1- Investors Service Centre (ISC):

The Investors Service Centre (ISC), a section within KDIPA's One Stop Shop Department, received 256 visitors, 51% were from existing investors while 49% were potential local and foreign investors, to whom KDIPA responded to their inquiries, introducing its investment licensing procedures, and provided facilitation needed to carry on with their businesses. A total of 409 e-mails were received through the dedicated e-mail: info@kdi-pa.gov.kw, and were directed to competent parties, or responded to in a professional and timely manner.

The ISC handled 230 electronic requests for appointments through the online booking portal (Book an Appointment), to meet with account managers to clarify matters related to the investment licensing procedures and general inquiries regarding Law No. 116 of 2013, explaining the submission process of the application request form and the evaluation Point Score Mechanism (PSM) for projects and granting incentives, and the mechanism for granting tax exemption against performance.

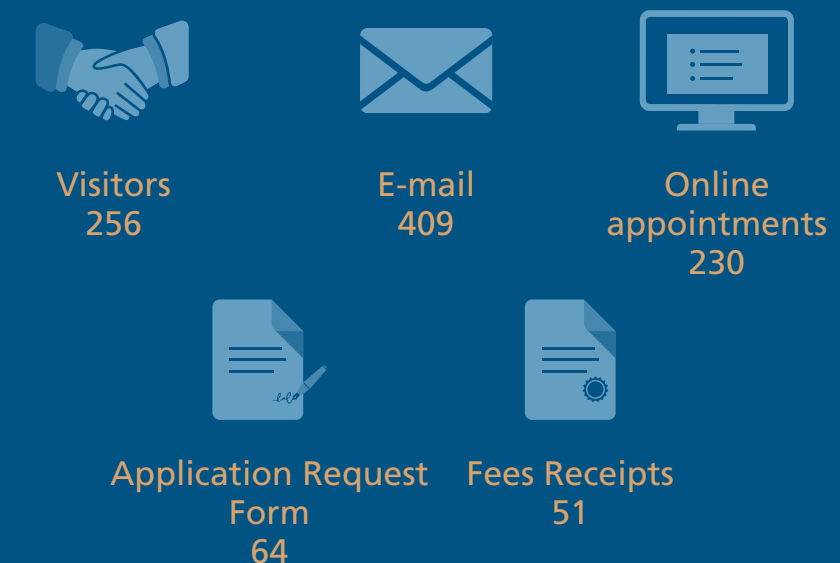
The ISC also received 64 application requests forms from potential investors. The application request forms were varied covering consultancy services, Information Systems, Industrial sector, oil & gas, construction & building, project management, training and health

The ISC issued 51 receipts valued at KD 40,520, covering fees for various operations: Application for establishing a Kuwaiti company, Application for a Kuwaiti company with incentives, Application for establishing a Branch, issuing an investment license, issuing a registration certificate in the investment register, renewal of investment license, amendment request for an investment entity, a copy of the investment license, registering accredited consulting companies and offices, and application for granting incentives, as shown in the figure.

Table No. (7) Decisions of the Director General relating to KDIPA Work

Decision	Date
7 August 2018	Decision No. (354) of 2018 on registering qualified companies and offices in the register of companies and firms accredited by KDIPA to submit applications on behalf of investors to KDIPA, for a period of one year from the date of issuance of the certificate of registration.
18 November 2018	Decision No. (449) of 2018 on amending the activities mentioned in Clause No. (1) Of the Director General's decision No. (361) of 2018.
25 December 2018	Decision No. (522) of 2018 on renewal of the registration of companies and firms to submit applications on behalf of Investors to KDIPA for a period of 1 year from the date of issuance of the certificate of registration.
4 March 2019	Decision No. (108) of 2019 on registering qualified companies and firms in the register of companies and firms accredited by KDIPA to submit applications on behalf of investors to KDIPA, for a period of one year from the date of issuance of the certificate of registration.

Figure No. (6) ISC Activities



2- Applications Evaluation Mechanism

A total of 129 meetings were held with 64 investment entities upon receiving their applications 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. Thus 10 recommendations were prepared after the completion of the initial study evaluation and sent to the attention of KDIPA's 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 on Points Scoring Mechanism (PSM) for Evaluating Investments Licensing & Granting Incentives Applications issued on 6 December 2016 and the 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.
- Creating jobs for the national labour higher than the quota stipulated in the aforesaid Council of Minister's Decision No. (1028) of 2014.
- Providing accredited training programs, inside and outside Kuwait, to the national labour in relation to their profession or occupation.
- Supporting the local private sector.
- Contributing to achieving economic diversification.

3- Follow-up of Investment Entities

3.1 Periodic follow-up:

As part of its stipulated periodic follow-up procedures, KDIPA addressed 20 licensed investment entities to submit financial data, annual reports, Economic Impact Measurement Model, and other required documents. A total of 12 follow-up reports were received and duly presented to KDIPA's Board of Directors for their perusal. Around 90 meetings with licensed investment entities took place, including a field visit for periodic follow-up and discussions regarding issues of mutual concern. Additionally, 12 requests to amend investment entities were received, including a request to add an activity, a request to change address, a request to change the manager and a request to write-off the company. Also, 4 meetings were conducted with 2 investment entities and 2 consultancy firms. KDIPA organized a workshop at its headquarters for licensed investment entities on 25 April 2018. It was attended by 40 representatives of those licensed investment entities and a number of consulting companies and offices accredited by KDIPA to submit applications on behalf of investors, to explain to them the Economic Impact Measurement Model.

3.2 Recording Direct Investment Data:

KDIPA continued its coordination with the Central Bank of Kuwait (CBK), aiming towards enhancing accuracy of data regarding 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 international reports.

In this context, KDIPA met with the CBK and agreed on the methodology, by which KDIPA coordinates between the licensed investment entities and CBK to guarantee on-time completion and submission of the official Coordinated Foreign Direct Investment Survey (CDIS) of the International Monetary Fund (IMF) to be enlisted within Kuwait's Balance of Payment (BOP). KDIPA formed a specialized internal work team to follow up this matter.

During the report period, 13 applications out of 24 were filled and sent back by the licensed investment entities.

KDIPA organized a workshop for its staff, in which experts from CBK's Economic Research Department explicitly explained the methodology of preparing Kuwait's Balance of Payment BOP and IMF's CDIS after adapting it to KDIPA's scope of business.

KDIPA also participated in the Technical Committee for Foreign Investment Survey in Kuwait, which concluded its works under the supervision of the Central Statistical Bureau by the end of 2018.

4- Handling complaints and suggestions:

During the report period, 16 complaints were received and handled and 6 suggestions were discussed and recommendations were given about them. A total of 482 measures were taken in this regard as shown in the figure.

Furthermore, the second phase of working procedures development, was completed to ensure direct and speedy responses according to set standards that would maintain quality performance in handling complaints and suggestions. This helped KDIPA in obtaining the ISO 10002:2018 certification for handling complaints and customers satisfaction..

Figure No. (7) Measures relating to handling complaints and suggestions



5- Licensing Procedures and Collaboration with Competent Authorities:

During the report period KDIPA consolidated efforts for implementing procedures to facilitate investments licensing and granting incentives, as well as project evaluation, in accordance with Law No. 116 of 2013 , its executive regulations and the relevant decisions, especially for issuance of the commercial licenses and obtaining necessary approvals, in close collaboration with the Ministry of Commerce and Industry and other competent government authorities. Out of its commitment to support the establishment and expansion of licensed investment entities in Kuwait and facilitate the launch of their operations, KDIPA enhanced effective communication channels and collaboration mechanisms with competent government authorities to complete procedures, and address constraints, inside or outside KDIPA, and to follow up suggestions.

5.1 Kuwait Business Centre (KBC):

During the report period, KDIPA team at the Kuwait Business Centre (KBC) facilitated obtaining commercial licenses for 8 approved investment entities to be able to issue their investment licenses, in accordance with Law No. 116 of 2013. KDIPA also collaborated with the Ministry of Commerce and Industry to create a joint framework to facilitate issuing commercial license for approved investment entities to ensure continuity, speed, and consistency in service delivery.

5.2 Competent Government Authorities:

During the report period, 140 meetings and correspondences were conducted with 23 competent government authorities, according to the set work frames and cooperation channels in order to execute transactions and complete procedures, that will ensure facilitating investments licensing and granting incentives requests submitted by investors to KDIPA, as well as providing needed letters of reference.

The channels of cooperation with competent government authorities established along six areas, with interactions conducted with more than one authority in more than one area as shown in detail in the table:

- Establishment: Completion of procedures for establishing investment entities in accordance with Law No. 116 of 2013, facilitating the establishment transactions and the issuance of the commercial license and the addition of activities.

- Activities Approvals: Communication with competent government authorities to obtain approvals on licensing and incentive granting requests.

- Facilitating Commencement of Operations: Offering facilitations to licensed investment entities, addressing obstacles, and offering practical solutions to accelerate the commencement of their operations.

- Incentives Granting Follow-up: Coordination with competent governmental authorities to follow up granting incentives, tax & customs exemptions, and industrial land in accordance with the provisions of Law No. 116 of 2013.

- Judicial Control Mechanism: Coordination with competent authorities to ensure optimal application of judicial control by KDIPA.

- Investment Data: Coordinating process to fill data of foreign direct investment inflows by the licensed investment entities in Kuwait Balance of Payment (BoP) , and participating in the Second foreign direct investment survey for Kuwait .

Table No. (8) Detailed Collaboration procedures with competent government authorities

Entity	Procedure
First – Establishment	
1- Ministry of Commerce and Industry (MOCI)	- Developing coordination mechanism with MOCI to accommodate emerging developments, and to facilitate establishment and modification requests submitted by licensed investment entities, as well as issuance of modified commercial licenses and follow up on complaints regarding commercial licensing process. - Coordination on the classification of sector activities and adding activities to the electronic system of the Ministry.
2- Kuwait Municipality (KM)	Coordinating in facilitating procedures for issuance of commercial licenses for investment entities approved by KDIPA.
3- Capital Markets Authority (CMA)	Working on developing a coordination mechanism to facilitate dealing with activities relating to foreign securities
Second – Obtaining activities approvals from competent government authorities	
1- Public Authority for Industry (PAI)	Developing a coordination mechanism for submitting requests for industrial licenses for investment projects by investment entities that applied to KDIPA.
2- Ministry of Interior (MoI)	Coordinating for issuing approvals for a licensed investment entity and for another investment entity that applied to KDIPA.
3- Ministry of Public Works (MoPW)	Coordinating for issuing activity approval for an investment entity that applied to KDIPA.
4- Kuwait Petroleum Corporation (KPC)	Developing a coordination mechanism to obtain approvals for relevant projects.
5- Ministry of Health (MoH)	- Obtaining clarification of procedures for issuing health licenses for investment entities that applied to KDIPA. - Coordinating for issuing activity approval for a licensed investment entity by KDIPA.
6- Ministry of Information (MoI)	- Clarifying the terms and conditions for issuing media licenses for investment entities that applied to KDIPA. - Coordinating for issuing activity approval of a licensed investment entity by KDIPA.
7- Communication and Information Technology Regulatory Authority (CITRA)	- Clarifying terms and conditions for issuing CITRA's licenses for investment entities that applied to KDIPA. - Following up for activity approval of a licensed investment entity by KDIPA.
8- Kuwait Investment Authority (KIA)	Discussing collaboration efforts with regards to foreign companies that are interested in investing in State of Kuwait.

9- Ministry of Electricity and Water (MoEW)	- Coordinating for issuing activity approvals for a licensed investment entity and for an investment entity that applied to KDIPA.
10- The Public Authority for Applied Education & Training (PAAET)	- Coordinating for issuing activity approval for a licensed investment entity by KDIPA.
11- Directorate General of Civil Aviation (DGCA)	- Coordinating for issuing activity approval for an investment entity that applied to KDIPA.
12- Ministry of Foreign Affairs (MoFA)	Coordinating for issuing activity approval for an investment entity that applied to KDIPA.
Third - Facilitating Commencement of Operations	
1- Public Authority for Manpower (PAM)	- Cooperating to facilitate opening labor force files for licensed investment entities by KDIPA. - Following up on labor related complaints of licensed investment entities by KDIPA. - Issuance of criminal records for Judicial Officers assignees.
2- Kuwait Fire Service Directorate	- Facilitating approved security and safety procedures. - Following up complaints regarding fire licenses.
3- Ministry of Interior (MoI)	- Coordinating for issuing work visas for staff of licensed investment entities by KDIPA
4- Ministry of Public Works (MoPW)	- Coordinating for following up the procedures and complaints of licensed investment entities by KDIPA
Fourth - Follow-up Granted Investments	
1-Ministry of Finance (MoF)	- Following up a tax related complaint. - Following up cooperation with MoF regarding the implementation of the tax exemption mechanism and its amendments.
2- Kuwait General Administration of Customs (KGAC)	- Following up cooperation with KGAC regarding the implementation of the customs exemptions and customs dispatches.
3- Public Authority for Industry (PAI)	- Coordinating the issue of allocation of industrial land plots for investment entities that applied to KDIPA with proposed industrial projects. - Formation of the joint committee for land allocation in Al-Shadadiya Industrial Zone.

Fifth – Judicial Control Mechanism

1- Ministry of Commerce and Industry (MOCI)	- Coordination of the judicial control mechanism
2- Public Authority for Industry (PAI)	- Coordination of the judicial control mechanism
3- Capital Markets Authority (CMA)	- Coordination of the judicial control mechanism.
4- Public Institution For Social Security (PIFSS)	- Coordination of the judicial control mechanism
5- Kuwait Institute for Judicial and Legal Studies	- The institute organized a specialized course for KDIPA's staff appointed as Judicial Officers upon the latter request.

Sixth – Investment Data

1- Central Bank of Kuwait (CBK)	- Establishing a mechanism for filling data of the licensed investment entities by KDIPA in CBK approved forms of IMF's Coordinated Direct Investment Survey (CDIS) to be included in Kuwait Balance of Payment (BoP).
2- Central Statistical Bureau (CSB)	- Participating in the second foreign direct investment survey for Kuwait covering the years 2013-2017.

5.3 Listed Firms

During the report period, the number of listed consulting companies and firms representing investment entities increased to 50. This was achieved by publishing two announcements opening the door for receiving the second and third waves of requests from consulting companies and firms wishing to deal with KDIPA on behalf of investors. Concomitant with both announcements, an internal taskforce was formed to follow up procedures, evaluate the applications and

to submit recommendations for adoption. In this context, the Director General issued decisions allowing accredited consulting companies and firms to submit applications on behalf of investors for a year from date of issuance of the registration certificate, as well as listing these companies and firms under the Investors Service Centre (ISC) on KDIPA's website, which included all other online services provided by KDIPA, as shown in the table and the figure.

Figure No. (8) Trademarks of approved companies



Table No. (9) Expansion of listed consulting companies and firms

Announcement	Duration	Decision	Date of issue	Number of qualified companies
Second	24 June – 23 July 2018	Director General decision No. (354) of 2018	7 August 2018	13
Third	27 January – 12 February 2019	Director General decision No. (108) of 2019	4 March 2019	12

The Director General also issued a decision regarding renewing the list of registered accredited consulting companies and firms for one year from the date of issuance of the certificate of registration. KDIPA invited listed companies and firms to three introductory workshops, which were organized as part of the services KDIPA offers to these entities. The first workshop was on 25 April 2018 and it discussed mechanism for measuring the economic impact. The second took place on 11 July 2018, highlighting the mechanisms of the tax exemption and measuring the economic impact. The third workshop was held on 7 November 2018 and it offered an explicit explanation for the standard procedures for submitting requests on behalf of investors, the project evaluation criteria, as well all the services offered by the One Stop Shop (OSS) Department.

6- Managing KDIPA's Incentives

6.1 Customs Exemptions:

During the report period, a total of 9 customs dispatches consignments were processed.

6.2 Tax Exemptions

During the report period, a total of 4 tax exemption certificates were granted against performance to licensed investment entities for 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, in accordance with



KDIPA organizes an orientation session for its licensed companies and qualified offices

Law No. 116 of 2013. This aims to stimulate investors to maximize the economic and social impact, improve performance, and increase competitiveness.

Around 8 meetings were held with and the auditing firms accredited by the Ministry of Finance and the consulting companies and firms approved by KDIPA to discuss the enquiries and updates on preparing tax exemption reports.

Also, 6 Director General decisions were issued to approve granting tax exemptions for 10 years, in addition to one Director General decision to renew a company's exemption for a period of 5 years.

KDIPA organized a workshop to explain the latest amendments on tax exemptions to investment entities and the listed consulting companies and firms on 11 November 2018. Furthermore, KDIPA participated in the annual conferences of Ernst & Young and Deloitte & Touche (M.E.) to present the mechanism of granting tax exemption against performance to their customers.

6.3 Land Allocation

KDIPA formed a joint committee with the Public Authority for Industry (PAI), aiming to establish a mechanism for allocating industrial land plots to investment entities, which KDIPA is to grant a license for industrial activates in accordance with Law No. 116 for 2013.

7- The Offset Program

During the report period, the Offset Program witnessed increased activity under KDIPA's management according to the directives of the Council of Ministers, aiming to implement offset commitments in coordination with competent authorities, in light of the objectives and priorities of the national development plan, the Offset Program Guidelines No. 9-2007, the Council of Ministers Decision No. (400) of 2017 dated a 20 March and other relevant CoMs decisions.

7.1 Implementing existing offset obligations

KDIPA provided a comprehensive range of support services to the Offset obligors, as well as government authorities and private entities to implement their existing offset obligations within the first list of 20 projects approved by the Council of Ministers. Furthermore, KDIPA addressed those authorities and entities to clarify the procedures of implementing their projects and receiving the technical and financial terms of reference to be submitted to interested obligors. All the

information on the necessary procedures were placed on KDIPA's website.

On another note, and in cooperation with the Ministry of Finance and the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), KDIPA addressed the government authorities and private entities to submit their entries to be included in a second list of 30 new proposed projects to implement the existing offset obligations. The Council of Ministers issued its Decision No. (1033) of 2018 dated 16 July 2018 regarding the adoption of the second list of projects, and issued other relevant decisions later.

During the period 8 – 9 August 2018, KDIPA organized an online forum, in which it presented the projects within the second List that was approved by the Council of Ministers, their implementation requirements, and timeframes.

The outcome of these efforts was notably materialized towards the end of the fiscal year FY2018/2019. By then, most companies with existing obligations had chosen whether to fulfil their obligations by implementing projects from Lists 1 or 2, or through their own proposed projects. A total of 5 Obligor that failed to take a decision within the given grace period were subjected to penalties.

7.2 Offset Procedures:

During the report period, KDIPA continued to follow up all the necessary procedures for managing the existing Offset obligations according to the formulated offset system and the Offset Guidelines No. 9 - 2007 as shown in the table.

A follow-up committee for government projects was formulated, as well as an Offset Guidelines update work team. Three Offset military procurement contracts were received from the Ministry of Defense, and were duly processed.

Table No. (10) The Offset Program procedures from 1 April 2018 till 31 March 2019

Item	Action
Declarations	<ul style="list-style-type: none"> - An obligor signed a declaration of intent to implement an Offset project by a third party. - Another obligor's declaration was amended.
Offset project proposals	- 10 proposals for Offset projects were received, 4 of which were approved.
offset implementation plan	- implementation plans for 8 Offset projects were received and approved.
Offset obligations reduction	- Studying the reduction of offset obligations for 17 projects, 9 of which were approved.
Obligors Sub-contractors	- Received and reviewed 6 obligors' sub-contractors' contracts to calculate the net offset obligation.
Bank Guarantees	<ul style="list-style-type: none"> - Sent 80 correspondences to renew bank guarantees. - Released 3 bank guarantees after completion of relevant Offset projects.
Correspondence	- Sent 155 correspondence to Offset obligators and government entities.
Phone Calls	- Received 285 phone calls.
E-mails	- Sent out 488 e-mails.
Internal Memorandums	- Sent 74 internal memos .
Meetings	<ul style="list-style-type: none"> - Held 70 meetings with competent government authorities. - Held 55 meetings with obligors and other entities.
One-to-one meetings	- Conducted 95 one-to-one meetings with obligors.
Field Reports	- Issued 7 field reports upon the visits to relevant Offset projects.

8- Economic & Free Zones and Commercial Plots:

8.1 KDIPA Economic Zones:

KDIPA's manages Al-Abdali, Al-Wafra, and Al-Naeem economic zones in accordance with Article (4) clause 3 of Law No. 116 of 2013, mandating KDIPA "to establish economic zones and suggest their locations within the general structural plan in coordination with the concerned authorities". Additionally, KDIPA is authorized to allocate and distribute land plots in these zones to investors, subject to the provisions of Law No. 116 of 2013, as an incentive for encouraging investing in Kuwait, in accordance with the provisions set by the Board of Directors.

8.1-1 Al Abdali Economic Zone

During the report period, KDIPA contributed to the development of the master plan for Al Abdali Economic Zone project by performing field visits and conducting meetings with competent entities for information gathering.

KDIPA also prepared a study on possible scenarios to execute economic zones (Al Abdali).

In accordance with the project tendering process, Pan Arab Consulting Engineers (PACE) was awarded the development of the master plan for Al Abdali Economic Zone project. The contract was signed on 1 July 2018 and operations commenced on 22 July 2018.

KDIPA organized on 4 December 2018 a meeting with PACE and Surbana Jurong "SJ" international consulting firm to discuss the latest developments in the master plan and infrastructure design of Al Abdali Economic Zone, in light of the project's four stages as shown in the table.

Table No. (11) Al Abdali Economic Zone implementation stages

Stage	Duration	Outputs
Stage 1: Survey and collect information	4 Months	Performing field survey operations for Al Abdali Economic Zone's area and collecting necessary information and data for developing the master plan, attended by KDIPA's team .
Stage 2: preliminary Design	5 Months	Concluding stage 2 or preliminary design by obtaining necessary approvals from competent government entities through official correspondence, meetings and field visits.
Stage 3: Detailed Design	In progress	PACE is currently working on developing the detailed design.
Stage 4: Delivering final design	In progress	Al Abdali Project's final design and Tender Documents will be delivered to the executing contractor.

8.1-2 Al Wafra Economic Zone

The tender for consultancy services for the design and preparation of Al Wafra Economic Zone's detailed engineering plans was approved by the Ministry of Finance.

KDIPA requested from Kuwait Municipality to determine and deliver the land boundaries allocated for Al Wafra Economic Zone.

8.1-3 Al Naim Economic Zone

The tender for consultancy services for the design and preparation of Al Naim Economic Zone's detailed engineering plans was approved by the Ministry of Finance.

KDIPA requested from Kuwait Municipality to determine and deliver the land boundaries allocated for Al Naim Economic Zone.

KDIPA is collaborating with the Public Authority for Industry to establish the infrastructure of Al Naim Economic Zone.

8.2 Free zones

By virtue of the Council of Ministers' decision No. (907) of 2016 that was issued on 4 July 2016, KDIPA was designated to manage free zones and deal with investors in it in accordance with the provisions of Law No. (26) Of 1995 and the relevant regulations and decisions. KDIPA renewed its annual membership of the World Free Zones Organization (World FZO), located in Dubai, UAE.

8.2-1 Shuwaikh Free Zone

On 26 September 2018, the Council of Ministers issued decision No. (1337) that cancels its decision No. (512), which was adopted on 29 June 1997, concerning the establishment of a free zone in the port of Shuwaikh and its geographic boundaries. The Decision assigned the State Property Department in the Ministry of Finance to coordinate with competent authorities to reconcile all legal, regulatory, contractual, and financial conditions of the above-mentioned plots and to provide the Council of Ministers with a comprehensive report. It also assigned the Public Authority for Industry (PAI) to continue to assume its tasks assigned to it in this zone.

KDIPA prepared a re-study report of the Shuwaikh Free Zone, including the procedures and steps undertaken by KDIPA in coordination with the competent authorities, including Kuwait Municipality, the Public Authority for Industry (PAI), and the State Property Department in the Ministry of Finance, regarding the options and future perception of Shuwaikh Free Zone, and in light of Kuwait's fourth Master Plan 2040. The

Public Services Committee in the Council of Ministers was briefed about this report during its meeting held on 14 June 2018.

8.2-2 Nuwaiseeb Free Zone

KDIPA addressed the Fatwa and Legislation Department regarding the options and proposals, mentioned in its report on Al Nuwaiseeb Free Zone, regarding the Usufructuary (utilization) right of plots at Al Nuwaiseeb area.

KDIPA received the Fatwa and Legislation Department's approval on assigning the management of Nuwaiseeb free zone as per studies submitted by KDIPA, given that granting Usufructuary (utilization) rights is subject to rules and provisions applicable to the entity, which is to be selected in the light of the agreements and legislations in force in the State of Kuwait. According to the decision, the detailed feasibility studies and the structural plan of the Nuwaiseeb Free Zone should adhere to the free zone standards and the permissible uses within their borders (such as workers' housing, offices, storage and distribution facilities, light and handicraft industries, etc.).

8.3 Commercial Plots:

KDIPA was designated to manage the allocation of commercial plots as stipulated in Article (18) of Decree Law No. (105) of 1980, concerning the State Property System, which was transferred to KDIPA's realm from the Ministry of Finance, pursuant to the Council of Ministers Decision No. (1154) of 2016, taken on 22 August 2016 and aimed at creating a favorable environment for investment and trade. In this context, the committee formulated by KDIPA's Board of Directors submitted a report on its findings and recommendations, and prepared a draft proposal covering rules, controls and procedures for distribution and allocation of commercial plots. The Board of Directors approved the report during its meeting on 6 June 2018, and referred it to the Council of Ministers to determine what it deems appropriate, in light of the regulations and controls in place by competent authorities.

The Economic Affairs Committee at the Council of Ministers decided to refer KDIPA's report to Kuwait Public Policy Centre (KPPC) at the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) for feedback and to coordinate with the Fatwa and Legislation Department and competent authorities to study all legal and technical aspects, thus to prepare the appropriate draft regulations, in light of the rules and legal provisions in this regard.

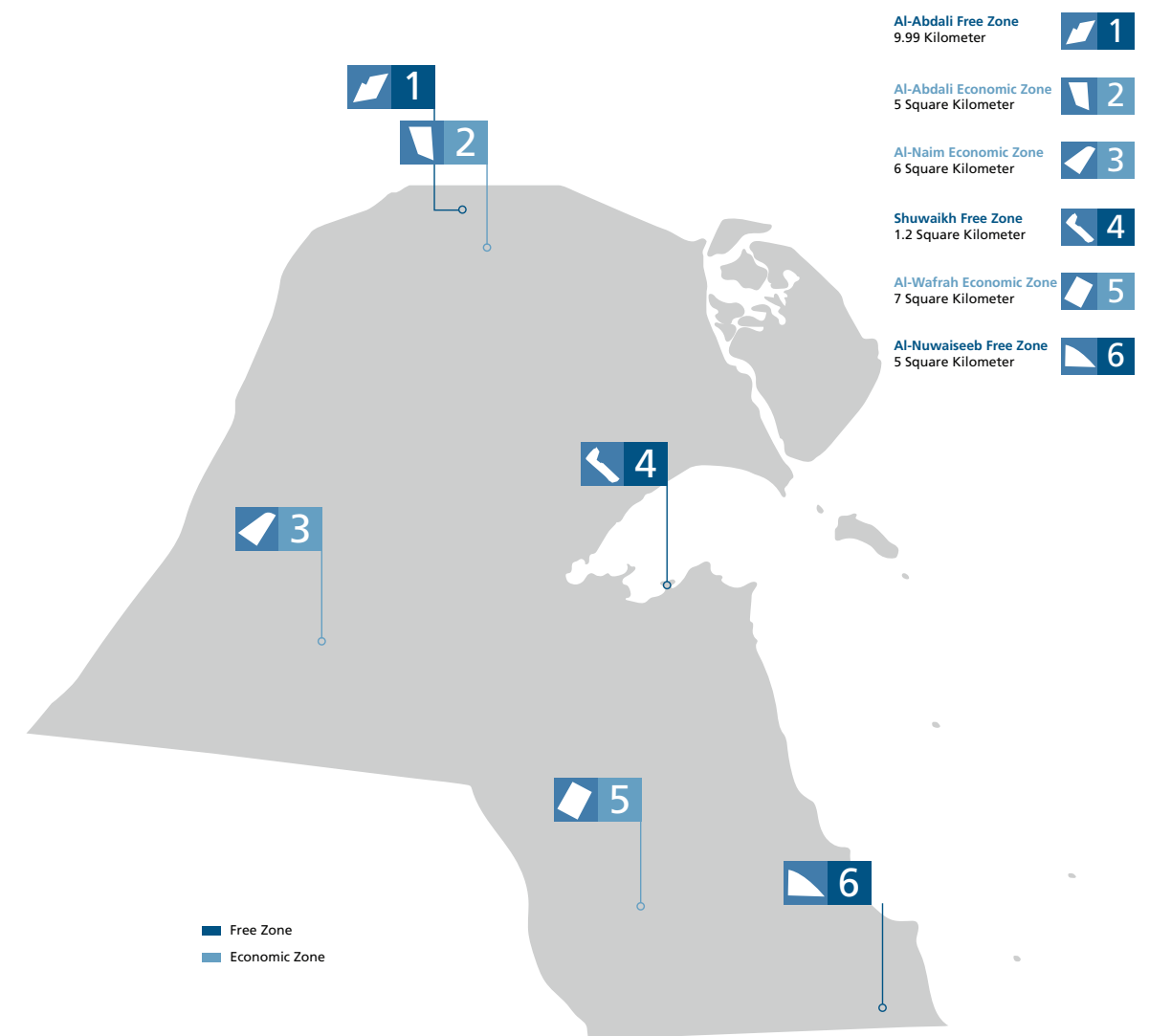
Based on the Fatwa and Legislation Department's advice, the Ministerial Decree No. 49 of 2019 concerning the rules and procedures for allocating commercial plots was issued on 24 January 2019, as well as the Ministerial Decree No. 62 of 2019, which was issued on 30 January 2019 regarding the formation of a committee responsible for the procedures allocating commercial plots to be headed by the Director General of Kuwaiti Municipality.


9- KDIPA Headquarters

KDIPA followed up on the procedures required for the construction of its headquarters.

A study was prepared and submitted on 31 May 2018, to assess the expected increase in KDIPA's staff members and its impact on the internal building design, with an accompanying plan to cope with staff changes. KDIPA Building Design Committee was formulated, it held 15 meetings with the Ministry of Public Works and other competent authorities, resulting in allocation of the site's coordinates by Kuwaiti Municipality and finalization of the terms of reference.

Figure No. (9) Economic and Free Zones Sites





CHAPTER FOUR PROMOTIONAL ACTIVITIES



The promotional and marketing activities carried out by KDIPA during the report period were based on its mandate to promote Kuwait, identify promising investment opportunities, and target priority sectors. The promotional activities are covered in the following paragraphs.

1- Kuwait Investment Forum KIF

During the report period, KDIPA followed up the outputs of the second edition of its flagship event "Kuwait Investment Forum 2018" and started preparing for the third edition in 2020.

In following up the outputs of KFI 2018 KDIPA carried out the last stage of its contract with the public relations firm, issuing 3 press releases regarding the event's main results and repercussions in coordination with the Kuwait News Agency (KUNA).

The "Kuwait Investment Forum 2018 Report" was prepared, produced, and distributed, outlining the forum's topics, sessions, speakers, volume of participation, the results of the media campaign that accompanied it and its impact on positioning Kuwait as a lucrative market for investment opportunities, showcasing the economic and legislative updates, and shedding light on future aspirations.

KDIPA established a database for investment companies that participated in KIF2018, which included 325 local and global companies, to whom an e-mail was sent with promotional information about Kuwait, as well as a questionnaire to explore the views of these companies on the forum and to solicit their proposals, in coordination with the Kuwait Foundation for the Advancement of Sciences (KFAS).

2- Organizing External promotional tours

The "Kuwait Investment Outreach-KIO" Roadshow

During the report period KDIPA organized a promotional tour as part of its collaboration with the Financial Times Group and fDi Magazine, serving as the second section of "Kuwait Investment Outreach-KIO", which took place in Silicon Valley, California, USA on 29 November 2018.

The promotional tour's itinerary was designed to present a vital platform, that brings together top officials from Kuwait and other countries, business community leaders and economic consultants and experts from governmental and financial institutions to highlight the investment climate and opportunities in Kuwait, present latest economic developments and investments, and showcasing Kuwait's competitive advantage especially in the ICT sector, as well as new initiatives towards building the digital economy and innovation.

Prior to holding KIO in the Silicon Valley, KDIPA arranged during 27-28 November 2018 several promotional meetings and activities with emerging and well-established technological companies in USA, amongst those who expressed interest in the promising opportunities in Kuwait. These meetings were organized in collaboration with governmental entities such as: the Communication and Information Technology Regulatory Authority (CITRA), The Supreme Council for Planning and Development (SCPD), Kuwait Foreign Petroleum Exploration Company (KUFPEC), and a group of private sector companies in Kuwait, supported by the Kuwaiti Consulate in Los Angeles.

The first edition of Kuwait Investment Outreach Roadshow (KIO) was held in London on 8 December 2017.

SelectUSA Investment Summit

KDIPA organizing in the SelectUSA Investment Summit held in Washington, DC on 20-22 of June 2018. The summit was attended by more than 3,000 people from 64 countries and economic and development organizations, reflecting KDIPA's concern to strengthen bilateral strategic relations between Kuwait and the



The Kuwait Investment Outreach Roadshow in Silicon Valley

USA, and it came in line with the signed cooperation agreement with SelectUSA to strengthen direct investment ties and further cooperation between the two countries, by providing appropriate support to Kuwaiti and American investors to facilitate bilateral direct investment.

Arab-German Business Forum

KDIPA organizing in the 21st Arab-German Business Forum, which was organized by the Arab-German Chamber of Commerce and Industry, in cooperation with the Union of Arab Chambers, Kuwait Chamber of Commerce and Industry, and Association of German Chambers of Industry and Commerce (DIHK) on 25-27 of June in Berlin, Germany.

His Highness the Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah was a keynote speaker and guest of honour at the forum, where Kuwait was the event's most special guest. The forum's agenda included a special session about Kuwait in which presentations were given on Kuwait's National Vision 2035 and development plans.

More than 500 of top senior officials and private sector leaders from both countries attended the forum. KDIPA's Director General gave a presentation on Kuwait's unique advantages as a lucrative investment destination and the facilities KDIPA provides to interested investors.

First Kuwait China Investment Forum

KDIPA organizing the First Kuwait China Investment Forum, which was organized in collaboration with the Ministry of Finance and the Kuwait Investment Authority in Shanghai, the financial capital of the People's Republic of China on 22 November 2018.

The forum discussed the investment climate and the potential opportunities in front of Kuwaiti and Chinese companies to enhance the economic cooperation between both countries. The forum was opened by H.E. the Minister of Finance, while KDIPA headed a special panel titled 'New Kuwait'.

The forum was attended by a selection of more than 400 Chinese businessmen and global financial and investment personalities. It also witnessed the inauguration of the second representative office in Shanghai in China (KIA), which came as result of the successful visit of H.H The Amir to China in July 2018 and keenness to strengthen bilateral areas of cooperation. It also complements the efforts of KIA's first representative office that opened back in 2010 in Beijing.

Investment Tour to Istanbul

KDIPA organized an investment tour to Istanbul, Turkey during the period 13-14 March 2019 to meet with a group of investment firms that showed interest in investing in vital sectors in Kuwait.

During the visit, Turkish companies were introduced to KDIPA's role and procedures, the advantages provided under the provisions of Law No. 116 for 2013, and the investment opportunities available in Kuwait. A visit was made to 'Invest in Istanbul' to discuss bilateral cooperation.



KDIPA organizes the 3rd EU-GCC Business Forum

3- Participation in Official Visits and Delegations

During the report period, KDIPA participated in two official delegations as follows:

- The official delegation accompanying H.H The Amir during his visit to the people's republic of China during the period 7-10 July 2018, aiming to foster bilateral relations between the two countries and enhance the

prospects for further vital cooperation.

- The official delegation accompanying H.E. Khaled Nasser Al Roudhan, Minister of Commerce and Industry during his visit to Iraq on 21 February 2019, aimed to enhancing bilateral relations in the areas of economy, commerce and direct investment.



KDIPA participated in the Kuwait China Investment Forum



KDIPA Participates in the 21st Arab-German Business Forum

4- Organizing Promotional events

Fulfilling its duties of attracting direct investments and promoting Kuwait's unique attributes, KDIPA organized 4 promotional events in collaboration with Kuwait Chamber of Commerce and Industry (KCCI) and other entities as shown herewith.

American CEOs Visit to H.H The Amir During His Official Visit:

During the official visit of H. H the Amir to the United States of America, KDIPA organized a meeting for His Highness the Amir with the CEOs of top US corporates at H.H. residence in Washington, DC on 4 September 2018.

The Deputy Head of the National Guard, and KDIPA'S Director General attended the meeting, which aimed towards enhancing strategic collaboration with the biggest companies in the U.S, as well as forging stronger commercial and economic ties between Kuwait and U. S. A.

3rd EU-GCC Business Forum

KDIPA collaborated with the EU, Kuwait Chamber of Commerce and Industry (KCCI), and the General Secre-

tariat of the Supreme Council for Planning and Development (GSSCPD) to organize the 3rd EU-GCC Business Forum, titled "An Oasis of Opportunities", which was held on 19-20 March 2019.

The opening ceremony was held at the historical Hashemi Boat Ballroom at the Radisson Blu Hotel. The Chairman of KCCI, the Secretary General of the Gulf Cooperation Council gave welcome speeches, and the EU's Ambassador to Saudi Arabia, Bahrain, Kuwait, Oman and Qatar, delivered a welcoming speech. KDIPA's Director General gave a also speech during the event. The keynote speech was presented by the Secretary General of SCPD's reflecting on Kuwait Vision 2035 and its pillars, the future directions on economic diversification and enhancing the role of the private sector in the national economy.

The second day of the forum, was held in the premises of KCCI, and was comprised of six specialized sessions on business performance in the GCC countries, investment opportunities in the GCC, in addition to three sectorial sessions to review investment opportunities in the Healthcare, Digitalization, and Innovation & Entrepreneurship. The forum concluded with a session on the prospects of EU-GCC trade relations.

KDIPA provided a presentation during the session that discussed the investment opportunities in the GCC,

covering the investment climate and Kuwait's unique attributes, and the role of KDIPA in encouraging direct investment, granting incentives, and providing facilitations to interested investors.

The forum was attended by more than 450 senior officials, business leaders, and economic figures in the EU and GCC. The forum provided an open platform for exchanging views, networking, and building relations. The forum, in its third edition, comes as part of the cooperation between the two sides that entailed holding several events aimed to strengthen the EU-GCC investment relations and to complement the second edition held in Riyadh, Saudi Arabia in May 2017 and the first edition held in Brussels in May 2016.

Economic meeting for American Companies

KDIPA, in collaboration with the U.S. Chamber of Commerce, organized a meeting for U.S companies at KDIPA's Headquarters on 19 March 2019. The meeting discussed the latest legal developments and investment opportunities available in Kuwait, supporting efforts to prepare a report on Kuwait's investment climate that will be published by the U.S Chamber of Commerce about by the end of the year 2019. The

meeting Was attended by a group of American companies, American Business Council of Kuwait, and officials from the US Department of Commerce and the US Embassy in Kuwait.

U.S – Kuwait 2nd Economic Forum.

KDIPA, in collaboration with the Kuwait Chamber of Commerce & Industry (KCCI) and the US Chamber of Commerce, organized the "U.S-Kuwait 2nd Economic Forum" held on 14 January 2019 at KCCI headquarters.

The forum highlighted the strength of bilateral economic and commercial relations and the pivotal role of the private sector in both countries to further their collaboration, as well as promoting a host of lucrative investment opportunities that portrayed Kuwait as a dynamic market for strategic projects.

of The Forum was attended by Kuwaiti and American officials and business people. During the forum two memorandums of understanding were signed, the first one was between the KCCI and U.S. Chamber of Commerce; the second MoU was signed between KDIPA and Citi Bank N.A.



H.H. the Amir receives a delegation of American Business Leaders



KDIPA partners with Kuwait Chamber of Commerce and Industry and The U.S. Chamber of Commerce to Launch the U.S - Kuwait 2nd Economic Forum



KDIPA receives Undersecretary of Foreign Economic Sector of Argentina

5- Meetings

KDIPA, represented by its executive management held over 200 meetings with officials and personalities from Kuwait, GCC, as well as foreigners as shown herewith.

- Ministers and senior officials including: the Minister of Trade and Investment of Saudi Arabia, the Minister of Foreign Affairs and Trade Promotion of the Republic of Malta, the Minister of Trade and Industry of Sri Lanka, Trade Commissioner of the UK Government in the Middle East, Afghanistan and Pakistan, Undersecretary of the Ministry of Economy for Foreign Trade of the Republic of Argentina, Regional Director of Hong Kong Trade Development Council Office for the Middle East and Africa, Head of British-Kuwaiti Parliamentary Friendship in the House of Commons, Chairman of the People's Committee and Governor of Ho Chi Minh City of Vietnam, Head of French Business for the Middle East, and the Chairman of China Railway Group.

- Ambassadors and diplomatic mission to Kuwait, including: the US Ambassador, the British Ambassador, the German Ambassador, the Hungarian Ambassador, the Canadian Ambassador, the Italian Ambassador, the Korean Ambassador, the Turkish Ambassador, the Vietnamese Ambassador, the Sri Lankan Ambassador, the Deputy Head of the EU Delegation and the Senior Advisor to the Department of Trade and Economic Affairs

In the mission, Deputy Head of Mission and Consul of the Embassy of Australia, Head of Trade Mission of the French Embassy, Commercial Counselor at the British Embassy in Kuwait, Economic Counselor at the Embassy of the United States of America. The ambassadors of the State of Kuwait in Japan, France and Australia.

- Officials from international organizations, including the International Monetary Fund, the World Bank, the Economic and Social Commission for Western Asia (ESCWA) and the World Economic Forum.

- CEO's of many national and global companies operating in different sectors.

KDIPA met with 4 delegations representing their fellow promotion authorities: Bahrain Economic Development Board, Scottish Development International, Invest in Hong Kong, and Korea Trade-Investment Promotion Agency (KOTRA).

During the report period, KDIPA received in its headquarters 7 investment and commercial delegations from Brazil, China, Hong Kong, Turkey, France, Vietnam, and USA.



Economic Meeting for American companies

6- Bilateral Committees and Business Councils

6.1 Bilateral Committees

During the report period, KDIPA participated in 17 periodic, preparatory and coordinating meetings of the bilateral committees in which the State of Kuwait entered into with foreign and Arab countries to foster international, economic, investment and trade relations, especially the US-Kuwait strategic dialogue, the joint Kuwait-UK steering group and others as shown herewith.

Third Kuwait-United States of America Strategic Dialogue

Meeting of The Third Kuwait-United States of America Strategic Dialogue was held on 20 March 2018. Headed by both countries' Ministers of Foreign Affairs, the meeting strengthened the strategic bilateral relations between them.

Kuwait-UK Joint Steering Group Meetings

The 12th Meeting of Kuwait-UK Joint Steering Group took place during the period 26-27 June 2018 in London, United Kingdom. The Deputy Foreign Minister of Kuwait headed the Kuwaiti side, while the Minister of State for Middle East Affairs headed the British side.

During the meeting, it was agreed to further strengthen cooperation in areas of mutual interest.

The 13th Meeting of Kuwait-UK Joint Steering Group took place during the period 13-16 December 2018 in Kuwait. KDIPA was represented by the Director General, who headed the Trade & Investment sub-group within the steering group's framework.

Other Committees Meetings

KDIPA participated in meetings of higher and ministerial joint committees with Australia, Morocco, Egypt, Algeria, Russia, and Greece.

The table details the coordination, preparatory and actual meetings of all these bilateral committees.



KDIPA participated in the 12th Meeting of Kuwait-UK Joint Steering Group

Table No. (12) Meetings of Bilateral Committees

Date	Meeting
4/4/2018	Discussion meeting between senior officials in the Governments of Kuwait and Government of Australia
4/6/2018	Preparatory meeting for the 12th session of Kuwait-UK Joint Steering Group
26-27/6/2018	Meeting of the 12th session of Kuwait-UK Joint Steering Group in London
7/8/2018	Meeting of the 3rd session of Kuwait-US Strategic Dialogue
19/11/2018	Preparatory meeting for the 19th session of Kuwaiti-Moroccan Ministerial Committee
2-3/12/2018	Preparatory meeting for the 12th session of Kuwaiti-Egyptian Ministerial Joint Committee
3-4/12/2018	Meeting of the 12th session of Kuwaiti-Egyptian Ministerial Joint Committee
5/12/2018	Preparatory meeting for the 13th session of Kuwait-UK Joint Steering Group.
10/12/2018	preparatory meeting of the 3rd session of Kuwait-US Strategic Dialogue
13/12/2018	Meeting of the 13th session of Kuwait-UK Joint Steering Group in London
10/1/2019	Preparatory meeting for the 3rd session of Kuwait-US Strategic Dialogue
19-21/2/2019	Meeting of the 10th session of the Kuwaiti-Algerian Joint Ministerial Committee
4-6/3/2019	Meetings of the 6th session of the Kuwaiti-Russian joint committee
11/3/2019	Preparatory meeting of the 3rd session of Kuwait-US Strategic Dialogue
13-14/3/2019	Preparatory meeting for the 1st session of the Committee for Economic and Technical Cooperation between Kuwait and Greece
13-15/3/2019	Meeting of the 1st session of the Committee for Economic and Technical Cooperation between Kuwait and Greece in Athens, Greece
20/3/2019	Meeting of the 3rd session of the Kuwait-US Strategic Dialogue



KDIPA participates in the Third Kuwait-US Strategic Dialogue

6.2 GCC-EU Economic Dialogue

KDIPA Participated in the ninth Economic Dialogue between the Gulf Cooperation Council (GCC) countries and the European Union (EU), which took place in Kuwait on 15 October 2018 and covered economic developments and economic diversification programs with the European Union.

6.3 Business Councils

During the report period, KDIPA participated in 8 events related to the business councils and business committees representing the private sector, as shown herewith.

ABCK Speaker Series

KDIPA participated in the American Business Council of Kuwait (ABCK) March 'Speaker Series' themed 'The New Kuwait Business Environment', which was held on the 12 March 2018 at the Holiday Inn Hotel in Kuwait and was attended by representatives of American companies operating in Kuwait and outside it. KDIPA delivered an introductory presentation on the investment climate in Kuwait and the services and facilitations it offers to interested investors.

Indonesian Business Forum

KDIPA participated in the "Indonesian Business Roadshow to Kuwait 2018" at the JW Marriot Hotel on the 11 December 2018. The forum was organized by the Indonesian Embassy in Kuwait in collaboration with the Indonesian Ministry of Foreign Affairs and Trade and

the Indonesian Chamber for Commerce and Industry, and it aimed to develop bilateral economic and commercial relations between the two countries, as well as creating linking channels between businesspersons and private sector on both sides. The Kuwait- Indonesia Business Council was launched during the forum.

Turkey-Kuwait Business Council

KDIPA organized an introductory meeting for 25 Turkish investors comprising an economic delegation at KDIPA's headquarters on 21 November 2018. The meeting was headed by president of Turkey-Kuwait Business Council, which is part of the Foreign Economic Relations Board (DEIK) and was attended by Turkish Ambassador to Kuwait.

During the meeting, a presentation was given highlighting the latest developments regarding investing in Kuwait, as well as the advantages that make Kuwait a lucrative investment location and KDIPA's role in providing services and incentives for interested investors. It also portrayed current and future opportunities of investment between both countries, especially in the construction, defence, financing and real estate sectors.

22nd Meeting of the Japanese-Kuwaiti Businessmen Committee

KDIPA participated in the 22nd meeting of the Japanese-Kuwaiti Businessmen Committee held on 20 November 2018 to discuss measures of enhancing cooperation between both countries. It was the first annual meeting since the ratification of an agreement



KDIPA participated in the Egyptian - Kuwaiti Cooperation Forum

on technical cooperation between both governments, aiming towards benefiting from Japan's extensive expertise in the fields of energy, security, renewable clean energy, small and medium sized businesses development, ports, e-commerce, human development, and industrial growth.

First Egyptian – Kuwaiti Cooperation Forum
KDIPA participated in the First Egyptian – Kuwaiti Cooperation Forum that was held under the patronage of His Highness the Prime Minister Sheikh Jaber Mubarak Al-Hamad Al-Sabah and held on 7 November 2018. The Egyptian-Kuwaiti Cooperation Council organized the event, which was attended by top key officials from both countries in the areas of economy, investment, and banking. KDIPA also participated in the exhibition that accompanied the Forum.

Second BF6 I Summit Kuwait 2018

KDIPA participated in the Second BF6 I Summit Kuwait 2018, which was held at the Sheikh Jaber Al-Ahmad Cultural Centre on 14 October 2018. The summit – titled "Working in Kuwait" – brought together 6 business councils from USA, Germany, Britain, France, Australia, and Canada. It was attended by a number of diplomats, officials, and representatives of operating companies in Kuwait.



KDIPA participates at the BF6 I Summit Kuwait 2018



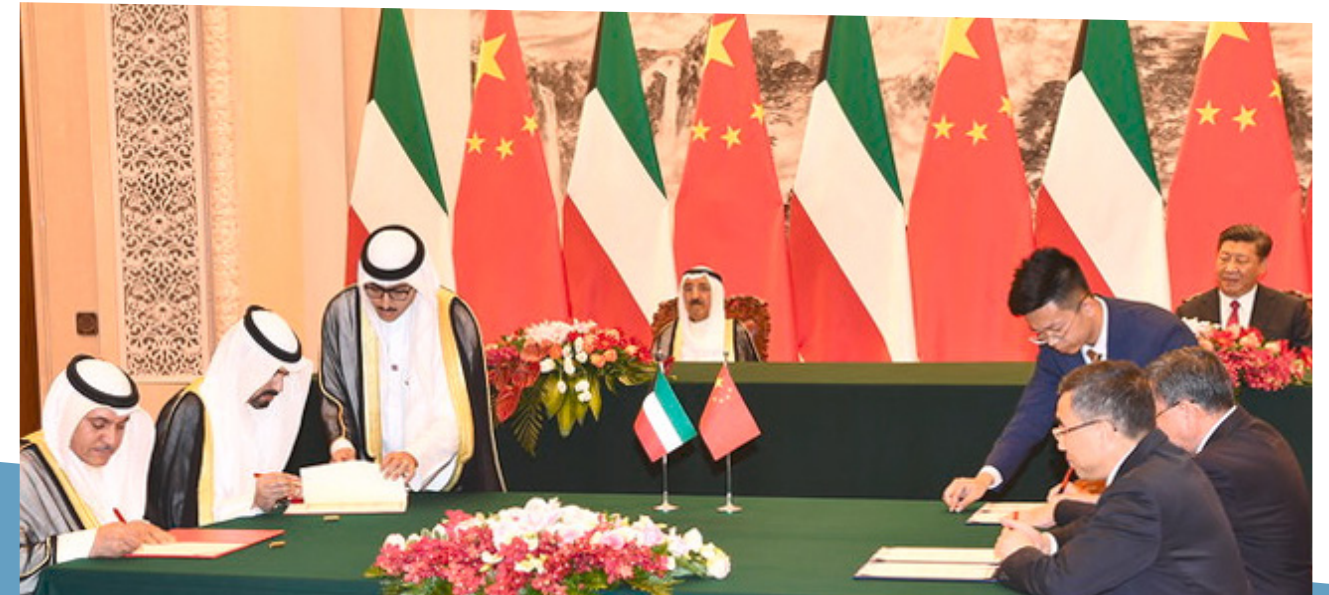
KDIPA Receives Turkish Trade Delegation

Kuwait – Oman Economic Meeting

KDIPA participated in the economic meeting between Kuwait and Oman that was held on the 2 October 2018 at the Kuwait Chamber of Commerce and Industry (KCCI) premises. The meeting aimed to enhance the trade and investment relations between the two countries by setting up joint projects to achieve mutual economic integration. KDIPA introduced the attendees to the investment climate and available opportunities in Kuwait.

Meeting with Saudi Chambers Delegation

KDIPA participated in the meeting that was held on 30 April 2018 at the Kuwait Chamber of Commerce and Industry (KCCI) premises on the occasion of the visit of the Council of Saudi Chambers to Kuwait. The meeting aimed to enhance the trade and investment relations with Saudi Arabia by setting up joint projects. During the meeting, KDIPA gave a presentation on the investment climate and available opportunities in Kuwait.



KDIPA accompanies H.H. the Amir on official visit to China

7- Memorandums of Understanding

During the official state visit of His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah to the People's Republic of China during the period 7-10 July 2018, KDIPA signed a memorandum of understanding with the China Council for the Promotion of International Trade on 9 July 2018.

Furthermore, during the report period, KDIPA obtained preliminary approvals on four MoU's regarding promotion of direct investments with Italy, Malaysia, Bahrain, and Singapore.

KDIPA coordinated with the Ministry of Foreign Affairs to activate its memorandums of understanding, as well as to activate relevant coordination mechanisms within KDIPA various divisions.

8- Local Events

During the report period, KDIPA participated in 22 locally organized events related to its core work as shown herewith.

Kuwait International Conference: Integrity for development

Held under the patronage of His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah on 15-16 January 2019 in Bayan Palace and Jaber Al-Ahmad Cultural Centre (JACC). KDIPA's Director General moderated the third session under the theme "Incorporating Integrity into Economic Reforms and Developing the Business Environment". The session reflected on the national efforts exerted to streamline business environment and enhance Kuwait competitiveness, while adopting best international practices in transparency and integrity to achieve sustainable development goals within the National Vision 2035 "New-Kuwait" pillars.



KDIPA's Director General participates in Kuwait International Conference: Integrity for development



KDIPA participates in The Euromoney Kuwait Conference 2018 10th Edition

5th Kuwait Oil & Gas Summit

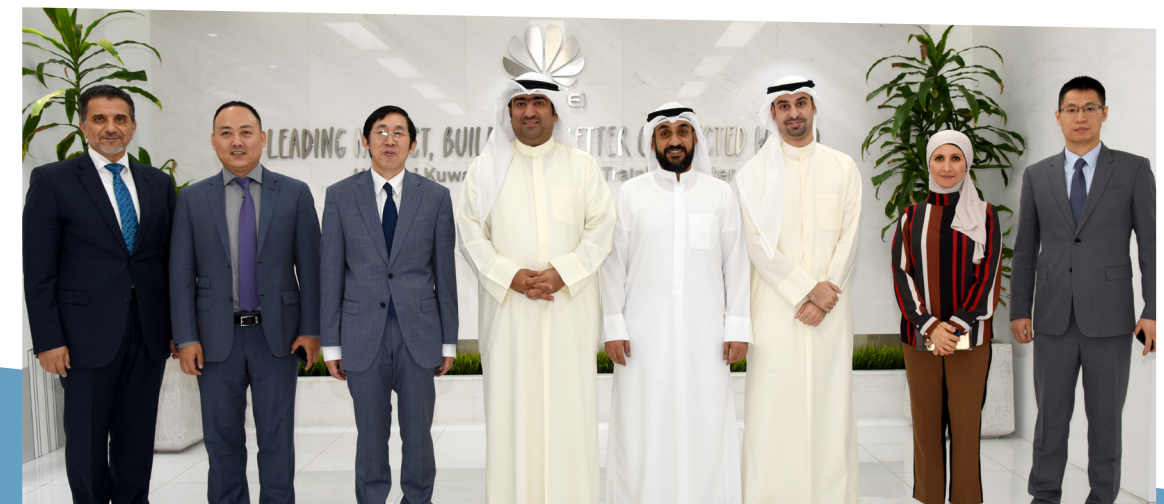
The summit was held under the patronage of H.E. the Minister of Oil and Minister of Electricity and Water in Kuwait, and was officially endorsed by the Kuwait Petroleum Corporation (KPC) during the period 16-17 April 2018 in Jumeirah Hotel in Kuwait. KDIPA participated in a panel discussion session titled 'Investment & Capital: Projects Financing'.

A seminar on developing Northern Kuwait and the islands

Held on April 18, 2018 at Jaber Al Ahmad Cultural Center, and discussed a voluntary economic study titled "Durar Project".

A National Workshop on Trade Facilitation Agreement

Organized by the Ministry of Commerce and Industry (MOCI) in coordination with the World Trade Organization (WTO) Secretariat held during the period 25-26 April 2018 at the headquarters of the Chamber of Commerce and Industry (KCCI). The workshop aimed to introduce the private and public sectors to the agreement and its procedures before being implemented in Kuwait and after its ratification as a plurilateral agreement within the framework of the WTO.



KDIPA participated in opening of Kuwait ICT Skill Competition 2nd Edition by Huawei



Workshop on Foreign Direct investment given by Deloitte



KDIPA participated in the meeting with the delegation of the Council of Saudi Chambers

8.5 The World Bank seminar on Horizons of Technical Support

Organized by the World Bank on 2 May 2018 at Radisson Blu hotel. KDIPA participated in the discussion session titled 'RAS Engagement in Practice: Clients' Perspective', presenting its experience with the World Bank and the technical support contract for streamlining business environment in Kuwait.

Gulf Bankruptcy Laws Conference

Organized by Al Yaqout Legal Group among others on 8 May 2018 at the Kuwait Chamber for Commerce and Industry (KCCI) premises.

Presentation of the Electronic System – Towards Smart Municipality

Held under the patronage of H.E the Minister of Public Works and Minister of State for Municipal Affairs on 13 May 2018 at the Regency Hotel, presenting the second phase of the electronic system for issuing construction licenses.

Conference on Delivering New Kuwait - a transformative roadmap to 2035

Organized by HSBC on 10 September 2018 at the Four Seasons Hotel. KDIPA participated in the first panel discussion "Activating the Vision's Blueprint."

Launching Ceremony for Kuwait Macroeconomic Model

Held on 19 September 2018 at the UN House in Kuwait. The event was organized by the Kuwait Public Policy Centre (KPPC) under the General Secretariat of the Supreme Council of Planning and Development (GSSCPD), with the support of the United Nations Development Program (UNDP).

The 10th Euromoney Kuwait Conference

Held on 25 September 2018, at the Four Seasons Hotel. KDIPA's Director General gave a keynote speech during the opening session overviewing the updates on the investment climate in Kuwait.

Launching Kuwait ICT Skill Competition 2nd Edition by Huawei

Held on 3 October 2018 at Huawei Centre for Innovation and Training at Al-Hamra Business Tower. The ceremony was attended by H.E Minister of Commerce and Industry, Minister of State for Services Affairs and KDIPA Chairman of the board of Directors as well as H.E. the Ambassador of China to Kuwait.

Conference on Kuwait Financial Technology (Fintech)

Held under the sponsorship of the Central Agency for Information Technology (CAIT) during the period 23-24 October 2018. KDIPA promoted its activities and the services it provides to interested investors through its booth at the accompanying exhibition.

A lecture on "Is Experimentation the Future of Public Sector?"

Held on 28 October 2018 at the headquarters of the General Secretariat of the Supreme Council for Planning and Development (GSSCPD). During the lecture, Dr. Jaakko Kuofmanen, assistant professor and Senior Consultant at Demos Helsinki overviewed the future of public sector.

Seminar on AWS Cloud Computing

Organized by Communication & Information Technology Regulatory Authority (CITRA) in cooperation with Amazon Web Services (AWS) held on 11 November 2018, where the seminar overviewed fields of mutual

cooperation to adopt cloud computing policies, which can develop the government's electronic services, enhance innovation and accelerate digital transformation initiatives in Kuwait.

The 6th Professional Conference for Accounting and Auditing

Organized by Kuwait Accountants and Auditors Association (KAAA), under the patronage of H.E. the Minister of Commerce and Industry held during the period 5-6 December 2018 at the Kuwait Chamber of Commerce and Industry (KCCI) premises.

Lecture on "Artificial Intelligence (AI) and Technologies: The Taiwanese Experience"

Organized by the Kuwait Public Policy Centre (KPPC) at its headquarters on 17 January 2019. The guest speaker was Prof. Vincent Wen-Sheng Feng, General Director of the Computational Intelligence Technology Centre (CITC) at the Industrial Technology Research Institute (ITRI) in Taiwan.

Seminar on Taxes and Direct Investments

Organized by Deloitte on 10 January 2019 in Kuwait.

The 3rd Kuwait International Conference and Exhibition on Health, Safety, Security and Environment

Organized by Kuwait Petroleum Corporation (KPC) during the period 18-20 February 2019 at the Jumeirah Hotel. KDIPA opened a booth in the exhibition to promote its activities and services to interested investors.

The Annual EY Conference

Held during the period 18-19 February at the Radisson Blu hotel. KDIPA presented topics that were relative to its mandate and role in attracting direct investment and promoting Kuwait as an investment hub, displaying the current efforts to coordinate streamlining business environment.

Seminar on 'Understanding the changing relationship of water and energy in Kuwait and the Gulf region'

Organized by the Kuwait Foundation for the Advancement of Sciences (KFAS) on 3 March 2019. Guest speakers were Professor Declan Conway and Christian Siderius, researchers at the Grantham Research Institute on Climate Change and the Environment, London School of Economics, UK, as well as the researcher at Gulf University for Science & Technology in Kuwait, Dr. Mohamed Yassin.

Lecture on

"Nudging Britain: Stories from the UK's Quiet Revolution"

Organized by Kuwait Public Policy Centre (KPPC) on 18 March 2019 at the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) headquarters. The lecture was given by Ms. Evie Monnington Taylor, Senior Advisor at the Behavioural Insights Team (BIT), which is considered the world's first Nudge Unit in UK and the world. It aimed to implement behavioural changes instead of traditional policy levers and reflecting that on the "New Kuwait 2035" pillars: Health, Education, and the Economy.

Seminar on Technical Cooperation with ESCWA

The event was organized by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) on 25 March 2019 to show potential areas of technical support from the UN Economic and Social Commission for Western Asia (ESCWA), located in Beirut, Lebanon. It aimed towards enhancing the benefits of Kuwait's membership in ESCWA to address targets under its New-Kuwait 2035 Vision and pillars.

9- External Events

Gateway Gulf Investor Forum – Bahrain 2018

It was held under the patronage of His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince, Deputy Supreme Commander and Chairman of the Bahrain Economic Development Board, during the period 8-10 May 2018 in Manama, Bahrain. The forum was attended by over 500 ministers, senior officials, diplomats and businessmen from GCC and abroad. Influential leaders from governmental bodies, global investment firms and multinational corporations participated in discussion panels, as well as investment panels that shed light on the available investment opportunities in the fields of oil and gas, real estate, tourism, transportation and infrastructure. A lecture on Kuwait investment climate was hosted at the side of this event where KDIPA gave an informative presentation showcasing the latest economic developments.

Conference on ‘Trade Policy Development between the GCC and the European Union’ Was held in in Brussels, Belgium on 27-28 June 2018.

23rd WAIPA World Investment Conference

Held in Xiamen, China during the period 7-9 September 2018 under the theme ‘A New Era in Foreign Direct Investment’. KDIPA participated in the specialized sessions.

Dubai Investment Week 2018

Held under the patronage of H.H Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, the Crown Prince of Dubai and hosted by Dubai FDI and took place during the period 7-11 on October , 2018.

Foreign Direct Investment Expo

Organized by the Prysm Group during the period 14-15 November 2018 held in Excel, London, UK. KDIPA participated with a designated booth, where information and promotional materials were given to visitors and interested investors.

The Second Arab Forum for Future Leaders

Organized by the Arab Administrative Development Organization affiliated to the League of Arab States in Egypt, under the theme “The roles of leaders under the global changes and policies of substitution and resettlement”, held during the period 9-11 December 2018.

Figure No. (10) KDIPA's Participation at external events



10- 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 exclusive interviews to promote awareness of its role in attracting foreign direct investment and promoting the benefits of investment in Kuwait.

In terms of press releases, KDIPA strengthened its relations with local newspapers and with the Kuwait News Agency (KUNA) and issued 3 press releases related to its mandate and work. These press releases covered the following topics: Kuwait's position in the Ease of Doing Business Index, issuance of the 3rd annual report, and KDIPA's acquirement of the ISO Certification of Quality Management Standard (ISO 9001: 2015 and ISO 10002: 2018).

In terms of press interviews, KDIPA Director General made 6 press interviews, where he highlighted KDIPA'S achievements while pursuing its roles, latest financial and legal developments in Kuwait's investment environment and available investment opportunities. These interviews were made and published as follows: September 2018 issue of the Investors magazine pub-

lished by the Union of Kuwaiti Investment Companies, June 2018 issue of Masaref Magazine published by the Kuwait Banking Association, The Kuwait report special edition of Washington Post – the American newspaper, Kuwait's 2018 report by Oxford Business Group (OBG), Kuwait's 2018 report by The Oil & Gas Group (TOG).

In terms of promotional material, KDIPA completed designing and printing the Investor Guide, which included information in Arabic and English languages on Law No. 116 of 2013, KDIPA's role, procedures, incentives and guarantees as well as designing the 2019 employees calendar and KDIPA's branded stationaries and correspondence.

In terms of media partnerships, KDIPA signed a new memorandum of understanding with The Business Year (TBY) on 25 November 2018 to produce the 4th edition of "The Business Year: Kuwait", which is an economic report in English, reflecting the latest updates and potential opportunities for investment in Kuwait. KDIPA also signed a new memorandum of understanding with Oxford Business Group (OBG) on 27 January 2019 to prepare and publish its 13th economic report on Kuwait 'The Report: Kuwait' in English language.

KDIPA renewed its annual membership of the World Association of Investment Promotion Agencies (WAI-PA), located in Istanbul, Turkey.

In terms of promotional videos, KDIPA produced advertising commercials for the 'Discover the Opportunity - The Future is Ours' campaign and uploaded them to KDIPA's YouTube channel . KDIPA also collaborated with the Financial Time Group to write and title short videos inspired from the fDi on Location – Kuwait video series and preparing video coverage for KDIPA's events.

In terms of advertising campaigns, KDIPA executed the 'Discover the Opportunity - The Future is Ours' campaign's commercials outside Kuwait with an advertising agency, and continued to execute a promotional campaign for KDIPA inside and outside Kuwait, with another agency that was completed between January and March 2019

to expand the scope of targeted interested investors, promotional ads were placed in 6 local and global magazines to spread awareness on KDIPA and its role. Along with 92 Billboards and advertising signs that were placed in 3 international airports: Heathrow, Dubai, Los Angeles as shown in the table.

Table No. (13) KDIPA's Promotional Ads during FY2018/2019

Publication	Issue	
AL Iktisadi AL Kuwaiti	February – March 2019	
Al Masaref	March 2019	
Investors Magazine	February – March 2019	
Site Selection	January 2019	
FDI Magazine	December 2018	
MEED	February – March 2019	
	2018 Annual Issue	
Lightbox	1	Heathrow
LCD Screens 70"	90	Dubai
Destination board	1	Los Angeles

Figure No. (11) Media Relations



11- Website

During the report period, KDIPA implemented its website revamp project, paving the way for launching its new shape by the end of 2019.

The project process included research and data collection, planning and coordination with all KDIPA's concerned departments, proposing new designs, developing content using concise and creative content according to the global standards of UX-UI Design so the website is simpler, information to be made easily accessible so investors can easily follow up procedures. KDIPA pursued developing and updating the content of its website on two parallel paths: adding an information portal dedicated to the practices and tenders of the Authority, the recruitment site was developed and made into a comprehensive and complete recruitment page within its site, and the recruitment page was prepared for the employment announcement No. 1 of 2018.

KDIPA also updated the virtual library with a database of reports and statistics that refer to economic reports

related to its core work and collect data on Kuwait in international indices. KDIPA also added the names of the second and third groups of listed companies and firms representing investors, while it continued publishing its news, updates, and decision, as well as KDIPA's Annual Report 2017.

As for Tahseen website, its content of reforms and reports was updated according to the Ease of Doing Business report 2019. A smart phone application of KDIPA's website was also developed.

12- Social Media

KDIPA activated its social media channels to expand awareness of Kuwait as a lucrative investment location, present promising investment opportunities, demonstrate the role of KDIPA and the services it provides, as well as the procedures for licensing and granting incentives in accordance with its Law No. 116 of 2013.

Key performance indicators (KPI) were set to raising the follower base of KDIPA's social media channels, expanding outreach in GCC and globally and focusing on potential investors.

KDIPA provided live coverage for events and news updates on its social media channels. Tags of the news content were added and edited. Reposts from other social media channels were performed according to business work needs.

KDIPA executed a digital campaign on google (SEO) to promote its web content using keywords and targeted ads on sites related to work (such as investment sites or foreign newspapers). KDIPA also conducted a complementary campaign to re-promote the ads to specific audience groups that have already visited the site.

The number of visits to the KDIPA's website during this campaign reached about 13,000 visits. A second digital campaign was launched during the period 1 November 2018 – 13 December 2018 and it met the intended KPIs as seen in the figure herewith.

KDIPA signed contract with LinkedIn on 12 November 2018 to collaborate in strengthening KDIPA's virtual presence through its page on the business social media channel. KDIPA's staff members were educated on LinkedIn and how to use it in professional networking and the best practices to increase effectiveness and create Harmony.

The following achievements have been made until the end of January 2019:

Followers raised from 1,478 to 4,857 (+ 348%).

Linking with potential investment opportunities

During the report period, a total of 653 posts, updates and re-posts were published on KDIPA's social media channels, which included the hash tags shown in the figure.

Figure No. (12) KPI's of KDIPA's 2nd digital campaign

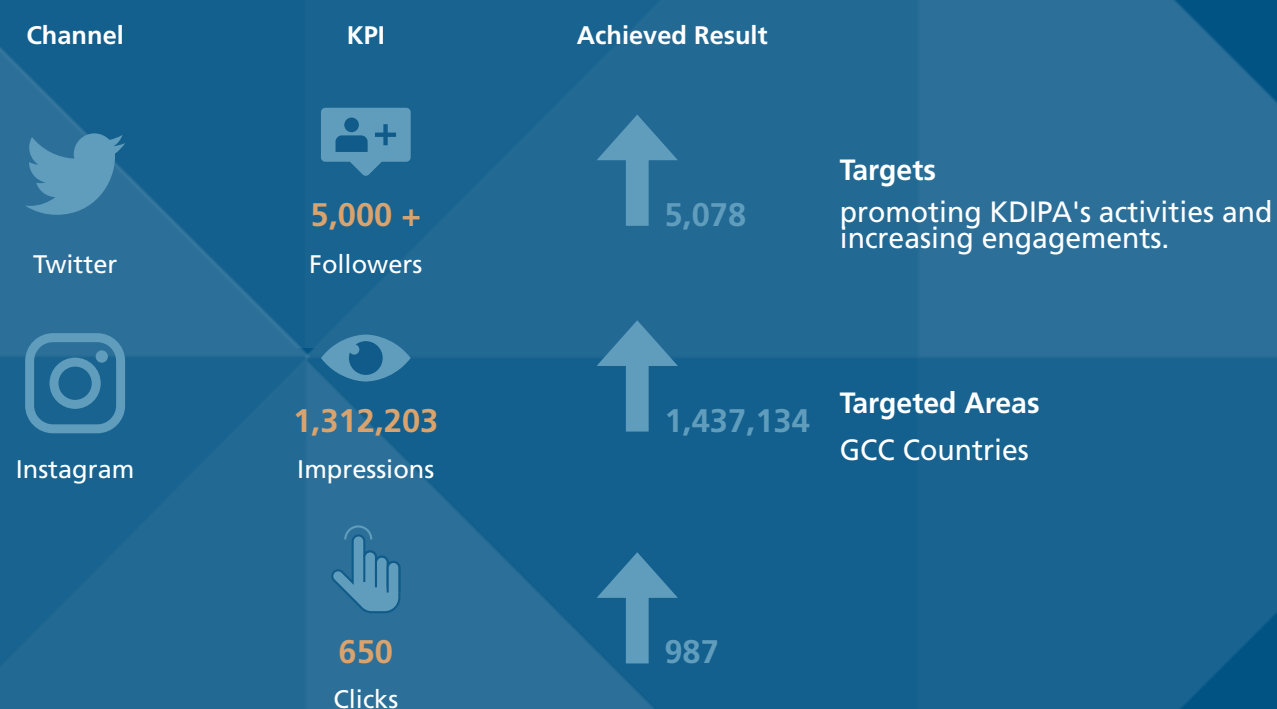


Figure No. (13) KDIPA's Social Media Hashtags

#لماذا الكويت	#WHYKUWAIT	#أنشطة الهيئة
#KDIPA	#مجلس الادارة	#KDIPABOARD
#جولة الكويت	#KUWAITROADSHOW	#نيو_كويت
#KDIPAOUTREACH	#رؤية_2035	#SCPD
#كويت_جديدة	#TAHSEEN	#تحسين
#مؤشر الاعمال 2019	#EODB19	

13- Public Relations

During the report period, KDIPA strengthened its public relations activities by enhancing internal communication channels, as well as external communications through traditional media or social media channels, arranging media interviews for the Director General. A total of 208 daily e-newsletters were prepared and communicated internally, including local and international news clippings related to KDIPA, economy, and investment; 109 pieces of news were published on KDIPA's website; 75 internal communications were internally circulated to the staff regarding administrative issues, KDIPA's headquarters management, as well as services and social and cultural activities prepared

for KDIPA's staff. Work was initiated on developing the "Professional PR Handbook". as seen in the figure herewith.

In terms of social and cultural activities for KDIPA's employees, several events were organized to enhance interaction and communication between employees, stimulate team spirit, and create a positive environment that helps KDIPA in pursuing its objective, -as shown in the table.

Figure No. (14) PR activities Overview



New Bulletin
Media Clippings
208



News on
website
109



Internal
Communications
75



KDIPA organized a Diabetes Awareness Campaign for its employees

Table No. (14) KDIPA's Promotional Ads during FY2018/2019


Event	Date
Quraish Day event to celebrate the holy month of Ramadan. A Digital Imsakeya was published on Social Media for staff and followers	15 May 2018
A First aid course in cooperation with the Kuwait Red Crescent Society.	18 September 2018
A Walking Marathon for 5 km, in collaboration with the Diabetes Ambassadors Program and the Alliance of Diabetic Athletes.	22 October 2018
"Let's meet" event to promote teamwork and team spirit among employees	24 December 2018
An event to celebrate the National Day	18 February 2019



KDIPA organizes a teambuilding event for employees



KDIPA Organizes a CPR Workshop presented by Kuwait Red Crescent Society

An aerial photograph of a city coastline, likely Dubai, showing a dense urban area with numerous high-rise buildings and a large body of water. A semi-transparent blue rectangular overlay is positioned on the right side of the image, containing white text. The text is arranged in four lines, centered within the blue area. The overall scene is captured from a high angle, looking down at the city and the sea.

CHAPTER FIVE

STREAMLINING BUSINESS ENVIRONMENT & ENHANCING COMPETITIVENESS

During the report period, KDIPA followed up in accordance with its mandated tasks, its advocacy role to streamline the business environment and enhance Kuwait competitiveness, as well as monitoring status of its position in international indices.

1- Streamlining Business Environment

His Highness the Amir of Kuwait, received at Al Bayan Palace on 19 December 2018 a delegation consisting of H.E the Minister of Commerce and Industry, Khaled AL Roudhan, the Director General of KDIPA and head of PCK- Sheikh Dr. Meshaal Jaber Al-Ahmed Al-Sabah, members of the Permanent Committee for Streamlining Business Environment & Enhancing Competitiveness in Kuwait (PCK), and the components work teams composed of member competent government authorities. This meeting took place after Kuwait sustained improvement in its position in the World Bank Group's Ease of Doing Business Index 2019. H.H the Crown Prince of Kuwait also received the delegation on the same occasion.

H. H. the Prime Minister received the same delegation at Bayan Palace on 18 December 2018, and had met with the Head and members of the PCK at Al-Seif Palace on 19 April 2018, in the presence of H.E. Deputy Prime Minister and Minister of State for Cabinet Affairs and H. E. the Secretary-General of the Council of Ministers. This meeting took place after the second visit to Washington D.C. and was called for by the Prime Minister to communicate the importance of improving the business environment in the government's work program. The Prime Minister also stressed that top priority assigned to pursue this reform, emphasizing the urgency of achieving the required business reforms. Moreover, the Prime Minister recognised and appreciated the efforts of all those involved in improving Kuwait's position in the World Bank Group's Ease of Doing Business Index 2019, which is placed on top of governmental policies, as directed by H. H. the Amir of Kuwait.

1.1 PCK Affairs

KDIPA continued its advocacy role as head of PCK, which was established by Council of Ministers Decision No. 1551 of 2013 and subsequent relevant decisions. PCK was expanded to include a total of 15 members from government, it includes Ministry of Commerce and Industry (MOCI), Ministry of Electricity and Water (MoEW), Ministry of Justice (MoJ), Kuwait Municipality (KM), Kuwait General Administration of Customs (KGAC), Ministry of Finance MoF (Tax Sector), Central Bank of Kuwait (CBK), General Secretariat of the Supreme Council for Planning and Development (GSSCPD), Capital Markets Authority (CMA), Public Authority for Manpower (PAM), the Public Authority for Civil Information (PACI) and the Central Agency for Public Tenders (CAPT). As for the private sector, the committee included Kuwait Chamber of Commerce and Industry (KCCI) and from the civil society, both the Kuwait National Competitiveness Committee (KNCC) and Kuwait Economic Society (KES).

On 21 November 2018, PCK held a meeting at KDIPA's premises, in which it presented the Kuwait position in Ease of Doing Business Index 2019. The proposed draft second phase of the National Agenda for Streamlining Business Environment in Kuwait (TAHSEEN PROGRAM 2), prepared by the World Bank's technical support in cooperation with components work teams of the competent government authorities, were presented in the meeting for review prior to submission to the Council of Ministers.

The Council of Ministers Decision No. 1551 of 2013 of 18 December 2013, stated that: "The Committee shall submit a periodic report to the Council of Ministers containing developments, actions and proposals it deems to be achieved to meet the desired objective.", KDIPA's team and on behalf of PCK, prepared the ninth report of PCK on 28 June 2018 and the tenth report on 31 December 2018. These reports were submitted to H.E. the Minister of Commerce and Industry and then to the Council of Ministers.

As head of PCK, KDIPA gave a visual presentation to the Financial and Economic Affairs Committee within the Council of Ministers on 29 July 2018. It highlighted the achievements in the ninth periodic report in terms of PCK's affairs, the work carried out, the reforms monitored and sent to the World Bank Doing Business Report Group, the developments of the national agenda for streamlining the business environment (TAHSEEN) and the next steps required to move forward. KDIPA gave another presentation to the Financial and Economic Affairs Committee on 9 December 2018 on Kuwait position in the 2019 Ease of Doing Business Index. A similar presentation on the same subject was made to KDIPA's Board of Directors during its meeting on 20 December 2018.

1.2 Components Work Teams

Components Work Teams based on the Ease of Doing Business Index and emanating from PCK's members were formulated to facilitate the implementation of the National Agenda for Streamlining the Business Environment in Kuwait (TAHSEEN) and strengthening the channels of coordination and cooperation amongst competent government authorities. By 13 May 2018, all components work teams formations were officially completed. A meeting of components work teams took place on 10 March 2019 to prepare for the third visit to Washington D.C.

1.3 Kuwait Position in DB2019

During the period 29 April 2018 - 1 May 2018, the reforms implemented by competent government authorities were compiled, translated into English, and filled in the reform templates.

The Doing Business Report 2019 was issued on 31 October 2018, ranking Kuwait 97th out of 190 countries included in the Ease of Doing Business Index 2019 based on ten components concerned with different aspects of the a business life cycle. Kuwait maintained its leadership in the 7th rank globally in the component of paying taxes and its 8th place among the Arab Countries that are listed in the overall index.

Kuwait recorded a rise of 0.97% in DB 2019 from the distance to frontier score, recording 62.2%, compared to its 61.23% in the DB2018 report. This is reflected the positive impact of taking into account a series of reforms that were made during the period covered by the DB2019, which runs from 2 June 2017 - 1 June 2018.

In terms of the starting a business component, the number of procedures were reduced from 9 to 7 procedures, the number of days to complete the procedures decreased from 38 to 35 days, and the cost of starting a business calculated was 2.0% (as percentage of income per capita).. The paid-in minimum capital requirement cost dropped to 0 from 8.5% (as percentage of income per capita). This helped in raising Kuwait's distance to frontier DTF score in the 'starting a business' component remarkably from 77.21% to 81.4% - a gain of 4.19%.

Taking into account the positive impact of implementing the Minister of Commerce and Industry Decision No. 161 of 2016, amended by Ministerial Decision No. 280 of 2016 on the establishment of The One-Stop-Shop (Kuwait Business Centre), with an official presence of both KDIPA and the National Fund For Small And Medium Enterprise Development to utilize electronic online transactions had a positive impact, resulting in faster establishment and registration procedures.

The report also noted the reforms resulting from measures taken in both Kuwait Municipality and the Ministry of Justice within the components of Dealing with construction permits. Activating e-links between the two entities reduced the number of days required to issue construction permits from 30 to 6 days. KDIPA prepared a press release (in Arabic and English) related to the World Bank's Ease of Doing Business Report 2019 issued on 31 October 2018, which was sent to Kuwaiti News Agency (KUNA) and local newspapers on the same date and uploaded on the website (Tahseen Portal).

It also prepared a detailed analysis report on 1 November 2018, which was submitted to the Council of Ministers to communicate to all government entities. The report showed Kuwait position in the DB2019 and the main changes and reforms that contributed to streamlining the business environment.

1.4 The second visit to Washington D.C.

In light of the technical support contract with the World Bank, 33 persons including the head and members of PCK, the component work teams of the Ease of Doing Business Index and KDIPA's team attended the second meeting in Washington D.C., during the period 11-13 April 2018 at the World Bank Group headquarters. The attendees learned about best practices and changes in the methodology in DB 2019. They also exchanged views with the experts of the Doing Business Report team. They also gave presentations outlining the reforms undertaken within and outside the framework of 'Tahseen' Program and their impact on streamlining the business environment and Kuwait's position within the index. Remarks discussed during



The Permanent Committee for Streamlining Business Environment & Enhancing Competitiveness met with heads of Component Work Team.

the meeting were followed up after the visit. The following members of PCK took part in this second visit: the secretary General of the SCPD, assistant undersecretary for electrical distribution networks at MoEW, assistant undersecretary for companies and commercial licenses at MOCI, representatives of KNCC, and KES. Components work teams that participated in this visit represented: MOCI (KBC), MoEW, MoJ, KGAC, KCB, KM, MoF, CMA, the KFSD, in addition to Ministry of Public Works outside PCK. The visit report was prepared identifying the needed requirements and the next steps to follow after the visit.

KDIPA held two coordination meetings with the components work teams before the second visit to Washington D.C. on 2 April 2018 and on 8 April 2018, respectively. These coordination meetings aimed to discuss the nature of reforms carried out in Kuwait, means to address the World Bank's requirements for improving the business environment in DB 2019 report and to encourage them to adopt best follow up and implementation to achieve aspired results.

A follow-up meeting after the visit to Washington D.C. was held on 27 June 2018 with the heads of the Component work teams at KDIPA headquarters. The meeting intended to review all the complied reforms in the Doing Business team survey templates and re-send before 5 July 2018, in coordination with the technical support team from the WBG.

Also, a coordination meeting was held on 10 March 2019 with components work teams to arrange for the third visit to Washington D.C. within the technical support arrangements made with WBG to take place in the second quarter of 2019.

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1.5 Coordination with ISTIDAMA

KDIPA invited PCK's components work teams headed by MOCI, MoJ, KM, MoEW, and KGAC to meet at its headquarters during the period 29 April-1 May 2018. The meeting was held to discuss with a team of experts from the Technical Support Office of H.E the Minister of Finance to develop and follow up the National Program for Economic & Fiscal Sustainability (ISTIDAMA)

The meeting aimed to coordinate national efforts

conducted under (TAHSEEN) program with (ISTID-AMA) program listed under Theme 1 regarding (improve government services to businesses).

1.6 Study visit to Georgia

As part of the technical support with the World Bank, a study visit was arranged to the Republic of Georgia during the period 9 - 15 November 2018, to closely examine Georgia's experience in achieving notable progress in improving the business environment and to exchange experiences and information between representatives of Georgian public institutions and the Kuwaiti delegation.

Field visits were organized to a number of public institutions, including the Company Licensing Centre, the Electricity Corporation, and the Customs Department, which presented their reforms and how they have favourably affected the country's overall position.

A total of 9 participants from five components work teams took part in this study visit, representing MOCI, KM, KGAC, MoJ, and a representative from private sector (KCCI).

1.7 Tahseen Program II

Within the framework of the technical support with the World Bank, KDIPA organized a workshop during the period 14-18 October 2018 with competent authorities, attended by a delegation from the World Bank. The workshop discussed means of developing procedures and pillars of the National Agenda for Streamlining the Business Environment- Phase II (TAHSEEN program II) focusing on identifying the reforms and measures needed to effect certain procedures directly related to improving Kuwait position in the the ten components of the Ease of Doing Business Index. In this context, a proposed draft (TAHSEEN II) was prepared by the World Bank Technical Support team on 17 November 2018. The proposal was then presented to PCK during its meeting on 21 November 2018. The members of PCK and heads of components work teams were addressed to provide their feedback on (TAHSEEN II). Receipt of the responses was completed by the end of the report period and were uploaded in TASEEN dashboard..

The World Bank's technical support team visited Kuwait to check the trading across borders component during the period 28 January - 2 February 2019. The team checked the automated system in the KGAC and visited the inspection area at Al-Shuwaikh Port with a view to offering advice on the fields of improving the business environment in Kuwait.

1.8 Tahseen Portal

KDIPA's team updated TAHSEEN Portal – part of KDIPA's website – with reports, reforms and press releases after the release of Kuwait's DB2019, to ensure it remains an online platform for documenting and publicizing all the relevant regulations, decisions and measures. The portal allows the public to follow-up the progress of implementing the national agenda for improving the business environment in the State of Kuwait (TAHSEEN program) through transparent information and numbers. This confirms how serious Kuwait is dealing with this issue considering it a top priority of the government's reform policy, following previous successful experiences elsewhere in the world that adapted indicator based reforms.

1.9 The Fifth Open Dialogue Forum

The Fifth Public – Private Open Dialogue on Doing Business in Kuwait, was organized in collaboration with the Kuwait Chamber of Commerce & Industry (KCCI) on 11 March 2019 under the patronage of H.E the Minister of Commerce and Industry who provided a speech and was attended by the Head and members of PCK. of and Enhancing Competitiveness in Kuwait (PCK), as well as contributors to the WBG questionnaires and interested private sector companies.

1.10 The Fifth National Reform Report

KDIPA's team prepared Fifth National Report on Non-Exhaustive Reforms in Doing Business in the State of Kuwait for DB2019 .

This report covered in addition to the reforms filled in the components survey templates, other reform measures, laws, and decisions undertaken at various levels to improve the business environment in Kuwait during the period from 1 June 2017 - 31 May 2018. The report was submitted to the WBG on 31 May 2018.

1.11 The Fourth Annual Report on Obstacles & Suggestions

KDIPA's team conducted field visits to the contributors from the private sector in the WBG doing business questionnaire. These visits aimed to identify obstacles facing the private sector in dealing with various government authorities, and receiving their suggestions . The outcome of the field visits was shown in the prepared Fourth Annual Report on Obstacles & Suggestions.

1.12 Inspection Mission

KDIPA's team arranged the visit schedule for the inspection mission to Kuwait by the World Bank's Doing Business Report Team during the period 6 -10 May 2018 to check the reforms that were completed for DB2019 report. The visits included Kuwait Municipality, Family Court (Ministry of Justice), and Kuwait Business Centre (MOCI). KDIPA's team participated in the visits, except those to the private sector companies chosen by the mission.

1.13 Preparation of DB2020

KDIPA's team received the survey templates for compiling the reforms in Kuwait to take place during the period 1 June 2018 - 30 May 2019 for the upcoming Doing Business report 2020 and distributed them to the components work teams as the competent government authorities, after ensuring that these work teams received the necessary training on how to identify the reforms that affect Kuwait position in each of the components of the Ease of Doing Business Index. The training also explained which documents, decisions , and laws to attach that will support these reforms, and how to fill these surveys and present to KDIPA for review before being delivered on the deadlines determined by the World Bank.

1.14 Women, Business and the Law 2019

An introductory meeting was held at KDIPA's headquarters on 14 March 2019 to review the outputs of the Women, Business and the Law 2019 and the relevant Index , which was introduced for the first time by a specialized team at the World Bank. The index measures eight topics related to the stages of women's work until retirement and what legislative difficulties were encountered in the 189 countries covered in it. The meeting was attended by KDIPA's team, independent experts (female lawyers), and the World Bank's team responsible for the Women, Business and the Law reports, which started back in 2010, and representatives of the World Bank Office in Kuwait.

2- Enhancing Competitiveness

During the report period, KDIPA continued implementing the phases of its "Study on Enhancing Kuwait Competitiveness in International Indices: The Engine of Transition to Knowledge economy and Innovation" project, which falls under the second medium term development plan (2015/2016-2019/2020), in cooperation with Kuwait Institute for Scientific Research (KISR), the project contracted consultant.

The technical and financial proposals for the third and last phase of the project were approved on 1 October 2018. KDIPA's team had a meeting with the representatives of KISR on 7 October 2018 to discuss the next steps towards the third phase deliverables, and to agree on an instalment payment mechanism.



KDIPA participates in the second meeting with the Doing Business Team in Washington D.C



CHAPTER SIX

SUPPORTING ACTIVITIES

1- KDIPA Strategy

During the report period, KDIPA continued implementing projects included within its first strategic plan (2016/2017-2020/2021), meeting their set key performance indicators (KPIs), identifying risks, and

ways to mitigate them. KDIPA's action plan under its First Strategic Plan included 29 projects, allotted under the seven strategic directions as shown in the table.

Table No. (15) KDIPA's first strategic plan's projects under the strategic directions

#	KDIPA's Strategic Directions	No. of Projects
1	Empower KDIPA as a "centre of institutional excellence" to perform its mandate efficiently.	8
2	Expanding the contributions to national efforts to enhance economic diversification	5
3	Attracting a growing share of direct value-added investments	
4	Promotion of Kuwait's brand as a lucrative investment brand	6
5	Developing the best service delivery model for investors	5
6	Enhance Kuwait Competitiveness & streamline a favourable business Environment	2
7	Nurture a learning environment for developing competencies & skills of KDIPA's employees	3
Total Projects		29

Two follow-up reports were prepared during the report period on the implementation process of the KDIPA's first strategic plan (2016/2017-2020/2021). Those were the fourth report- submitted on 16 May 2018, and the fifth report- submitted on 11 October 2018. Both reports depicted the progress of implementing first strategic plan projects as reflected in the relevant Dashboard.

A total of 180 interactions and measures were undertaken with the focal points designated for the first strategic plan projects from the various administrative units, including meetings, the exchange of e-mails, telephone calls, presentations, and participation in related activities. This was pursued to ensure continuous engagement and to enhance internal

interaction, following up on the steps set and defined measures, whether to complete, modify, add, or cancel, as well as reviewing the KPIs of these projects. A plan of action for the mid-term evaluation of KDIPA's first strategy was developed. Two out of five phases were completed by the end of the report period.

KDIPA's Director General provided a presentation on its first strategy to the General Secretariat of the Supreme Council for Planning and Development on 22 May 2018. KDIPA's team attended Kuwait Strategic Planning Society events related to new strategic planning methods as well as Kuwait Public Policy Centre (KPPC) at GSSCPD lectures.





1.1 KDIPA's contribution to supporting the pillars of the National Vision (New Kuwait 2035)

KDIPA supported the pillars of the National Vision (New Kuwait 2035) through its implementation of the first strategy projects, which covered four of these

seven pillars with 56% of the projects falling under the diverse and sustainable economy pillar as shown in the table.

Table No. (16) KDIPA's contribution to achieving pillars of the National Vision (New Kuwait 2035) and Fiscal Sustainability (ISTIDAMA)

No. of Projects	National Vision Pillars	
8	Effective Government Administration	
16	Sustainable and Diverse Economy	
3	Innovative Human Capital	
2	Prominent Global Position	
29	Total no. of Projects	

1.2 Coordination with Istidama

KDIPA continued its regular contribution to the National Program for Economic & Fiscal Sustainability (ISTIDAMA) as part of the projects under its first strategy, which intersect with the four themes adopted by ISTIDAMA. These areas are improving government

services, supporting the growth of the private sector, developing the labour market and fiscal sustainability, and they offer 50 initiatives concerned government entities, including KDIPA. As shown in the table.

Table No. (17) KDIPA's contribution to the National Program on Economic and Fiscal Sustainability (ISTIDAMA)

Themes		Sub-pillar	
Theme 1	Improvement of government services	1.1	Improving the process of starting up a business
		1.2	Improving the issuance of building licenses and ownership registration
			Improving access to electricity
		1.3	Improving cross-border trade
Theme 2	Support the growth of the private sector	2.1	Increase Foreign Direct Investment

1.3 Voluntary contribution to Sustainable Development Goals (SDGs)

KDIPA has set 4 goals out of the 17 sustainable development goals (2015-2030) which it will contribute to, as shown in the table below. KDIPA also identified the targets to be met and the indicators to be measured.

KDIPA also contributed to the first voluntary report of the State of Kuwait on the 2030 agenda for sustain-

able development goals, in coordination with the Central Statistical Bureau (CSB) and the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), in accordance with the goals and objectives consistent with its tasks. KDIPA became a member of the National Committee For Sustainable Development in Kuwait.

Table No. (18) KDIPA's contribution to the Sustainable Development Goals (2015-2030)

SDGs	
Goal No. 8 	Promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
Goal No. 9 	Building a resilient infrastructure, stimulating an inclusive and sustainable industrialization, and promoting innovation.
Goal No. 12 	Ensuring sustainable consumption and production patterns
Goal No. 17 	Strengthening means of implementation and revitalizing global partnerships for sustainable development.

1.4 Adopting Sustainability in KDIPA's work.

KDIPA adopted sustainability in its core promotional work, investment operations and in its advocacy role, d considering its four dimensions of economic, social, environmental and good governance. KDIPA continued to operate within the UNCTAD Investment Policy Framework for Sustainable Development, consisting of a set of core principles for investment policymaking, and guidelines for national investment policies, as well as UNCTAD global action menu for investment facilitation for improving the efficiency of investment measures, as shown in the table.

Table No. (19) UNCTAD Investment Policy Framework for Sustainable Development and global action menu for investment facilitation

UNCTAD Investment Policy Framework for Sustainable Development Principles		UNCTAD global action menu for investment facilitation Action lines
1	Investment policies should be grounded in the country's overall development strategy ..	Promote accessibility and transparency in investment policies and regulations and procedures relevant to investors.
2	Investment policies should be developed involving all stakeholders and embedded in an institutional framework based on the rule of law that adheres to public governance.	Enhance predictability and consistency in the application of investment policies.
3	Investment policies should be regularly reviewed for effectiveness and relevance.	Improve the efficiency of investment administrative procedures.
4	Investment policies should be balanced in setting out rights and obligations of states and investors.	Build constructive stakeholder relationships in investment policy practice.
5	Each country has the sovereign right to regulate.	Identifying channels to deliver investor complaints to reduce disputes
6	Establish open , stable, and predictable entry conditions for investments.	Establish monitoring and review mechanisms for investment facilitation.
7	Investment policies should have adequate protection to established investors, with non-discriminatory treatment.	Enhance international cooperation on investment facilitation
8	Polices of investment promotion and facilitation should be aligned with sustainable development goals.	Strengthen investment facilitation efforts in developing-country partners, through support and technical assistance
9	Investment policies should promote and facilitate the adoption of and compliance with best international practices for CSR and good corporate governance.	Enhance investment policy and proactive investment attraction in developing country partners, through capacity-building
10	The international community should cooperate to address investment for development policy challenges to avoid investment protectionism.	Complement investment facilitation by enhancing international cooperation for investment promotion for development

2. Following up on KDIPA's projects in the development plan

For the fourth year (2018/2019), KDIPA coordinated with the General Secretariat of the Supreme Council for Planning and Development regarding its projects in the automated system for following up on projects in the second medium-term development plan (2015/2016-2019/2020). A workshop was attended to explain the methodology of the preparation of the fifth and final year

(2019/2020) at the headquarters of the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) on 14 May 2018. Outreach was provided to receive training on the automated data entry system for projects. The table shows KDIPA projects that are included in the second medium-term development plan.

Table No. (20) KDIPA's projects in the second medium-term development plan

Pillar	Program	Policy	KDIPA's project	Indicator	Developmental effect
2. Diverse and sustainable economy	2-1 Creating the business environment for the private sector	Establishment of "free trade zones" in appropriate locations, with basic equipment for export and import.	Expansion in establishing and developing free zones in the State of Kuwait.	Ease of Doing Business/trading across borders indicator	<ul style="list-style-type: none">- Increase in real growth rate of the private sector GDP.- Increasing employment opportunities for citizens in the private sector.- Increase in the investment rate of the national and foreign private sector.- Developing the business environment and improving the investment climate to be more attractive to the private sector.
	2-3 Diversification of the productive base	Diversification of national income sources, attraction of FDI and encouragement of private-sector partnership.	Economic zones	net inflow of foreign direct investments / average FDI flows	<ul style="list-style-type: none">- Increase in the non-oil sector share within the GDP.- Creating a favorable business environment to attract more foreign, National and private investments.- Increase the private sector's contribution in the I GDP.
7. Prominent Global Position	7-1 Strengthening the international image of Kuwait	Diversification of national income sources, attraction of FDI and encouragement of private-sector partnership	Strengthening Kuwait's competitiveness in international indices	net inflow of foreign direct investments / average FDI flows	<ul style="list-style-type: none">- Improving Kuwait's image on an international level.- Increase in foreign investment rates.

KDIPA's Planning and Follow-up Committee was formed in coordination with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) request 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 the comprehensive national plan.

3- Development of KDIPA's research capacity (market information)

During the report period, KDIPA strengthened its research capacity to prepare the required content for business purposes. In this context, a report was completed on "Developments in the Fintech r, the communications and information technology sector and the information technology sector (FinTech, ICT, IT)" and an internal questionnaire was designed to assess the needs of different administrative units in the KDIPA. The digital library under the entry "Data and statistics" in KDIPA's website continued to be updated, containing economic reports and other reports related to foreign direct investment, investment promotion, risks, investment guarantee industry, and the Kuwait's position in major international indices, issued by international and regional institutions and official sources. A request was made to subscribe to an investment databases in preparation for establishing KDIPA's internal database.

4- ISO certificate implementation project

4.1 ISO 9001: 2015 Certification

The second phase of the ISO 2015:9001 certification project was initiated by organizing a workshop for all KDIPA staff, introducing the importance of obtaining and applying the ISO 9001 : 2015 for quality management systems .A total of 4 KDIPA staff members received an international quality audit license (QMS Auditor/Lead) from the ACETRA Academy After completing a training course during the period 1-5 July 2018. While 26 liaison officers were qualified through a training course during the period 30-31 October 2018 to obtain an approved internal quality audit license (Auditor) from the Global Audit Corporation (RoyalCert International Registrars). The ISO project's the list of records and the list of external documents and a training workshop for the liaison officers was organized to train them on how to use these documents. At the end of the second phase, meetings were held with the various departments of KDIPA to adopt the procedures, and to move to the third phase by publishing the procedures manual (quality management system documentation) on the internal website (iKDIPA). The internal auditing process started on 11 November 2018 and was completed on 15 November 2018. A meeting was held to present the results of the third and final stage in the presence of the KDIPA senior management on 17 December 2018. An external auditing was conducted during the period 18 -19 December 2018 in the presence of external auditors representing (RoyalCert) and KDIPA then successfully obtained the ISO 9001 : 2015 certificate on 28 December 2018.

5- Human Resources Development

5.1 Training plan

The training plan set for KDIPA in the fiscal year 2018/2019 was set in order to develop its employees' skills and prepared based on the results of the annual training needs questionnaire that was circulated to all administrative units in KDIPA.

The training plan for the fiscal year 2018/2019 continued to work on three main areas in an integrated manner. The first area focused on strengthening the capacities of KDIPA's staff in accordance to their specializations and the nature of their work. The second area had a general theme, aimed towards developing many languages, as well as technical and administrative skills within the staff in different fields, required for developing their working methods. As for the third area, a supervisory one, focused on the development of supervisory skills and abilities. The plan included internal and external training programs organized specifically for KDIPA while others were with other groups.

4.2 Obtaining ISO 10002:2018 Certification

An opportunity to obtain the ISO 10002 : 2018 certificate handling complaints and customers satisfaction - was recognized. After the approval of the investment operations sector, the procedures for preparing and finalizing the manual of procedures for the specifications required started on 5 December 2018, and the internal audit of the Complaint and suggestion section was conducted on 16 December 2018. The results of the final phase of this standard procedure for the completion of the external audit contract were presented in conjunction with the presentation of the results of the ISO 9001: 2015 certificate. The external audit procedure was conducted in the presence of external auditors from the company (RoyalCert) on 19 December 2018. KDIPA successfully obtained the ISO 10002 : 2018 certificate on 28 December 2018.



KDIPA Acquired its ISO 9001:2015 and ISO 10002:2018 Certification for enhancing performance efficiency & upgrading investors services

5.2 Training Plan Outcomes

The training plan for the fiscal year 2018/2019 witnessed the participation of more than 120 out of 205 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 both locally (42) and externally (17). The training programs were divided into 34 capacity development programs and 25 skills development programs, as shown in the table.

Table No. (21) Internal and External Training Programs

Locally implemented training programs		
#	Training program	Date
1	Indicators that should concern you	April 2018
2	Asset Management - J.P Morgan Asset Management	April 2018
3	Project management and pre-design services	May 2018
4	IBM Case Manager	June 2018
5	Lead Auditor	July 2018
6	Countering money-laundering and terrorist financing	July 2018
7	Accounting for non-accountants	August 2018
8	Presentation skills in Arabic	August 2018
9	Preparation and writing of reports, official speeches and e-mail (Arabic)	September 2018
10	Financial reports preparation and latest updates to international standards	September 2018
11	General budget sector circulars and instructions	September 2018
12	Management of partnership projects- different models	October 2018

Locally implemented training programs		
#	Training program	Date
13	Preparation and analysis of economic reports	October 2018
14	Construction and project supervision phase	October 2018
15	Microsoft Excel	October 2018
16	Workshop on Procurement Systems Management Circulars and Instructions	October 2018
17	Protection of public funds	October 2018
18	Advanced personnel policy actions and management development	October 2018
19	Financial circular updates	November 2018
20	Recent models in the development of organizational structures	November 2018
21	Examples of violations monitored by government bodies	November 2018
22	Judicial control	November 2018
23	Modern methods of auditing, financial control and internal auditing	November 2018
24	Adaptation of training needs	November 2018
25	Skills development of training and human resources officers	November 2018
26	International Command Protocol and IICA	November 2018
27	Government contract drafting assets	November 2018
28	Feasibility study for SMEs	November 2018

Locally implemented training programs		
#	Training program	Date
29	Red Hat System Basic & Advanced	November 2018
30	Value Engineering	December 2018
31	Evaluation of internal control procedures associated with operations in financial management	December 2018
32	Creative leadership and innovation and their impact on decision-making	December 2018
33	Quality in customer service	December 2018
34	Project delivery procedures - project management	January 2019
35	Microsoft Excel Advanced	January 2019
36	Driving Change and Innovation	February 2019
37	Customer complaints and measurement methods	February 2019
38	Contract formulation - obligations and rights	February 2019
39	Methodology for internal auditing of government bodies	February 2019
40	Cisco CCNA	February / March 2019
41	Preparation of administrative policies, regulations and decisions	March 2019
42	Agenda 2030 - Sustainable Development Goals (Accounting Office)	March 2019

Externally implemented training program		
#	Training program	Date
1	VMware vSphere: Install, Configure, Manage – United States of America	April 2018
2	Future Leadership Meeting in Light of Global Changes - Cairo, Arab Republic of Egypt	July 2018
3	Planning, Scheduling and Project Monitoring - Dubai - United Arab Emirates	July 2018
4	Super Customer Service - Dubai - United Arab Emirates	August 2018
5	Assessment of training needs and training route planning - Dubai - United Arab Emirates	October 2018
6	The Forum for Strategic Place Branding and marketing London- United Kingdom	October 2018
7	Leadership in the industry of institutional excellence - Dubai - United Arab Emirates	October 2018
8	Writing, legal translation, drafting techniques and contract design - Dubai - United Arab Emirates	October 2018
9	IT Auditing and Fraud Detection - Holland	November 2018
10	IFRS - Sharm el-Sheikh, Arab Republic of Egypt	December 2018
11	FDI Excellence- Aftercare Hungary	December 2018
12	Strategic Marketing Belgium	December 2018
13	IBM FileNet Portugal	December 2018
14	Check and detect IT fraud - Dubai - United Arab Emirates	December 2018
15	The After Effects Advance London- United Kingdom	January 2019
16	Creative writing and drafting of letters, correspondence and reports Dubai - United Arab Emirates	January 2019
17	Budget preparation and rationalization of government spending - Cairo, Arab Republic of Egypt	March 2019



KDIPA organizes a training program for its employees

5.3 Human resources development partners

Within the framework of the training plan for the fiscal year 2018/2019, 35 agencies providing training services composed of: government entities (Kuwait Anti-Corruption Authority, Capital Market Authority, Civil Service Commission, Ministry of Finance, State Audit Bureau, Ministry of Foreign Affairs, Institute of Judicial and Legal Studies, Public Institution for Social Security), and local, regional and international organizations (Institute of Banking Studies, Arab Organization for Administrative Development) And civil society institutions (Kuwait Accountants Association) and local private training institutions (Abdulaziz Al-

Saqr Center for Development and Development in Kuwait Chamber of Commerce and Industry, Kuwait United Institute for construction, Human Development Company, Gulf Institute, Masarak Company, Energy Development Institute, Madar Gulf IT Consulting, Achievement & Creativity Consulting & Training, Baker Tilly, New Horizons Institute, Training House Company, Akkaz Capital Company, Al-Yusra Development Company, Cloud Nine Company (Leaders Group for Consulting & Development, Glomac), and foreign companies (Hewlett Packard enterprise, City Nation, WAIPA, Euro training and IBM)



KDIPA organized a workshop in cooperation with Arab Administrative Development Organization (ARADO)

5.4 New employees

An orientation program entitled "Qualification of new recruits to work in KDIPA" was organized for the new staff (28 employees) during the period 28-31 May 2018, and was inaugurated by KDIPA Director-General. The program dealt with major topics including

an overview of Law No. 116 of 2013, organizational structure, employee rights, investor services, licensing procedures, promotional activities, improving the business environment, and economic zones.



KDIPA organizes a training program for its new employees

5.5 Master Scholarships

It was announced that nominations were open to scholarship for a master's degree on 26 July 2018 and applications were received during the period 29 July – 9 August 2018.

ulations", held during the period 17-18 February 2019, at KDIPA headquarters in Al-Hamra Business Tower. KDIPA's Director General gave an opening statement, stressing the importance of this topic, and the session was moderated by the Assistant Secretary-General for Corruption Detection and Investigation Division at Nazaha.

For the third year in a row, KDIPA gave an orientation program for trainees at the Capital Markets Authority (CMA) on 31 January 2019 at KDIPA headquarters covering the law No. 116 of 2013 on promoting direct investment in Kuwait, incentives and exemptions granted to investors, developments in Kuwait investment climate and the promotional activities.

KDIPA organized a lecture on 7 October 2018 for the State Audit Bureau's employees at their request, covering with the features of Law No. 116 of 2013 and its executive regulations, and its contribution to Kuwait economic development of .

An internal session was organized to introduce the provisions of the Public Tenders Act No. 49 of 2016 to KDIPA's staff in technical coordination with the Central Agency for Public Tenders.

5.6 Collaborative Activities

During the report period, KDIPA collaborated with 4 government entities in promoting training activities and in publicizing the work of these entities to increase the effectiveness of government performance. In this context, cooperation with the Kuwait Petroleum Corporation (KPC) continued for KDIPA's fifth recruitment campaign. This entailed organising and executing specialized tests and language tests for eligible applicants during the period from 16 December 2018 to 21 February 2019.

KDIPA requested from the Anti-Corruption Authority (Nazaha) to organize an orientation program for its employees entitled "Law No. 2 of 2016 on the establishment of the Anti-Corruption Authority and the provisions on financial disclosure and its executive reg-



KDIPA organizes a training program in partnership with Kuwait Anticorruption Authority for its employees

5.7 Job descriptions

The Civil Service Commission (CSC) officially approved all Job descriptions for the job titles and supervisory titles presented by KDIPA on 13 February 2019, after KDIPA finished implementing CSC previous notes on the job descriptions, titles, and supervisory titles.

KDIPA begun a study of all of its administrative units

with a view to identify the needed jobs to implement the tasks and duties related to them;. KDIPA also participated in the periodic meeting to control the growth of organizational structure conducted by the CSC.



KDIPA organizes workshop for Capital Markets Authority trainees

6- Legal Affairs

During the report period, KDIPA provided feedback, recommendations, and suggestions within the mechanisms of cooperation in the government sector apparatus. The legal team in KDIPA was selected to be part of the list of "The GC Powerlist Middle East Teams 2018" and attended the honouring ceremony in Dubai.

KDIPA met with the Ministry of Finance to discuss procurement processes that were difficult to adapt to the regulations of its procurement systems. KDIPA also discussed observations on the regulations of procurement systems and the need to adapt exceptions to direct contracting.

KDIPA held meetings related to the third phase of the study on "Enhancing Kuwait Competitiveness in Inter-

national Indices".

KDIPA responded to some of the observations made by the Audit Bureau on matters related to its work. On the other hand, legal statements were made regarding the contracts, such as the Al-Abdali Economic Zone design contract, the electronic payment contract and other contracts.

KDIPA also conducted legal proceedings and prepared defence notes for cases filed against it. Legal statements on investment operations on related topics and the corresponding "offset" operations program were made. Legal statements on KDIPA's different contracts and financial and administrative statements were provided.



KDIPA selected to be featured in GC POWERLIST: MIDDLE EAST TEAMS

7- Information systems

During the report period, KDIPA continued to strengthen the information technology according to the current and future needs of the administrative units. KDIPA developed, implemented, and followed up all aspects related to the application of technological infrastructure. This included the development of information technology and following up on training programs in accordance with the policy set by the Central Agency for Information Technology (CAIT) in this regard. This also entailed keeping up with the accelerated technological developments that support the introduction of digital transformation and virtual applications for the development of work mechanisms and models internally and with external entities.

In terms of Operating Systems and software, all employees' software data were updated and transferred to the Microsoft Office 365 cloud, accessible from PCs and smartphones anywhere. Microsoft Azure was implemented, maximizing the ability to store files on the cloud (Cloud Storage of 1 TB per employee). Skype for Business was also installed, providing external communications and online conferencing service. Comprehensive training courses were provided to all KDIPA staff on how to utilize these services efficiently.

A Veeam Gateway server and a HPE StoreOnce were installed, allowing preparing and restoring server and system backups in case of emergencies.

In terms of the application of the e-government, archiving all KDIPA's documents under the Electronic Content Management system (ECM) were completed. This included the archiving of: internal and external correspondence, contracts and practices, files and administrative documents of employees, contracts and

correspondence of Offset obligations, etc. Search keys were also integrated for all archived documents to facilitate and speedup the search process. The initial version of the document course on the ECM program was presented to KDIPA's administrative units. The necessary working environment for archivists were provided and they were offered a comprehensive training course.

In terms of providing technical support to activities, KDIPA developed and presented the initial design of the Investment Portal, which facilitates the submission and follow-up of licensing and incentive granting requests. The new Mobility Dashboard (Cognos Dashboard) was developed to identify the total number of applicants in accordance with the required disciplines and those who have met the requirements for all stages of recruitment to ensure accurate and transparent reporting. Facial Recognition software was installed and running to monitor employee presence and departure. The Physical Recovery, Presence, and Departure Monitoring Devices were installed and operated in the Staff Control Panel to view their reports and enable administrators to track them.

In terms of cyber security, many security and protection devices, Web Application Firewall (WAF), Firewall, SandBox, were installed and operated. Honey Pot Technology, was installed to plant decoys on the Intranet to protect the data and digital documents of the organization and investors. This technology allows for safer use and makes it easier to face external risks and keep up with the latest technology.

8- Financial Affairs

KDIPA followed up on the implementation of the financial affairs during the report period. This included the preparation of the final account of its budget for fiscal year FY 2018/2019 and the preparation of the necessary accommodations for financial operations to pay the dues required to different suppliers within the same fiscal year.

KDIPA completed the Estimates of Appropriations for fiscal year 2019/2020, issued 305 purchase orders, implemented 361 requests for purchase requisitions, completed the documentary cycle, and collected fees through electronic stamp (K-NET) for its services, adopted bank transfer forms under the GFS system, completed direct order contracts and practiced changing orders. The committees constituted within KDIPA acted on their respective mandates, including the Procurement Committee, which was tasked to study the various financial issues related to KDIPA operations, the Committee on Inventory Measurements and the Annual Inventory Committee.

The contract of Al Abdali Economic Zone was finalized. This included project preparation, planning, and the design of road networks, basic infrastructure services, and interconnections to all suburbs. A contract was signed with the Kuwait Institute for Scientific Research (KISR) to implement the third stage of the study to "Enhancing Kuwait competitiveness in international indices". A number of service contracts and technical support contracts were signed relating to KDIPA's work.

9- Administrative affairs

received a letter of thanks and appreciation from the Civil Service Commission (CSC) for the second year in a row, for the effort and care exerted in applying the laws, regulations, and decisions of CSC council and CSC circulars for the period 1 January 2018 – 31 December 2018.

KDIPA continued to prepare all administrative decisions related to its employees' career from the date of employment until the end of service.

In terms of employment, KDIPA completed the recruitment of Kuwaiti employees to accommodate the available posts in the organizational structure with the necessary human resources through the Job Announcement for the fifth recruitment campaign, which covered the period from 18 November 2018 – 26 March 2019.

In terms of promotions, KDIPA reviewed and verified the employees' data in compliance with the Civil

Service Commission (CSC) Memo. No. 3 of 2017 and worked on preparing the decisions to promote employees by identifying employees who are eligible for periodic allowances and promotions in terms of seniority then the selection of the employees eligible, and the implementation of the decisions taken. KDIPA also completed the staff assessments in accordance with CSC Council Decision No. 15 of 2017 amending Resolution No. 36 of 2006, and was fully compliant with the set evaluation dates submission.

KDIPA also issued a number of decrees to send official missions and carry out external training courses to promote investment opportunities in Kuwait and develop the skills and capabilities of its employees.

KDIPA participated in meetings with the Ministry of Finance to discuss the draft budget and conducted regular meetings with the CSC to present latest amendments to the Civil Service Law and the CSC council decisions.

KDIPA also monitored staff movement and followed up on the entry of all related matters to its official mandate through both the new automated system and the CSC Integrated Systems.

KDIPA developed the organizational structure as per the emerging business requirements in the previous years in coordination with the CSC to improve performance.

KDIPA promoted the use and application of the G2G Government e-Messaging Program to all government entities with whom it deals.

In terms of committees', several ones were formed upon the approval of the Technical Committee and in accordance with the implementation of the circulars and decisions of the Civil Service Commission (CSC), the Ministry of Finance, and other relevant government entities to serve internal needs. As shown in the table.

Table No. (22) KDIPA's Committees in the fiscal year 2018/2019

#	Committee	Justification
1	Committee for the Preparation of Inventory Measures for the Fiscal Year 2018/2019	Ministry of Finance
2	Final Account Committee	
3	Budget Assessment Committee	
4	Purchasing Committee	
5	Committee for Approving Material Inspection and Census	
6	Committee for the Disposal of Substances	
7	Sudden Inventory Committee	
8	Follow-up committee on approved projects	Internal needs
9	Committee for archiving documents	
10	Archiving Audit and Control Committee	
11	HQ Building Design Committee	
12	General Annual Inventory Committee	Ministry of Finance
13	Staff Affairs Committee	Civil Service Commission
14	Committee for selecting employees to attend external training programs	
15	Annual Plan follow-up and planning committee	General Secretariat of the Supreme Council for planning and development
16	Procurement Grievances Committee	Ministry of Finance
17	Audit Bureau Observations Processing Committee	Internal needs
18	Committee for the General Annual Inventory of Personal custody and organizational units' custody.	Ministry of Finance

The Technical Committee also approved the formation of 8 work teams according to the justifications requesting their formation, as shown in the table. KDIPA

Table No. (23) KDIPA's Work Teams during the fiscal year FY2018/2019

#	Work Team	Justification
1	Work Team to certify processing operations of contracts and documents electronically.	Internal needs
2	Work Team for up scaling employees job status	Civil Service Commission
3	Work Team to update Offset procedure	Internal needs
4	Work Team for up scaling employees job status (2)	Civil Service Commission
5	Work team for recruitment	Internal needs
6	Work team for the mechanism of information collection for the annual report	Internal needs
7	Work team for database preparation	Internal needs
8	Work team for preparing mechanism for establishing and issuing licenses	Internal needs

10- Internal Audit

The Internal Audit Section was established within the organizational structure of KDIPA in accordance with the Ministerial Decision No. (603) of 2018 dated 22 October 2018 with a view of implementing the internal audit work which includes the auditing of: ministerial and administrative decisions, memos, letters, internal and external correspondence of the financial and administrative sector to ensure compliance with the provisions, laws and regulations, as well as compliance with work procedures. The Internal Audit Sections performed the following actions:

- **Promotion by selection:** Reviewing the administrative decisions on promotion by selection of grade and ensuring that they comply with the set laws and regulations. Furthermore, it applied the rules of comparison between candidates and grants the eligible candidates the grade specified within the list of grades available for promotion by selection within the budget for the fiscal year FY 2018/2019.

- **Career Level Upgrade:** Ensuring that research and study covered all KDIPA's staff member and applying the provisions and controls for career level upgrade, established in accordance with the relevant decisions of the Civil Service Commission (CSC) .

- **Administrative development:** Reviewing and auditing the work related to administrative development and KDIPA organizational structure. This includes introducing new sections and amending existing ones, , , amending or adding to the sections' tasks descriptions, , and assessing the extent to which the decisions issued were applied and implemented in a manner consistent with the laws, regulations, and decisions regulating them.

- **Job descriptions:** Reviewing and auditing job descriptions to ensure that they cover all job titles available in KDIPA, whether for supervisory jobs or for other job titles at all levels.

- **Audit Bureau notes:** Following-up on the observations of the Audit Bureau on the final account and the complete work of the year. The Internal Audit section also participated in meetings to study and examine the observations made, follow-up of the respective sector's response, prepare the final responses needed and update on the notes for the fiscal year FY 2017/2018 (6 notes on the final account and 15 notes on the work of the year). As for the requests submitted by the Audit Bureau, it responded and followed up on 7 of them since its establishment.

- **Other Works:** Following upon the question submitted by the National Assembly members.



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