

ANNUAL REPORT

2021
2022





His Highness the Emir of the
State of Kuwait

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

May God Protect & Bless him



His Highness

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

The Crown Prince of the
State of Kuwait



His Highness

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

The Prime Minister of the
State of Kuwait

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Board of Directors



Sheikh Dr. Ahmed Nasser Al-Sabah
Chairman of the Board
of Directors of KDIPA & Minister
of Foreign Affairs



Faisal Mansour Sarkhou
Member of the Board
of Directors of KDIPA



Ms. Wafa Ahmad Al-Qatami
Deputy Chairman of the Board
of Directors of KDIPA



Mohammad Mekhleef Al-Enezi
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



Muhannad Mohammad Al-Sane
Member of the Board
of Directors of KDIPA

CHAIRMAN OF THE BOARD MESSAGE

H.E. Sheikh Dr. Ahmed Nasser Al-Mohammed Al-Ahmed Al-Jaber Al-Sabah

Minister of Foreign Affairs

It is my pleasure to present to you the Seventh Annual Report 2021 of Kuwait Direct Investment Promotion Authority (KDIPA), to showcase the main achievements undertaken during the fiscal year FY 2021/2022 in fulfilling its mandated tasks under Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait, in addition to the designated tasks by the Council of Ministers and all the relevant decisions and their amendments.

We have experienced another year of the Coronavirus (Covid-19) pandemic, which necessitated further consecutive precautionary and preventive measures undertaken by the Government to safeguard public health and the community's wellbeing. The Government maintained its resolve to face the economic and social repercussions of the pandemic both locally and regionally, while resorting to active economic diplomacy to support the humanitarian and developmental global efforts in the international arena.

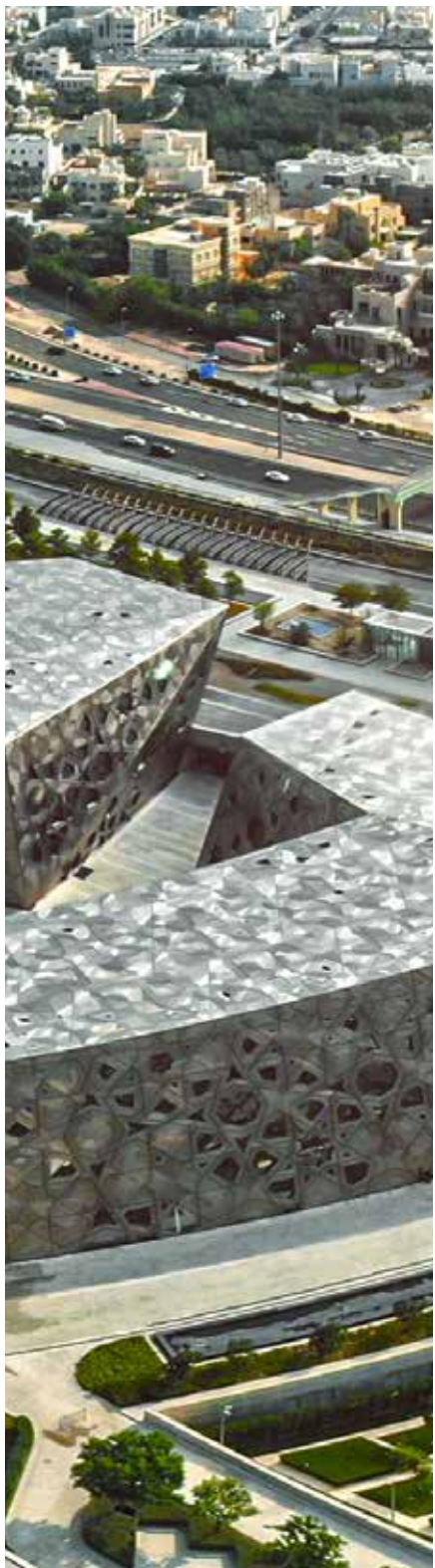
KDIPA's newly assigned Board of Directors acted with keen interest to perform its responsibilities in formulating general policies and supervising the implementation of the executive divisions activities carried out within the mandated and designated tasks to enhance KDIPA's efforts in attracting direct investments that attain the developmental goals of the National Vision 2035, in diversifying the economy, achieving sustainable growth, supporting a leading role for the private sector in the domestic economy, as well as nurturing the national talents.

KDIPA concerted efforts in executing its various promotional, regulatory, and advocacy activities succeeded in attracting new direct investments into Kuwait, which increased the cumulative approved direct investments to

around KD 1,309.8 million, by 67 investment entities, since KDIPA started its operations on January 1, 2015, till March 31, 2022. These investments remained focused in the services sector, with information technology taking the lead, followed by oil and gas, construction, and health services. The total expenditure in the domestic economy by the licensed investment entities that started operations during the period (2015-2020), based on KDIPA's approved criteria for measuring economic impact, rose by 30.2% and reached a total of KD 690.5 million.

I conclude, on behalf of myself and the members of the Board of Directors, by extending our sincere thanks to His Highness, the Emir of Kuwait, Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah, His Highness the Deputy Amir and the Crown Prince Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah, and His Highness the Prime Minister Sheikh Ahmad Nawaf Al-Ahmad Al-Sabah. My appreciation and thanks are extended to the Deputy Chairman and the members of the Board of Directors for their continued efforts to provide insightful guidance and opinions. I would like also to thank KDIPA's Director General and all the employees for their appreciated commitment and relentless efforts to proceed diligently in executing KDIPA's tasks and representing it in various forums, to attain our beloved country's aspirations in accomplishing sustainable development and prosperity for Future Kuwait.

With Peace, Mercy and Blessings of God,,,
(Walsalam ealaykum Warahmat Allah wa Barakatuh)



DIRECTOR GENERAL MESSAGE

H.E. Sheikh Dr. Meshaal Jaber Al Ahmad Al Sabah

I am pleased to submit the Seventh Annual Report 2021 of Kuwait Direct Investment Promotion Authority (KDIPA), which highlights the main achievements attained during the fiscal year FY 2021/2022, covering the period from April 1, 2021, to March 31, 2022. This report includes for the first time a new chapter on Sustainability to reflect KDIPA's commitment to social, environmental, and governance components when performing its operations.

Despite the prevailing critical conditions because of the Coronavirus (Covid-19) pandemic with the emergence of new variants, KDIPA attracted during the report period direct investments worth KD 106,184,041 and for first registered entities in the insurance sector.

KDIPA further consolidated its digital transformation efforts with the aim to reach "a paperless" work environment. Various digital technologies, channels, and applications were introduced to maintain effective and open communications with existing and potential investors. In addition to the needed services and facilitation, in coordination with competent government authorities, as well as executing promotional activities to highlight the attributes of Kuwait investment climate and the potential investment opportunities that serve Kuwait National Vision 2035 and contribute to attain its developmental goals.

I am particularly delighted to refer to two notable events that took place during the report period. The first was KDIPA's participation in the official Kuwait Pavilion at Expo 2020 Dubai from October 2021 till March 2022. During which KDIPA was committed to adhere to the sustainability theme, in which the Kuwait Pavilion was located, in performing all its activities,

reporting on its meetings, and in targeting the sectors pertaining to sustainability. The other event was the election of KDIPA as the Regional Directorships position for the Middle East and North Africa (MENA) region in the Steering Committee of the World Association of Investment Promotion Agencies (WAIPA), that will enhance KDIPA's collaborating regional role in promotional activities, expanding the economic diplomacy channels, exchanging experiences, and opening new prospects for joint regional action.

In conclusion, I would like to extend my deepest appreciation to H.E. the Chairman, the Deputy Chairman, and the members of KDIPA Board of Directors, thanking them for their continuous support and appreciated guidance. I also convey profound thanks to all KDIPA employees, recognizing their dedication in performing their tasks, upgrading their capabilities, maintaining the spirit of teamwork, and placing their country's interest as top priority, while recognizing the need to adjust in the face of the accelerated changes brought by the Fourth Industrial Revolution (IR4.0) and the rise of the Post Corona era, to lead our beloved country towards a brighter and more sustainable future.

God Grants Success,,,

(wallah waliu altawfiq)



INTRODUCTION

1. Another year of Coronavirus (Covid-19)

The report period of KDIPA Seventh Annual Report for the fiscal year FY 2021/2022, witnessed continued repercussions of the Coronavirus (Covid-19) pandemic and its emerging variants. This disrupted the overall conditions in the country through the various precautionary and preventive health measures undertaken by the Council of Ministers in accordance with the recommendations of the Ministerial Coronavirus Emergency Committee, which repeatedly reassessed the pandemic situation in the country, after the quick spread of the Coronavirus and the new variants. The Council of Ministers called upon the Kuwaiti citizens and the resident expatriates to adhere to the health instructions, and to get the vaccinations and the booster shots. At the end of the report period, as of March 13, 2022, there was a return to normalcy, return to work by 100% capacity, reopened all the activities, and relaxed social distancing measures allowing public and social gatherings.

The precautionary health measures and safety guidelines by the Council of Ministers initiated several precautionary and preventive measures, ranging from more relaxation to more restriction based on the developments of the pandemic conditions in the country and globally. During the period April 8-22, 2021 a partial curfew was instated, and all activities closed until May 17, 2021. The ratio of the workforce at the premises, for both the public and the private sectors, was limited to 60% of the total employees. On May 22, 2021, it was decided to prohibit all nationals from travelling abroad unless they were immunized with the approved vaccines unless identified as an exempted case. As of August 1, 2021, all foreigners were allowed to enter Kuwait if they were immunized with the approved vaccines and provided a negative PCR test. On October 17, 2021, it was approved to resume organizing commercial exhibitions and events in outdoor venues according to the safety measures by the Ministry of Health. On October 24, 2021, it was announced that Kuwait International Airport resume its operations with full capacity and re-opened the issuance of all kinds of entry visas only for the immunized with the approved vaccines and requesting their adherence to the required conditions and restrictions for coming to Kuwait. On December 20, 2021, the citizens and expatriates were cautioned to confine their travel plans abroad only for emergency cases. On January 2, 2022, all the travellers coming to Kuwait were asked for a negative PCR test 48 hours before arrival and considered any immunized persons who received the full vaccination more than 9 months ago not having sufficient immunity unless they take the booster shot. On January 12, 2022, the ratio of the workforce at the premises of the public sector was not to exceed 50% of the total employees, and to exclusively resort to virtual communications for holding meetings and providing governmental services, while calling upon the private sector to try to reduce the number of workers at their premises to the lowest possible ratio. As of February 23, 2022, the Kuwait-Mosafer and Belsalamah platforms, as well as Mouna system for PCR accredited labs, were suspended until further notice. On Sunday March 13, 2022, it was finally announced the return to normalcy and the government employees to return to work with 100% capacity, as well as holding

meetings, conferences, and internal workshops in-person.

Economic measures undertaken to support Kuwait's resilience in face of Coronavirus (Covid-19) repercussions and to adjust to the emerging developments, several decisions were passed to support national efforts aiming to ensure sustainability and growth in the post Corona era. This was culminated in the Government Work Program for the 16th Parliamentary Session under the title "Sustaining Social Safeguards despite the Challenges", which focused on enhancing economic growth, financial sustainability, social development, and healthcare through reform programs and national strategies to mitigate the challenges triggered by the pandemic, which Kuwait and the entire world still suffering from its impact. All the government entities were requested to rationalize spending and reduce expenditure by 10% of their respective budgets for the fiscal year 2021/2022; improve the efficiency of collecting the government dues; limit the number of exhibitions, local and external conferences, external training, official missions, and medical treatment abroad. The relevant ministerial committee were designated to adopt a fast track to expedite the implementation of major developmental projects to address the economic repercussions resulting from the Coronavirus (Covid-19) pandemic, reporting on progress, and placing it as a standing agenda item for the Council of Ministers meetings. The Prime Minister held a meeting with top government officials on September 2, 2021, titled "**Kuwait Post Pandemic**" to find new paths to implement the Government Work Program, and to expedite the implementation of the developmental projects that meet the goals of the National Vision 2035; the priorities include focusing on digital transformation, enhancing the shift to adopt electronic government services. The unified government application was introduced titled "Sahel". The government also addressed ways to shield the country's position in international indices, and maintaining a balanced foreign policy, with humanitarian interventions, and peaceful solutions for conflicts mitigation. The General Secretariat of the Supreme Council for Planning and Development (GSSCPD) was requested to develop an index that will contribute to handle the imbalances,

suggest solutions, enhance ability to handle economic shocks in the future based on the paper prepared by the Central Bank of Kuwait on "Economic Recovery Indicator from the Impact of Coronavirus (Covid-19) Pandemic".

Awareness activities implemented a documentary program was produced to highlight the role of the frontline healthcare workers (white army) and the martyrs who lost their lives in the fight against Coronavirus, to honor them and acknowledge their appreciated efforts, such that the future generations will remember their sacrifices in maintaining the public health system in the State of Kuwait and to ensure the safety of the citizens and the expatriates. Several media campaigns were also launched of which a campaign titled (protect yourself and those around you). The Center for Government Communications (CGC) was assigned to coordinate with the Ministry of Health to publish a weekly list of high-risk countries based on the spread of the Coronavirus (Covid-19) and its variants. Another media campaign was launched to promote getting a booster shot called "Why You should take the third booster shot against Covid-19" was published in various languages to encourage the citizens and expatriates to take the third booster shot.

Food security initiatives by the Ministerial Coronavirus Emergency Committee provided facilitations to issue entry visa to the State of Kuwait for activities relating to food security, including work permits, commercial visit visa for farms, restaurants, food supplies, bakeries, fishing, poultry and cattle raising, dairy production, food factories and suppliers, shopping centres for food supplies, water and soft drinks bottling companies, with condition that the visitors comply with the precautionary health measures applied. The Ministry of Commerce and Industry was assigned to conduct a study on the possibility to manage, organize, and supervise the strategic food storage areas to enhance the food security in the country; while the Kuwait Investment Authority (KIA) was assigned to study the feasibility of creating a state enterprise to establish, manage, and operate the food storage areas, and the Government Performance Follow-Up Agency was assigned to prepare a final report regarding allocation for the strategic food storage areas.

Digital transformation due to the spread of the Coronavirus (Covid-19) pandemic, Kuwait witnessed notable acceleration in the digital transformation and adoption of electronic applications in various fields by both the government and private sectors towards a more digital Kuwait and touching upon all aspects of life. Of these applications, Kuwait Mobile ID App “Hawiyati” provided by the Public Authority for Civil Information (PACI); the Ministry of Health applications (Immune) for obtaining certificate of immunization and (Q8Seha) for online health services.; also (CITRA Kuwait) application for e-services on mobile smart phones provided by the Communication and Information Technology Regulatory Authority; applications for travel (Kuwait-Mosafer) and (Shlonik) provided by the Ministry of Interior; (Meta Portal) established as the central platform for managing government appointments for users of government services; the unified government application in the State of Kuwait under (Sahel); using e-stamps to allow citizens and expatriates to pay their transactions fees in a fast and safe manner; and the platform (Al-Murshid Al-Aqari) issued by Kuwait Real Estate Union to promote the real estate market online with more than 7000 listed investment units registered.

Advancing the legal environment, several draft laws were approved by the Council of Ministers and submitted to H.H. the Amir then to the National Assembly (Parliament), of which the draft law to secure guarantees for local banks to provide financial assistance to clients whose businesses are affected by the coronavirus pandemic; the draft law on postponing the collection of instalments for loans and handle adverse impacts as a result of spread of coronavirus pandemic; the draft law amending some of the provisions of Law No. 17 of 1960 regarding procedures Law and penal trials; the draft law on real estate financing for private housing; the draft law regarding the third medium term development plant (2020/2021-2024/2025); and the approval of draft law regarding the convention for establishing Digital Corporation Organization (DCO).

Kuwait international humanitarian position, H.H. the Amir assigned H.E. the Minister of Foreign Affairs Minister of State for

Council of Ministers Affairs, to represent him in the virtual Gavi COVAX Advance Market Commitment Summit titled (One World Protected) held on June 2, 2021, hosted by the Government of Japan and Gavi the Vaccine Alliance, raising funds that reached a total of US\$ 9.6 billion for securing the procurement of 1.8 billion doses of COVID-19 vaccine for lower-income countries and economies to ensure equitable access for all the countries in the world. The World Health Organization (WHO) opened an office in Kuwait to enhance collaboration between Kuwait and WHO during this unprecedented critical time of the pandemic to strengthen national capacity for health services and relevant strategies. On July 27, 2021, WHO Director-General visited Kuwait in which he commended Kuwait's leading role in supporting humanitarian work for being one of the most contributing countries to supporting the WHO work and one of the first countries to respond to the pandemic. In addition, the WHO recognized the country's continued support throughout the years in other initiatives like providing medicine to millions of people in conflict zones in Syria, Yemen, Lebanon, Iraq, among others. He also acknowledged the low Covid-19 cases in Kuwait. H.H. the Prime Minister was assigned by H.H. the Amir to attend the 76th Session of the United Nations General Assembly in New York, where he presented a speech on behalf of the State of Kuwait that addressed the regional and international issues including the spread of the Coronavirus (Covid-19) and its repercussions on food security and education and adverse impact especially in the countries with weaker ICT infrastructure and thus provided weaker online (electronic) services. The Kuwaiti Ministry of Health outsourced medical teams from abroad from friendly countries to support its ability to strengthen its medical response. Kuwait sent emergency aid to India that included oxygen cylinders, oxygen concentrators, ventilators, and other medical supplies to mitigate the massive impact of the spread of a new variant of coronavirus, which led to increased number of deaths and infections.

KDIPA Coronavirus (Covid-19)

KDIPA was keen to adhere to all the circulars received from the Civil Service Commission (CSC) stipulating the health measures and

precautionary arrangements imposed to safeguard its employees, clients, and partners. KDIPA also continued to undertake the needed steps that facilitated communications with existing and potential investors, and dealt with rising challenges whenever it appeared, and provided needed information and clarifications. Throughout the report period KDIPA resorted primarily to the virtual channels in organizing or participating in various events, as well as employee training. The only exception was its participation in Kuwait Pavilion at Expo 2020 Dubai. KDIPA organized a virtual seminar for the listed consulting companies and offices; posted job announcements for Roche, a licensed investment entity by KDIPA, for the Trade in Medicines, Equipment, Devices and Medical Supplies to address the priority placed on supporting the country's health security; produced a promotional video for the Communication and Information Technology Regulatory Authority (CITRA) to showcase Kuwait's efforts to strengthen the domestic digital infrastructure; which the spread of the Coronavirus (Covid-19) pandemic repercussions made an urgent requirement; produced a promotional video for Huawei Technologies Kuwait, an investment entity licensed by KDIPA, in which the company described the services offered and the nature of their work with the government of Kuwait and the telecommunication operators in the private sector to strengthen their remote work during the pandemic and helped in launched a public portal for education through the internet, availing videoconference equipment and developing national capabilities and supporting digital transformation in the State of Kuwait. Furthermore, to address the priority placed on supporting the country's food security, KDIPA took part in Webinar on UK-Kuwait Agri-Tech and Virtual Forum on the UK-Kuwait Food & Drink to tackle the repercussions of the Coronavirus (Covid-19) pandemic and its impact on disrupting the global value chains (GVCs).



2. Executive Summary

Kuwait Direct Investment Promotion Authority (KDIPA) presents its Seventh Annual Report 2021 for the fiscal year FY 2021/2022, according to the provisions of Article (31) of Law No. 116 of 2013 regarding the Promotion of Direct Investment in the State of Kuwait to the present an annual report and the statistical report depicting KDIPA's achievements, activities, and projects implemented during the report period in the light of its tasks and designated assignments to attain the aspired developmental goals underlined in Kuwait National Vision 2035. Despite another year of the continued widespread of the Coronavirus (Covid-19) pandemic and its emerging variants, KDIPA strengthened its capabilities to deliver its work, and accommodated with resilience its repose to effectively face the economic and social repercussions of the pandemic, considering the guidance and decisions undertaken by the Government to safeguard the health situation. The report period witnessed several milestone achievements summarized in the below paragraphs.

Transferal of Minister, in accordance with the Amiri Decree No. (13) of 2022 issued on January 18, 2022, in which KDIPA was moved under the auspices of the H.E. the Minister of Foreign Affairs, implying that the Minister of Foreign Affairs had become the Competent Minister who chairs KDIPA Board of Directors, as of that date.

Appointment of New Board of Directors, in accordance with a Council of Ministers Decision No. 1213 of 2021 issued on October 11, 2021, a new board was appointed for 4 years, composed of 3 competent government entities and 3 independent experts from the private sector and the civil society.

Continued response to face coronavirus (Covid-19) pandemic, KDIPA was commitment to adhere to the health precautionary and preventive measures. To ensure the safety of its employees it applied the mandated ratio of in person attendance at work premises until reaching 100% attendance ratio by the end of the report period in accordance with the Council of Ministers decisions based on the recommendations of the Ministerial Coronavirus Emergency Committee.

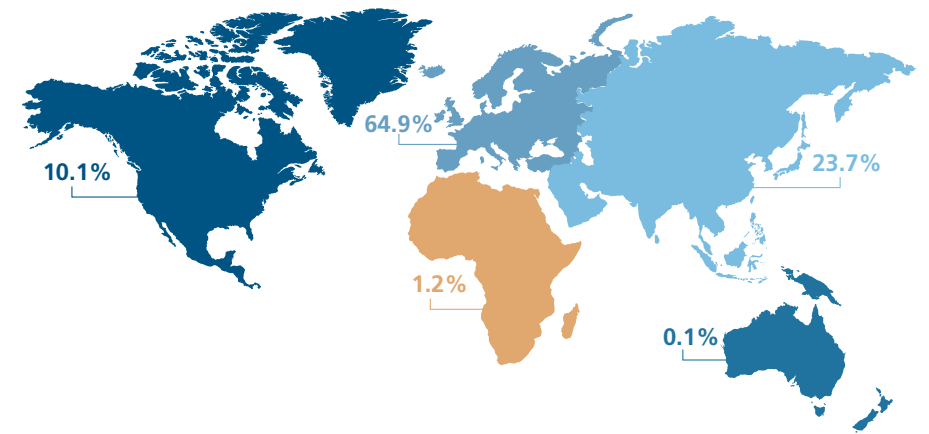
Attracted new approved direct investments of KD 106,184,041 making the cumulative approved direct investments of KD 1,309,864,786, since KDIPA started its operations in January 2015 till the end of March 2022 by 67 investment entities, from 25 different countries. The cumulative direct investments from the continent of Europe had the most share of 64.9%, followed by Asia 23.7%, North America 10.1%, Africa 1.2%, and Oceania 0.1%. 76.1% of the cumulative approved direct investments established Kuwaiti companies, and the remaining ratio covered branches of foreign companies in Kuwait (22.4%) and representative office for non-commercial activities (1.5%).

**106,184,041 K.D.
Investment Value**

**1,309,864,786 K.D.
Cumulative Investments**

67 Licensed Entities

25 Different Countries



Cumulative approved direct investments was focused in the services sector, which comprised 99.64% and the remaining share in the industrial sector. The information technology services represented the leading share of (32.3%), followed by oil & gas services (29.1%), construction services (16.7%). The remaining share was distributed amongst health, training, energy, consulting, electricity and wa-

ter, entertainment, market research, environment, aviation, and the insurance sector, which witnessed investments for the first time encouraged by the passing of Law No. 125 of 2019 and its executive regulations regarding the regulation of insurance in the State of Kuwait, which provided integrated legislative regime for the insurance sector in Kuwait.

Services Sector

99.64%



**Information
technology services**

32.3%



Oil & Gas

29.1%



Construction

16.7%

The remaining share was distributed amongst health, training, energy, consulting, electricity and water, entertainment, market research, environment, aviation and the insurance sector,

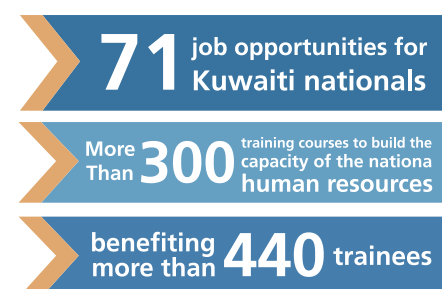
Granting benefits, 20 tax exemption certificates were granted to licensed investment entities, based on fulfilment of the criteria for KDIPA tax exemption mechanism, implemented in cooperation with the Ministry of Finance (MoF), to link granting tax exemption to performance. The issuance of customs duties exemption for one investment entity was also provided.

20 Tax Exemption Certificates

granted to licensed investment entities
Basis on KDIPA tax exemption mechanism

Expanding sustainable economic and social impact in the local economy, KDIPA licensed investment provided 71 direct job opportunities for Kuwaiti nationals in various fields and at different administrative levels; offered more than 300 training courses to build the capacity of the national human resources, which led to more than 440 nationals benefiting from these training courses. The continued support in technology transfer and settlement, as well as research and development efforts, such as introducing new business models for 5G like cloud computing, AI, and program engineering; diagnostic electronic inspection for vehicle engines using

the most updated techniques; motor seal test bench at oil fields; high voltage cable tests; medical diagnostic testing; the development of methods for the improved operation of solar thermal power plants; hybridization technique for transgenic line technique; supporting local content through entering into various consulting, maintenance, and technical support contracts in both aviation and banking sectors; providing social responsibility activities, outside the core business of the licensed investment entities especially in areas supporting environmental protection and youth entrepreneurship and other activities.



Intensifying the cumulative impact of direct investment in Kuwait, according to the third report on measuring the cumulative economic impact of direct investment based on adopting the expenditure perspective, the

expenditure spent by the licensed investment entities that started operations in the local economy according to the approved criteria during the period 2015- 2020 recorded an increase of 30.2%, leading to the total expenditure of KD 690,472,415, distributed mainly on spending the local content (goods and services) at 72.3%, followed by spending on advanced technological devices and equipment (22.2%), and salaries of national workforce (2.9%), government taxes and fees (2.2%), social responsibility activities (0.16%), and training programs for national workforce (0.15%), respectively.

Strengthening investors services, by meeting with a total of 230 existing and potential investors, receiving 27 application request forms from potential investors; responding and providing clarifications to 814 e-mails; responding to 20 complaints and 1 suggestion, conducting 326 interactive measures to coordinate with competent government authorities. The second phase of work procedures was completed aiming to ensure rapid and straightforward response in dealing with complaints and suggestions to enhance customers (investors) satisfaction.

Increasing number of MoUs for encouraging direct investment, as KDIPA signed a memorandum of Understanding (MoU) in the field of direct investment promotion with the Abu Dhabi Investment Office (ADIO). The total number of signed MoUs in the field of direct investment promotion increased to 12 entailing the Kingdom of Saudi Arabia, State of Qatar, Arab Republic of Egypt, the Republic of Korea, The Popular Republic of China, the United States of America, the Republic of Turkey, The Kingdom of Morocco, the Hashemite Kingdom of Jordan, the Republic of Tunisia, and the Republic of Lebanon.

Enhancing KDIPA's regional promotion, KDIPA elected as the Regional Directorships position for the Middle East and North Africa (MENA) region in the Steering Committee of the World Association of Investment Promotion Agencies (WAIPA) for the period (2021 – 2023)

to facilitate mobility, record received information and scheduled meetings. This facilitated a digital in a paper-less environment. KDIPA succeeded in achieving intended targets and KPIs from its participation in the Expo2020 Dubai, as it participated in more than 170 activities, that included 30 one-to-one Meetings with foreign companies executives and government officials, 45 conferences, and 95 Pavilions visits, recorded contacts with more than 494 potential investors. In addition to holding 9 meetings with potential investors, 12 official Government to Government meetings, 9 MoU focused meetings, took part in UK-Kuwait round table session, and in India-GCC Business Conference at India Pavilion. KDIPA increased social media engagement by more than 20% as well as drove increased traffic to KDIPA website and got expanded media features in local, regional, and international channels.

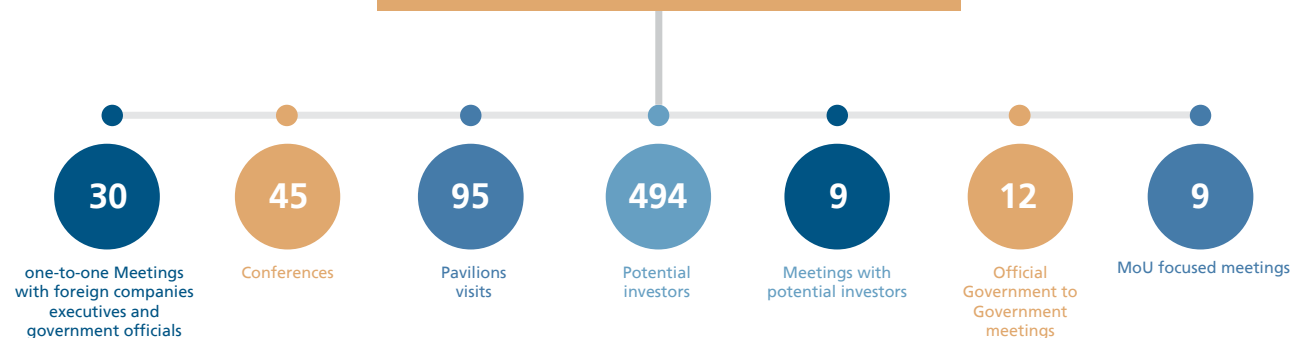
randum of cooperation with competent government authorities were activated, as KDIPA held a meeting with Kuwait Petroleum Corporation (KPC) to learn about the qualifications mechanism for the licensed investment entities by KDIPA to enable them to be eligible to bid for the KPC projects and contracts.

Expanding response to international surveys, KDIPA responded to 4 international surveys, including:

- A survey by the Organization of Economic Cooperation and Development (OECD) on direct investment in the State of Kuwait.
- A survey by the United Nations Conference on Trade and Development (UNCTAD) regarding international investment arrangements and national investment laws.
- A survey conducted by the World Association for Investment Promotion Agencies (WAIPA) in cooperation with the United Nations Industrial

Expo 2020 Dubai

more than 170 activities



during WAIPA's General Assembly that was convened on October 20, 2021, during the WAIPA 25th World Investment Conference (WIC).

Actively participating in Expo 2020 Dubai, as part of Kuwait Team comprised of various government authorities, the private sector, and the civil society who took part in Kuwait Pavilion in the Sustainability District. KDIPA prepared a detailed plan for its participation, with set targets, KPIs, budget, employees selection process, attendance of introductory workshop, design of KDIPA booth at Kuwait Pavilion, and sent invitations for investors to visit its booth. KDIPA representatives were given a notepad

Structuring cooperation mechanisms with competent government authorities, as KDIPA signed a memorandum of cooperation (MOC) with the Environment Public Authority (EPA) in environmental field, also prepared 5 draft cooperation memorandums with each of the Public Authority for Industry (PAI) regarding Al-Naayem Economic Zone; with the Public Authority for Food and Nutrition (PAFN) regarding food security, with the Ministry of Finance (MoF) regarding exchange of data and information; with the Ministry of Information (Mol) for media relations; and with the Public Authority for Manpower (PAMP) regarding support for national manpower. **The existing memo-**

Development Organization (UNIDO) to assess the effects of the global pandemic on FDI, and how IPAs responded.

- A survey sent by WAIPA in cooperation with the International Labor Organization (ILO) to assess the contribution of IPAs in fulfilling SDG 8 on decent work and sustainable economic growth.

Fostering traditional and digital promotional activities, KDIPA conducted the following promotional activities an advertisement in OBG publication, provided quotes for special report on Kuwait with the specialized Bloomb-



erg media company; an interview in Global Finance magazine; launched a new media and promotional campaign through the social media channels and the Google Search Engine Optimization (SEO); provided a testimonial to General Electric Kuwait Technology Center (GEKTC) on the occasion of 5 years of obtaining its investment license from KDIPA, which was uploaded on their mother company home website under the title: "GEKTC and KDIPA: Partners in Progress"; produced promotional videos for a number of KDIPA's partners from competent government authorities in which they demonstrated services offered and their cooperation with KDIPA to achieve the National Vision 2035; prepared a promotional video for Al-Abdali Economic Zone; developed a unified form to be used internally for providing content on various investment and promotional activities for releasing on social media channels. In addition, KDIPA collected the inquiries and comments published on its social media channels to deal with them in a consistent manner and to consolidate relations with investors.

Following efforts on Improving Business environment in Kuwait, KDIPA as the head the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK), held several meetings with components work teams (CWTs) headed by the competent government authorities, members of the PCK, to discuss the latest developments, the reform steps implemented, the emerging challenges, future recommendations and next steps, to attain the aspired for reforms within the approved National Agenda for Streamlining Business Environment in the State of Kuwait (Tahseen Program).

Handing over the project study on "Improving Kuwait Global Competitiveness: Engine of transformation to Knowledge and Innovation-based Economy", with all

its deliverables to the General Secretariat of the Supreme Council for planning and Development (GSSCPD), considering the approval of the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK).

Launching KDIPA interim strategy for the transition period (2021-2023), that consist of 15 projects with their KPIs that fall under the three strategic directions adopted: strengthening investors trust, adopting digital transformation in operations, and enhancing KDIPA's resilience and agility under Coronavirus (Covid-19) pandemic. This will allow sufficient time to develop KDIPA second medium term strategy.

Continued renewal of the two Certifications ISO 9001: 2015 and ISO 10002: 2018, KDIPA applied the basic requirements and necessary guidelines for these two standards and implement the needed amendments in procedures to ensure quality management.



Developing Human capital, 77 training programs were identified of which 43 were executed distributed into 11 general programs, 6 supervisory programs, 18 specialized programs, and 8 programs under the first internal training program. A total of 205 employees benefitted at various job levels, from different departments, and with varied specializations. Most of these training programs were conducted virtually (online) because of the pandemic. These training programs were organized by government entities, regional and international organizations, civil society organizations, and several private training companies.

77 Training Programs
43 executed
205 employees benefitted

Enhancing digital transformation in information systems and e-applications, KDIPA developed several internal systems to accommodate digital transformation by implementing technological projects in various technical fields to develop IT systems and applications. KDIPA continued to upgrade its systems and security equipment for enhanced protection to combat increased hacking attacks from external or internal sources. KDIPA implemented the Council of Ministers Decision No. (580) of 2022 regarding the adoption of Kuwait Mobile ID App (Hawiyati) provided by the Public Authority for Civil Information (PACI). All the signatures of KDIPA staff members were entered in the system to integrate with the civil card ID to use it in all the internal transactions to enhance operating in a paperless digital environment.

Organizing social and cultural activities for employees, to strengthen KDIPA employees team spirit, providing a safe and nurturing environment, and raising environmental awareness.



CHAPTER ONE

Board of Directors

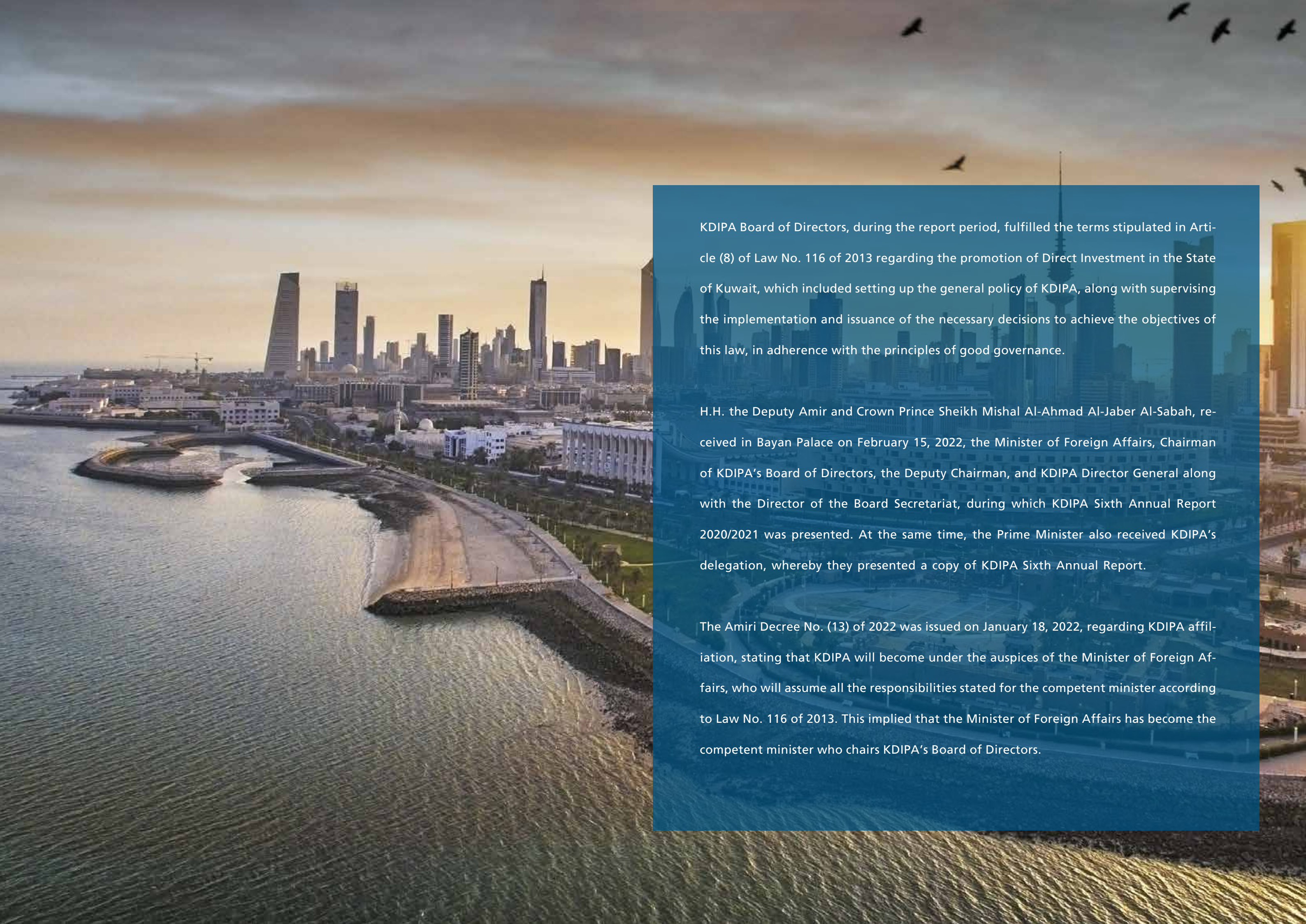
- KDIPA Board of Directors, during the report period, fulfilled the terms stipulated in Article (8) of Law No. 116 of 2013 regarding the promotion of Direct Investment in the State of Kuwait, which included setting up the general policy of KDIPA, along with supervising its implementation and issuance of the necessary decisions to achieve the objectives of this law, in adherence with the principles of good governance.

- The report period witnessed convening (4) Board meetings, and issuance of the Ministerial Decision No. (68) of 2022 regarding the formulation of the Grievances Committee reporting to the Board of Directors, and the Ministerial Decision No. (69) of 2022 regarding the formulation of the Committee for Commercial Plots and Economic Zones.

- The Grievances Committee held 4 meetings during the report period.

- The Board of Directors approved the financial statements for KDIPA budgetary closing account for the fiscal year FY 2020/2021, and its draft estimated budget for the fiscal year FY 2022/2023.

- The Board of Directors perused and was informed of the developments on KDIPA's affairs, of which the outcome of the Enhancing Kuwait Competitiveness in International Indices project (Taziz Program); the Final Report on the Implementation of KDIPA's First Strategy (2016/2017-2020/2021); the proposed KDIPA Interim Strategy for the period April 1, 2021 to March 31, 2023; an update on the Offset Program projects and identifying challenges faced and measures undertaken by KDIPA to handle them; the proposed MOU between the Public Authority for Industry and KDIPA on the design and execution of Al-Naayem Economic and Industrial Zone; the proposed amendment of KDIPA's service fees; amending the organizational structure of the IT department; and amending the titles and job descriptions of the Technical Office and Competitiveness Department and its subsequent sections.



KDIPA Board of Directors, during the report period, 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 included setting up 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.

H.H. the Deputy Amir and Crown Prince Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah, received in Bayan Palace on February 15, 2022, the Minister of Foreign Affairs, Chairman of KDIPA's Board of Directors, the Deputy Chairman, and KDIPA Director General along with the Director of the Board Secretariat, during which KDIPA Sixth Annual Report 2020/2021 was presented. At the same time, the Prime Minister also received KDIPA's delegation, whereby they presented a copy of KDIPA Sixth Annual Report.

The Amiri Decree No. (13) of 2022 was issued on January 18, 2022, regarding KDIPA affiliation, stating that KDIPA will become under the auspices of the Minister of Foreign Affairs, who will assume all the responsibilities stated for the competent minister according to Law No. 116 of 2013. This implied that the Minister of Foreign Affairs has become the competent minister who chairs KDIPA's Board of Directors.

1. Board Affairs

1.1 Board of Directors

The report period witnessed convening 4 Board meetings, held consecutively on June 10, 2021, October 25, 2021, February 13, 2022, and March 29, 2022, to discuss the agenda items regarding KDIPA’s operations. The designation of the Board of Directors ended during the report period, and a new 6-memebr board was appointed for 4 years that can be renewed in accordance with a Council of Minsters Decision No. (1213) of 2021 dated October 11, 2021, to be composed of representatives from 3 competent government entities (Ministry of Commerce and Industry, Kuwait Municipality, and Pubic Authority for Industry), and 3 independent experts from the private sector and the civil society. A thank you and appreciation letters were sent to the outgoing Board members. On another hand, the mandate of the Grievances Committee under the Board of Directors was renewed for another year, but it was restructured to be headed by the Deputy Chairman of the Board of Directors, and one of its members was changed; as well as formulating the Committee for Commercial Plots and Economic Zones to be headed by a member of KDIPA’s Board of Directors from the competent government entity, and the deputy Chairman of this Committee was selected from the independent expert members of KDIPA’s Board of Directors, according the decisions relating to the Board affairs shown in the table.

Grievances Committee

There were 4 meetings for the Grievances Committee during the report period, on July 27, 2021, August 23, 2021, September 15, 2021, and March 6, 2022, consecutively to inquire into the 2 grievances submitted by 2 investment entities licensed by KDIPA.

Audit and Inspection Bureau

The Audit and Inspection Bureau of the Board of Directors executed its auditing and inspection plan for the Fiscal Year (FY) 2020/2021 and submitted to the Bord of Directors who

approved it in its meeting held on June 10, 2021. The plan started execution on June 22, 2021, covering 3 departments (Economic Zones, Promotional Activities, and Planning & Strategy). Follow up memos were sent to these departments according to the recommendations approved for execution by the Board of Directors.

The Audit and Inspection Bureau presented its activities and remarks of the supervisory authorities for the FY 2021/2022 as well as its workplan for the FY 2022/2023 to the Board of Directors in its meeting of March 29, 2022. Meetings were held with various departments including Administrative Affairs, Audit & Follow up, Countertrade “Offset”, and the Administrative Development & Training to complete the relevant auditing work.

2. KDIPA Affairs

During the report period, the Board of Directors approved the financial statements for KDIPA budgetary closing account for the FY 2020/2021, and its draft estimated budget for the FY 2022/2023. The Board of Directors were also informed of developments on KDIPA’s affairs, and as such issued a set of decisions regarding KDIPA’s tasks and assignments, as shown in the table.

Table No. (1) Decisions related to the Board of Directors Affairs

Decision	Date
Council of Minsters Decision No. 1213 of 2021 regarding the appointment of the Kuwait Direct Investment Promotion Authority (KDIPA) members of the Board of Directors and specifying their annual bonus.	October 11, 2021
Ministerial Decision No. (33) of 2021 regarding the renewal of the grievances committee at the Kuwait Direct Investment Promotion Authority (KDIPA).	June 24, 2021
Ministerial Decision No. (68) of 2022 regarding the formulation of the grievances committee at the Kuwait Direct Investment Promotion Authority (KDIPA).	February 17, 2022
Ministerial Decision No. (69) of 2022 regarding the formulation of the Committee for Commercial Plots and Economic Zones.	



Table No. (2) Board of Directors Decisions

#	Decision	Assignment
1	Formulation of Commercial Plots Committee	Approved to re-structure the Commercial Plots Committee established by the Ministerial Decision No. (62) of 2019 and assigned KDIPA Director General to issue the relevant decision from H.E. Minister of Finance State Minster for Economic Affairs and Investment, Chairman of KDIPA Board of Directors.
2	Opinion of the Fatwa and Legislation Department on execution of Al Abdali Economic Zone Project	Assigned KDIPA to take necessary measures in cooperation with the H.E. Chairman of the Board of Directors to address the Council of Ministers.
3	Outcome of Enhancing Kuwait Competitiveness in International Indices project (Taziz Program)	Assigned KDIPA to coordinate with the General Secretariat of the Supreme Council of Planning and Development (GSSCPD), and Kuwait Foundation for the Advancemwent of Sciences (KFAS) to submit a copy to them of the project outcome due to its developmental significance to attain the National Vision 2035 objectives and pillars, to duly foster innovation and link to the programs of the periodic development plans.
3	Outcome of Enhancing Kuwait Competitiveness in International Indices project (Taziz Program)	Assigned KDIPA to coordinate with the General Secretariat of the Supreme Council of Planning and Development (GSSCPD), and Kuwait Foundation for the Advancement of Sciences (KFAS) to submit a copy to them of the project outcome due to its developmental significance to attain the National Vision 2035 objectives and pillars, to duly foster innovation and link to the programs of the periodic development plans.
4	Final Report on the Implementation of KDIPA's First Strategy	Informed Board of Directors on the outcome of completing the implementation of KDIPA's First Strategy (2016/2017-2020/2021).
5	Proposed KDIPA's Interim Strategy	Approved the proposed interim strategy for the period April 1, 2021 to March 31, 2023.
6	KDIPA Sixth Annual Report	Approved KDIPA Sixth Annual Report covering the period April 1, 2020, till March 31, 2021, and submitting a copy to the National Assembly within 30 days of presenting it to the Council of Ministers according to Article (31) of Law No. 116 of 2013 regarding the promotion of direct investment in Kuwait.
7	Update on Offset Program projects	Assigned KDIPA to submit a status report to the Council of Ministers on the follow up of the Offset obligations and projects.
8	Proposed MoU between the Public Authority for Industry (PAI) and KDIPA on design and execution of Al-Naayem Economic and Industrial Zone	Assigned KDIPA to study alternative options to move forward in the design and execution of the joint Al Naayem Economic and Industrial Zone and submit to the Board of Directors.
9	Proposed amendment of KDIPA's service fees	Approved to amend KDIPA's service fees identified in the Ministerial Decision No. (503) of 2014 and assigned KDIPA Director General to issue the relevant executive order in accordance with the stated procedures.
10	Amending the organizational structure of the IT department	Approved the proposed amendments on KDIPA's organizational structure and assigned KDIPA Director General to issue the relevant executive order in cooperation with the competent authorities.
11	Amending the titles and job descriptions of the Technical Office and Competitiveness Department and its subsequent sections	Approved to undertake the needed amendments on the titles and job descriptions for the Technical Office and Competitiveness Department and subsequent sections and assigned KDIPA Director General to fulfil the needed procedures with the competent authorities to attain this.



KDIPA delivers its Sixth Annual Report to H.H. The Emir of Kuwait, H.H. The Crown Prince, and H.H. The Prime Minister



KDIPA Board of Directors held a Meeting



KDIPA delivers its Sixth Annual Report to H.H. The Emir of Kuwait, H.H. The Crown Prince, and H.H. The Prime Minister



KDIPA Board of Directors held a Meeting



CHAPTER TWO

The Statistical Report

- Increased direct investment in Kuwait Market, as KDIPA attracted new approved direct investments in the amount of KD 106,184,041 in the current fiscal year.
- The cumulative volume of approved direct investments reached a total of KD 1,309,864,786 during the period January 1, 2015, until March 31, 2022, arising from 67 investment entities from 25 different countries.
- Cumulative approved direct investments were concentrated in the services sector (99.64%), and the remaining percentage in the industrial sector. The Information Technology topped the sectors (32.36%), followed by Oil & Gas services (29.12%), and the Construction services (16.78%), while the remaining percentage (21.74%) covered Health, Training, Energy, Aviation, Consulting, Electricity & Water, Entertainment, Insurance, Market Research, and Environment.
- The economic impact during the report period included creating 71 direct job opportunities for Kuwaiti nationals, offering more than 300 training programs benefiting more than 440 Kuwait nationals.
- The cumulative expenditure of direct investment in Kuwait increased by 30.2%, by spending more than KD 690.5 million, of which KD 499.1 million for the local content (goods and services) comprising the largest share (72.35%) of total expenditure in the local economy.

The Statistical Report depicts details of the investment operations conducted by KDIPA during the fiscal year FY 2021/2022, which extended from 1 April, 2021 to 31 March, 2022 under the provisions of Article (9) of Law No. 116 of 2013 stating that: “The Director General shall prepare an annual statistical report 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, , which is submitted to the Council of Ministers.” ; and in accordance with Article (31) of Law No. 116 of 2013 which stated that:” The Relevant Minister shall submit to the National Assem-

bly a copy of the annual report issued by the Authority and a copy of the statistics relevant to its activities and the projects, within 30 days from the date of submission to the Council of Ministers. Furthermore, the Statistical Report depicts emerging developments regarding the provisions of Article (30) of Law No. 116 of 2013, which entails operating an investment register in KDIPA that documents all the licensed investment entities data, applications, licenses, incentives, exemptions, and punitive measures relative to the investment entities, while attaching all relevant documents, and continuously updating the data.

Table No. (3) Approved investment entities for the fiscal year FY20212022/

#	Entity Name	Activity Sector	Investment Value (KD)	Foreign Equity Share	Legal Form	Country
1	Serka Taahhut Construction Of Non-Residential Buildings Does not include the Construction of Industrial Facilities Kuwait	Construction	1,068.000	100%	WLL	Turkey
2	Mehmet Gunes Construction Investment, Industry and Trading Incorporated and Abdullah Hussain R AlAnazi	Construction	1,032,200	94%	WLL	Turkey
3	Boeing Operations International Incorporated for Product Promotion and Project Management	Aviation	6,689,485	100%	Branch	United States of America
4	Sedgwick Risk Services Limited	Insurance	2,477,000	100%	SPC	United Kingdom
5	Siemens Gas and Power Holding B.V / Siemens Electrical and Electronic Services	Energy	15,979,000	55%	WLL	Netherlands
6	Oracle Nederland B.V / Oracle Corporation Nominees Limited	Information technology	23,058,254	100%	WLL	Netherlands
7	Sino Tharwa Drilling Company L.L.C	Oil & Gas	31,073,102	100%	Branch	China-Egypt
8	National Industries company / Scomi Oiltools SDN.BHD / Abraaj Energy General Trading & Contracting Co.	Oil & Gas	24,807,000	25%	WLL	Malaysia
Total				106,184,041		

1. New Approved Direct Investments in the FY 2021/2022

Volume of Investment

During the FY 2021/2022, under Law No. 116 of 2013, KDIPA attracted KD 106,184,041 of new approved direct investments from 8 investment entities. Details of the approved investment entities are shown in the table including the entity name, activity sector, investment volume, foreign equity share, legal form, and country of residence.

Sector Distribution

During the report period, the approved direct investments were concentrated in the services sector, comprising 100% of the total,

covering 6 activities that include Oil & Gas (52.62%), Information Technology (21.72%), Energy (15.05%), Aviation (6.30%), Insurance (2.33%) for the first time, and Construction (1.98%).

Geographic Distribution

The approved direct investments during the report period came from 7 different countries: Turkey, United States of America, United Kingdom, Netherlands, China, Egypt, and Malaysia in addition to local companies.

Legal Forms

The legal forms of the investment entities approved under Law No. 116 of 2013 during the FY 2021/2022 varied, as 6 investment entities requested to establish Kuwaiti companies one as a single person company (SPC), and 5 as limited liability companies (WLL), while 2 investment entities requested opening a branch.

Foreign Equity Share

During the report period, 5 approved investment entities were granted the right to benefit from 100% foreign equity ownership, whereas 3 investment entities were granted less share of foreign equity based on its request as it partnered with local businesses.

Director General Decisions

During the report period, the Director General issued 15 decisions relating to investment operations, of which 8 decisions for granting approvals to establish investment entities and opening branches in accordance with Law No. 116 of 2013. In addition to other 4 decisions to grant approvals for the request to add new activities to approved investment entities, along with 2 decisions for amending activities of licensed investment entities, and a decision to approve increasing the capital of a licensed entity.

Investment Register

During the report period, KDIPA Investment Register was duly updated by issuing a total of 14 certificates that included the following:

- 5 new registration certificates, 2 for approved investment entities during the current report period, and 3 for approved investment entities in the previous FY 2019/2020 and FY 2020/2021.
- 14 amendment requests for investment entities, of which 4 registration certificates were issued in the Investment Register.
- 5 renewal requests were issued registration certificates in the Investment Register for 5 investment entities.

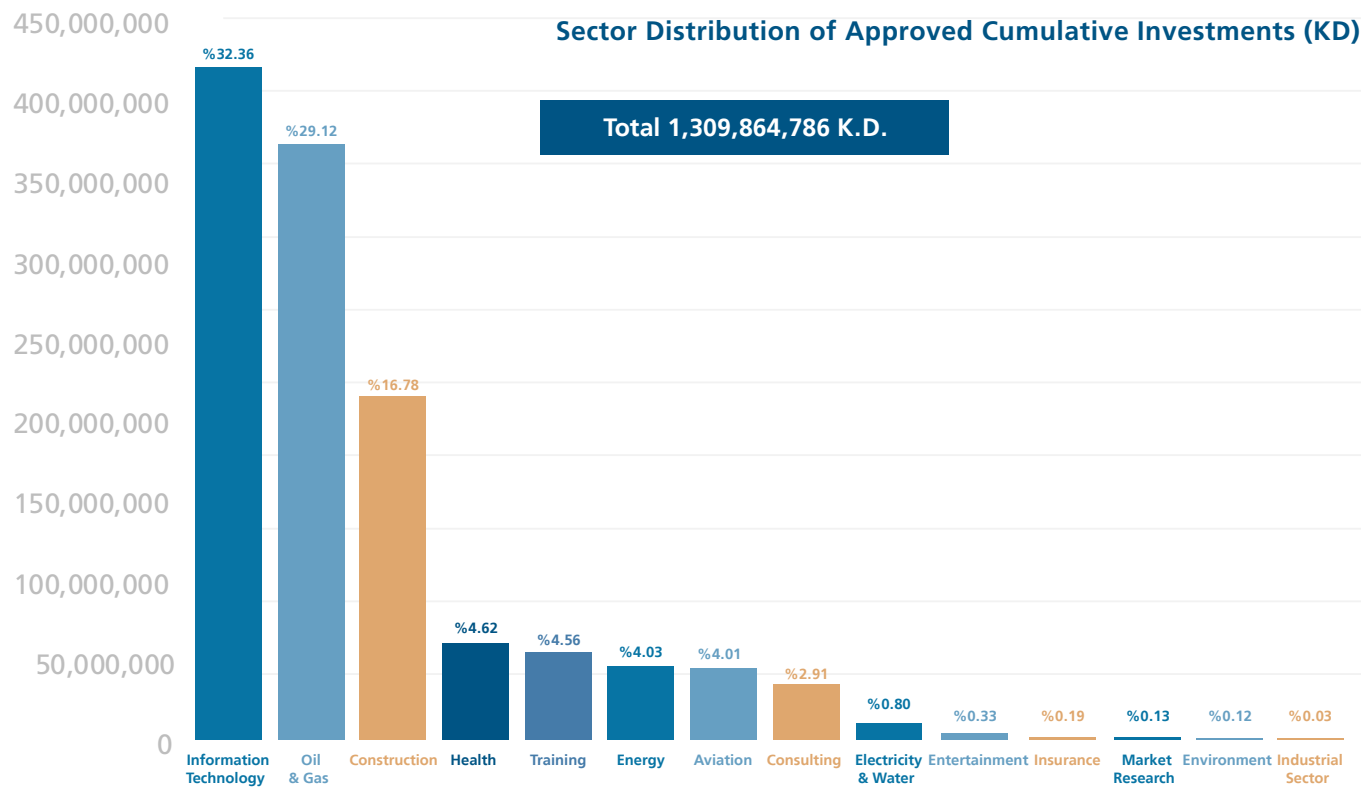
2. Cumulative Approved Direct Investments

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 2022 reached a total of KD 1,309,864,786 arising from 67 investment entities.

Cumulative Sector Distribution

Cumulative approved direct investments were concentrated in the services sector (99.64%), and the remaining percentage in the industrial sector. The Information Technology topped the sectors (32.36%), followed by Oil & Gas services (29.12%), and the Construction services (16.78%), while the remaining percentage (21.74%) covered a variety of activities that included: Health, Training, Energy, Aviation, Consulting, Electricity & Water, Entertainment, Insurance, Market Research, and Environment consecutively, as well as the industrial sector as shown in the figure.



Cumulative
Geographic Distribution

Cumulative approved direct investments came from 25 different countries including: Netherlands, China, British Virgin Islands, Canada, Spain, Turkey, Italy, France, United States of America (USA), Malaysia, Switzer-

land, Republic of Korea, Egypt, Japan, Singapore, Germany, Belgium, Lebanon, Luxembourg, United Kingdom (UK), Sweden, New Zealand, Austria, United Arab Emirates (UAE) and Poland (representative office) as well as local investors (within investment ownership), as shown in the figure. As for Geographic Dis-

tribution by continent, a share of (64.89%) of the cumulative direct investments came from Europe, followed by Asia (23.69%), North America (10.08%), Africa (1.19%), and Oceania (0.15%), as seen in the figure.

Table No. (4) Geographic distribution of cumulative approved direct investments (KD)

Country	Total Investment Value KD	%
Netherlands	453,091,191	34.59%
China	167,627,057	12.80%
British Virgin Islands	150,430,248	11.48%
Canada	102,512,000	7.83%
Spain	91,318,485	6.97%
Turkey	65,784,409	5.02%
Italy	54,134,288	4.13%
France	45,527,201	3.48%
United States of America (USA)	29,511,186	2.25%
Malaysia	24,807,000	1.89%
Switzerland	20,496,455	1.57%
Republic of Korea	18,275,426	1.40%
Egypt	15,536,551	1.19%
Japan	14,038,760	1.07%
Singapore	13,155,198	1.00%
Germany	12,259,940	0.94%
Belgium	10,916,500	0.83%

Lebanon	6,409,219	0.49%
Luxembourg	3,584,000	0.27%
United Kingdom (UK)	3,444,670	0.26%
Sweden	3,249,355	0.25%
New Zealand	1,976,000	0.15%
Austria	1,579,647	0.12%
United Arab Emirates (UAE)	200,000	0.02%
Poland	0	0
Total	1,309,864,786	100%

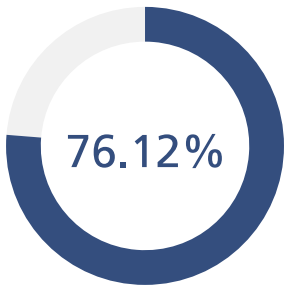
Cumulative Legal Entities

The legal forms of cumulative legal entities licensed in accordance with Law No. 116 of

2013 were distributed among Kuwaiti companies, including Single Person Companies (SPC) and Limited Liability Companies (WLL) comprising (76.12%), branches (22.39%),

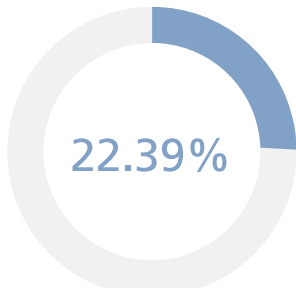
and a representative office (cannot engage in commercial activities) (1.49%), as shown in the figure.

Types of Cumulative Legal Entities



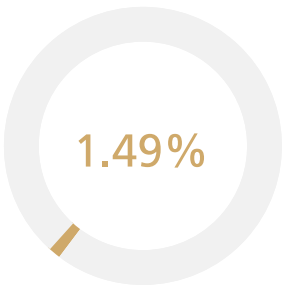
● Entity Type:
Kuwaiti Company

Entity Type: 51



● Entity Type:
Branch

Entity Type: 15



● Entity Type:
Representative Office

Entity Type: 1

Total 67

3. Economic Impact

Economic Impact Assessment for the fiscal year FY 2021/2022

The economic impact achieved by the licensed investment entities that commenced operations of their businesses was assessed during the report period by KDIPA through its periodic follow-up with these investment entities, identifying their needs, as well as providing required services and facilitations to support their operations and activities, in order to provide added value for the local economy, and contribute to attaining the aspired economic and social goals within the National Vision 2035, as well as to meet Kuwait's voluntary commitment towards attaining the UN Sustainable Development Goals (SDGs) 2030, summarized as follows:

Providing Jobs for Kuwaiti Youth

During the report period, 7 licensed investment entities placed job advertisements for hiring Kuwaiti youth, on their websites, local newspapers, and specialized recruitment sites. It included providing 71 direct qualitative job opportunities in various fields, covering different administrative, professional, and technical levels, in the sectors relating to their projects, as shown in the table. KDIPA contributed to the dissemination of these job Ads through streaming them in its social media channels.

National Human Capital Development

During the report period, the training activities provided by 13 licensed investment entities for developing the national human capital witnessed the execution of around 300 training programs, benefitting more than 440 national workers, of which:

- **Honeywell Kuwait International for Computer Technology and technical Services:** The company offered several specialized and accredited technical programs, which focused on the Fundamentals of Server Engineering and Configuration Implementation, Graphics Design and Building Implementation,

Fieldbus Control Operations, 'C300 Troubleshooting and the Fundamentals for Maintenance and Execution.

- **Limak Insaat Kuwait:** The company offered a training program on Development & Professional Management levels I and II, to enhance the professional and administrative skillsets for 8 of the national manpower. Furthermore, the company introduced a strategic plan to qualify and transfer expertise for Kuwaiti Youth by providing around 35,000 training hours for more than 208 young Kuwaitis to create a long-term impact.
- **Mitsubishi Power Ltd.:** The company offered 19 training programs in management in addition to a program of first aid executed at Kuwait University during the period May 8-10, 2021.
- **DCI SA Kuwait for Logistics Services:** The company continued to offer training for national manpower, as it introduced a training course on managing contracts at the American University of Kuwait (AUK), and another course on the French language.
- **General Electric Technology Centre Kuwait:** The company offered 14 training courses conducted online for the national manpower on "Defensive Driver" techniques, "GE Gas Power Data Protection and Portable Device Standard Training", and "Own Your Development".
- **Branch of the Industrial & Commercial Bank of China (ICBC):** The Bank offered 4 training programs for national manpower in association with the Institute of Banking Studies on Rules for Protecting Clients, Developing Banking Confidentiality Program, Facing External Fraud, and Combating Money Laundering.
- **Leonardo for Trading Machinery Equipment's and Devices:** The company provided online training program for 3 of its national staff covering its various activities.

- **McKinsey Kuwait Management Consulting Company:** The company trained 11 national staff members on solving challenges, financial analysis, project management, combating corruption policy, advanced techniques to address problems, along with other skills for a total of 561 hours (about 3 and a half weeks) of training.
- **NOV Tanajib Kuwait for Petroleum Services:** The company offered several training courses online in professional operational technology and activity.
- **Shamal Az-Zour Al-Oula Power and Water Company:** The company offered on-site field training for a host of national engineers and staff from the Ministry of Electricity and Water and Renewable Energy.
- **Amazon Web Services EMEA SARL for Information Technology and Technical Services:** The company trained more than 150 nationals through its free online Amazon Web Services programs, of whom 60 passed the placement tests and attained certificates in AWS Cloud Practitioners and AWS Solutions Architect.
- **Roche for the Trade in Medicines, Equipment, Devices and Medical Supplies:** The company offered onsite field training on manufacturing its products at its headquarters in Switzerland for the national employees, to enhance technology transfer and settlement, as well as a training the sales and marketing team on various marketing skills.
- **TDL Kuwait for Oil Rigs and Natural Gas Extraction Activities, Services and Facilities:** The company offered 23 training programs for national employees on work safety practices and measures.

Table No. (5) Jobs Announcements by Licensed Investment Entities

Investment entity	Date of Job Announcement	Type of Job Opportunities	Number of Job Opportunities
 Roche for the Trade in Medicines, Equipment, Devices and Medical Supplies	April 4, 2022	Marketing specialist Senior sales specialist	2
	September 22, 2021	Executive assistant/head of manager office	1
	September 29, 2021	Senior specialist in demand operations and in planning supply storage and demand operations	1
 ACTS for Quality Assurance and Control	May 2, 2021	Business Development Manager	1
 Limak Insaat Kuwait	September 26, 2021	Planning officer Human Resources Specialist Surveying manager	3
	October 3, 2021	Various specializations in Engineering	36
 NOV Tanajib for Services and Maintenance of Oil Rigs, Refineries, and Petrochemicals	October 18, 2021	Technical projects consultant Supply chain specialist	2
	March 14, 2022	Bill & Account collector Billing coordinator	2
 Connect Arabia for Mobile Virtual Network Operator	November 9, 2021	Retail sales team leader Business analyst Commercial managers AI specialist Technicians (new graduates) Supervisor (diploma/bachelor) CRM	12
 IHS Kuwait Limited for the Construction, Erection and Maintenance of Wired and Wireless Telecommunication and Radar Towers and Stations	December 8, 2021	Network Operations Center (NOC) operator	2
 AZN O&M for Electric power Generation, Transmission and Distribution	February 14, 2022	Mechanical, electrical, and electronic, engineers chemistry (bachelor) electrochemistry (Diploma) finance	10
Total			71

Transfer and Settlement of Technology

- **Huawei Technologies Kuwait:** The company developed technical and commercial applications workshops for 5G network for various telecommunication companies, banks, and oil and gas companies among others in Kuwait to support efforts to settle the adoption and utilization of 5G network in cloud computing, and artificial intelligence AI, as well as introducing new application like 5G leased lines, 5G LiveBus, 5G Mobile Banking. The company brought to Kuwait an expert in new business models to exchange experiences in adapting technical solutions for the Kuwaiti market.
- **ACTS for Quality Assurance and Control:** The company developed applications for diagnostic electronic inspection for vehicle engines using the most updated techniques, including mobile car inspection, online car auctioning, as well as developing a dedicated R&D platform to perform inspection for vehicles in Kuwait.
- **Borets Services Kuwait for Non-vehicle Repair and Maintenance of Light and Heavy Equipment and Maintenance of Oil Tanks:** The company transferred several types of technology into Kuwait of which new model of Motor Seal test Bench to perform the test in the workshop under load, high voltage cable tester upgraded to perform tests at 28kVdc compliance with the SPE international recommended practice and Variable Speed Drive Borets Axiom II Nema 4, which is the most recent Borets VSD model.
- **Roche for the Trade in Medicines, Equipment, Devices and Medical Supplies:** The company committed to provide healthcare services in Kuwait and upgrade and broaden the medical diagnostic testing according to best international practices and up to date knowledge, including speeding up results of Coronavirus (Cov-

id-19) testing, and provide greater understanding of cancer diagnosis and Comprehensive Genomic Profiling.

- **TSK Electronica Y Electricidad S.A.:** The company developed a project using new AVUSpro technology. The objectives of the project aim to further the development of a device for the automated detection of pollution, the testing of prototypes at sites with different environmental conditions, the development of methods for improved site characterization, the development of methods for the improved operation of solar thermal power plants through optimized cleaning and the analysis of pollution processes. The company also conducted research regarding a completely autonomous measurement of the contamination of solar mirrors with integrated sample archive. Three functional models of the highly simplified prototype from the project have already been tested in the field and have shown promising results.
- **MMI Montreal Medical International for Medical Training:** The company brought in the Wisconsin Test Software for Cognitive Battery Assessment, the Transgenic line technique, and the HRM technique and in-situ hybridization technique.

Support Local Content

- **DCI SA Kuwait for Logistics Services:** The company continued to expand its local work as it signed a Aviation Wing contract with Kuwait National Guard (KNG) on September 16, 2021, to provide technical consulting and land services for helicopters, supporting contract delivery by bringing in an experienced work team and new equipment.
- **Leonardo for Trading Machinery Equipment's and Devices:** The company renewed its contract with the Directorate General of Kuwait Civil Aviation for maintenance of Kuwait International Airport weather radar and the maintenance of the approach radar.

- **Amazon Web Services EMEA SARL for Information Technology and Technical Services:** The company discussed with the Director General of Kuwait Credit Bank, their Digital Transformation Strategic Plan touching upon solution provision for the bank's services, means to upgrade the bank's performance efficiency, as well as providing high quality services.

Social Responsibility

- **Mitsubishi Power Kuwait Branch:** the company participated in the annual cleaning campaign for Shuwaikh Beach on November 27, 2021, in cooperation with the Japanese Embassy in Kuwait, and several other government entities. The company also participated in the activities of Kuwait Environment Protection Society (KEPS) efforts to raise awareness on importance of protecting the environment at Jahra Nature Reserve which was opened to the public by the Environment Public Authority for (EPA) on December 21, 2021, to encourage ecotourism in Kuwait.
- **TSK Electronica Y Electricidad S.A:** The company participated in the clean-up campaign for the desert area new AL Shagaya Solar Power Plant, in line with its commitment to conserve the environment in Kuwait.
- **AZN O&M for Electric power Generation, Transmission and Distribution:** The company participated in organizing community athletic events to enhance the mental and physical health of the public in Kuwait.
- **Limak Insaat Kuwait:** The company continued its empowerment program for Kuwaiti women engineers in its Fourth edition under the initiative entitled Kuwait Engineer Girls. A total of 143 women engineers registered by June 13, 2021. The program offered 200 hours (about 1 week 1 and a half days) of course material provided online due to the pandemic, covering scientific,

engineering, technical, and professional topics; in addition to planning field visits to Kuwait new international airport T2 construction site, that the company is building, while still observing precautionary health procedures. There were 24 women engineer who graduated from the first edition of this initiative in 2018, 40 ones in the second edition in April 2019, but it stopped in 2020 due to the pandemic. On another front, the company cooperated with Youth Public Authority (YPA) to train more than 100 young Kuwaitis on skills to prepare them to work in the private sector, as well as offering training for some of the Ministry of Public Works national manpower to qualify them to obtain a specialized certificate in engineering management and technology.

- **Borets Services Kuwait for Non-vehicle Repair and Maintenance of Light and Heavy Equipment and Maintenance of Oil Tanks:** the company declared its adoption of the international standards for health, safety, and environment in its operations.
- **Leonardo for Trading Machinery Equipment's and Devices:** The company continued to cooperate with Injaz Al-Arab, established in 2004 as a not-for-profit organization, to support Kuwait youth in entrepreneurship through customized training and workshops.
- **McKinsey Kuwait Management Consulting Company:** The company continued its collaboration with Injaz Al-Arab not-for-profit organization, started back in 2019, to support Kuwait youth in raising their understanding of finance, business, and entrepreneurship through customized training and workshops.
- **NOV Tanajib Kuwait for Petroleum Services:** the company offered a training program to 3 students at the Australian College of Kuwait to learn more on the company and its activities, and to gain insight on human resources management.








- **Roche for the Trade in Medicines, Equipment, Devices and Medical Supplies:** the company focused on women health, within its commitment to attain the UN sustainable development goals (SDGs) 2030 and joined efforts to eliminate cervical cancer deaths in the country by enabling greater access to accurate HPV testing, as well as reducing mother and infant mortality rates by introducing novel preeclampsia testing (no competition in the market). The company also sponsored Al Farwaniya Hospital conference on "Covid-19 Basics and Beyond", sharing knowledge an information on the pandemic caused by the Coronavirus and its variants.
- **TDL Kuwait for Oil Rigs and Natural Gas Extraction Activities, Services and Facilities:** the company succeeded to obtain for the fifth time, one of the awards granted during the 23rd edition of Kuwait Oil Company (KOC) annual CEO Awards for best health, safety, security, and environment (HSSE), acknowledging its commitment to fulfil these HSSE standards and procedures.
- **General Electric Technology Centre Kuwait:** A total of 14 employees in the company participated in an environmental activity organized by Al-Ahli Bank and the US Chamber of Commerce in Kuwait, who gathered 30 volunteers from 6 different companies to clean the beaches.

Third Report Assessing the Cumulative Impact on the Kuwaiti Economy

KDIPA prepared the "Third Report Assessing the Cumulative Impact on the Kuwaiti Economy", to monitor the direct, indirect, and extended effects of the value added contributed by the licensed investment entities that started their operations in various sectors of the Kuwaiti economy, based on adopting the expenditure approach of spending in the local economy according to 8 approved criteria to measure the economic impact within Kuwait Economic Benefit Model (KEBM), as shown in the figure.

According to the data collected for the "Third Report Assessing the Cumulative Impact on the Kuwaiti Economy", the cumulative expenditure spent during the period January 1, 2015, to December 31, 2020, reached a total of KD 690,472,415 recording an increase of 30.2%, compared to KD 530,326,323 cumulative expenditure spent during the period January 1, 2015, to December 31, 2019. The spending for the local content (goods and services) comprised the largest share (72.35%) of total expenditure in the local economy, followed by spending on advanced technological devices and equipment (22.20%), and the remaining included spending on salaries of national workforce, spending on government taxes and fees, spending on social responsibility activities, and spending on training programs for national workforce, consecutively as shown in the table.

Table No. (6) Third Report Assessing the Cumulative Impact on the Kuwaiti Economy for Licensed Direct Investments by KDIPA in the State of Kuwait (KD)

Cumulative Impact on the Kuwaiti Economy						
						
Spending on salaries of national workforce	Spending on training programs for national workforce	Spending on advanced technological devices and equipment	Spending on support for the local content (products)	Spending on support for the local content (products)	Spending on Government Taxes and Fees	Spending on social responsibility activities
20,330,776.8	1,031,003.95	153,403,554.37	126,634,650.88	372,484,412.19	15,455,733.89	1,132,283.01
			499,119,063.07			
690,472,415 K.D.						
2.90%	0.15%	22.20%	18.35%	54.00%	2.24%	0.16%
			72.35%			
100.00%						

The cumulative economic and social impact during the second follow-up period (2015-2020) included the following achievements:

Jobs for National Workers: The licensed investment entities provided a wide range of direct jobs for the national workforce, which included various specializations and at different administrative levels, that aimed to enhance the chances of national employees in acquiring global expertise in the sectors related to the developmental projects in which these investment entities operate. The direct jobs were allocated amongst senior management (General Manager and Chief Executive Officer) which comprised 5.35% of total jobs; middle management (Deputy Director, Head of Section, consultant) accounted for 10.07%; supervisory level (Specialist, Team leader) accounted for 5.56 %; and other types of employment (Architect, Accountant, Technician, and Trainee) comprised the largest share at 79.05%.

Training for National Workers: The licensed investment entities provided a variety of training programs to enhance national workers capabilities and upgrade their technical, professional, and practical qualifica-

tions in various fields by offering training programs, mainly online due to the repercussions of the Coronavirus (covid-19) pandemic in the areas of, accounting, finance, anti-money laundering and others, which comprised 55.34%, while providing field training programs that comprised 28.26%, arranging for external training programs which accounted for 6.44%, and supporting obtaining professional international accreditations and certificates that comprised 9.96%.

Transfer and settlement of technology: The licensed investment entities provided advanced devices and equipment, which are considered a proxy to measure the extent of transfer and settlement of modern technology and fostering capacity building for enabling its usage, operations, and maintenance, which comprised 96.53%, while their contribution to support conducting R&D, transfer of modern management systems, know-how, technical expertise, and advanced marketing practices, accounted for the remaining share 3.47%.

Supporting the Local Content: The licensed investment entities that started operations spent around KD 499.1 million on purchas-

ing local products and services, comprising 72.35% of total expenditure, through directly dealing with local suppliers of goods and services within the distributors, producers, and agents supply chain network which comprised the main share of their local expenditure in the local economy. This included dealing with local banks, utilizing the professional services for insurance, accounting, auditing, legal, cleaning, transportation, shipping, car rental, real estate agents for office, building, and land rentals, hiring local contractors, in addition to the purchase of products, materials, and supplies of various merchandise to meet the needs of their business operations, which supports national goods and services.

Government Taxes and Fees: The licensed investment entities which started operations spent on government taxes and fees that included expenditure on the foreign share income tax (for investment entities not requesting tax exemptions) that comprised 39.22% of total, followed by customs fees (32.37%), public utilities (10.97%), and the remaining share (17.44%) included contributions for social security for Kuwaiti employees, zakat, and the Kuwait Institute for the Advance-

ment of Sciences (KFAS) (only for shareholding companies), along with other fees covering insurance, visa, work permits translations and authorization, stamps, among others.

Social Responsibility Activities: The licensed investment entities which started operations spent on several social responsibility activities, of which providing field training programs outside the scope of its core work which accounted for 52.53 % of the total, supporting participation in forums and conferences which comprised 32.02%, funding programs and events in the field of quality, security, safety, and environmental sustainability accounted for 5.81%, organizing educational activities comprised 6.53%, and launching competitions to encourage innovation accounted for 3.11%.

In terms of developing national exports, one licensed investment entity has contributed to the development of national exports (goods and services), which was:

General Electric Technology Centre Kuwait: continued to export maintenance services to the GE networks stationed in the neighboring countries (Saudi Arabia, United Arab Emirates, Qatar, Bahrain, Oman, and Iraq) and to the global markets (United Kingdom, Australia, Pakistan, Algeria, Libya, Egypt, Tunisia, Nigeria, Senegal, Hong Kong, and Ghana).





CHAPTER THREE

Investment Operations

- Enhanced electronic investors services, met with a total of 230 existing and potential investors, received 27 Application Request Forms from potential investors, and prepared 7 recommendations submitted to KDIPA's Director General, according to set procedures.
- KDIPA intensified communications with 31 competent government authorities through 393 interactions to ensure effective cooperation to facilitate the various procedures needed to complete the required measures for the investment process.
- Strengthening the relationship with the listed consulting companies and firms accredited by KDIPA to represent investment entities, with their number reaching a total of 41 listed consulting companies and firms.
- Al-Abdali Economic Zone project final master plan design was approved, and KDIPA was assigned to coordinate with competent authorities to proceed with the option to directly bid the tender for the development, investment, and utilization of Al-Abdali Economic Zone project.
- The Al-Wafra Economic Zone masterplan development project was tendered, bids received were assessed, and the contract signed with the winning proposal.

During the report period, KDIPA strengthened its investment operations within the framework of managing its One-Stop- Shop (OSS) established under Article (17) of Law No. 116 of 2013 to facilitate procedures, streamline the business environment, and promote direct investments, and provided the needed facilitation and aftercare services throughout all the stages of the investment cycle for both the existing and potential investors. In addition, KDIPA followed up and monitored the licensed investment entities, dealt with investors complaints and suggestions, and implemented judicial control under Article (33) of Law No. 116 of 2013, as well as managing the offset program obligations assigned to KDIPA by the Council of Ministers.

1. Investors Service Centre (ISC)

The Investors Service Centre (ISC), a section within KDIPA's One-Stop-Shop (OSS) Department, received during the report period a total of 230 visitors, of whom 118 booked appointments online through the portal (Book an Appointment) on KDIPA website, to request clarifications on issues relating to investment licensing, initial application procedures, scoring mechanism for project evaluation and granting incentives as well as the tax exemption against performance methodology.

The ISC dealt with 112 walk-in investors who visited KDIPA premises without prior appointment, of whom 37.5% were existing investors, and 62.5% potential investors. KDIPA responded to their inquiries regarding Law

No. 116 of 2013, licensing procedures, incentives, facilitations, and updates on measures in response to the Coronavirus (Covid-19) pandemic.

A total of 814 e-mails were received through the designated e-mail: info@kdipa.gov.kw and were tackled by either directing them to the competent authorities or responding internally with the required information and clarifications. A model form was prepared to specify the procedures to be followed for dealing with inquiries received through info@kdipa.gov.kw.

The ISC received 27 Application Request Forms in accordance with the adopted request forms from various potential investors. The applications covered the services sector with activities including services for oil and gas, consulting, construction, construction and building, information technology, agriculture, logistics services, business support services management, professional and technical services, health, and education, among other and to a lesser extent activities in the industrial sector.

The ISC issued 14 registration certificates in KDIPA's Investment Register., and issued during the report period, 103 receipts valued at KD 23,750 covering fees for various services offered, including application for establishing a Kuwaiti company; application for establishing a Kuwaiti company with incentives; application for establishing a branch; application for establishing a branch with incentives; issuing an investment license; issuing a registration certificate in the Investment Register; renewal of investment license; amendment

request for revoking an investment entity; renewal of registration for listed consulting companies and firms, as shown in the figure.

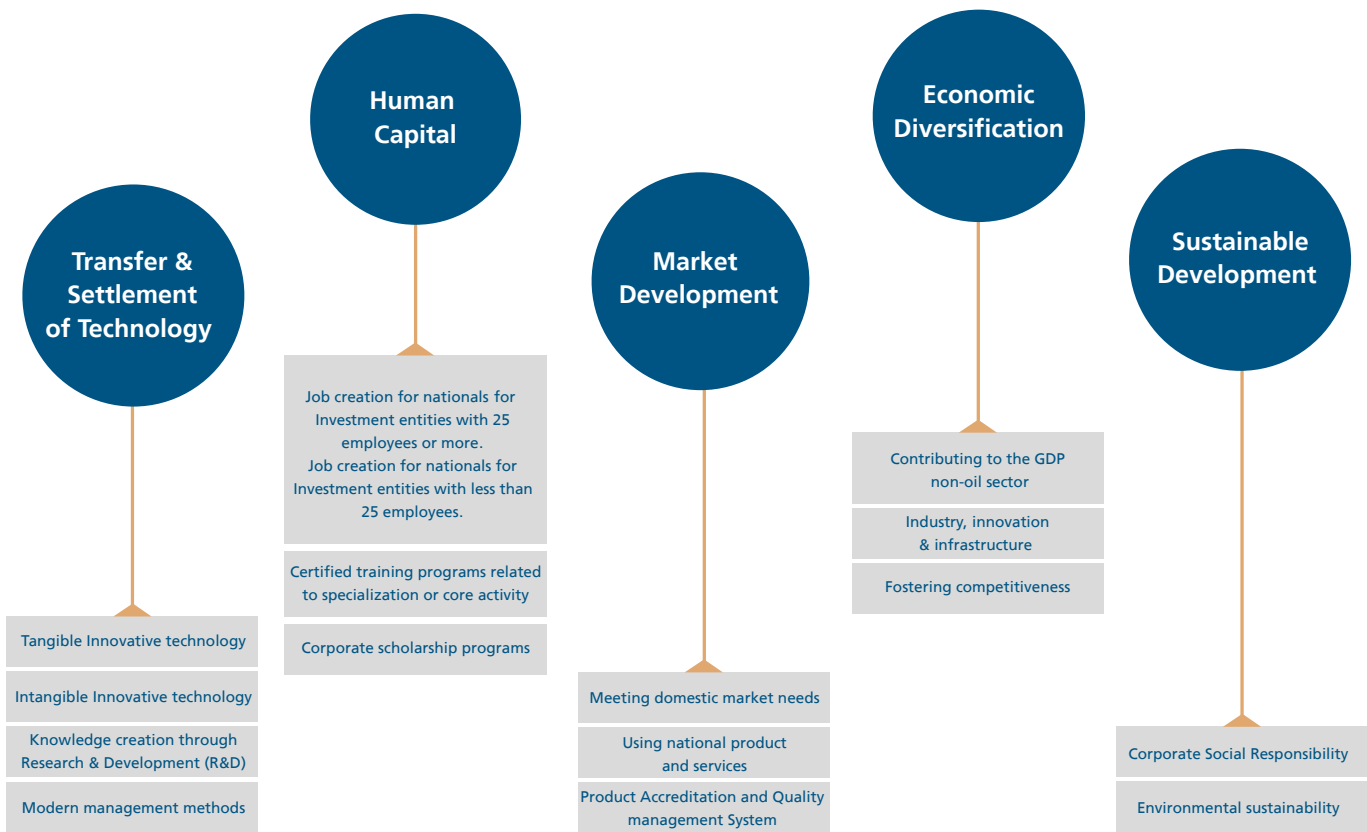
2. Applications Evaluation Mechanism

KDIPA continued to evaluate the received applications for investment licensing and granting incentives in accordance with the approved evaluation methodology based on the criteria stipulated in Article (29) of Law No. 116 of 2013, and the Director General's Decision No. 329 of 2019, Which consists of 5 main components and 15 sub-components, equally weighted, as shown in the figure. In this regard, 24 meetings took place with 27 investors that submitted their initial applications. This was followed by review and assessment of their projects pertaining to the "initial business plan". As a result, 7 recommendations were duly prepared and submitted to KDIPA's Director General, according to set procedures.

3. Licensing Procedures and Collaboration with Competent Authorities

KDIPA intensified efforts during the report period to facilitate the procedures to issue investment licensing and granting incentives as well as the evaluation mechanism based on Law No. 116 of 2013, its executive regulations and relevant decisions, to enhance efficiency of its operations, and ensure a smooth process for the issuance of the commercial license and obtaining needed approvals in cooperation with the Ministry of Commerce and Industry (MOCI), and other competent

Approved Mechanism for Evaluating Investment Licensing and Granting Incentives Applications



government authorities, through enhancing effective communication channels and collaboration mechanisms with them to ensure the investment entities completed the required procedures smoothly and adequately, addressed their needs, and tackled potential obstacles they faced.

Kuwait Business Centre (Ministry of Commerce & Industry)

During the report period, KDIPA team stationed at Kuwait Business Centre (KBC), established under the Ministry of Commerce and Industry (MOCI), facilitated obtaining commercial licenses for approved investment entities to enable them to duly issue their investment licenses, in accordance with Law No. 116 of 2013. On another hand, KDIPA collaborated closely with MOCI to address the technical and procedural matters relating to the companies and branches licensed under Law No. 116 of 2013 within the Ministry's commercial licenses electronic system.

Other Competent Government Authorities

During the report period, 393 interactions through meetings and correspondences were conducted with 31 competent government authorities, and other relevant entities, according to the set framework for cooperation channels and mechanisms to execute the required measures, fulfil set procedures, and ensure a smooth implementation of the investment process. The collaboration included Ministry of Commerce and Industry, Ministry of Justice, Ministry of Interior, Ministry of Finance, Ministry of Foreign Affairs, Ministry of Electricity and Water and Renewable Energy, Ministry of Public Works, Ministry of Information, Ministry of Health, Ministry of Communications, Ministry of Education, Kuwait General Administration of Customs, Insurance Regulation Unit, Directorate General of Civil Aviation, Kuwait Authority for Partnership Projects, Public Authority for Industry, Environment Public Authority, Public

authority for Manpower, Communications and Information Technology Regulatory Authority, Capital Markets Authority, Public Authority for Food And Nutrition, Public Authority for Agriculture Affairs and Fish Resources, Public Authority for Disability Affairs, Kuwait Petroleum Corporation, Central Bank of Kuwait, Central Agency for Public Tenders, National Fund for Small and Medium Enterprises Development, Kuwait Municipality, Public Authority for Housing Welfare, the Ministerial Coronavirus Emergency Committee, as well as the Board of Directors of Kuwait Accountants and Auditors Association.

The various cooperation channels are shown in the table, noting that some competent government authorities were engaged in more than one collaboration channel.

Investors Service Centre Activities

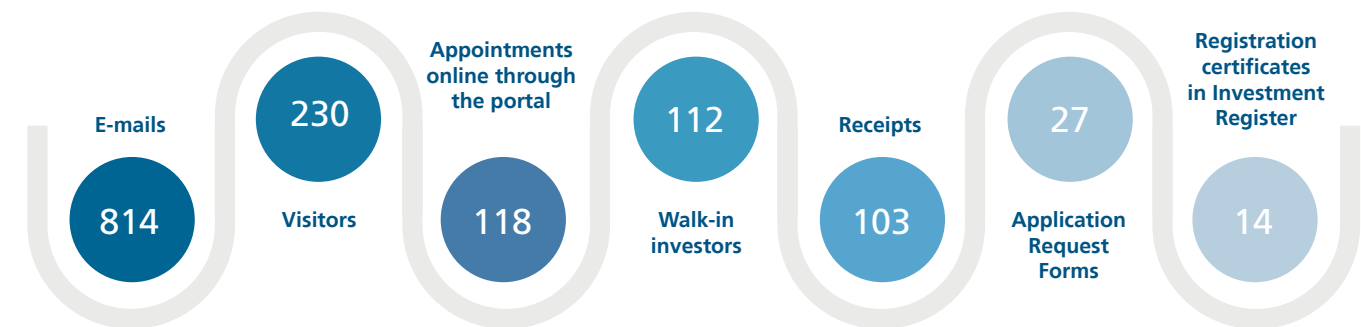


Table No. (7) Collaboration Channels with Competent Government Authorities

Procedure	Competent Government Authorities	Number of entities
Collaboration channel: Facilitating Commencement of Operations		
Facilitating the process to ensure fast commencement of operations of the licensed investment entities by KDIPA, addressing barriers and complaints and finding viable and practical solutions.	Ministry of Interior (MoI) Public authority for Manpower (PAM) Ministry of Justice (MoJ) Central Agency for Public Tenders (CAPT) Kuwait Petroleum Corporation (KPC) Environment Public Authority (EPA) Kuwait Municipality (KM)	7
Collaboration channel: Renewal of licenses		
Facilitating requests for renewing the commercial licenses and other requests to amend activities.	Ministry of Interior (MoI) Ministry of Electricity & Water and Renewable Energy (MEW) Ministry of Commerce and Industry (MOCI)	3
Collaboration channel: Facilitating procedures		
Facilitating requests to amend the commercial activity in the electronic system, license cancellation, establishment (company/branch), change of address (company/branch), increase capita, entry of new partners, documenting the article of association.	Ministry of Commerce and Industry (MOCI) Ministry of Justice (MoJ)	2
Collaboration channel: Following-up on Granted Incentives		
Following up on the incentives granted by KDIPA for tax exemption and custom duties exemption, like informing MOF when the incentive is cancelled, or start of the actual operations of the investment entity, or any changes in the legal status of the investment entity, among others. In addition to receiving approval of competent government authority of the equipment and machines needed.	Ministry of Finance (MoF) Kuwait General Administration of Customs (KGAC) Public Authority for Industry (PAI) Ministry of Public Works (MoPW)	4
Collaboration channel: Investment activities		
Responding to inquiries on activities or coordination's taking place for it.	Ministry of Health (MoH) Insurance Regulation Unit (IRU) Ministry of Communications (MoC) Ministry of Commerce and Industry (MOCI) Board of Directors of Kuwait Accountants and Auditors Association (KAAA) Directorate General of Civil Aviation	5
Collaboration channel: Facilitations during Coronavirus (Covid-19) pandemic		
Responding to requests to issue business entry visa to Kuwait (work permit), facilitate entry to Kuwait, request to join family in Kuwait, approvals for entry of certain Arab and foreign nationalities to Kuwait including through border points.	Ministerial Coronavirus Emergency Committee Ministry of Interior (MoI)	2
Collaboration channel: Establishing incubators		
Facilitating establishment of business incubators.	National Fund for Small and Medium Enterprises Development (national Fund)	1

Collaboration channel: Qualifying Foreign companies		
Introducing mechanisms for qualifying investors to a	Kuwait Petroleum Corporation (KPC)	1
Collaboration channel: Economic & Financial Reform Program		
Following KDIPA initiatives in the Economic & Financial Reform Program pillar under the Government work program for the 16th parliamentary session	Ministry of Finance (MoF) Ministry of Foreign Affairs (MoFA)	2
Collaboration channel: Investment Data		
Coordinating data collection of direct investment flows from licensed investment entities for inclusion in Kuwait Balance of Payment (BoP) statement.	Central Bank of Kuwait (CBK)	1

4. Follow-up of Investment Entities

Periodic Follow-Up

KDIPA carried out the Quarterly follow-up of the licensed investment entities that started operations, in accordance with the set procedures in this regard. During the report period, KDIPA sent, electronically, a total of 108 Quarterly follow-up forms, of which it received back 83, recording a response rate of 77%. In addition to sending 34 official annual letters, of which 20 were received back with a response rate of 59%.

KDIPA was keen to maintain online communication channels with the licensed investment entities through more than 44 varied interactions, that included video calls, emails, and phone calls.

KDIPA also conducted 387 meetings with the licensed investment entities, some were introductory meetings with the new investment entities, while the rest were with the existing investors for the purpose of the Quarterly follow-up, as well as responding to their inquiries, and discussing issues related to commencing their business operations such as hiring national workers, issuing visas, obtaining staff residency, changing the manager of the company, renewal of licenses, and tax exemptions.

Recording Direct Investment Data

KDIPA continued its close coordination with the Central Bank of Kuwait (CBK) within a previously set cooperation framework between the two entities for the purpose of depicting the real picture of direct investment flows in Kuwait as recorded in Kuwait's Balance of Payments statement, on which the specialized international reports are based. In the last quarter of the report period, KDIPA contacted on February 7, 2022, a total of 35

licensed investment entities that started operations and received back 12 filled surveys with a response rate of around 34%. KDIPA forwarded to these licensed investment entities both quarterly and annual forms of the "Coordinated Direct Investment Survey CDIS" of the International Monetary Fund (IMF) officially used by CBK in preparing Kuwait's Balance of Payment statement, to be filled and duly sent back to CBK by email and copying KDIPA.

Table No. (8) Response of Investment Entities in filling CDIS for Kuwait BoP Statement for fiscal year FY 2021/2022/

Item	April - June 2021	July - September 2021	October - December 2021	January - March 2022
The number of investment entities to which the survey was sent	32	32	32	35
The number of investment entities that filled in the survey	10	5	5	12
Investment entities that provided data as required	6	5	5	10
Response percentage (%)	31%	15%	15%	34%

Handling complaints and suggestions

The report period witnessed receiving a total of 20 complaints from investors that were duly dealt with, along with one suggestion that proposed to provide differential treatment to the licensed investment entities. A total of 326 interactive measures were taken with competent government authorities, to follow up on investors’ complaints to resolve them, and to provide needed facilitation, as shown in the figure.

The received complaints covered various matters relating to issuing entry visa to Kuwait and work permits, qualifying employees, and transferring their residence, tax record, MoCI electronic system for amending companies’ data. KDIPA placed a designed form for submitting complaints and/or suggestions at KDIPA’s internal network (iKDIPA) to unify its use.

The second phase of developing work measures was completed to reach a prompt response to deal with complaints and suggestions in accordance with specified criteria to guide and assess performance, and to apply quality management measures of ISO 10002:2018 to enhance client’s satisfaction. An updated and developed version of the (Customer Satisfaction Survey) was uploaded on KDIPA website.

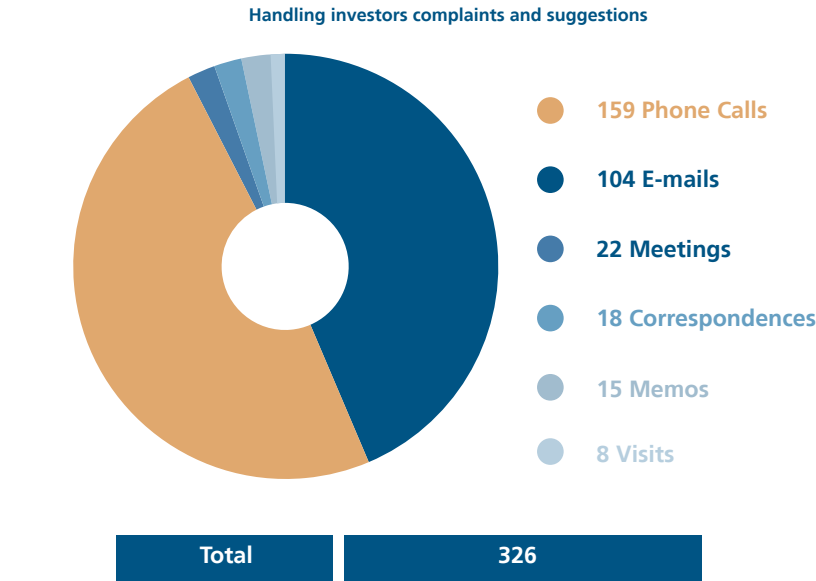
5. Managing KDIPA’s Incentives

Customs Exemption

During the report period, one customs exemption certificate was issued on January 23, 2022. No consignments were handled.

Tax Exemption

During the report period, 20 tax exemption against performance certificates were granted for licensed investment entities, based on committing to satisfy the criteria of KDIPA tax exemption mechanism, implemented in cooperation with the Ministry of Finance (MoF), to link granting tax exemption to the performance of the licensed investment entity in accordance with Law No. 116 of 2013, in order to motivate investors to maximize economic and social impact of their investments. A total of 67 meetings were convened both



virtually (online) and at KDIPA premises with the licensed investment entities, as well as the listed companies and offices approved by KDIPA, and the audit firms approved by the Ministry of Finance (MoF), during which inquiries were answered regarding the preparation of the tax exemption against performance reports, and other issues relating to tax exemption against performance mechanism.

A meeting was held on January 30, 2022, with audit firms approved by the Ministry of Finance (MoF), to discuss amending Director General Decision No. (180) of 2020 Regarding the Amendment of the Mechanism for Granting Tax Exemption of Kuwait Direct Investment Promotion Authority by Decision No. (16) of 2016, as Amended by Decision No. (76) of 2018, regarding evaluating intangible assets, and discussing proposed mechanisms. Also, a meeting was held with the Tax Division at the Ministry of Finance (MoF) on March 30, 2022, to explain some issues facing the investors and how to account for intangible assets.

6. The Judicial Officer

During the report period, the judicial officers conducted 60 field visits and held 6 meeting with the licensed investment entities to discuss relevant developments, while ensuring the commitment of these licensed investment entities to implement KDIPA’s set rules, legal provisions, and criteria. Reports were pre-

pared summarizing the results of these visits and the meeting deliberations, and submitted to the Board of Directors, who approved them in their meetings.

Within the context of its oversight role, and as approved by the Board of Directors, KDIPA took punitive measures for violation of investment license conditions, which covered 27 licensed investment entities, extended the grace period for starting operations for another 8 entities, and gave extended period to liquidate presence of one entity. On March 26, 2022, KDIPA sent preliminary warnings to 26 licensed investment entities, in accordance with the provisions of Article (32) of Law No. 116 of 2013 and issued a termination of a tax exemption incentive for one entity.

7. Listed Consulting Companies and Firms

During the report period, the number of listed consulting companies and firms accredited by KDIPA to represent investment entities was updated to reach 41 firms. KDIPA’s Director General issued 4 decisions regarding renewing the list of accredited consulting companies and firms for one year from the date of issuance of the certificate of registration as show in the table.

Table No. (9) Directors General’s Decision regarding Consulting Companies and Firms

Decision	Date
Decision No. (144) of 2021 regarding the renewal of the registration of companies and firms in the register of listed companies and firms accredited by KDIPA to apply on behalf of investors for a period of one year from the date of issuance of the certificate of registration.	April 8, 2021
Decision No. (288) of 2021 regarding the renewal of the registration of companies and firms in the register of listed companies and firms accredited by KDIPA to apply on behalf of investors for a period of one year from the date of issuance of the certificate of registration.	August 10, 2021
Decision No. (457) of 2021 regarding the renewal of the registration of companies and firms in the register of listed companies and firms accredited by KDIPA to apply on behalf of investors for a period of one year from the date of issuance of the certificate of registration.	December 21, 2021
Decision No. (84) of 2022 regarding the renewal of the registration of companies and firms in the register of listed companies and firms accredited by KDIPA to apply on behalf of investors for a period of one year from the date of issuance of the certificate of registration.	March 8, 2022

Within the framework of the services offered by KDIPA to the listed consulting companies and firms, an invitation was extended for them to attend a seminar held outside KDIPA’s premises on December 7, 2021, brought them together with the companies that applied for investment licensing and incentives in accordance with Law No. 116 of 2013, as well as officials from KDIPA and other competent government authorities including the Ministry of Finance, the Central Bank of Kuwait (CBK), and Kuwait Petroleum Corporation (KPC). Several presentations were provided to update the attendees with the latest developments relating to facilitating procedures. KDIPA’s Director General provided closing remarks emphasizing the importance of this collaboration to streamline measures to encourage investments that will result in mutual benefits and contribute to attaining the aspired developmental goals. A third edition of the Annual Satisfaction Survey was sent to listed consulting companies and firms to follow up improving rendered services to achieve mutual benefits for all parties: KDIPA, the consulting companies and firms, and both the licensed investment entities and potential investors.

8. The Offset Program

During the report period, KDIPA continued to follow up the set procedures for fulfilling the existing offset obligations in accordance with the adopted Offset system, Kuwait Offset Program Guidelines No. (9) – 2007, and the related decisions. KDIPA met with the Economic Affairs Committee at the Council of Ministers on January 30, 2022, to discuss Kuwait Offset Program Guidelines No. (9) – 2007.

The following table depicts the efforts exerted by KDIPA during the report period in following up the implementation of offset procedures, and maintaining ongoing communications channels with offset obligors, despite continued repercussions of the Coronavirus pandemic, to provide needed facilitation in collaboration with competent government authorities to enable them to complete their developmental projects.



Table No. (10) Offset Program Procedures (From April 1, 2021, to March 31, 2022)

Item	Procedure
Procedures of the Offset Program	
Study obligations of offset obligors	50
Dealing with offset obligations of offset projects	Studied request to reduce offset obligations: 22 Reduced offset obligations: 1 Completing offset obligations: 2
Managing Offset Bank Guarantees	Sub-contracts: 1
	Government contracts: 1
	Renewal of BG: 48. Reduction of BG according to completion of business plan: 1 Release of BG due to fulfilment of offset obligation: 2 Liquidation of BG due to punitive measure: 1
Communications with the offset obligors and competent government authorities	
Correspondence	210
Phone Calls	200
E-mail	300
Internal Memos	190
Meetings	Government authorities: 30 Offset Obligors: 53
Field visits	5

9. Economic Zones, Free Zones, and Commercial Plots

During the report period, KDIPA undertook several needed measures to proceed in implementing economic zones, free zones, and commercial plots projects depending on their status. KDIPA prepared a Guidelines manual describing the principles and conditions for allocating economic land and benefitting from it. KDIPA also identified features of its economic zones’ projects under the Government Work Program for the 16th parliamen-

tary session and participated in an introductory meeting with the Ministry of Finance to discuss related technical matters, as well as listing this initiative in the Government work program electronic follow up system. KDIPA continued to develop the capabilities of its employees, through participating in several specialized workshop, including a workshop on preparing terms of reference for auction tendering addressed to the private sector. Furthermore, KDIPA held a meeting with the Public Authority for Housing Welfare to learn from their experience in handling Al-Abdali Economic Zone project, and to benefit from

regional experiences, it held an online virtual meeting with the head of Jordan’s Free Zones.

9.1 Economic Zones
Al- Abdali Economic Zone

KDIPA obtained approval of the final master plan design for Al-Abdali Economic Zone project from Kuwait Municipality on June 7, 2021, then submitted it to the Municipal Council for its approval. A meeting was held with the Municipal Council on June 27, 2021, to discuss the master plan and to allocate ex-

tra areas for the link roads as allowed by the Public Authority for Roads and Transportation (PART). The Municipal Council announced its decision of approval on July 26, 2021, and then Kuwait Municipality issued the decision on March 24, 2022.

KDIPA Director General provided a presentation to the Economic Affairs Committee at the Council of Ministers on options for the implementation, investment, and utilization of Al-Abdali Economic Zone project, depicting points of view of the Ministry of Finance, Kuwait Authority for Partnership Projects, and the Fatwa and Legislation Department. This was followed by issuance of a Council of Ministers Decision No. (1010) of 2021 regarding assigning to KDIPA the task of coordinating with competent authorities to proceed with the option endorsed by the Fatwa and Legislation Department to directly bid the tender for the development, investment, and utilization of Al-Abdali Economic Zone project. Accordingly, KDIPA worked closely with the consulting firm to prepare the tender documents for the development, investment, and utilization of Al-Abdali Economic Zone project, in line with the set procedures and requirements then they were sent to both Fatwa and Legislation Department, and the Ministry of Finance for approval. On another hand, several introductory visits were conducted to several foreign banks’ branches and foreign companies to present Al-Abdali Economic Zone project.

Al-Wafra Economic Zone

KDIPA prepared the documents for developing the masterplan for Al-Wafra Economic Zone project which was tendered through the Central Agency for Public Tenders (CAPT). KDIPA asked CAPT to extend the technical evaluation period for the bids received on Al-Wafra Economic Zone project for another 30 days and provided the reason behind this request, to which CAPT approved on April 29, 2021. KDIPA formulated a committee to open and evaluate the technical and financial bids received for Al-Wafra Economic Zone project tender. The committee concluded its tasks by short listing 11 engineering firms that satisfied the conditions of the project’s tender, and sent the results to CAPT, whose

Board of Directors approved awarding the tender to the winning proposal from the Pan Arab Consulting Engineers (PACE) firm. Accordingly, KDIPA informed the Audit Bureau of this result, who issued its approval decision on February 15, 2022, and the contract with PACE was signed on March 28, 2022, to proceed with developing the masterplan for Al-Wafra Economic Zone project.

Al-Naayem Economic Zone

KDIPA held a meeting with the Public Authority for Industry (PAI), the Fatwa and Legislation Department, and Kuwait Municipality to discuss proposal of signing a memorandum of understanding (MoU) between KDIPA and PAI for jointly implementing Al-Naayem Economic Zone project. KDIPA is awaiting to receive the feedback from PAI on this issue. An update on Al-Naayem Economic Zone project was presented to KDIPA Board of Directors, who requested to see a presentation on potential options for tendering Al-Naayem Economic Zone project.

9.2 Free Zones

Al-Nuwiseeb Free Zone

KDIPA prepared the needed tender documents of al-Nuwiseeb Free Trade Zone, following the issuance of a Council of Ministers Decision No. (412) of 2018 to proceed with the fifth option (a usufruct of a third party - a specialized company).

KDIPA communicated with the Ministry of Foreign Affairs, to address the Kuwaiti-Saudi Joint Committee to provide its feedback on Al-Nuwiseeb free zone project tender options, along with any remarks or other relevant items. KDIPA updated the Al-Nuwiseeb free zone tender documents.

9.3 Commercial Plots

The Committee for Initiating the Procedures for Allocating Commercial Plots concluded its tasks after it submitted its recommendations to KDIPA’s Board of Directors regarding amendments on tender documents of commercial plots (general terms, special terms, technical requirements, and contract document). A proposal was made to amend the Ministerial Decision No. 62 of 2019 regarding the formulation of the Committee for Initiat-

ing the Procedures for Allocating Commercial Plots. This was approved under a new Council of Ministers Decision No. (69) of 2022 issued on February 17, 2022, formulating a permanent committee for allocating commercial plots and economic zones headed by Kuwait Municipality (competent governed authority member of the Board of Directors of KDIPA), and the deputy also member of the Board of Directors of KDIPA representative of private experts, with membership of representatives from Kuwait Municipality, the Fatwa and Legislation Department, the Central Agency for Public Tenders (CAPT), and Ministry of Finance (the State Property Department), while assigning the rapporteur position to KDIPA.

10. KDIP Headquarters

KDIPA’S Building Design Committee continued its tasks in coordination with the Ministry of Public Works (MoPW) and other competent government authorities. The Ministry of Public Works sent its recommendations on the tender results to the Central Agency for Public Tenders (CAPT) after it performed the technical evaluation of the received bid proposals of the engineering consulting firms. CAPT approved the recommendations and issued its decision No. 82 of 2022 dated on March 28, 2022, to award the tender to Gulf Consult.



CHAPTER FOUR

Promotional Activities

- KDIPA focused its promotional activities on websites, smart phone applications, and social media, due to the impact of the spread of the coronavirus pandemic on global business.
- KDIPA participated in 21 conferences and events during the report period.
- KDIPA signed a memorandum of Understanding (MoU) in the field of direct investment promotion with the Abu Dhabi Investment Office (ADIO) on September 26, 2021, bringing the total MoUs signed in this field to 12.
- KDIPA headed the Trade and Investment sub-groups under the Kuwait-UK Joint Steering Group, the Kuwait – US Strategic Dialogue, and the Kuwait- France strategic dialogue.
- KDIPA signed a Memorandum of Cooperation (MoC) with the Environment Public Authority (EPA) on July 14, 2021, to support environmental issues.
- KDIPA succeeded in obtaining the position of Regional Director for the Middle East and North Africa (MENA) in the Steering Committee of the World Association of Investment Promotion Agencies (WAIPA) for the period (2021 – 2023).
- KDIPA participated effectively with the Kuwait Team at the Kuwait Pavilion in the Sustainability District at Expo 2020 Dubai, where it held 30 one-to-one meetings with foreign companies and government officials, attended 45 conferences, visited 95 Pavilions, and established contacts with 494 potential investors.

During the report period, KDIPA executed several promotional activities and intensified economic diplomacy according to its mandate to promote Kuwait, identify promising investment opportunities, and target priority sectors. The promotional and marketing activities are covered in the following paragraphs. The following paragraphs detail promotional and marketing activities used.

1. Participating in Official Visits and Delegations

KDIPA Director General participated in the accompanying delegation to H.E. the Minister of Foreign Affairs Minister of State for Council of Ministers Affairs official visit to the Republic of Cyprus on January 10, 2022, during which official bilateral discussion session was held headed by both ministers of foreign affairs, tackling bilateral relations between the two countries that extended more than 61 years.

Furthermore, KDIPA Director General participated in the accompanying official delegation to H.E. the Minister of Foreign Affairs Minister of State for Council of Ministers Affairs to the People’s Republic of China on January 12, 2022, during which official bilateral discussion session was held headed by both ministers of foreign affairs, tackling bilateral relations between the two countries that was initiated 50 years ago.

2. Meetings with Officials and Delegations

KDIPA, represented by its senior management, met at its headquarters with several dignitaries including the UK Minister of International Trade, as well as ambassadors from the European Union, Japan, Kingdom of Spain, Kingdom of Belgium, Republic of Malta, Republic of Korea, Kingdom of Bhutan, Kingdom of the Netherlands, United Kingdom, Republic of Belarus, Kingdom of Malaysia, Republic of Austria, United States of America, Republic of Cyprus, Canada, Republic of Argentina, Republic of Ghana, United Arab Emirates, Republic of Sudan, Arab Republic of Egypt, republic of Djibou-

ti, and Republic of Tunisia. KDIPA also met with other diplomatic officials including the special envoy for the Middle East-GCC of the Greek Ministry of Development and Investment, the US Attaché for Intellectual Property for Middle East and North Africa, the French economic Counsellor, the British House of Commons group on the relationship with Kuwait, and the economic counsellor at the Sudanese embassy in Kuwait. KDIPA also met with representatives of international organizations including World Bank Country Director for the Gulf Cooperation Council (GCC) countries, the resident representative of the United Nations Development Program (UNDP) in Kuwait, the Director of the International Monetary Fund (IMF) – Middle East Centre for Economics and Finance (CEF), the Assistant Director-General of the Food and Agriculture Organization (FAO) and accompanied delegation, the Secretary General of Digital Cooperation Organization (DCO), the Executive Director of the Conference Board - the Gulf Center for Economics and Business Research, officials from Moody’s Sovereign rating agency, as well as several investment delegations including economic delegation from the Republic of Ireland, economic delegation from the Argentine Republic, and high-level economic delegation from the Abu Dhabi, UAE.

3. Bilateral Committees and Business Councils

KDIPA participated in 15 periodic and coordination meetings of bilateral committees, joint councils, high ministerial committees, among others, to intensify its efforts to enhance economic diplomacy with Arab and foreign countries with Kuwait has economic, investment, and commercial relations, among other cooperation fields.

The Fifth State of Kuwait – United States of America Strategic Dialogue

The Fifth round of the ministerial meeting of the Kuwait – United States Strategic Dialogue was held in person in Washington D.C. on January 26, 2022, with the Kuwaiti delegation headed by H.E. Minister of Foreign Affairs and State Minister for Council of Ministers Affairs, and the American side was headed by the US Secretary of State.

Within the Fifth round of the (Kuwaiti-US) strategic dialogue, 6 working groups held meetings covering the Educational, Cultural and Academic Cooperation Working Group, the Defense Cooperation Working Group, the Security Cooperation and Cyber Security Working Group, the Cooperation Working Group on Politics, Human Rights and Development, the Working Group on Consular and Customs Cooperation, and the Working Group on Economic, Commercial, Investment and Climate Change. KDIPA participated in the Fifth Kuwait – US Strategic Dialogue through the Working Group on Economic, Commercial, Investment and Climate Change Cooperation held virtually at the Ministry of Foreign Affairs Headquarters on January 25, 2022. The Kuwaiti side was headed by KDIPA’s Director General, while the American side was headed by the Chargé d’Affairs of the US Embassy in Kuwait.

The Kuwait-United Kingdom Joint Steering Group Meetings

The 17th meeting of the Kuwait-UK Joint Steering Group was held virtually on August 23, 2021. KDIPA’s Director General headed the Trade, Investment and Development subgroup, and the Prime Ministers’ Trade Envoy to Kuwait chaired the British side.

The 18th meeting of the Kuwait-UK Joint Steering Group was held virtually on February 8th, 2022. KDIPA’s Director General headed the Trade, Investment and Development subgroup.

The First Meeting of the State of Kuwait – Republic of France Strategic Dialogue

KDIPA participated in the first meeting of the Kuwait- France strategic dialogue that was held virtually on January 4th, 2022. KDIPA’s Director General headed the working group on Trade, Investment and Development, which held a meeting before that on November 8, 2021, virtually, whereas the French side was headed by the Assistant Undersecretary for Economic and Foreign Investment Bilateral Relations at the Ministry of Finance.

Other Committees Meetings

During the report period, KDIPA participated in other coordination and periodic meetings of the bilateral committees, and the joint high ministerial committees, and joint councils, some of which were held virtually according to the health conditions including the meeting of the Kuwait-Saudi Coordinating Coun-

cil, and the bilateral meetings with Republic of Malta, Republic of South Africa, republic of India, Republic of Mauritania, Sultanate of Oman, and the Republic of Azerbaijan, and a meeting with the European Union. The Table lists the bilateral meetings KDIPA took part in during the report period.

The Table below lists all the bilateral meetings that were held during the report period, either virtually or in person but with observance of distancing and other pandemic health precautionary measures.

Table No.(11) List of Bilateral Committees Meetings

No.	Date	Meeting
1	May 24, 2021	Meeting of the Technical Working Group for the First Session of the Joint High Committee between the State of Kuwait and the Republic of Malta.
2	June 6, 2021	Meeting of the First session of Kuwait-Saudi Coordination Council.
3	June 8, 2021	Coordination meeting for the First Session of the Joint High Committee between the State of Kuwait and the Republic of South Africa.
4	August 10, 2021	Coordination meeting for the First Session of the Joint High Committee between the State of Kuwait and the Republic of India.
5	August 23, 2021	Meeting of the 17th Session of the Kuwait-UK Joint Steering Group.
6	August 27, 2021	Meeting of the First Session of the Joint High Committee between the State of Kuwait and the Republic of Mauritania.
7	September 29, 2021	Coordination meeting for the Fifth Session of the Kuwait-US Strategic Dialogue.
8	October 5, 2021	Coordination meeting for the Ninth Session of the Joint High Committee between the State of Kuwait and the Sultanate of Oman.
9	October 13, 2021	Coordination meeting for the Fifth Session of the Kuwait-US Strategic Dialogue.
10	November 8, 2021	Coordination meeting for the First Session of the Kuwait-France Strategic Dialogue.
11	January 4, 2022	Meeting for the First Session of the Kuwait-France Strategic Dialogue.
12	January 25, 2022	Meeting of the Fifth Session of the Kuwait-US Strategic Dialogue.
13	February 8, 2022	Meeting of the 18th Session of the Kuwait-UK Joint Steering Group.
14	February 10, 2022	Third Meeting of Senior Officials between the State of Kuwait and the European Union.
15	March 17, 2022	Meeting of the Technical Working Group for the Third Session of the Joint High Committee between the State of Kuwait and the Republic of Azerbaijan.

Regional & International Cooperation

Regarding regional cooperation, KDIPA followed up several crucial regional issues of relevance to its work, including participating in the 52nd meeting of the Implementation and Monitoring Committee of the League of Arab States (LAS); provided feedback on the draft relating to the Guidelines for the law to protect consumers within the Greater Arab free Trade area (GAFTA); designated a contact officer to coordinate and follow up the recommendations and decisions issued by the League of Arab States (LAS) and its specialized agencies. On another level, KDIPA cooperated with the Organization of Islamic Cooperation in following up the OIC – 2025 Program of Action; and participated in the coordination meeting to develop mechanisms to measure progress in Kuwait bilateral relations with Al Maghreb Arab countries.

At the Cooperation Council for the Arab States of the Gulf (GCC) level, KDIPA followed up several issues relating to enhancing commercial and investment relations with other GCC countries, including the negotiations of a free trade agreement (FTA) between the GCC and China, and the United Arab Emirates proposal to separate investment from the negotiations of this agreement; the proposed joint action plan for advancing cooperation between the GCC and central Asian countries (2022-2026); the draft text of FTA between the GCC and the Republic of Korea; the G-20 Finance Track priority agenda and its impact on the GCC countries; acting on elevating and enhancing level and areas of cooperation amongst the GCC countries.

In the same context, locally, KDIPA joined the membership of **the National Team for Enhancement of Financial, Commercial, and Investment Cooperation with the other GCC countries** established at the initiative of H.E. Kuwait Minister of Foreign Affairs, identifying barriers to eliminate them, capitalizing on national efforts to support the tasks of the established joint committees, exchanging expertise and delegation visits. In addition to leverage regional interests amongst the GCC countries, identifying lucrative investment, economic, and

commercial opportunities, and streamline measures to investors, focusing on priority sectors including food security and cyber-security, as well as strengthening industry and trade. The National team is composed of other government authorities besides KDIPA including representatives from the Ministry of Commerce and Industry (MoCI), Ministry of Finance (MoF), Kuwait General Administration of Customs (KGAC), Kuwait Petroleum Corporation (KPC), Kuwait Investment Authority (KIA), Public Authority for Food and Nutrition (PAFN), Public Authority for Industry (PAI), and the private sector represented by Kuwait Chamber of Commerce and Industry (KCCI), and Kuwait Mills Co. The National team held a coordination meeting on November 24, 2021, and its first meeting on January 26, 2022.

Regarding international cooperation, KDIPA continued to closely follow up efforts exerted to develop and conclude an international framework for a multilateral agreement on **“Investment Facilitation for Development”** under the World Trade Organization (WTO), in which Kuwait was a signatory of the First, and the Second, Joint Ministerial Statements on “Investment Facilitation for Development” issued on December 13, 2017, and November 5, 2019, respectively. During the report period, KDIPA reviewed the proposal received from the International Trade Center (ITC) to separate this framework from other investment arrangements; KDIPA perused the updated inventory of the consolidated documents of the structured discussions and minutes of meetings on “Investment Facilitation for Development”, reviewed the proposed draft Third Joint Ministerial Statement on “Investment Facilitation for Development”, which later was agreed upon and Kuwait signed it on December 10, 2021, along with 112 other members of WTO, expecting to conclude the discussions and approve the final text of the multilateral agreement on “Investment Facilitation for Development” by end of 2022. KDIPA also examined the agenda items of the WTO MC12 to be held during the period June 12-15, 2022, after it was postponed several times due to the Coronavirus (Covid-19) pandemic and its variations

KDIPA reviewed the United Nations Convention on International Settlement Agreements Resulting from Mediation (New York, 2018) (the “Singapore Convention on Mediation”); as well as issue of enhancing cooperation dimensions pertaining to economic, commercial, and investment fields with countries of Northern, Central, and South America, Australia, and New Zealand continents.

4. Memorandum of Understanding (MoUs)

Regarding MoUs for encouraging direct investment, KDIPA, as represented by its Director General, signed a memorandum of Understanding (MoU) in the field of direct investment promotion with the Abu Dhabi Investment Office (ADIO) represented by the Acting Undersecretary of Abu Dhabi Department of Economic Development, on September 26, 2021, at KDIPA headquarters. KDIPA signed before that an (MoU) in the field of direct investment promotion with the Ministry of Investment at the Kingdom of Saudi Arabia on June 6, 2021. This brought the total number of MoUs signed in the field of direct investment promotion to 12 including the Kingdom of Saudi Arabia, State of Qatar, Arab Republic of Egypt, the Republic of Korea, The Popular Republic of China, the United States of America, the Republic of Turkey, The Kingdom of Morocco, the Hashemite Kingdom of Jordan, the Republic of Tunisia, and the Republic of Lebanon. Also, two preliminary approvals on (MoUs) in the field of direct investment promotion were issued by the Council of Ministers between the Government of the State of Kuwait and the Government of the Republic of France and the Government of the State of Kuwait and the Government of the Kingdom of Belgium.

Regarding the Memorandum of Cooperation (MoC) signed with competent government authorities, KDIPA developed a communications plan through its internal “Committee for Follow Up and Implementation of International Arrangements and Internal Cooperation Mechanisms with Government Authorities”, to activate all agreements signed and cooperation mechanisms, as well as enable measuring the progress of the bilateral

relations in various fields between KDIPA and other parties.

In this context, KDIPA signed a memorandum of cooperation (MoC) with the Environment Public Authority (EPA) on July 14, 2021, at KDIPA headquarters to support environmental issues. In line with this bilateral cooperation, KDIPA’s Director General accompanied by senior staff members visited EPA offices on September 9, 2021 and conducted a field tour to learn more about the work mechanism of the departments of EPA, analytical laboratories, and modern technological systems in the environmental field.

KDIPA also prepared a number of draft cooperation memorandums with each of the Public Authority for Industry (PAI) regarding Al-Naayem Economic Zone; with the Public Authority for Food and Nutrition (PAFN) regarding food security and within this a virtual coordination meeting took place on June 8, 2021, under the Fifth Session of the Kuwait-United States of America Strategic Dialogue; with the Ministry of Finance (MoF) regarding exchange of data and information; with the Ministry of Information (Moi) for media relations; and with the Public Authority for Manpower (PAMP) for support of issues regarding national manpower.

Regarding activating the memorandum of cooperation, KDIPA held a meeting with Kuwait Petroleum Corporation (KPC) on April 19, 2021, to discuss the best way to benefit from KPC broad experience on sustainability, crisis management, strategic communications, linkages with stakeholders’ networks, and knowledge transfer. Another meeting was held with KPC on August 12, 2021, to learn about the qualifications mechanism for the licensed investment entities by KDIPA to enable them to be eligible to bid for the KPC projects and contracts, including accounting for its achieved experience record in the home country, and clarification of the specific conditions pertaining to the oil and gas sector in the State of Kuwait. Furthermore, KDIPA participated in 4 meetings held under the Consolidated Partnership Advisory Council, to promote cooperation between the KPC and its affiliated companies, the competent

government sector, and the local private sector with the aim of enhancing cooperation applying between the oil sector and the local to support the national oil industry effectively.

KDIPA cooperated with the Ministry of Commerce and Industry (MoCI) by joining in its virtual (online) meeting to discuss investment opportunities in the Asian countries held on April 8, 2021.

Regarding cooperation with the Ministry of Foreign Affairs to strengthen economic diplomacy and promoting Kuwait to attract direct investments, KDIPA organized a workshop for employees and officials of the Ministry of Foreign Affairs – Economic Affairs Division on October 26, 2021, at KDIPA’s Headquarters. The workshop was opened by KDIPA’s Director General who welcomed the attendees, with the presence of the Assistant Foreign Minister for Economic Affairs, to explain KDIPA’s role, followed procedures, the relevant laws adopted, as well as the attributes of Kuwait investment climate.

Regarding participation in filling international surveys, KDIPA responded to the Organization of Economic Cooperation and Development (OECD) survey on direct investment in the State of Kuwait on February 21, 2022, as well as United Nations Conference on Trade and Development (UNCTAD) survey regarding international investment arrangements and national investment laws on February 8, 2022.

5. Participating in events

KDIPA participated in a total of 21 local and external events, held mostly virtually, relating to its field of specialization and promotional activities aiming to present Kuwait as an investment hub and showcase its attributes as a promising investment destination, focusing on with sectoral activities in priority sectors including food security and health, and strengthening Kuwait international economic and investment relations, as listed below.

- Discussion session on “China’s Belt and Road Initiative” organized by the U.S. Embassy of Kuwait and Reconnaissance Research Center which was held virtually on April 6, 2021.

- Webinar on UK-Kuwait Agri-Tech held on April 21, 2021.

- Virtual Forum on the UK-Kuwait Food & Drink held on May 18, 2021.

- The 7th edition of the Annual International Conference & Exhibition (AICE 2021) of the World Free Zones Organization (WFZO) was held virtually during the period June 21-24, 2021.

- The 4th edition of France-GCC Forum titled “Succeeding in a Resilient and Attractive Region”, organized by the French-Arab Chamber of Commerce (CCFA) and Paris Chamber of Commerce (CCI Paris Ile de-France) held on June 23, 2021.

- The Symposium launching the 9th Financial Stability Report for 2020 by the Central Bank of Kuwait (CBK) held on July 26, 2021.

- A high-level meeting under the auspices of H.H. the Prime Minister with leading government officials to discuss upcoming areas of action regarding the topic “Kuwait in Post Corona Era” to steer the country back to normalcy, held on September 2, 2021, at Sheikh Jaber Al-Ahmad Cultural Centre.

- First Forum on Digital Transformation under the auspices of H.H. the Prime Minister with leading government officials, organized by the Ministry of State for Communications and Information Technology Affairs held on September 13, 2021, at Sheikh Jaber Al-Ahmad Cultural Centre.

- A high-level Meeting organized by the Kuwait Chamber of Commerce and Industry (KCCI) for an economic delegation from the Abu Dhabi Department of Economic Development held at KCCI premises on September 26-27, 2021.

- Virtual Investment meetin

organized by Kuwait Chamber of Commerce and Industry (KCCI) and Government of Jersey, on October 11, 2021.

- The 5th edition of the EU-GCC Business Forum, titled “Accelerating GCC Economic Diversification after the Crisis – The Way Forward” was held on October 23, 2021, at Expo 2020 Dubai.

- Foreign Economic Relations Board of Turkey (DEIK) Webinar for the launch of the report titled “Bilateral Trade and Foreign Direct Investment for Kuwait and Turkey” organized by Turkey-Kuwait Business Council, held virtually on November 4, 2021.

- The India – GCC Business Conference organized by the Federation of Indian Chambers of Commerce & Industry (FICCI) held at the India Pavilion, located at Expo 2020 Dubai, on November 9, 2021.

- China Business Desk Event organized by KPMG, which was held at the Four Seasons Hotel, Kuwait on November 22, 2021.

- First Kuwait PPP Conference (PPPKW) under the auspices of H.H. the Prime Minister titled “Partnership towards Growth and Prosperity”, organized by the Kuwait Federation of Engineering Offices and Consultant Houses (KFEOCH) held virtually during the period 15-16, 2021.

- The second Meeting of the Kuwaiti side of the Kuwait-Japanese Businessmen Committee on December 1, 2021, to discuss preparations for the Committee’s 23rd meeting to be held in 2022.

- Kuwait– Saudi Business Forum held on December 10, 2021, at the Kuwait Chamber of Commerce and Industry (KCCI) to enhance the trade and investment relations between the two countries.

- Celebration of 60 years of diplomatic relations between the State of Kuwait and the Kingdom of Spain held virtually on December 14, 2021, with a roundtable meeting with sector experts.

- The Third EU-Kuwait Senior Official Meeting held virtually on February 10, 2022.

- Virtual Seminar on the Digitalization of the Health Sector in Kuwait hosted by the American Business Council Kuwait (ABCK) organized by the Ministry of Health and the United States Embassy at the State of Kuwait held on February 14, 2022.

- Clean Fuels Project (CFP) inauguration ceremony under the auspices of H.H. the Emir of Kuwait and his presence, and with H.H. the Crown Prince representing the Emir in the rest of the ceremony on March 22, 2022.

- The UK-Kuwait Expo 2020 round table session in partnership with The UK Department for International Trade held at the UK Pavilion at Expo 2020 Dubai, on March 27, 2022.

6. Organizing events

KDIPA organized 4 promotional events during the report period, some of which were virtual, that aimed to present the features of the investment climate in Kuwait, and to provide updates on economic and investment developments to expand the targeting scope of investors, including:

- Virtual Investment Forum organized in co-operation with Citibank Kuwait and held on November 11, 2021.

- Virtual Investment Forum titled “U.S. Business: Progress & Aspirations in Kuwait” co-organized with the U.S. Chamber of Commerce held on December 15, 2021, with a session presenting “Successes and Aspirations” that demonstrated American companies experiences.

- First segment of the 5th Annual “U.S.-Kuwait Economic Forum” series, co-organized with the U.S. Chamber of Commerce and held virtually on January 19, 2022.

- Second segment of the 5th Annual “U.S.-Kuwait Economic Forum” series, co-organized with the U.S. Chamber of Commerce and held virtually on March 15, 2022, addressing various dimensions of the U.S.-Ku-

wait Strategic Dialogue, sustainable future for Kuwait, and bilateral investment collaboration.

7. Targeting Investors

During the report period, KDIPA strengthened its promotional activity in investors targeting by launching a new communications campaign to contact targeted investors, that included sending direct letters and e-mails to 120 international companies selected from KDIPA’s internal list, that included targeted leading companies in KDIPA’s priority sectors.

KDIPA also worked on updating investment opportunities in promising sectors in Kuwait with Baker Tilly Kuwait to be placed on KDIPA website covering 12 sectors including infrastructure & construction, environmental services, education & training, industrial oil & gas, healthcare, integrated housing projects & urban development, banking, financial services & insurance, storage & logistics services, air, maritime, & rail passenger transport, tourism, hotel & entertainment, media & marketing, IT, and software development & technology sector.

8. Media Relations

KDIPA continued to build its network of promotional relations with several local, regional, and global media organizations to publish its press releases, articles, special editions, and interviews that aim to showcase KDIPA’s role in attracting direct investment and introducing the benefits of investment in Kuwait, within the approved promotional plan.

Regarding regional promotion, KDIPA submitted its candidacy for the Regional Directorships position for the Middle East and North Africa (MENA) region in the Steering Committee of the World Association of Investment Promotion Agencies (WAIPA) for the period (2021 – 2023). KDIPA succeeded in getting the position because of the elections that took place by WAIPA’s General Assembly on October 20, 2021, during the 2-day WAIPA 25th World Investment Conference (WIC), which was held alongside the UNCTAD 7th World Investment Forum (WIF)



held during the period October 18-22, 2021, both hosted by the United Arab Emirates, as hybrid events, in person at Dubai Exhibition Center, Expo 2020 Dubai, and virtually.

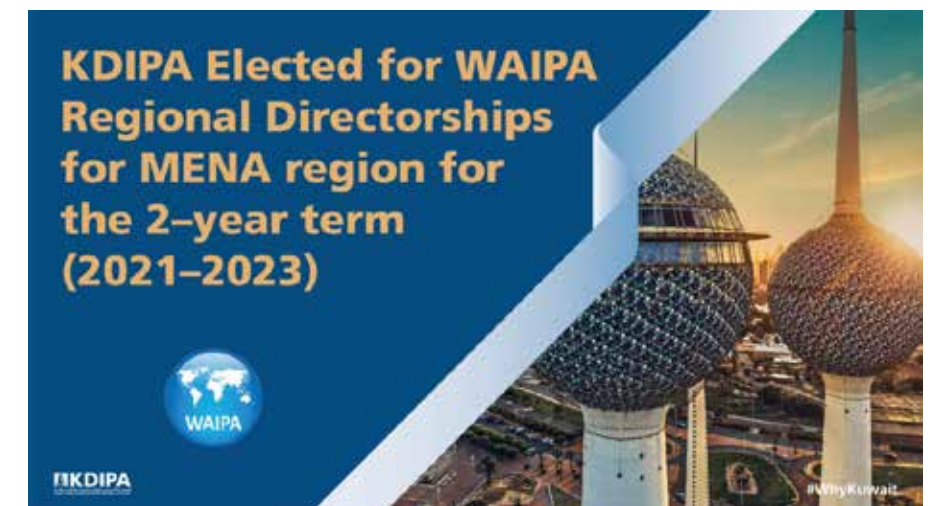
In this regard, KDIPA expressed its plans to propose several initiatives aiming at enhancing communications, building linkages, exchanging experiences, and facing the rising challenges to serve the mutual interests of various investment promotion agencies (IPAs) in the MENA region, which is part of other 10 regions represented in the WAIPA Steering Committee that include respectively: Sub-Saharan Africa, Central Asia, East and South East Asia, South Asia, European Union, Eastern Europe, Central America & the Caribbean, South America, and Oceania. Invest in India won the presidency of the WAIPA Steering Committee, whereas the two Vice Presidency won by Switzerland Global Enterprise, and Egypt’s General Authority for Investment & Free Zones (GAFI), while Dubai FDI, previous President of WAIPA Steering Committee, held the post of Ex Officio.

Regarding participation in Expo 2020 Dubai, KDIPA joined the Kuwait Team comprised of various Kuwaiti government author-

ities, the private sector, and the civil society to take part in Kuwait Pavilion at the Expo 2020 Dubai Exhibition, which had the theme “Connecting Minds Creating the Future”, for the full duration from October 1, 2021 – March 31, 2022. The Ministry of Information assumed the responsibility to coordinate the tasks relating to Kuwait participation in Expo 2020 Dubai. The Ministry of Information designed the logo to focus on its choice to be in the Sustainability District titled “New Kuwait: new opportunities for sustainability”; it selected one of the biggest pavilions in this district, designed and built the Kuwait Pavilion to reflect Kuwait desert terrain, showcasing

the role of sustainability, and the renewable energy sources under the motto “An ambitious gateway to the future”.

KDIPA prepared a detailed plan for its participation, set targets, decided on KPIs, allocated the budget, organized the employee’s selection process, mandated selected staff members to attend the introductory workshop to ensure consistent and effective engagement at the Expo 2020 Dubai, designed KDIPA booth at the Kuwait Pavilion, produced the promotional video along with supporting materials, like screen savers, Booth Stickers, welcome, thank you, announcement, and



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countdown messages, shot videos of team KDIPA in action while focusing on the theme “New Kuwait: new opportunities for sustainability” to showcase Kuwait commitment for sustainable development to secure a prosperous future for its people, economy, environment, and cities. Team KDIPA also prepared the profiles of the companies to be targeted during the Expo 2020 Dubai, sent invitations for investors to visit its booth, and activated KDIPA account at the Expo 2020 B2B App to facilitate connecting and networking with business visitors to the Expo 2020 Dubai.

The internal Committee at KDIPA for the coordination and preparation for Expo 2020 Dubai developed a comprehensive media plan in collaboration with the Ministry of Information, and the assigned team to manage the activities at the Expo 2020 Dubai to coordinate the various awareness events that took place. The said committee also followed all the logistics matters, provided support for content displayed and used in all the internal and external key messages; furthermore, each member was given a notepad to facilitate mobility, record received information and scheduled meetings, to create one unified central point to facilitate follow up.

KDIPA Director General conducted a visit on October 11, 2021, to Kuwait Pavilion at Expo 2020 Dubai, and to other GCC countries pavilions.

KDIPA formulated 7 teams that took part in Expo 2020 Dubai at pre-assigned set intervals throughout the duration of the exhibition.

Team KDIPA through exerting all the planned activities, succeeded in achieving intended targets and KPIs from its participation in the Expo2020Dubai, of which:

- Participated in more than 170 activities, that included 30 one-to-one meetings with foreign companies executives and government officials, attended 45 conferences, and visited 95 Pavilions.
- Recorded contacts with 494 potential investors, obtained by Team KDIPA networking during the exhibition.
- Held 9 online meetings with potential inves-

tors in various sectors including healthcare, aviation, and architecture.

- Held 12 official Government to Government meetings.
- Took part in UK-Kuwait Expo 2020 round-table session.
- Took part in India-GCC Business Conference at the India Pavilion.

• Held 9 MoU focused Meetings and discussions with the United States of America, Republic of Korea, People’s Republic of China, Republic of Mexico, Kingdom of Morocco, Arab Republic of Egypt, Republic of Tunisia, the Hashemite Kingdom of Jordan, and Sultanate of Oman.

• Increased social media engagement by more than 20%.

• Drove increased traffic to KDIPA website during this period in which new users increased to 17,717.

• Expanded media features on Kuwait official channels (Kuwait TV, Kuna), in addition to getting international exposure on Abu Dhabi TV, Al Arabiya and Sky News channels.

cRegarding media partnerships, KDIPA met with the specialized Bloomberg media company, to discuss the preparation of a special edition of (Kuwait Country Report) in the coming period.

Regarding interviews, KDIPA took part in several interviews in specialized publications and magazines covering special editorials on Kuwait or the region, including an interview with KDIPA’s Director General in Global Finance magazine that was published in October 202, and a statement published in Al Masaref Magazine in March 2022 by the Kuwait Banking Association (KBA) in its special issue commemorating 60 years of establishing the first commercial bank in Kuwait.

Regarding media campaigns, KDIPA launched in April 2021 a new media and promotional campaign through the social media channels and the Google Search Engine Optimization (SEO) and Google Ads. KDIPA also placed an advertisement on the Oxford Business Group website in September 2021 within OBG publication on Kuwait Covid-19 Recovery Roadmap.

Regarding institutional branding, KDIPA continued to update its institutional branding of its publications, business cards, promotional materials, electronic pages, and the introductory presentations (in both Arabic and English languages).

Regarding introductory presentations, KDIPA updated the content of its introductory presentation on (Why Kuwait?) and re-designed a series of presentations to be used in supporting promotional activities including a presentation delivered to the Kuwait Anti-Corruption Authority (Nazaha), and the Korean Embassy at the State of Kuwait, as well as the presentations placed at KDIPA internal screens.



Regarding promotional videos, KDIPA updated the promotional videos on “Be Part of Kuwait’s Vision”, and prepared a promotional video for Al-Abdali Economic Zone. Other promotional videos were produced and edited for KDIPA’s partners from competent government authorities including Kuwait Petroleum Corporation (KPC), Communication and Information Technology Regulatory Authority (CITRA), Environment Pubic Authority (EPA), the General Secretariat for the Supreme Council for Planning and Development (GSSCPD), Kuwait Investment Authority (KIA), in how they presented the services they offer and their cooperation with KDIPA to attain Kuwait National Vision 2035; and for KDIPA’s partners from licensed investment entities including Huawei Technologies Kuwait, Mitsubishi Power Kuwait Branch, DCI SA Kuwait for Logistics Services, Roche for the Trade in Medicines, Equipment, Devices and Medical Supplies, and WTE Kuwait.

KDIPA continued the second phase of producing videos to introduce its employees’ covering heads of sections, and a special video on KDIPA’s staff achievements, as well as a video on Team KDIPA who participated in Expo 2020 Dubai, and a video for the Ramadan competition to support social and cultural activities in KDIPA.

Regarding promotional materials and publications, KDIPA amended and updated its promotional brochure titled “Be Part of Kuwait’s Vision- Invest in Kuwait”; designed and printed KDIPA Sixth Annual Report 2020/2021; designed jobs advertisement by the licensed investment entities; designed several forms for KDIPA’s Internal procedures including registration certificate, quality of service survey, company information, periodic follow up sheets, circulars on training workshops, economic reports and news bulletin, circulars on official holidays and special occasions, KDIPA news in the social media, as well as covers for the Manual for Assessing training needs for KDIPA Staff, and the job descriptions for KDIPA administrative units, KDIPA job descriptions for supervisory jobs, and KDIPA job descriptions for administrative jobs.



KDIPA enhanced its relations with the licensed investment entities, as KDIPA Director General provided on February 2, 2022, a testimonial to General Electric Kuwait Technology Center (GEKTC) for the occasion of 5 years of obtaining its investment license from KDIPA, which was uploaded on their home website under the title: “GEKTC and KDIPA: Partners in Progress”. KDIPA also took part in Huawei Technologies Kuwait event “Shall We Talk” in which testimonials of Kuwaitis working there were presented to encourage other Kuwaitis to join.



Regarding responding to international surveys, KDIPA participated in a survey conducted by the World Association for Investment Promotion Agencies (WAIPA) in cooperation with the United Nations Industrial Development Organization (UNIDO) titled “The Effects of the Global Pandemic on FDI” submitted on September 3, 2021, and the results report will be published by end of 2022.

KDIPA also filled the survey sent by WAIPA in cooperation with the International Labor Organization (ILO) titled: “The Contribution of IPAs to Achieving SDG 8” or all its members in April 2020. The survey aimed to assess the role of IPAs in fulfilling SDG 8 on decent work and sustainable economic growth amongst other 17 SDGS of UN 2030 agenda. It was completed during the period October 11-22, 2021, to be published in May 2022.

9. Website

During the report period, KDIPA continued its regular updating of its website pages in both Arabic and English languages, especially the pages that cover statistics and economic data on Kuwait. New pages were established for KDIPA organizational structure, Memorandum of Understanding (MoUs), and Economic Zones, in cooperation with relevant departments. Recent photos were selected to be uploaded on KDIPA website. The needed procedures for maintaining KDIPA website were completed, as well as ensuring safe hosting. Also, KDIPA started the project to develop Investor and Accredited Consulting Firms Portal to be launched on KDIPA’s website, and smart mobile application. Tahseen portal continued to be updated on KDIPA’s website.

Table No. (12) Data on KDIPA Social Media Followers (April 2021-March 2022)

Period	Social Media				
	Twitter	LinkedIn	Instagram	Facebook	YouTube
April 2021	14,191	11,009	7,778	21,185	244
March 2022	16,142	13,967	9,567	21,980	339
Change (%)	14%	27%	23%	4%	39%

10. Social Media

KDIPA continued to develop its social media channels to advance digital content within its overall promotional strategy to raise awareness and promote Kuwait as a lucrative investment location, showcase potential investment opportunities, present KDIPA’s role and the nature of its tasks as well as the incentives and guarantees it offers. KDIPA focused on expanding its digital footprint across the internet, and intensified its efforts to develop effective digital media campaigns

During the report period, KDIPA launched digital promotional campaign with the new branding of “Be Part of Kuwait’s Vision”. KDIPA continued to strengthen its LinkedIn page to attain more effective results from its digital campaign in it.

KDIPA broadcasted successive awareness messages to followers on its social media platforms. These messages covered updates on Kuwait economic developments under #whykuwait based on international and local reports like the IMF and the CBK reports; KDIPA partners activities (licensed investment entities and competent government authorities); jobs announcements for Kuwaitis by the licensed investment entities; segments from KDIPA Sixth Annual Report 2020/2021; updates on bilateral agreements and memorandum of understand (MoUs); introducing KDIPA Team from various departments Promotional Activities, Administrative Development and Training, Information Technology Systems, Administrative Affairs, Public Relations & Media, One Stop Shop, Follow-up & Audit); as well as announcements on

religious and national occasions, administrative decisions on official holidays, and the Ramadhan 2021 fasting timetable. The number of KDIPA followers on its social media channels increased, as shown in the table.

11. Public Relations

During the report period, KDIPA strengthened its public relations activities to improve communication channels internally and regulate external interaction with visiting personalities and official delegations as well as coordinating the Director General interviews with various media groups.

A total of 28 internal circulars were sent electronically to KDIPA’s employees regarding administrative matters, work procedures, internal auditing procedures, occasions, condolences, organized activities for employees, and updates on precautionary measures against Coronavirus (Covid-19) undertaken in KDIPA premises at Al Hamra Business Tower. Efforts also continued to update the internal portal (iKDIPA) to reflect new developments.

KDIPA organized several activities with the aim of enhancing staff participation, teamwork, and internal communication to further enhance the work environment. The table shows some of these activities.

Regarding social responsibility activities, KDIPA received students from Sabah Al-Ahmad Center for Giftedness and Creativity (SACGC) on April 19, 2021, to inform them on KDIPA’s role and activities in what relates to their areas of interest, and they conducted a tour in the various departments.

Table No. (13) Social and Cultural Activities for KDIPA Staff

Activity	Date
Launched a competition (Share your habits during Ramadhan) by producing a 30 to 60 second video.	April 13, 2021
Celebrating International Day of Cleaning to increase awareness on issue of waste and importance of everybody sharing to reduce waste to preserve Kuwait’s environment.	September 18, 2021
Participating in filling Let us Get Together Survey	December 13, 2021
A Group game activity to enhance collaboration and teamwork.	December 15, 2021
Prepare and distribute Manual for Safe Work Environment for KDIPA employees Team KDIPA Safe Work Guidelines	January 19, 2022
afforestation campaign organized by the Environment Public Authority (EPA) as part of the Environmental week in the State of Kuwait to enhance public awareness of the protection of the environment.	March 9, 2022
Organizing an activity prior to the holy month of Ramadhan bringing KDIPA employees together.	March 23, 2022



KDIPA accompanies the Foreign Minister and Minister of State for Cabinet Affairs on official visit to the People's Republic of China



KDIPA co-organizes the 5th Annual "U.S.-Kuwait Economic Forum" with the U.S. Chamber of Commerce



KDIPA accompanies the Foreign Minister and Minister of State for Cabinet Affairs on official visit to The Republic of Cyprus



KDIPA organizes a seminar for listed companies and investors



KDIPA and Citibank Kuwait Co-organized Investment Forum 2021



KDIPA organizes a workshop for the Ministry of Foreign Affairs – Economic Affairs



KDIPA participated in celebrating sixty years of diplomatic relations between The State of Kuwait and the Kingdom of Spain



KDIPA participates in a virtual meeting organized by KCCI and Government of Jersey



KDIPA participates in a meeting organized by the Kuwait Chamber of Commerce and Industry for a high-level economic delegation from Abu Dhabi



KDIPA participates in the 1st Meeting of the Kuwait-French Joint Steering Group



KDIPA participates in a virtual meeting Kuwait Petroleum Corporation



KDIPA participates in the 3rd EU-Kuwait Senior Official Meeting



KDIPA participated in celebrating sixty years of diplomatic relations between The State of Kuwait and the Kingdom of Spain



KDIPA participates in the Foreign Economic Relations Board of Turkey (DEIK) Webinar



KDIPA participates in the China Business Desk Event organized by KPMG



KDIPA participates in the India – GCC Business Conference



KDIPA participates in the Fifth Kuwait-US Strategic Dialogue



KDIPA participates in the Kuwait – Saudi Business Forum



KDIPA participates in the State of Kuwait – Republic of Azerbaijan Joint Higher Committee



KDIPA receives the Ambassador of the European Union



KDIPA participates in the UK-Kuwait Expo 2020 round table session



KDIPA receives the Ambassador of the United States of America



KDIPA Receives Irish Trade Delegation



KDIPA receives the British House of Commons group on the relationship with Kuwait delegation



KDIPA receives the Director of the IMF Middle East Center for Economics and Finance



KDIPA receives the United Kingdom's Minister of International Trade



KDIPA receives the Food and Agriculture Organization (FAO) delegation



KDIPA signs MOC with the Environment Public Authority



KDIPA receives the Secretary General of Digital Cooperation Organization



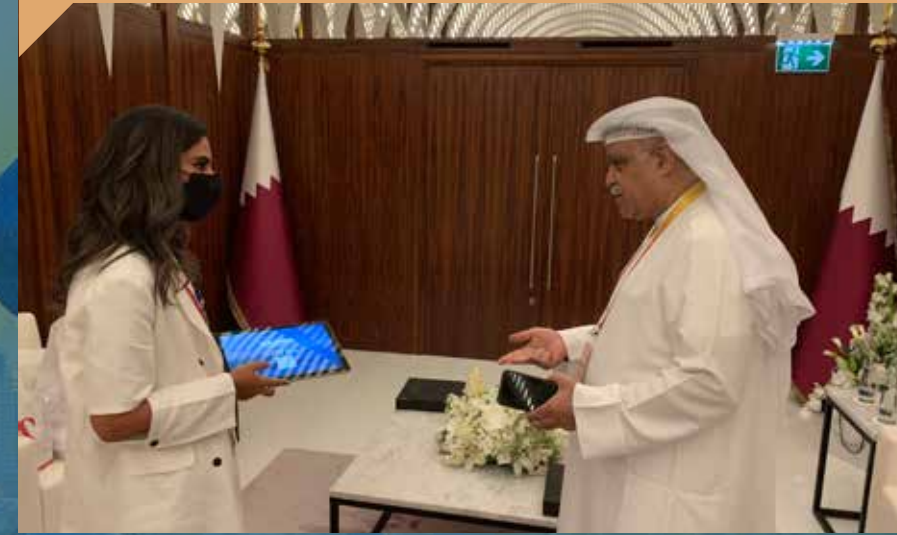
KDIPA signs MOU with the Abu Dhabi Investment Office



KDIPA participation in Expo Dubai 2020













CHAPTER FIVE

ADVOCACY ACTIVITIES

- Due to several emerging changes, KDIPA considered a new mechanism to assess improving the business environment while following up the implementation of the approved National Agenda for Streamlining Business Environment in Kuwait (Tahseen Program 1 and 2).
- As part of its advocacy role, KDIPA participated in several activities that supported the acceleration of the digital transformation in Kuwait, combating corruption, and protecting intellectual property rights.
- Based on a unanimous decision by the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK), and given the projects' developmental significance, the deliverables of KDIPA project "Improving Kuwait Global Competitiveness: Engine of transformation to Knowledge and Innovation-based Economy" were transferred and settled at the General Secretariat of the Supreme Council for planning and Development (GSSCPD) as of July 4, 2021.
- KDIPA holistic approach to facilitation includes addressing complaints from both existing and potential investors. During this FY, 20 complaints were received and responded to in line with KDIPA's values of excellence in service delivery.

KDIPA, continued to act on its advocacy role, during the report period, in accordance with its mandated tasks under Article 4, item 5 of Law No. 116 of 2013, regarding the promotion of direct investment in the State of Kuwait, which stated that KDIPA: “To coordinate with all relevant and competent authorities to simplify and facilitate the procedures and services required to improve and streamline the investment environment in the State of Kuwait and enhance its competitive advantage and monitor the competitive position and performance indicators in the investment field on the basis of international standards and reports, so as to ensure the encouragement of Direct Investments in the State of Kuwait”.

The report period witnessed new developments as the World Bank Group (WBG) released a statement on September 16, 2021, to discontinue the Doing Business Report, after publishing it for 17 years, reiterating its commitment to continue advancing the role of the private sector in development, by working on a new approach to support governments efforts in assessing the business and investment regulatory environment. The new proposed approach entitled Business Enabling Environment (BEE), was announced on February 4, 2022, and online Pre-Concept Note on Business Enabling Environment (BEE) was open to receive feedback during the period February 8- March 15, 2022.

1. PCK Affairs

KDIPA, as head of the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK), submitted the 15th Periodic Report of the PCK to the Economic Affairs Committee at the Council of Ministers on August 24, 2021, whereby KDIPA provided a presentation portraying the reforms and corrections undertaken during the period May 2020 to May 2021 by the Work Teams for the Components of the Ease of Doing Business Index (CWTs), headed by the competent government authorities, members of the PCK. KDIPA also pointed to the expected

changes in the aftermath of the WBG decision to pause temporarily the publication of the Doing Business Report 2021, until the internal review of the data irregularities by the assigned team at Washington D.C., as well as the audit of the report and its methodology were completed. This was followed by another statement by the WBG that was issued on September 16, 2021, announcing the WBG decision to discontinue the report. Finally, KDIPA discussed future emerging challenges, and recommendations for the next steps to implement the approved reforms under the National Agenda for Streamlining Business Environment in the State of Kuwait (Tahseen Program).

KDIPA addressed the PCK members on August 10, 2021, to remind them to nominate new members for the Work Teams for the Components of the Ease of Doing Business Index (CWTs), headed by the competent government authorities, members of the PCK, who finished their terms.

In this regard KDIPA received the following nominations:

- Ministry of Electricity, Water and Renewable Energy – Getting Electricity component: issued Administrative Decision No. (291) of 2021 dated July 4, 2021.
- Ministry of Justice – Enforcing Contracts component: issued Administrative Decision No. (1775) of 2021 dated December 6, 2021.
- Ministry of Commerce and Industry – Starting a business component: issued Administrative Decision No. (413) of 2022 dated March 24, 2022.

2. Technical Support

Under the technical support arrangements with the World Bank Group (WBG), KDIPA organized the Fifth annual meeting with the Doing Business Team in Washington D.C to discuss the latest reforms of the Doing Business Report 2022, that was held virtually over a two-day period on July 8 and 12, 2021. The head and members of the PCK took part in this event, as well as the members of the Work Teams for the Components of the Ease of Doing Business Index (CWTs), headed by the competent government authorities, mem-

bers of the PCK. The CWTs provided presentations showing the main relevant legislations approved, as well as the decisions and circulars issued, that contributed to effect the required legal and procedural reforms according to the best international practices. The CWTs also provided live demonstrations for the newly introduced electronic services, indicating the sequence of the procedures, the areas that were reformed, and the expected impact on reducing the number of procedures, time, and cost, for the components relating to dealing with construction permits, getting electricity, registering property, enforcing contracts, protecting minority investors, trading across borders, resolving insolvency, and the new component (experimental) for contracting with the government.

3. Streamlining Business Environment

KDIPA held several meetings with the heads of the Work Teams for the Components of the Ease of Doing Business Index (CWTs), headed by the competent government authorities, members of the PCK, to discuss the latest developments and the reform steps implemented by the CWTs, including:

- A meeting on September 13, 2021, to discuss electronic links between Kuwait Business Centre KBC at the Ministry of Commerce and Industry (MoCI), Kuwait Chamber of Commerce & Industry (KCCI), and the Public Authority for Manpower (PAM).
- A meeting on October 27, 2021, to discuss the electronic links between the Ministry of Electricity Water and Renewable Energy (MEW), and Kuwait Municipality (KM), to exchange information and documents electronically, and to prepare an orientation session with the engineering firms for services relating to connecting electric current for a new building, and another meeting on November 8, 2021, to discuss the work procedures for the various steps for electric connection.

- A meeting on November 17, 2021, to discuss the obstacles faced by the private sector companies regarding customs clearance of fire extinguishing equipment shipments with a private law firm.

- A meeting on December 12, 2021, with the Ministry of Justice (MoJ) to discuss reforms in the business environment relating to lawsuits portal, electronic announcements, timeframe for lawsuits for judges, timeframe for experts directorate to issue reports, establishing a dispute settlement unit, pre-trial conferences, extending the time of the law suit, exchanging legal memos on a unified platform, facilitating depositing memos and its perusal before the first court session, expert reports, and lawsuits for deputizing experts.

- A meeting on January 31, 2022, with the Ministry of Electricity Water and Renewable Energy (MEW), to discuss latest updates on the reform measures undertaken in accordance with the National Agenda for Streamlining Business Environment (Tahseen Program).

- A meeting on March 16, 2022, with the Ministry of Commerce and Industry (MoCI) at KDIPA premises to provide a presentation on the whole experience of reform based on the Ease of Doing Business Index experience, and show the features of the new proposal by the WBG namely Business Enabling Environment (BEE).

Due to several emerging changes, KDIPA proceeded to prepare a new mechanism to assess improving the business environment and follow up the implementation of the approved reform measures under the National Agenda for Streamlining Business Environment in the State of Kuwait (Tahseen Program 1 and Tahseen Program 2), and duly prepare the progress reports.

4. Other activities

Government Work Program

During the report period, KDIPA participated in a workshop organized by the supervisory committee for the first pillar of the Government Work Program for the 16th Parliamentary Session held on December 5, 2021, at the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) premises. The workshop aimed to discuss KDIPA’s initiative for streamlining business environment listed under this pillar. Furthermore, a virtual meeting was held with the GSSCPD on February 8, 2022, to follow

up on the initiative assigned for KDIPA for streamlining business environment, and the use of the developed electronic system for follow up of the progress of the Government Work Program initiatives.

Digital Transformation

KDIPA participated in several activities that supported the acceleration of the digital transformation in the State of Kuwait, including:

- A meeting on October 7, 2021, with the coordinating committee that supervises the requirements for operating the unified government electronic services offered for businesspeople through (Sahel Business) application, held at the premises of the Council of Ministers. KDIPA provided a presentation on the general rules and principles for the evaluation criteria developed by the Organization for Economic Cooperation and Development (OECD), that will contribute to improve government electronic services, ensure quality control, to enhance performance indicators and productivity efficiency for the Government sector.

- Five meeting convened during the period September 8-19, 2021, with the Work Team for coordinating and follow up of Kuwait position in international indices formulated by the Central Agency for Information Technology (CAIT), to discuss the Government Electronic and Mobile Services Maturity Index (GEMS) developed by the United Nations Economic and Social Commission for Western Asia (UN ESCWA).

- A meeting on November 8, 2021, with the technical committee formulated by the Minister of Public Works State Minister for Communications and Information Technology Affairs No. 466 of 2021, designated with the tasks to provide legal opinion on issues that might hinder the digitization of services at the government authorities, held at the premises of the Kuwait Institute for Judicial and Legal Studies, and chaired by the Undersecretary of the Ministry of Justice (MoJ).

- A meeting on December 14, 2021, with the Kuwait Fire Force (KFF) at its premises, where KDIPA provided a presentation on the general

rules and principles to assess the services of the Prevention Sector and the governance of the digital transformation according to best international practices, as well as discussing examples of services provided by the Kuwait Fire Force and best ways to improve its quality and develop it.

- A virtual meeting on February 22, 2022, with the Singaporean company Crimson Logic Pte Ltd., active in more than 40 countries in providing integrated digital solutions to discuss their successful endeavors in the neighboring countries in the region in implementing electronic courts, and the potential of applying this in the Ministry of Justice (MoJ) in the State of Kuwait.

Combating Corruption

KDIPA participated in the ongoing government efforts for combating corruption, and attended a meeting on April 6, 2021 at the premises of the Kuwait Anticorruption Authority (Nazaha), in the presence of Kuwait National Competitiveness Committee (KNCC); in this meeting the three entities decided to formulate a joint work team, which in its turn held a meeting on August 23, 2021, during which KDIPA provided a presentation on the Ease of Doing Business Index of the World Bank Group (WBG), with focus on the reforms implemented in the last Doing Business Report 2020. The joint team held another meeting on October 17, 2021, during which touching points and common reform measures were identified between Tahseen Program and the Kuwait Integrity and Anti-Corruption Strategy (2019-2024) to ensure the delivery of effective and efficient public services pertaining to the General Administration of Customs, the Ministry of Commerce and Industry (Kuwait Business Centre), the Ministry of Justice (Real Estate Registration), and the Supreme Judicial Council.

Protecting Intellectual Property Rights

KDIPA held a virtual meeting with the U.S. Embassy in Kuwait on April 29, 2021, to follow up on Kuwait position in the “Special 301 Report on Intellectual Property Protection 2021”, which assess intellectual property

(IP) regime and is released annually by the Office of the United States Trade Representative (USTR), which is part of the Executive Office of the President of the United States.

5. Enhancing Kuwait Competitiveness (Taziz Program)

Based on the unanimous decision taken by the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK), the deliverables of KDIPA project “Improving Kuwait Global Competitiveness: Engine of transformation to Knowledge and Innovation-based Economy” were transferred and settled at the General Secretariat of the Supreme Council for planning and Development (GSSCPD) as of July 4, 2021, maintaining coordination between both parties to complete the transfer of all data of the integrated portal due to the significance of this project for Kuwait developmental planning.





CHAPTER SIX

Supporting Activities

- KDIPA embarked on implementing its interim strategy for the period (2021-2023).
- KDIPA renewed the ISO 9001:2015 certificate for quality management and ISO 10002:2018 certificate for complaints-handling and customers satisfaction.
- KDIPA conducted 47 training programs which benefitted 205 of its staff members.
- KDIPA coordinated with the General Secretariat of the Supreme Council of planning and Development (GSSCPD) to enter the data for its initiatives under the Government Work Program for the 16th Parliamentary Session.

1. KDIPA Strategy

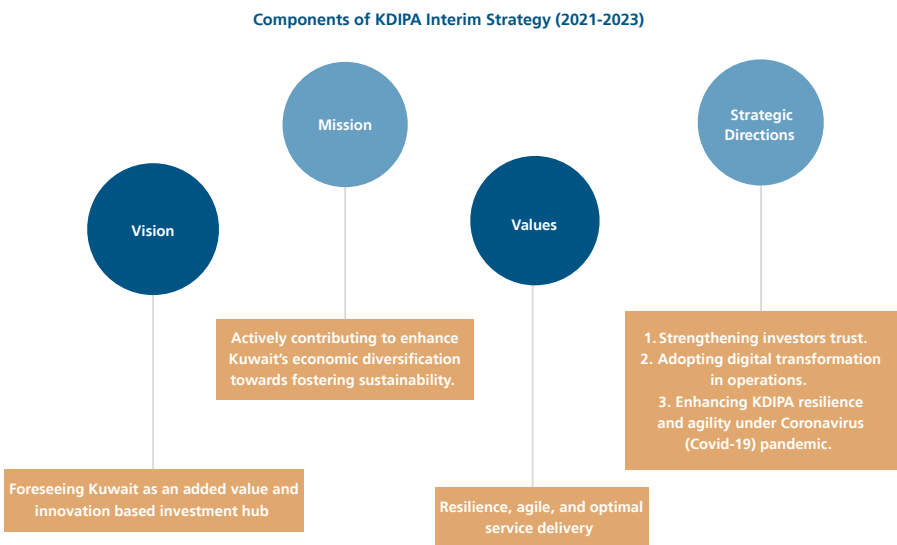
Final Report of KDIPA First Strategy

KDIPA’s strategy team submitted the final report of KDIPA First Strategy (2016/2017-202/2021) project upon concluding its implementation on April 21, 2021. The report portrayed the Matrix of supporting factors that characterized the efforts exerted by the strategy team, as well as reflecting the special nature of the whole experience of internally developing the first strategy components, identifying its action plan projects, maintaining full coordination and ensuring engaging the various administrative units in KDIPA and the responsible officers at different managerial levels, duly leading to the approval of the first strategy by KDIPA’s Board of Directors. The report also highlighted the contribution of KDIPA’s first strategy to the pillars of the National Vision 2035, the National Program for Economic and Fiscal Sustainability (Istidama), the sustainable development goals (SDGs) 2030, the outcomes attained, meeting the KPIs, as well as detecting the KDIPA staff perceptions conveyed through the survey that was distributed to them to bring about the recommendations and lessons learnt. The final report was presented to the perusal of the Board of Directors.

KDIPA Interim Strategy

KDIPA prepared an interim strategy for the period (2021-2023), in response to the current situation impacted by the conclusion of its first strategy (2016/2017-2020/2021), the need to allow sufficient time to develop KDIPA’s second strategy, the continuation of KDIPA contribution to the national efforts for economic diversification that aims to generate sustainable growth and prosperity according to the National Vision 2035 and its pillars, ensure that KDIPA maintains quality performance and resilience in face of the repercussions of the Coronavirus (Covid-19) pandemic, which disrupted health, social, economic and investment conditions locally and globally.

KDIPA Interim Strategy maintained the vision and mission of the First Strategy but amended the set of values and the strategic directions to accommodate to the changing circumstances, along with assigning KPIs for the action plan projects of the interim plan.



The action plan projects were identified collaboratively with the various administrative units. Several internal workshops were organized that resulted the identification of

15 projects that fall under the three strategic directions adopted, as shown in the table. KDIPA interim strategy started as of June 21, 2021.



Table No. (14) KDIPA Interim Strategy Projects

First Strategic Direction	Second Strategic Direction	Third Strategic Direction
Strengthening investors trust (4 projects)	Adopting digital transformation in Business operations (4 Projects)	Enhancing KDIPA resilience and Agility under the Coronavirus virus (Covid-19) pandemic (7 projects)
Developing Investors facilitation package	Strengthening digital infrastructure	Preparing KDIPA's second strategy
Establishing Linkages program with stakeholders	Developing digital investors targeting	Producing introductory videos on KDIPA's role
Enhancing Communications with Investors	Developing digital promotional package	Expanding KDIPA's advocacy role
Executing Economic Zones master plan for Al Abdali and Al Wafra zones	Developing KDIPA website	Activating economic diplomacy
		Preparing specialized economic reports
		Using quality training
		Advancing KDIPA's institutional performance (personnel affairs, public services, financial systems, quality management, work environment)
Total Projects		
15		

Preparing KDIPA Second Strategy

KDIPA received the Central Agency for Public Tenders (CAPT) remarks on the Terms of Reference (TOR) document of the tender on its project “Developing the Second Strategic Plan for Kuwait Direct Investment Promotion Authority”, on October 4, 2021, and acted upon it. The tender was listed for bidding during the period December 16, 2021 – January 31, 2022. KDIPA called for a preparatory meeting with the interested consulting firms for this project to receive and address their inquiries regarding the tender ’s TOR.

The technical and financial bids prepared by the consulting firms for the tender of the project to develop KDIPA’s second strategy were received through CAPT by February 10, 2022.

KDIPA established an internal committee to evaluate the bids of the consulting firms for KDIPA second strategy project. The members of the committee were trained and qualified a priori to ensure effective evaluation. The committee held 4 meetings during a period of 3 weeks to complete the evaluation of the

consulting firms who bid for KDIPA second strategy project. Later on, KDIPA addressed CAPT on March 24, 2022, to send the result of the evaluations of the consulting firms that submitted bid, and started to follow up the next steps as stipulated by CAPT.



2. Following up on KDIPA's projects in the Development Plan

KDIPA continued to coordinate with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) for updating its projects in the GSSCPD automated follow up system for the annual plans of Kuwait Third medium-term Development Plan, by entering data and completing procedures, at the end of each quarter responding to updates received in the automated system, with the last submission for the Fourth (final) quarter of the fiscal year took place and approved on March 27, 2022.

It is worth mentioning that KDIPA completed its project under the second medium development plan on "Enhancing Kuwait Competitiveness in International Indices" early December 2021.


KDIPA also followed up the updates on the Revised Long -Term Comprehensive Development Strategy for the GCC States (2010-2025) which aimed to foster a long term sustainable and inclusive developmental path for the GCC countries, and deepen the coordination of national development plans individually, as well as collectively at the regional level.

3. Government Work Program

KDIPA coordinated with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) to complete data entry and its approval in the automated system established at the GSSCPD for the assigned KDIPA initiatives under the Government Work Program for the 16th Parliamentary Session (2021/2022-2024/2025) under the theme "Sustaining Social Safety Despite Challenges", to facilitate the follow up of these initiatives by the designated Government Work Program Committee, established by a Council of Ministers Decision issued on December 29, 2021.

The Government Work Program is composed on four themes: Economic and Financial reform Program, restructuring the Public

Table No. (15) KDIPA Projects in the Current Development Plan

Pillar	Project	Program	Project Type
 Sustainable Diversified Economy	Economic Zones	Diversification of the Productive base	Developmental
	Establishing and developing free zones in the State of Kuwait	Streamlining business environment for the private sector	Construction

Sector, developing human Capital, and improving the infrastructure and adoption of renewable energy.

KDIPA three initiatives listed in the Government Work Program under the first theme titled (Economic and Financial reform Program) which included:

- Implementing Tahseen program to streamline the business environment and facilitate

and sent amendments on August 1, 2021. KDIPA also participated in a workshop for data entry in the newly established automated system established at the GSSCPD on August 6, 2021. Another orientation workshop was held on December 5, 2021, to discuss the initiatives under the Economic and Financial reform Program theme.

Due to the emerging developments regarding the discontinuing of the Ease of Doing Business Index by the World Bank Group (WBG),

Table (16) KDIPA's Assigned Initiative under the Government Work Program

Government entity	Theme	Government	Government
KDIPA	First Theme: Economic and Financial reform Program	First Pillar: Improving business environment	1.1 Implementing Tahseen program
			2.1 Attracting foreign direct investment and international companies
		Supporting growth of the private sector	2.2 Establishing special economic zones

company registration and developing customs operations.

- Attracting foreign direct investment and leading international companies.
- Establishing special economic zones to attract foreign investments, facilitate procedures, reduce operational costs for international companies.

KDIPA received its assigned initiatives in the Government Work Program on July 4, 2021,

KDIPA held 4 meetings during the period September 6-21, 2021, with the technical team at the Ministry of Finance (MoF) to amend the document of its initiative "Implementing Tahseen program" and adopt the revised plans.

KDIPA coordinates regularly (monthly) with the officers in charge of its assigned initiatives to update the progress and enter it in the Government Work Program automated system of the run by the GSSCPD.

4. Development of KDIPA's research capacity (market information)

KDIPA continued to develop its internal research capacity to be able to detect the changing local economic developments, as well as the emerging regional and global trends regarding direct investment. In addition to utilizing various available tools and improve performance to provide needed content, as shown in the following segments.

Regarding the specialized reports and bulletins, KDIPA prepared several specialized reports for internal use according to work needs of which:

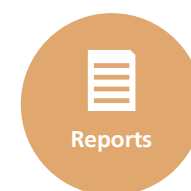
- Report Series on "Why Kuwait?", intended to show the main attributes that characterizes business environment in Kuwait, and the recommended measures to improve it. Published under it a report on the "Legal Regime of the Business Environment in the State of Kuwait".

- Report Series on "Impact of Coronavirus (Covid-19) on Economic Sectors in Kuwait", intended to follow up the pandemic repercussions on some sectors in the Kuwaiti economy. Published under it a report on "The Oil Sector".

- Other reports as requested, including: a report on the "Importance of Business Environment to Attract Investments"; "A summary of FDI Prospects Locally, Regionally and Globally in 2021"; a report on "Trade Relations between the State of Kuwait and the Republic of France".

- Economic Bulletin Series, during the report period 3 issues were published on July 25, 2021, November 21, 2021, and February 23, 2022, that was distributed internally by e-mail, and uploaded on the internal network (iKDIPA).

- News Bulleting Series capturing developments in the investment in Kuwait, regionally, and globally, that was distributed internally by e-mail, and uploaded on the internal network (iKDIPA).



Regarding disseminating investment information and statistics, KDIPA developed a new page on its internal internet (iKDIPA) under Virtual Library portal, that lists references, reports, and work papers related to the economic issues, and in particular pertaining to investment topics, contributed by the various administrative units. The Virtual Library is classified into sub-categories covering Statistics, Reports, and Presentations. The aim of this virtual library is to maximize benefits from KDIPA's activities and expand the dissemination of knowledge internally to strengthen the research capabilities.

Regarding surveys, KDIPA participated in the Technical Committee for the Third Direct Investment Survey formulated by the Central Statistical Bureau (CSB) to establish a comprehensive and accurate database for the stock of direct and indirect foreign investment in Kuwait. This survey has been performed regularly by the CSB as part of the crucial projects in the National Development Plan. KDIPA provided the needed information and data to the CSB regarding the licensed investment entities by KDIPA according to Law No. 116 of 2013, by using the specified survey form. KDIPA also participated in the relevant meetings, and the outcome was the issuance of the "Statistical Bulletin Direct Investment Survey in Kuwait 2021" which was duly published and uploaded at the CSB website www.csb.gov.kw. This bulletin provided updated data, and highlighted the main obstacles faced by foreign investors, it also contributed, along with the two previous bulletins published in 2013 and 2018, to produce a notable time series for the stock of foreign investment in Kuwait from the year 2010 to the year 2020. The table shows the stock of foreign investment in the period 2015, when KDIPA was established according to Law No. 116 of 2013, till the most recent available data in the year 2020.



5. Quality Management System

KDIPA maintained its resolve to implement the quality management system (QMS) to enhance performance efficiency, raise productivity, ensure consistent service delivery to its investors, strengthen synergy amongst administrative units in undertaking KDIPA tasks and designated assignments, minimize unwarranted incidents of error or overlap by continuing to renew both certificates for the quality management systems standard - ISO 9001:2015, and Handling Complaints and Customers Satisfaction Standard - ISO 10002:2018 for complaints-handling and customers satisfaction. On the other hand, KDIPA addressed the remarks of the ISO external audit, and undertook the corrective measures needed to upgrade performance level and the service delivery to meet its clients (investors) needs.

Quality Management Systems Standard - ISO 9001: 2015

To continue following up the implementation of international standards of Quality Management System Standard - ISO 9001:2015, KDIPA conducted two internal audit rounds the first during the period May 31-June 6, 2021, and the second during the period November 7-11, 2021. At the end of each internal audit round a review meeting was held with the top management to discuss the outcome of the internal audits according to the required

Table No. (17) Total Foreign Investment Stock in Kuwait (2015 - 2020)

Item	2015	2016	2017	2018	2019	2020
Foreign Direct Investment	2716.4	3072.8	3105.1	3663.3	3670.0	3550.7
Foreign Portfolio Investment	353.9	276.8	155.3	3550.3	4786.8	5558.5
Financial Derivatives	1195.0	1639.4	1667.1	1549.7	1369.1	1603.8
Other Financial Instruments	2628.1	2466.2	2723.0	2315.6	3160.0	3297.7
Total Foreign Investments	6893.5	7455.1	7650.5	11078.9	12986.0	14010.7

measures. Based on this review, approved needed amendments on the procedures were undertaken, the templates were updated (issue document/amend document) for the standard, and all the relevant administrative procedures were aligned with these internal adjustments. Several requests were received to (add procedure) from some of the administrative units at KDIPA to cope with emerging developments. It was handled and the new approved amendments were uploaded on KDIPA internal portal (iKDIPA). KDIPA also conducted an external audit with the contracted audit firm virtually, with the participation of the top management. The remarks of the external audit were shared with all the divisions to follow it.

Handling Complaints and Customers Satisfaction Standard - ISO 10002: 2018

KDIPA continued to implement fully the system for handling clients (investors) complaints in accordance with the requirements of Handling Complaints and Customers Satisfaction Standard - ISO 10002:2018 manual. KDIPA resolved investors' complaints within the targeted timeframe, accommodating to the conditions resulting from the spread of the Coronavirus (Covid-19) pandemic and observing the health precautionary measures, be receiving the investors complaints and their suggestions filed through the dedicated page on KDIPA's website, or by emails, or phone calls.



Job descriptions

KDIPA completed the preparation, design, and printing of the 3 volumes of: Tasks Specializations Cards for the Administrative Units of KDIPA Organizational Structure 2022, Job Descriptions Cards for the Supervisory Jobs of KDIPA Divisions 2022; and Job Descriptions Cards for the Jobs Titles of KDIPA 2022. The volumes were distributed internally, and feedback on them to be received.

On another hand, the tasks specialization cards for the new administrative units were amended based on the approved changes in KDIPA's organizational structure by the Civil Service Commission (CSC); it was sent to relevant administrative units. Also, the job descriptions cards for the new job titles of (administrative development researcher) and (training coordinator) were prepared and approved by the CSC. Also, cases of staff transfer amongst various administrative units were completed.

KDIPA maintained its close coordination with the Civil Service Commission (CSC) and participated in the periodic regular meetings

organized by the CSC to control the organizational structures, and on administrative arrangements and specializations identification.

6. Human Resource Development

Training plan

KDIPA training plan during the report period included 77 training programs, of which 43 were executed with a 56% ratio of achievement. The executed training programs were distributed amongst 11 general programs, 6 supervisory programs, 18 specialized programs, and 8 internal orientation programs introduced for the first time. A total of 205 staff members benefited from the training, at various job levels, from different departments, and with varied specializations.

The general programs included several introductory courses to benefit new staff members at KDIPA coming from Civil Service Commission (CSC). Due to the repercussions of the Coronavirus (Covid-19) pandemic, an internal training program was developed for the first time to capitalize on KDIPA's available ex-

pertise and internal resources; the program covered topics of interest to staff members; it was conducted during the period December 1, 2021 – March 30, 2022 and composed of 8 modules covering topics like procedures for internal transfers, rights and duties of em-

ployees, principles, and rules for preparing legal memorandums. KDIPA participated in one external training program organized by the Civil Service Commission (CSC) that was held in Dubai, UAE. KDIPA maintained its follow up and assess-

ment of its training plan for FY 2021/2022 and distributed a feedback survey to measure the outcome of the training on the recipient, and after 3 months sent another survey to their supervisors. The table showed the executed training programs.

Table No. (18) Implemented training programs

No.	Title	Date
General Programs		
1	Workshop on economy based on knowledge, education, technical and Vocational training – How the Republic of Korea transformed into a Technology Leader	May 24-26, 2021
2	Actionable Steps to Transform an Idea into A work project (Skills International for Training & Consulting)	July 4-6, 2021
3	Rules of implementing the budget (Ministry of Finance)	August 12-14, 2021
4	Financing Development and Managing Public Debt in the State of Kuwait (General Secretariat of the Supreme Council for Planning & Development)	October 25-27, 2021
5	Leveraging Efficiency & Effectiveness for the Public Sector: mechanisms and Basic Principles. (General Secretariat of the Supreme Council for Planning & Development)	December 6-8, 2021
6	Orientation for New Employees (Civil Service Commission)	December 19-23, 2021
7	Labor Market Challenges and Human Development Policies in the State of Kuwait (General Secretariat of the Supreme Council for Planning & Development)	December 20-22, 2021
8	Orientation for New Employees (Civil Service Commission)	January 9-13, 2022
9	Program budgeting and performance evaluation (Ministry of Finance)	January 9-11, 2022
10	KDIPA Orientation Program to CMA Trainees	January 27, 2022
11	Orientation for New Employees (Civil Service Commission)	March 27-31, 2022
Supervisory Programs		
1	Managing emerging challenges efficiently – Change management & Performance Management (Institute of Banking Studies)	June 6-7, 2021
2	Leadership Beyond the Pandemic - Conference Series 2021 National Leadership Institute	August 3m 2021
3	Accelerating Digital Transformation Conference Series 2021 National Leadership Institute	August 24, 2021

4	Strategic Planning and Crisis Management (General Secretariat of the Supreme Council for Planning & Development)	October 11-13, 2021
5	Job Code of Conduct (Civil Service Commission)	December 15, 2021
6	Developing Accounting Skills, Financial Review and Control of Irregularities Civil Service Commission in Dubai - UAE)	February 27 – March 3, 2022
Specialized Programs		
1	Fortinet Cyber security (Central Agency for Information Technology)	May 1, 2021
2	Investment facilitation, sustainable development and building back better (WAIPA, ILO and others)	June 2-7, 2021
3	Fortinet NSE 1 Network Security Associate (Central Agency for Information Technology)	July 26, 2021
4	Microsoft Excel Advanced (ACCT Kuwait)	August 5-16, 2021
5	Digital tools techniques for investment promotion and attraction (WAIPA)	September 1-9, 2021
6	Fortinet NSE 2 Network Security Associate (Central Agency for Information Technology)	September 2, 2021
7	Internal Auditors 9001:2015 & 10002:2018 (MMC Consultancy & Co)	September 27-29, 2021
8	Microsoft Power Business Intelligence (Central Agency for Information Technology)	October 3-4, 2021
9	Basic Principles for Data Analysis and Report Writing (General Secretariat of the Supreme Council for Planning & Development)	October 4-6, 2021
10	Data Management and Accounting Tasks using Microsoft Excel (Central Agency for Information Technology)	October 5-6, 2021
11	Management of Committees and Work Teams Using Microsoft Teams (Central Agency for Information Technology)	October 17-18, 2021
12	Files Management and Cloud Storage Using OneDrive (Central Agency for Information Technology)	October 26, 2021
13	Data Management and Accounting Tasks using Microsoft Excel (Central Agency for Information Technology)	October 27-28, 2021
14	Mechanisms for Reporting Corruption Offenses to the Public Attorney or Kuwait Anticorruption Authority Kuwait Anticorruption Authority (Nazaha)	November 8, 2021

15	Basic Skills using Microsoft 365 (Central Agency for Information Technology)	November 14-16, 2021
16	Accounting Procedures and Principles for Closing Accounts and Preparation of the Final Account (Ministry of Finance)	November 28-30, 2021
17	Policies for Developing SMEs (General Secretariat of the Supreme Council for Planning & Development)	November 29 – December 1, 2021
18	Skills for Coordinating Correspondence and Preparing Reports using Microsoft Word (Central Agency for Information Technology)	December 23, 2021
KDIPA First Internal Training program		
1	Procedures for Internal Transfer of KDIPA's Staff	December 1, 2021
2	Procedures to record inward and outward communications and correspondence	December 6-7, 2021
3	Rights and Duties of Staff members	December 14, 2021
4	Using KPIs	December 21, 2021
5	Principal Provisions for Tenders and Contracts	December 26, 2021
6	Basics of Legal Technology	March 14-16, 2022
7	Innovation and Legal Design	March 21-23, 2022
8	Guide for Preparing Lega Memorandum	March 28-30, 2022

Human resources development partners

Within the framework of the adopted training plan for the FY 2021/2022, KDIPA cooperated with several entities that provided training services: government authorities (Ministry of Finance, Civil Service Commission, Central Agency for Information Technology, General Secretariat of the Supreme Council for Planning and Development, Kuwait Anticorruption Authority (Nazaha)); international organizations of which KDIPA is a member (World Association of Investment Promotion Agencies- WAIPA), the International Training Centre of the ILO (ITCILO) and a number of private training companies local and international (Institute of Banking Studies, National Leadership Institute, Skills International for Training & Consulting, ACCT Kuwait, and MMC Consultancy & Co).

Master Scholarships

The announcement to apply for the master's degree scholarship was open during the period June 20, 2021, till July 1, 2021, during which four employees submitted their applications, and one employee met the conditions, and obtained final acceptance from an accredited university for the academic year 2021/2022. The scholarship holder started her studies in person on August 23, 2021, to attain the master's degree in Governance and Sustainability, and she will be followed up till completion of her degree.

Collaborative Activities

KDIPA contacted various local training companies as well as international organizations to learn about potential training opportunities virtually (online) to sustain high job performance to cope with the conditions resulting from the pandemic. KDIPA provided in-person and in its premises, while observing the precautionary measures, the Seventh edition of the Orientation program addressed to the trainees with the Capital Market Authority (CMA) on January 27, 2022, based on the established cooperation between both parties.

Within the framework of cooperation between KDIPA and the General Secretariat of the Supreme Council for Planning and De-

velopment (GSSCPD), KDIPA took part in a lecture and discussion organized by Kuwait Public Policy Center (KPPC), on November 9, 2021, on the topic of Public Policy for Innovation and Technology, provided by the World Bank Group lead economist for the GCC. This lecture comes as part of the within its fourth lecture series season provided by renowned speakers, practitioners, and academic researchers with public policy expertise from around the world share expertise and knowledge and build the national capacity in effective public policy.

The GSSCPD honoured two of KDIPA staff members on September 29, 2021, by awarding them "Distinguished Trainee Certificate" as both completed the comprehensive training program in Developmental Planning and Public Administration – Phase I, organized by GSSCPD jointly with the Arab Planning institute (API) and held in the previous fiscal year during the period July 13, 2020 – March 23, 2021.

New Employees

KDIPA hired a total of 61 new staff members but adopted a different approach, due to the changing circumstances resulting from the spread of Coronavirus (Covid-19) pandemic, by allowing them to choose the orientation programs to enrol in within KDIPA's first internal training program.

7. Legal Affairs

During the report period, KDIPA provided its feedback on all matters of a legal nature, suggested the required amendments, and responded to the inquiries received from competent authorities, and questions addressed by the Members of Parliament.

KDIPA provided suggestions and remarks on the Public Tenders Law and its executive regulations and amendments and sent to the Central Agency for Public Tenders (CAPT); offered legal opinion on the proposed law regarding the construction and investment of Failka Island and sent to the Fatwa and Legislation Department; participated in the study of the fees imposed by government authorities against benefiting from the state land as assigned by the National Assembly (Kuwait

Parliament); provided remarks on allocation of land plots in KDIPA's Economic Zones; reviewed and amended procedures relating to (preparing contracts) as well as templates for records list, external documents list, risks register, and communications plan.

KDIPA coordinated internally amongst relevant units responsible for purchases in KDIPA regarding the procedures to be undertaken to review the payments of bills for KDIPA's contracts of which the Consulting firm Phase III, KDIPA new promotional digital campaign, maintenance of the ECM, and e-payment services; in addition to taking part in The Purchase Committee meetings to discuss related issues, and meeting with the Fatwa and Legislation Department to discuss the technical support arrangements with the World Bank.

KDIPA took necessary measures to oversee the signing of government contracts, its review, and to prepare the needed documents relating to it according to the set system, of which the renewal of the contract for e-payments, KDIPA's tenders, of which KDIPA second strategy tender, tender for the masterplan for Al-Wafra Economic Zone project, and practices like the one for maintain and support of security equipment and networks, one for purchase, installation, operation, and orientation of SIEM, e-mail security, one for design, development, programming, and executing Investor Electronic Portal and link with competent authorities, one for preparing Investing in Kuwait Guide, one for preparing and executing digital promotional campaign. In addition to several auctioning tenders of which one for the Al Abdali Economic Zone, and one for commercial plots.

Furthermore, provided legal advice to all the administrative units in KDIPA; participated in committees and meetings to provide legal opinion; and trained on the work mechanisms of the new contract templates of the Central Agency for Public Tenders (CAPT).

On another hand, KDIPA followed on initiating proceedings for lawsuits and preparing defense briefs for cases filed by and against KDIPA, to maintain KDIPA's rights towards and for third parties be it other government

entities, or contracted individuals, or any other parties, in coordination and cooperation with the Fatwa and Legislation Department. KDIPA followed up and attended expert sessions before the General Directorate of Experts and provided legal opinion on the projects and obligations of Kuwait Offset Program, according to the issued decisions and set provisions of the Offset Program Guidelines No. 9 of 2007.

8. Information Systems

With the notable acceleration of digital transformation in Kuwait, information technology role gained more prominence in performing work and providing services in both the government and private sectors. This has brought the issue of cyber security to the forefront, exacerbated with extensive use of applications in the workplace towards a paperless environment, which necessitated to consider amending the tasks, job titles, and the capacity building packages required to enhance the staff technical capabilities in new areas that resonates with fast emerging needs.

Regarding electronic and operating systems, KDIPA developed several internal systems to accommodate digital transformation. The IMEX system for internal and external communications; the Kuwait Economic Benefit Model (KEBM) was further developed to ensure more accurate follow up to measure economic impact of the licensed investment entities by KDIPA that started their operations in the domestic economy; the FVC system was developed to merge KDIPA's templates of its workflow in accordance with the ISO quality management. On another hand, KDIPA provided state of the art computers devices to the staff members to ensure smooth operations; and the Dashboard for managing KDIPA's One Stop Shop (OSS) was completed to facilitate relying of data with the Investors electronic Portal.

Regarding cyber security, KDIPA continued to upgrade its systems and devices relating to security and protection to combat increasing hacking attacks from internal and external sources. KDIPA email system was fortified and secured through Proofpoint and Fortimail

merged with Microsoft 365 to neutralize the hacking. As to the networks security, KDIPA used XDR and NDR systems as a beta version to assess their effectiveness in protecting the networks before fully adopting them and installed Sandbox relating to testing file security before being opened by any user.

Regarding disaster mitigation, KDIPA continued to strengthen the infrastructure needed to bridge all the gaps of the VMare system according to the international announcements and recommendations in this regard, a trial of the servers' environment was prepared to upgrade the servers and facilitate the mechanism to develop and upgrade the systems. The Catalysts licenses were added to the StoreOnce Systems to improve the backup operations of the servers through VEEAM. The backup UPS generator was upgraded to avoid any sudden electricity breakage.

9. Financial Affairs

KDIPA continued implementing the relevant financial affairs during the report period, including the closing account of the FY 2021/2022, preparing financial reports and commitments necessary for financial operations periodically to pay dues for the various suppliers, imposing financial fines on the suppliers who violated the required service delivery, holding in trusteeship the payments for the services delivered but the invoices were not received to complete the payment procedures, preparing the estimated budget for the FY 2022/2023.

KDIPA issued 172 purchase orders during the report period and implemented 368 payments requests, as well as paying remunerations, travel expenses, airplane tickets for KDIPA staff participating in external official assignments and training.

KDIPA also collected fees for the procedures and services offered through the K-net, and the funds were added to KDIPA's overall revenue account. KDIPA also concluded the inventory forms report audit and approved the bank transfers through the GFMIS system.

On the other hand, the various financial affairs committees acted on their respective

mandates, including the Procurement Committee, which was tasked to study the various purchase request related to KDIPA's needs, the Committee on Inventory Measurements, the Annual Inventory Committee, and the Committee for Estimates of Appropriations for FY 2023/2024 in cooperation with representatives from the Ministry of Finance (MoF), and the Committee of the Final Account for the FY 2021/2022.

KDIPA completed several direct order contracts, practices, change orders, and contracts including the contract execute the project for preparing, planning, and designing road networks, main infrastructure, and connecting side roads to all the provinces for Al Wafra Economic Zone, as well as new and renewed contracts for general services, technical support, and information technology.

10. Administrative Affairs

KDIPA continued to follow up and oversee the career path of all the staff members from the moment they are hired till the end of their service.

Regarding managing work during the pandemic, KDIPA received and executed the consecutive Civil Service Commission (CSC) circulars, for extending the work closure to KDIPA employees given to the public employees at all the government authorities because of the Coronavirus (Covid-19) pandemic, continue to adjust work shifts of the added staff to reach 70% of total employees till the staff started gradually returning to normalcy by end of the report period. Throughout that time close communications were maintained with staff members to resolve any issues regarding the application for electronic finger prints on smart mobile phones, and activating the application to allow for requests of permissions for delays and vacations, as well as exemptions from electronic finger prints for those who provided a letter from the Ministry of Health to abide by the quarantine due to being infected by the Coronavirus, and record it as a mandatory quarantine vacation in the CSC system; also coordinated with heads of sections to act duly when there were absences of their staff members who were in

close proximity to the infected ones with (Covid-19) disease, exempting them from attendance till their test results were received.

Regarding employees' rights, KDIPA acted upon CSC Circular No. (3) of 2017, to upgrade the job levels, as well as review and audit the employees' performance to determine eligibility for periodic bonus, promotion by seniority, and promotion by selection, then executed the decisions relating to that. KDIPA conducted employees' performance appraisal within the defined timeframe and according to the decisions regulating it namely the CSC Circular No. (15) of 2017, amending CSC Circular No. (36) of 2006.

Regarding new employees, KDIPA completed the hiring of 61 new national staff members to fill the vacancies in the organizational structure with the required human resources to address work needs. This was outcome of KDIPA's 7th hiring campaign carried out in the previous fiscal year during the period January 24, 2021- February 7, 2021.

Regarding administrative procedures, KDIPA issued attendance and leave statements upon request; issued detailed salary statements and job track record, among other requests; issued several administrative decisions to pay bonuses, official delegations, secondment, and special leaves of various kinds, as well as identified fingerprint numbers for the new staff members. KDIPA participated in the periodic CSC meetings in which the CSC introduced new amendments to the Civil Service Law and the decisions issued by the Civil Service Council.

Regarding automation, KDIPA continued to use and apply the G2G Government e-Messaging Program with all government entities it dealt with; KDIPA also monitored staff movement through the new automated system; entered all the data relating to attendance in KDIPA's automated system and the CSC Integrated Systems. Furthermore, KDIPA implemented the Council of Ministers Decision No. (580) of 2022 regarding the adoption of Kuwait Mobile ID App (Hawiyati)

provided by the Public Authority for Civil Information (PACI). All the signatures of KDIPA staff members were entered in the system to integrate with the civil card ID to use it in all the internal transactions and to enhance operating in a paperless digital environment.

In terms of work teams and committees, KDIPA established 4 work teams and 18 committees during the report period, upon the approval of the Technical Committee, and in accordance with the implementation of the circulars and decisions of the Civil Service Commission (CSC), and other competent government authorities (Ministry of Finance and the Audit Bureau), as well as to serve internal needs and address work requirements, as shown in the table.



Table No. (19) KDIPA's Work Teams and Committees during the FY 2021/2022/

No.	Title	Date	Justification
Work Teams			
1	Work Team for reviewing up-scaling employees job status	April 15, 2021	Civil Service Commission
2	Work Team for recruitment procedures	May 3, 2021	Internal needs
3	Work Team for preparation of KDIPA Annual Report	June 9, 2021	
4	Work Team for reviewing up-scaling employees job status	November 15, 2021	Civil Service Commission
No.	Title	Date	Justification
Committees			
1	Committee for Purchasing requests in KDIPA	April 1, 2021	Ministry of Finance
2	Committee for the preparation of Closing Accounts		
3	Committee for the management of materials out of the scope of use for the fiscal year FY 2021/2022		
4	Committee for the preparation of inventory measurements to estimate budget appropriation for fiscal year FY 2022/2023		
5	Committee to coordinate, follow up and monitor the implementation of health procedures and requirements related to combating the emerging Coronavirus issued by the Minister of Health and the competent health authorities.	April 14, 2021	Civil Service Commission
6	Committee for the follow-up and implementation of international agreements and internal cooperation mechanisms with government entities	June 9, 2021	Internal Needs
7	Committee for handling purchasing complaints	July 13, 2021	
8	Committee to coordinate, follow up and monitor the implementation of health procedures and requirements related to combating the emerging Coronavirus issued by the Minister of Health and the competent health authorities.	July 14, 2021	Civil Service Commission
9	Committee for the preparation of KDIPA's participation in Kuwait Pavilion at Expo 2020 Dubai exhibition.	August 23, 2021	Internal Needs
10	Committee to examine, study, follow-up and address the observations received from the Audit Bureau	September 14, 2021	Audit Bureau
11	Committee for preparation of budget estimates for the fiscal year FY 2022/2023		Ministry of Finance
12	Committee for reviewing employees' grievances regarding bonuses granted for front liners who took part in combating Coronavirus.		Civil Service Commission
13	Committee for the general annual inventory for the fiscal year FY 2021/2022	January 2, 2021	Ministry of Finance
14	Committee for inventory of the personal custody and the custody of administrative units for the fiscal year FY 2021/2022		
15	Committee for the selection of staff to participate in training programs	February 3, 2022	Internal Needs
16	Committee for the evaluation of received bids for KDIPA's second medium term strategy	February 10, 2022	
17	Committee to coordinate and follow up the construction of KDIPA's building (Phase Four)	February 14, 2022	
18	Committee for reviewing employees grievances regarding bonuses granted for front liners who took part in combating Coronavirus.	March 17, 2022	Civil Service Commission

11. Internal Audit

During the report period the Internal Audit section carried out the internal audit work of the Financial and Administrative Affairs Department, which included reviewing the administrative decisions, memos, internal and external letters, to ensure its compliance with the provisions, laws, and regulations, and being compatible with work procedures. The following tasks were conducted.

Administrative reviews: Reviewed the ministerial decisions, and all the administrative decisions issued by KDIPA regarding the formulation of committees, payments made to the committees, hiring decisions, re-hiring, promotion by selection, resignation, transfer, secondment, special contracts, renewal of special contracts, canceling vacations, sports sabbatical, and others.

Financial reviews: Reviewed the financial operations, and the various payments made on salaries, bonuses, and purchase orders from local and external sources; reviewed lists of payments, entries, expenditure, procurements, settlement entries, contracts' bills, released performance bonds for completed contracts, registered letters of guarantee, bank guarantees; reviewed banks settlement memos, accounting entries, payroll lists, purchase orders, payments, and repayments of KDIPA staff members.

Audit Bureau: Dealt with request of the Audit Bureau regarding data and clarifications.

Competent Minister office: Followed up the incoming subject matters from H.E. the Competent Minister (KDIPA's Chairman of the Board of Directors) office (Minister of Finance then Minister of Foreign Affairs), including issues relating to KDIPA's closing account for the fiscal year 2020/2021, the Annual Report of the Audit report for the fiscal year 2020/2021, the Annual Report for the Government Performance Follow-Up Agency (GPFA), final reports on the budgets of government entities following the mandate of the Bureau of Financial Controllers for the fiscal year 2020/2021, and the initiatives under the Government Work Program for the 16th parliamentary session.

The National Assembly (Parliament): follow up of the parliamentary matters regarding the questions received from the members of the parliament on specific issues that relates to KDIPA of which hiring, lawsuits against KDIPA, administrative grievances, organizational structure, principles followed by KDIPA to formulate committees and work teams, quality control management, digital transformation, and participation in Expo2020 Dubai.

Kuwait Anti-Corruption Authority (Naz-aha): followed up incoming correspondence from Kuwait Anti-Corruption Authority (Naz-aha) regarding updating financial status information of eligible officials and to provide the required declarations of their financial status; participated in an orientation workshop addressed to communications officers at the entities that has officials covered under the financial revealing system to raise their awareness.

Bureau of Financial Controllers: Prepared the responses on the Financial Supervisory Apparatus reports.

General Secretariat of the Council of Ministers: followed up the incoming correspondence from the General Secretariat of the Council of Ministers on the difference in the points of view of KDIPA and the Audit Bureau on some provisions of the Kuwait Offset Program Guidelines No. (9) – 2007.

12. National Military Service

During the report period, the conditions of the National Service Law No. 20 of 2015 did not apply on any of KDIPA's employees.





CHAPTER SEVEN

SUSTAINABILITY

- Sustainability is measured through economic, social, environmental, and good governance dimensions.
- KDIPA supported inclusion of women and individuals with special needs to work within its staff members. Women empowerment is manifested by the number of overall share of females in total employees, which reached 69%, showing double the male ratio of 31%.

1.Defining Sustainability

The term “Sustainable development” was first appeared in a publication for the International Union for the Protection of the Environment in 1980 but was circulated after the United Nations defined it in its report “Our Common Future” published in 1987 as follows “to meet the needs of the present without compromising the ability of future generations to meet their own needs”. Sustainability developed over the years to ensuring a balance along economic, social, environmental, and good governance dimensions.

In the post Coronavirus (Covid-19) pandemic era, and with mega accelerating changes, the focus increased on investment in sustainability along the 17 sustainable development goals (SDGs) for the period 2015-2030, titled (Agenda 2030).These SDGs cover four levels: poverty (prosperity & equity), human needs & capacities (health, education, women empowerment), resources (energy & climate, water & sanitation, food & agriculture), enabling environment (good governance & human rights, infrastructure & technology, peace & stability), across 169 targets, and 230 indicators. These goals have become the foundation for sustainable development efforts in the international community, especially for the developing countries, with rising interest to attract impact investment through well-crafted bankable projects in the sectors supporting sustainability namely SDG-relevant investment, estimated to be around US\$ 15 trillion till 2030, that generate benefits to all parties. This necessitates to place sustainability at the core of the national investment strategies, as well as developing policies and enabling frameworks for regulating investment procedures and offering facilitations, in convergence with other national policies, and to be integrated within the strategies of investment promotion agencies (IPAs), its promotional activities, marketing investment opportunities supporting sustainability in their countries, providing an enabling investment environment for investing in sustainability, developing special Sustainable-devel-

opment-oriented investment incentives in the SDGs sectors, along with placing the required mechanisms to provide guarantees against risk of investing in sustainability.

2. KDIPA and Sustainability

The Chapter on Sustainability was produced at the direction of KDIPA’s Board of Directors, as of KDIPA’s Seventh Annual Report 2021/2022, by demonstrating various incidents of dealing with sustainability in areas relating to KDIPA’s core business, and its commitments arising under the repercussions imposed by the spread of Coronavirus (Covid-19) pandemic, the geopolitical developments, acceleration of digital transformations, climate change, disruption of the global value chains (GVCs), labour market shifts, as well as enhancing its role within the government apparatus to create added value through implementing its promotional, regulatory and advocacy activities to harmonize sustainability with the environmental, social, and governance (ESG) criteria.

Regarding measures oriented to the environmental dimension, KDIPA coordinated with the landlord of its premises to recycle plastic, glass, paper, and metal waste; preserved energy through rationalization of lighting use and turning off lights after office hours, put up curtains to reflect light and heat to reduce impact of the sun on the cooling system.

Regarding measures oriented to the social dimension, KDIPA supported inclusion of women and individuals with special needs to work within its staff members. Women empowerment is manifested by the number of overall share of females in total employees, which reached 69%, showing double the male ratio of 31%. However, in the supervisory jobs both are equal, but in the public jobs the female workers are three times the male workers as seen in the table.



Table No. (20) KDIPA Staff Members Gender Distribution

Classification	Total staff	Males	%	Females	%
Supervisory jobs	45	22	48%	23	52%
General jobs	227	63	28%	163	72%
Total	272	85	31%	186	69%



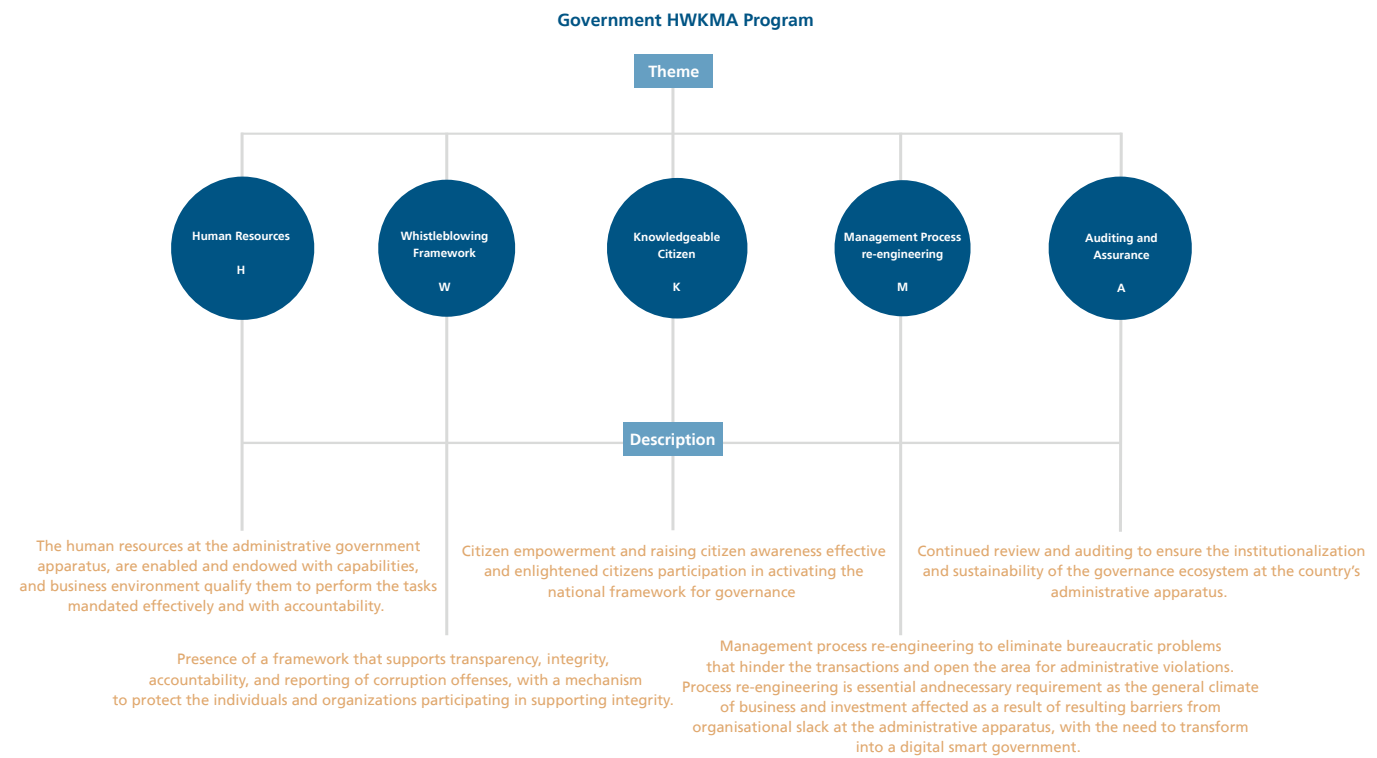
Regarding special needs nationals, KDIPA integrated 7 staff members with special needs to work at KDIPA, of which 4 females and 3 males. KDIPA provided all the needed facilities to ensure ease of movement around the offices and at the entrances and exists.

On the occasion of commemorating International Women’s Day on March 8, 2022, KDIPA designed an advertisement to reiterate Kuwait Vision in supporting the role of women.

Regarding measures oriented to the governance dimension, KDIPA adopted the principles of good governance according to its establishing Law No. 116 of 2013, its executive regulations, and the relevant decisions, by mainly separating the supervisory role of

the Board of Directors from the executive role of the Director General and its operating divisions. The Board of Director’s affairs are managed by a separate department and has an independent Audit and Inspection Bureau as well as a Grievances Committee to encompass the fundamental nature of governance. In this context, KDIPA received from the Civil Service Commission (CSC) a copy of the **(National Framework and Manual for the Governance of the Government Authorities)** to be used as a reference guide for work. This framework and manual were co-developed with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD); it was used to launch the (National Program for Institutional Governance) in implementing the governance strategy at government authorities and to upgrade

the capabilities of their staff. The proposed framework is composed of 5 main themes that formulates (HWKMA) which are human resources, whistleblowing framework, knowledgeable citizens, management process re-engineering, as well as continued auditing and assurance to ensure the continuation of the governance ecosystem of the country’s administrative apparatus. The program will cover 36 months divided into 5 phases, after each one risk assessment is performed, and at the conclusion of the program a position paper study will be performed based on results attained.



KDIPA coordinated with the Kuwait Anti-Corruption Authority (Nazaha) to update the information of officials covered by financial disclosures provisions to submit the required financial disclosures, and a workshop was organized to raise awareness to communications officers at the government authorities of the officials covered.

3.Observing Kuwait’s Sustainability Targets

KDIPA aligned its activities performed according to its mandated tasks and designated assignments with the Government Work Program for the 15th Parliamentary Session (2016/2017-2019/2020), under the theme “Towards Sustainable Development”. KDIPA continued to do so under the initiatives of the Government Work Program for the 16th Parliamentary Session (2021/2022-2024/2025) under the theme “Sustaining Social Safety Despite Challenges”.

In this regard, KDIPA considers the following commitments:

Environmental commitments

- Kuwait’s commitments under the United Nations Framework Convention on Climate Change, Montreal Protocol, and the Paris Agreement on climate change.
- The National Vision (New-Kuwait) 2035 aims to move into a low carbon emissions

system, and Kuwait commitment to raise the renewable energy share to become 15% of its energy mix.

- National low carbon Strategy until 2050 to reduce carbon emissions in the country’s projects.
- The White Paper on Kuwait Strategy for Security of Sustainable Energy, KFAS.
- Environmentally friendly projects launched by the Environment Public Authority (EPA) including (Green Kuwait) projects.
- Proposing punitive measures against violators of protective safety and environmental measures, as well as organizing the sites for collecting and handling used tires.
- Expanding green spaces in Kuwait and its Islands.

Expanding the adoption of sustainable smart cities through use of clean energy and technological adoption.

Governance

- National Framework and Manual for the Governance of the Government Authorities (September 2021) prepared by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) and the Civ-

il Service Commission (CSC) aimed to develop the government administrative apparatus and enhance its efficiency.

- Guiding Manual on Whistleblowing Reports Submission by government authorities and institutions to the Public Prosecution or Kuwait Anti-Corruption Authority (Nazaha).
- Developing a new knowledge index for public institutions to measure gaps between performance and outcome with technical support by the World Bank.
- Reports of the Government Performance Follow-Up Agency (GPFA) to detect barriers faced by the government authorities, along with providing recommendations to improve performance, and following up its implementation.

Digital Transformation

- Establishing the Ministry of State for Communications and Information Technology Affairs to support digital transformation using advanced electronic and technological solutions, to nurture and develop business environment and economic, social, and environmental structures to attain the sustainable development goals.
- First Forum on Digital Transformation held on September 15, 2021, to move forward the



digital transformation path in the country, during which the first phase of the unified integrated government application (Sahel) was launched, such that one application will be used and one digital identity; 13 government authorities took part in this phase to provide 121 electronic services to enhance the shift into a paperless smart environment in performing government transactions.

- The second initiative supporting Kuwait digital transformation was launching the unified government call services through one number Wasel (101), through which all inquiries, remarks, complaints and follow up of government transactions will take place round the clock, foal all the citizens and expatriates who will be using (Sahel) application.
- The third initiative supporting Kuwait digital transformation was launching (Sahel Business) application focusing on serving entrepreneurs and SMEs projects owners.

• The national strategy for digital transformation was developed to focus on three pillars: human element, digital transformation infrastructure; and development.

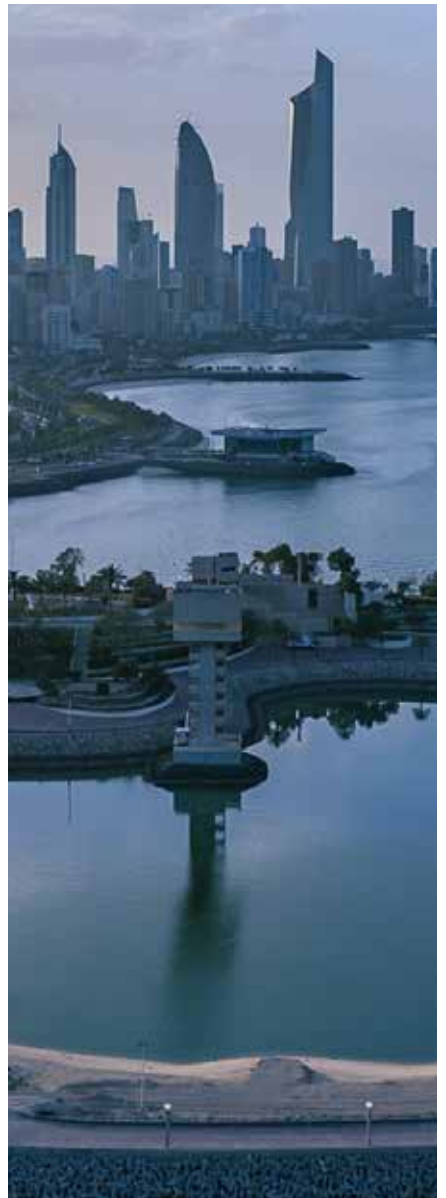
- Kuwait government approved to become a member of the Digital Cooperation Organization (DCO), established by initiative of the Kingdom of Saudi Arabia in November 2020 during the Kingdom’s presidency of the Group of 20 (G-20) to expedite the of digital economy growth, and the adoption of digital transformation around the world.

4.Sustainability Milestones in KDIPA’s Work

Sustainability in KDIPA’s Operations (Evaluating Investment Licensing and Granting Incentives Applications)

KDIPA adopted an amended Mechanism for Evaluating Investment Licensing and Granting Incentives Applications based on 5 criteria with equal weights that include: transfer and settlement of technology (innovative tangible technology innovative intangible technology, Research & Development (R&D) for enabling knowledge creation, modern management

method); Human Capital (Job creation for nationals, certified training programs related to specialization or core activity, corporate scholarship programs); Market Development(Domestic market needs, Use of national products and services, product accreditation and Quality Management System); Economic Diversification (Contribution of non-oil sector to GDP, Industry, innovation & infrastructure, Fostering competitiveness); and added Sustainable Development (Corporate Social Responsibility, Environmental sustainability) which assesses contribution to sustainable development goals and corporate social responsibility by enhancing economic growth, encouraging innovations, supporting the development of endogenous technology, ensuring responsible consumption and production patterns, improving infrastructure, and forging partnerships for sustainable development.



Sustainability in Economic Impact Assessment

KDIPA assessed the cumulative impact on the Kuwaiti Economy, to monitor the direct, indirect, and extended effects of the value added contributed by the licensed investment entities that started their operations in various sectors of the Kuwaiti economy, for the period January 2015 to March 31, 2020, based on adopting the expenditure approach of spending in the local economy according to approved 8 criteria covering spending on salaries of national workforce, spending on training programs for national workforce, spending on advanced technological devices and equipment, spending on support for the local content (goods and services), spending on government taxes and fees, spending on social responsibility activities, in addition to contribution to the development of national exports. In this regard sustainability is assessed as part of the corporate social responsibility activities of the licensed investment entities by KDIPA.

Sustainability in Preparing KDIPA First Strategy

KDIPA resorted to incorporate several attributes to formulate the components of its first strategy primarily its establishing Law No. 116

of 2013, KDIPA’s mandated tasks and the designated assignments later, capitalizing on the outcome of SWOT and PESTLE timely analysis performed on Kuwait for other KDIPA projects executed by international firms. In addition to other attributes that incorporates sustainability. All these elements contributed to develop KDIPAs strategy components that included the vision, mission, values, and strategic directions. The accompanying action plan included 29 projects. The elements that related to sustainability included:

- The National Vision New-Kuwait 2035 and its 7 pillars which included: Sustainable diversified economy; sustainable living environment; effective public administration; developed infrastructure; high quality healthcare; creative human capital; and global positioning.
- The United Nations Sustainable Development Goals SDGS (2015-2030) which includes 17 goals, 169 targets, and 230 indicators, covering 5 areas people, planet, prosperity, peace, and partnership, and meets the 4 dimensions of sustainable development: economic, social, environmental, and governance.

- UNCTAD Investment Policy Framework for Sustainable Development (2015) which included 10 principles that govern formulation of investment policies to be grounded in a country’s overall development strategy, to be developed involving all stakeholders, to be regularly reviewed for effectiveness and relevance, to be balanced in setting out rights and obligations of states and investors, observing sovereign rights and international commitments, establishing open, stable and predictable investment environment, providing adequate guarantees for the protection of investors and non-discriminatory treatment, aligning policies for investment promotion and facilitation with sustainable development goals, adopting compliance with good governance and corporate social responsibility, expanding international cooperation and avoiding investment protectionism.

Components of KDIPA Interim Strategy (2021-2023)

Vision	Mission	Values	Strategic Directions
Foreseeing Kuwait as an added value and innovation based investment hub.	Actively contributing to enhance Kuwait's economic diversification towards fostering sustainability.	Excellence in service delivery, professionalism, and transparency.	1. Empower KDIPA as a "centre of institutional excellence" to perform its mandate efficiently. 2. Contribute to the local drive for enhancing economic diversification. 3. Attract a larger share of value added direct investments. 4. Build Kuwait Brand as a lucrative investment location. 5. Assure best services & aftercare for investors. 6. Enhance Kuwait Competitiveness & foster a favourable investment climate. 7. Nurture a learning environment for developing competencies & skills of KDIPA's employees.



Table No. (21) Allocation of KDIPA’s First Strategy Projects on Pillars of the National Vision

Pillars of the National Vision 2035	No. of Projects	Projects allocation in the Pillars %
Effective Public Administration	8	27.5%
Sustainable Diversified economy	16	55.2%
Creative Human Capital	3	10.4%
Prominent Global Position	2	6.9%
Total	29	100%

Sustainability in KDIPA’s Mission

KDIPA adopted sustainability in its mission within the component of its first strategy (2016/2017-2020/2021) which stated: “Actively contributing to enhance Kuwait’s economic diversification towards fostering sustainability.” Since then, KDIPA was keen to implement its commitment to sustainability by implementing the strategy’s action plan with 29 projects, till the first strategy completion by March 31, 2021.

Sustainability through KDIPA’s Strategy Meeting the National Vision Pillars

KDIPA’s first strategy executive action plan with its 29 projects contributed to 4 out of the 7 pillars of the National Vision 2035, with the pillar on Sustainable diversified economy comprising 55.2% of the projects as shown in the table.

Contributing to Istidama Program

Under its first strategy, KDIPA contributed to the National Program for Economic and Fiscal Sustainability (2016-2021), implemented in the Technical Office under the Minister of Finance, 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.

Table No. (22) KDIPA's contribution to the National Program on Economic and Fiscal Sustainability (2016 - 2021)

No.	Themes	KDIPA Contribution	KPIs
1	Theme 1:improve government services to businesses Improving the process of starting up a business Improving the issuance of building licenses, registering property, and getting electricity Improving across border trade	Coordinating national efforts through the National Agenda for Streamlining business Environment in Kuwait (Tahseen Program) with technical support by the World Bank.	Improving Kuwait position in the Ease of Doing Business Indicator to be amongst 40% of the countries in 2021 from 53% in 2016.
2	Theme 2: Boost private sector Development 2.1 Enhance size and quality of Foreign Direct Investment (FDI)	Implemented 6 projects selected amongst the first strategy projects (one of them combines 5 projects relating to providing optimal investors services)	Increasing the share of the private sector in the GDP from 28% in 2016 to 40% in 2021.
3	Development of the labor market	none	
4	Fiscal sustainability	none	

Sustainability through the coordination with the GSSCPD

KDIPA continued to coordinate with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) to enhance its contribution in attaining the sustainable development goals SDGs 2030 by taking part in the National Sustainable Development Committee (NSDC) established by the GSSCPD. KDIPA attended several workshops aimed for raising awareness on the means to prepare the Voluntary National Report for SDGs by the government authorities, the private sector, and the civil society, in cooperation with the Central Statistical Bureau (CSB). KDIPA provided needed data for the Kuwait Voluntary National Review (VNR) on the Implementation of the 2030 Agenda relating to the relevant goals, targets, and indicators. The Kuwait VNR 2019 was presented to the UN High-Level Political Forum on Sustainable Development held in New York under the theme “Empowering people and ensuring inclusiveness and equality”, on July

18, 2019, attended by representatives from government, private sector and civil society. It is also being considered to launch (Kuwait Award for Sustainable Development) in cooperation with the private sector, to encourage the international companies to transfer and settle advanced technology. Another initiative is the National Observatory on Sustainable Development (NOSD) established with support from the Kuwait Foundation for the Advancement of Sciences (KFAS), which plays a crucial part in integrating institutional efforts to roll out the SDGs Agenda with strategic plans and the developmental plans for the State of Kuwait.

Sustainability through 2030 Agenda
KDIPA continued to coordinate with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) to enhance its contribution in attaining the sustainable development goals SDGs 2030 by taking part in the National Sustainable Development Committee (NSDC) established

by the GSSCPD. KDIPA attended several workshops aimed for raising awareness on the means to prepare the Voluntary National Report for SDGs by the government authorities, the private sector, and the civil society, in cooperation with the Central Statistical Bureau (CSB). KDIPA provided needed data for the Kuwait Voluntary National Review (VNR) on the Implementation of the 2030 Agenda relating to the relevant goals, targets, and indicators. The Kuwait VNR 2019 was presented to the UN High-Level Political Forum on Sustainable Development held in New York under the theme “Empowering people and ensuring inclusiveness and equality”, on July 18, 2019, attended by representatives from



Table No. (23) KDIPA Contribution to SDGS 2030

Target/Indicator	Description	Level
Goal 8: Promote decent work and sustained economic growth		
8.1.1	Annual growth rate of real GDP per capital	Level One
8.1.2	Annual growth rate of real GDP per employed person	Level One
8.1.3	8.1.3 Proportion of informal employment in non-agriculture employment, by sex.	Level Two
Goal 9: Industry, innovation, and infrastructure		
9.5.1	Research and development expenditure as a proportion of GDP	Level One
9.b.1	Proportion of medium and high- tech industry value added in total value added	Level One
Goal 12: Responsible consumption and production patterns		
12.a.1	Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies	Level Three
Goal 17: Forging partnerships to achieve goals		
17.3.1	Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget	Level One
17.5.1	Number of countries that adopt and implement investment promotion regimes for least developed countries	Level Three
17.7.1	Total amount of approved funding for developing countries to promote the development, transfer, dissemination and diffusion of environmentally sound technologies	Level Three
17.17.1	Amount of United States dollars committed to public-private and civil society partnerships	Level Three





Sustainability through KDIPA Participation in Expo2020 Dubai

KDIPA took part in Kuwait Pavilion at the Expo 2020 Dubai Exhibition, which was located in the Sustainability District titled “New Kuwait-new opportunities for sustainability”; reflecting its commitment to attain sustainable development to ensure a safe and prosperous future through attaining the National Vision 2035 and its pillars through a series of development plans, aiming to achieve sustainability of resources, renewable energy, human development, and knowledge economy under diversified and sustainable economy and sustainable living environment. The Kuwait Pavilion design reflected sustainability depicted from the local environment portrayed by Kuwait desert terrain, showcasing the central water tower as symbol of sustainability, offering a unique experience to look into Kuwait history, present and future as expressed by the National Vision 2035, through a timeline presentation.

KDIPA focused during its participation in Expo 2020 Dubai on meeting with companies and official delegations interested in investing in sustainability and achieving impact investment. KDIPA Team who took part in the Expo 2020 Dubai acted in a manner preserving the environment and meeting the sustainability practices by eliminating paper and maintaining a paperless environment in all its activities by adopting digital transactions as each member was given a notepad and use of digital IDs.

5. The Next Step

KDIPA accommodated the rising international drive in adopting sustainability and applying the environmental, social, and governance dimensions, and realizing the importance of the responsible business conduct (RBC). However, KDIPA’s current encounter with sustainability is still at early stages, nevertheless it is determined to pursue further implementing sustainability and its practices across its operations, relationships, partnerships, and in the community at large. In preparing for its second medium term strategy, KDIPA intends to integrate sustainability in its promotional, regulatory, developmental and advocacy functions, as well as in building linkages and assessing economic, social, and environmental impact attained, which will entail to review all the needed requirements, adopting optimal international practices and latest developments in preparing sustainability reports.







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