

# ANNUAL REPORT

2023/2024





**His Highness the Amir of the State of Kuwait**

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

**May God Protect & Bless him**









His Highness

**Sheikh Sabah Khaled Al-Hamad Al-Sabah**

The Crown Prince of the State of Kuwait

بيت التمويل الكويتي  
Kuwait Finance House









His Highness

**Sheikh Ahmad Abdulla Al-Ahmad Al-Sabah**

**The Prime Minister of the State of Kuwait**







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# BOARD MEMBERS

Kuwait Direct Investment Promotion Authority  
2023/2024



Chairman of the Board of Directors of Kuwait Direct  
Investment Promotion Authority

H.E. Eng. Noora Sulaiman Salem Al-Fassam

Minister of Finance and Minister of State for Economic  
Affairs and Investments and Acting Minister of Oil

Wafaa Al-Qatami

Deputy Chairman of the Board  
of Directors of Kuwait Direct Investment Promotion Authority



Faisal Mansour Sarkhou

Member of the Board of Directors  
of Kuwait Direct Investment Promotion Authority



**Muhannad Mohammad Al-Sane**

Member of the Board of Directors  
of Kuwait Direct Investment Promotion Authority



**Zyad Abdullah Al-Najm**

Member of the Board of Directors  
of Kuwait Direct Investment Promotion Authority

**Saud Fayez Al-Dabbous**

Member of the Board of Directors  
of Kuwait Direct Investment Promotion Authority



**Director General of  
Public Authority for Industry**

Member of the Board of Directors  
of Kuwait Direct Investment Promotion Authority



# DIRECTOR GENERAL MESSAGE

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

I am pleased to submit the Ninth Annual Report of Kuwait Direct Investment Promotion Authority (KDIPA) for the fiscal year FY 2023/2024, which displays KDIPA main achievements during the period from April 1, 2023, to March 31, 2024, resulting from its investment operations, promotional activities, and advocacy role that contributes to streamline business environment, and support KDIPA's efforts in incorporating sustainability, governance, and digital transformation.

The report period witnessed intensified efforts, dedicated pursuits, and fruitful cooperation, that KDIPA employees performed at different levels of responsibility, which yielded accomplishments of several targets that represented unique milestones at multiple levels guided by the directives of our country's highest leadership, that called for setting priorities, unifying efforts, unleashing capabilities, and speeding the implementation of developmental projects, towards attaining a sustainable economy, nurturing human capital, fostering innovation and scientific research, improving business environment, digitalizing government service, to ensure fulfilling national aspirations, and targeted developmental goals.

KDIPA, for the ninth consecutive year, attracted, an increasing share of new inward direct investments amounting to KWD 206,923,151, thus raising the cumulative approved inward direct investments into Kuwait to around KWD 1.75 billion since KDIPA started its operations on January 1, 2015, till March 31, 2024. These investments had come from 95 leading global companies that covered diverse, value added, crucial activities focused in the services sector particularly relating to information systems, and the growing insurance industry, and for the first time agricultural sector thus addressing the priorities of the country in terms of both food security and health security. The total expenditure of these investment entities that started operations in the domestic economy had also risen by 16% to reach around KWD 924,079,002 during the period January 1, 2015 till December 31, 2022 as compared to the previous period, based on the approved criteria for measuring cumulative economic impact in the domestic economy in accordance with the **Kuwait Economic Benefit Model (KEBM)**, developed exclusively by KDIPA.


On another hand, and through coordinated national efforts in economic diplomacy, KDIPA won, for the first time, the elections for the position of Vice President of the Steering Committee of the World Association of Investment Promotion Agencies (WAIPA), which will pivot its presence in the international arena in terms of exchanging expertise and information, as well as organizing promotional activities that aim to enhance cross border flows of direct investments that contribute to generate the intended sustainable economic impact. In this context, KDIPA organized several targeted events, and participated in pertinent international conferences, boosted its Gulf regional relations by actively taking part in relevant meetings and joint work teams, as well as engaging in other initiatives involving economic zones, free zones, and partnerships. Regarding internal measures, KDIPA amended its organizational structure, acted on maintaining quality management system in conducting its operations and in providing excellence in services offered to its partners-investors. KDIPA also placed special attention to nurture the capabilities of its national employees through charting a full-fledged training program that allows the employees to seek professional certificates of different specializations, and supported scholarship program for the post graduate degrees, stemming from its deep conviction of the significance of human element in effectively realizing intended goals, and upgrading our country's talents pool.

Additionally, KDIPA maintained a steady pace in the adoption and implementation of digital transformation in its operations and in building its local and international networks, while balancing that with the appropriate development of its digital infrastructure by obtaining successfully the ISO 27001:2022 certification for Information Security Management to ensure paying special attention to the safety, and to enhance trust and provide a favourable and safe investment climate.

In conclusion, I would like to extend my sincere appreciation to H.E the Chairman, the Deputy Chairman, and the members of KDIPA Board of Directors, thanking them for their continuous support and esteemed guidance. I would like also to thank all KDIPA employees, recognizing their efforts and dedication in advancing their performance, upgrading their skills, and adopting the latest technologies. Noting that in carrying their endeavours to attain KDIPA's developmental goals, they had undertaken their responsibilities with full synergy, active cooperation, and adherence to a culture of team spirit. All our work together ultimately aimed to consolidate the investment environment in our country, and deepen its impact in the domestic economy, to attain a more sustainable and prosperous future with collaborative efforts involving all citizens, under the leadership of H.H. the Amir, H.H. the Crown Prince, and the prudent directives of the Council of Ministers.

**May God Grants Success,,,  
(wallah waliu altawfiq)**





Increasing the cumulative approved inward direct investments into Kuwait to around KWD 1,749,146,751 since KDIPA started its operations

The total expenditure in the domestic economy by investment entities licensed by KDIPA had risen during the period from January 1, 2015 to December 31, 2022 by 16% to KWD 924,079,002

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



# 9th ANNUAL REPORT

2023/2024

## INVEST IN KUWAIT

ATTRACTING NEW APPROVED DIRECT  
INVESTMENTS DURING THE REPORT PERIOD

### Fiscal Year 2023/2024

 Direct Investments  
**KWD 206,923,151**

**16** Licensed Entities

**8** Sectors

**12** Different Countries

CUMULATIVE APPROVED DIRECT INVESTMENTS  
SINCE KDIPA STARTED IT OPERATIONS

### Cumulative

 Direct Investments  
**KWD 1,749,146,751**

**95** Licensed Entities

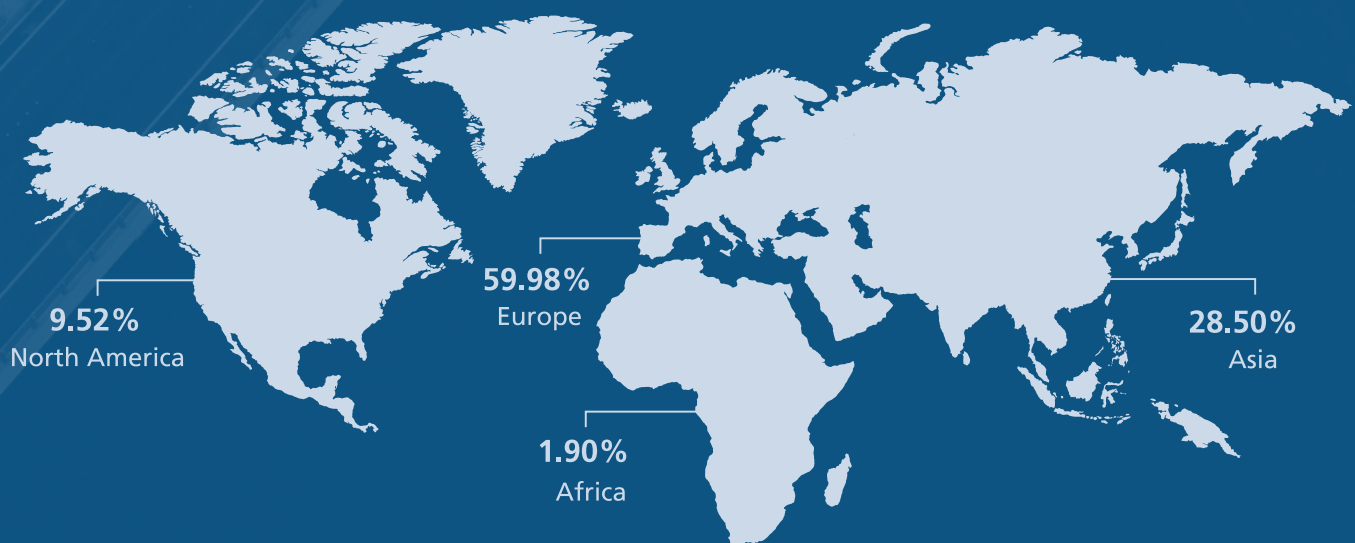
**14** Sectors

**34** Different Countries

Economic Impact  
An increase of 16% in expenditure totaling  
**KWD 924,079,002**



**Diversifying sources of the cumulative approved inward direct investments  
from 95 investment entities from 34 Different Countries**







## Sector Distribution

approved direct  
investments **during**  
the report period

8















-  Energy
-  Construction
-  Insurance
-  Agriculture
-  Information Technology
-  Consulting
-  Market Research
-  Oil & Gas

## Cumulative Sector Distribution

cumulative  
approved inward  
direct investments

14

### Services Sector

-  Information Technology
-  Oil & Gas
-  Construction
-  Energy
-  Health
-  Training
-  Insurance
-  Consulting
-  Aviation
-  Agriculture
-  Environment
-  Market Research
-  Entertainment services
-  Industrial Sector



## ECONOMIC IMPACT

The economic impact of investment entities that create added value to the domestic economy during the report period



Support Local Content



More than 383 training programs for human capital development



National Human Capital Development



Corporate Social Responsibility



Developmental Projects



Transfer and Settlement of technology in the fields of health, energy, and waste

### Fifth Report on Assessing the Cumulative Impact of Direct Investment from 2015 to 2022

#### Criteria for Assessing Cumulative Economic Impact



Spending on social responsibility activities

1,939,393



Spending on Government Taxes and Fees

34,889,839



Spending on support for the local content (services)

522,369,203



Spending on support for the local content (products)

191,494,449



Spending on advanced technological devices and equipment

155,506,786



Spending on training programs for national workforce of all types

1,870,552



Spending on the salaries of national workforce

16,008,780

713,863,652

An increase of 16% in expenditure totaling  
**KWD 924,079,002**



## Excellence in Service Delivery



KDIPA elected to the Vice Presidency position of the Steering Committee of the World Association of Investment Promotion Agencies (WAIPA) for the period (2023– 2025).



- Signing a Memorandum of Understanding with the Chinese Ministry of Commerce in the field of free zones and economic zones.
- Signing a Memorandum of Cooperation with the Central Bank of Kuwait (CBK) regarding the coordination mechanisms.



Organized 80 training programs to develop the skills and competencies of KDIPA employees benefiting 318 persons.



Organizing 6 promotional events and participating in 14 diverse events to introduce the investment climate and economic developments.



## Sustainability



The interim strategy of KDIPA for the transitional period (2023-2025) received a 100% rating among 51 government entities evaluated in the study "Government Strategies in Alignment with Development Goals."



KDIPA acquired the ISO 27001:2022 certification of the international standard for information security management.



- Enhancing institutional governance and continuing to improve the competencies and titles of the relevant administrative units.
- Preparing for the bronze level of the "ADA'A" project organized by Kuwait Anti-Corruption Authority (Nazaha) to activate codes of professional conduct.



# CHAPTER ONE

## BOARD OF DIRECTORS

- **The Board of Directors** held 3 meetings during the report period.
- **The Grievances Committee** of the Board of Directors held 4 meetings during the report period.
- **The Land Committee** of the Board of Directors held 8 meetings during the report period.
- **The Board of Directors** approved KDIPA's closing account financial statements for FY 2022/2023, and KDIPA's draft budget for FY 2024/2025.
- **The Board of Directors** was informed on the developments relating to KDIPA's affairs with regard to the Audit & Inspection Bureau work plan for FY 2023/2024, periodic follow up of economic zones, of the mechanism for allocation and allotment measures of commercial plots, Al Abdali Economic Zones, free zones, and commercial plots, proposal for amending the preliminary study submitted by the investment entities, operations of the countertrade "offset" department, periodic follow up of the licensed investment entities, cooperation between KDIPA and the Touristic Investment Company regarding the Entertainment City Project, latest developments of the draft provisions and conditions for the mechanism to allocate commercial plots, and the semi-annual report on KDIPA's Interim Strategy.







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.

## 1. Board Affairs

### 1. Board of Directors

The report period witnessed convening 3 Board meetings, to discuss relevant items regarding KDIPA's operations listed on the Board of Directors agenda.

During the report period 3 ministerial decisions were issued regarding the formulation of both the land committee under the Board of Directors and its amendment and the renewal formulation of the Grievances Committee under the Board of Directors, as shown in the table.

### 2. Grievances Committee

During the report period, the Grievances Committee under the Board of Directors held 4 meetings to investigate the grievances submitted by the investment entities licensed by KDIPA recorded in the newly established Grievances Register under serial numbers 1/2023 and 2/2023 respectively using the designated template for each of the grievance cases and duly follow up.

### 3. Land Committee

The Ministerial Decision No. 364 of 2023 regarding the formulation of the Land Committee at Kuwait Direct Investment Promotion Authority (KDIPA) issued on August 13, 2023, thus establishing the Land Committee headed by the member of KDIPA's Board of Directors (Mr. Muhannad Mohammad Al-Sane), and the deputy head was selected on his own merit, with 6 members representing the Central Agency for Public Tenders (CAPT), the Fatwa & Legislation Department, Kuwait Authority for Partnership Projects (KAPP), State Property Department at the Ministry of Finance, as well as both

**Table No. (1) Decisions relating to Board of Directors Affairs**

No.	Decision	Date
1	Ministerial Decision No. 364 of 2023 regarding the formulation of the Land Committee at the Kuwait Direct Investment Authority (KDIPA).	13 August 2023
2	Ministerial Decision No. 365 of 2023 regarding the formulation of the Grievances Committee at the Kuwait Direct Investment Authority (KDIPA).	13 August 2023
3	Ministerial Decision No. 451 of 2023 regarding the re-formulation of the Land Committee at the Kuwait Direct Investment Authority (KDIPA).	30 October 2023

the Economic Zones and the Legal Affairs Departments at KDIPA. The Ministerial Decision No. 451 of 2023 regarding the re-formulation of the land Committee at Kuwait Direct Investment Promotion Authority (KDIPA) issued on October 30, 2023, expanded the membership of the Land Committee to become 7 members by adding a representative from the Urban Planning Department at Kuwait Municipality. The Committee was entitled to resort to outsource external consultants as the need arises. The Land Committee held a total of 8 meetings during the report period.

### 4. Audit & Inspection Bureau

The Audit & Inspection Bureau under the Board of Directors executed its auditing and inspection plan for the fiscal year FY 2023/2024 as approved by the Board of Directors, covering various administrative units at KDIPA to ensure their compliance to and execution of the laws, provisions, circulars, and fulfilment of work procedures. The Audit & Inspection Bureau held 6 Meetings with various departments including Planning & Strategy Department, Countertrade "Offset" Department, Audit & Follow up Department, Economic Zones Department, Financial Affairs Department, and Information Systems Department, to discuss relevant auditing work, list the ensuing remarks, and submit the Bureau recommendations based on its mandate and in consideration of the instated laws and provisions. Furthermore,

the Audit & Inspection Bureau prepared 28 internal memos to follow the remarks of the Audit Bureau and the remarks on KDIPA's budgetary closing account, with the relevant departments; it reviewed measures undertaken by these departments to address the raised remarks and KDIPA's response in this regard; in addition to addressing the relevant departments on the follow up of KDIPA Interim Strategy and the contract for KDIPA second strategy project, extent of digital transformation in KDIPA, developments of KDIPA study and design contract for its premises building project, latest developments of the economic zones projects (Al Abdali), offset projects, and updates regarding the attainment of the ISO 27001:2022 certification for Information Security Management. On another hand, and in line with **the government digital transformation measures**, the Audit & Inspection Bureau along with the Complaints & Suggestions Section in KDIPA, were assigned, at the request of the Council of Ministers (COM), to follow up on the requests posted on the trial launch of COM's Tawasul Platform as of September 24, 2023, through the government Sahel application, which is dedicated to provide a service to the general public to convey to government leaders their suggestions, inquiries, complaints, and appreciation notes. During the report period, a total of 23 requests were received and responded to in less than 3 days for each.



## 2. KDIPA Affairs

During the report period, the Board of Directors approved the financial statements for KDIPA budgetary closing account for the fis-

cal year FY 2022/2023, and its draft estimated budget for the fiscal year FY 2024/2025. The Board of Directors were also informed

of developments on KDIPA's affairs, and as such issued several relevant decisions with the required designations, as shown in the table.

**Table No. (2) Ministerial Decisions relating to KDIPA Affairs**

No.	Decisions	Details
1	<b>the Audit Plan of the Audit and Inspection Bureau</b>	The Board of Directors (BOD) assigned the Audit and Inspection Bureau to proceed with following up on the measures undertaken by various administrative units in KDIPA towards addressing the remarks raised by various auditing authorities on KDIPA's operations during the FY 2022/2023 and KDIPA's response and measures undertaken to mitigate them in future. The BOD also approved the new Audit plan for FY 2023/2024.
2	<b>Periodic follow up of the economic zones, free zones, and commercial plots</b>	The Board of Directors (BOD) was informed about the content of the periodic follow up report on the latest developments of the economic zones, free zones, and commercial plots.
3	<b>Proposal for amending the preliminary study submitted by licensed investment entities</b>	The Board of Directors (BOD) approved to allow the investment entities to submit requests to KDIPA for amending certain aspects of the preliminary study that was previously attached to their licensing application according to the approved provisions and placed conditions.
4	<b>Periodic report on Counter-trade "Offset" Department operations</b>	The Board of Directors (BOD) was informed about the recent developments of the operations of the Counter-trade "Offset" Department by a visual presentation.
5	<b>Entertainment City project</b>	The Board of Directors (BOD) listened to the presentation provided by the Touristic Enterprises Company (TEC) on the Entertainment City project. The BOD assigned KDIPA to collaborate with TEC to determine adequate channels through which KDIPA can contribute to the Entertainment City project be it on promotional activities, providing facilitation, or incentives and benefits instated under the provisions of Law No. 116 of 2013 regarding the promotion of direct investment in the State of Kuwait.
6	<b>KDIPA Eighth Annual Report.</b>	The Board of Directors (BOD) approved KDIPA's Eighth Annual Report covering the period April 1, 2023 till March 31, 2024, and to submit 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 the State of Kuwait.
7	<b>Mechanism for regulating, distributing, and allocating commercial plots</b>	The Board of Directors (BOD) was informed about the Land Committee activities through a visual presentation covering the latest developments of the project to draft provisions, and conditions for the allocation mechanism of the commercial plots.
8	<b>Periodic report on KDIPA Interim Strategy for the transitional period (2023-2025)</b>	The Board of Directors was informed about the semi-annual follow up for KDIPA Interim Strategy for the transitional period (2023-2025), which covered the period April 1, 2023 to September 30, 2023.

Regarding the decisions related to KDIPA's affairs, during the report period by the competent minister (Minister of Finance) Chairman of the Board of Directors, based on

referral by the Board of Directors, the Ministerial Decision No. 431 of 2023 was issued on October 5, 2023, regarding the fees for the request to amend the preliminary study

submitted by the investment entities, and to add these fees to the previously approved list of KDIPA offered service fees according to Ministerial Decision No. 182 of 2022.





KDIPA Board of Directors Meetings.





KDIPA delivers its Eighth Annual Report to H.H. The Crown Prince



KDIPA delivers its Eighth Annual Report to H.H. The Prime Minister



# CHAPTER TWO

## THE STATISTICAL REPORT

- **Attracted** new inward direct investments amounting to KWD 206,923,151 approved according to Law No. 116 of 2013 by 16 investment entities from 12 different countries and local investors.
- **Increased** the cumulative volume of approved direct investments to a total of KWD 1,749,146,75 since KDIPA started its operations on January 1, 2015, until March 31, 2024, arising from 95 investment entities.
- **The services sector** continued to dominate the cumulative approved direct investments headed by information technology (33.24%), followed by Oil & Gas services (24.60%), while the remaining percentage (42.16%) covered a variety of other activities.
- **Six investment entities** licensed by KDIPA created several direct job opportunities for Kuwaiti nationals in various specializations.
- **A total of 20 investment entities** licensed by KDIPA offered more than 383 training programs that benefited more than 234 Kuwait nationals.
- **The expenditure** in the domestic economy based on the criteria of Kuwait Economic Benefit Model increased to KWD 924,079,002 during the period from 1 January 2015 till 31 December 2022, recording a rise of 16.0% over the previous period.
- **A total of 38 Director General Decisions** were issued regarding approvals for investment licenses and granting incentives in accordance with Law No. 116 of 2013 as well as approving requests for amending activities and deregistration of investment entities.









The Statistical Report depicts details of the investment operations conducted by KDIPA during the fiscal year FY 2023/2024, which extended from 1 April, 2023 to 31 March, 2024 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 (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.

## 1. New Approved Direct Investments in the FY 2023/2024

### Volume of Investment

During the FY2023/2024, KDIPA attracted new approved direct investments under Law No. 116 of 2013, reaching a total of KWD 206,923,151 by 16 investment entities.

Details of the approved investment entities are shown in the table.



Table No. (3) Approved investment entities for the fiscal year FY2023/2024

Entity Name	Activity Sector	Investment Value (KWD)	Foreign Equity Share	Legal Form	Country
BP Kuwait limited for Petroleum Consultancy	Oil & Gas	2,000,000	100%	Kuwaiti company (S.P.C)	United Kingdom
Joseph Gallagher and Partner	Construction & Infrastructure	369,000	100%	Kuwaiti company (S.P.C)	United Kingdom
Sinohydro Corporation Limited	Construction & Infrastructure	51,034,232	100%	Branch	China
Amazon for Data Processing and Web Hosting	Information Technology	1,307,000	100%	Kuwaiti company (S.P.C)	United States
Mena Digital Hub B.V	Information Technology	13,971,817	100%	Kuwaiti company (S.P.C)	Netherlands
Misr Insurance	Insurance	824,496	100%	Branch	Egypt
Jordan Insurance Public Limited	Insurance	1,880,200	100%	Branch	Jordan
The Oriental Insurance Company Limited	Insurance	13,100,320	100%	Branch	India
American Life Insurance Company	Insurance	10,420,239	100%	Branch	United States
Cigna Insurance Middle East S.A.L	Insurance	3,551,703	100%	Branch	Lebanon
Libano Suisse Insurance	Insurance	1,230,237	100%	Branch	Lebanon
National Life and General Insurance Company	Insurance	8,685,000	100%	Branch	Oman
Johnson & Johnson Healthcare	Market research & Promotion	11,373,400	100%	Kuwaiti company (S.P.C)	United States
Pure Harvest Smart Farms LTD	Agriculture	17,341,446	100%	Kuwaiti company (S.P.C)	Cayman Island



BCG Luxembourg Holding SARL	Consulting & Advisory	15,087,874	100%	Kuwaiti company (S.P.C)	Luxembourg
TRUNG NAM CONSTRUCTION INVESTMENT CORP / Alsahab energy company for infrastructure work for petroleum Services	Energy & Electricity	41,059,640 13,686,547	75%	Kuwaiti company (WLL)	75% Vietnam 25% Kuwait
Total		206,923,151			

### Sector Distribution

The approved direct investments during the report period were totally concentrated in the services sector, comprising 100%, covering 8 activities that included Energy & Electricity (26.46%) , Construction & Infrastructure (24.84%), Insurance (19.18%), Agriculture (8.38%), Information Technology (7.38%) , Consulting & Advisory (7.29%), Market Research & Promotion (5.50%), and Oil & Gas (0.97%) respectively.

### Geographic Distribution

The approved direct investments during the report period came from 12 countries namely: United Kingdom, the People Republic of China, the Republic of India, United States of America, Kingdom of Netherlands, Cayman Islands, Grand Duchy of Luxembourg, and the Socialist Republic of Vietnam; and Arab countries namely: The Republic of Lebanon,

Arab Republic of Egypt, Hashemite Kingdom of Jordan, and the Sultanate of Oman as well as domestic investors.

### Legal Forms

In accordance with Law No. 116 of 2013, a total of 8 approved investment entities requested to establish Kuwaiti company: one as a limited liability company (WLL), and 7 as a single person company (SPC), whereas 8 approved investment entities requested opening a foreign branch in the State of Kuwait.

### Foreign Equity Share

During the report period, 15 approved investment entities were granted the right to benefit from 100% foreign equity ownership, whereas one had a foreign equity share of 75%.

### Director General Decisions

During the report period, the Director General issued 38 decisions relating to investment licenses, granting incentives, and all related matters, of which 16 decisions for granting approvals to establish a Kuwaiti company and opening branches for foreign companies and a decision for granting incentives in accordance with Law No. 116 of 2013. In addition, 21 decisions were issued for granting approvals for amending activities, including increasing capital, updating activities, adding an activity, and removing an activity, as well as a decision for deregistration from the Investment Register, as shown in the table.

**Table No. (4) Director General Decisions on Direct Investment for the fiscal year FY2023/2024**

Decisions on approving Investment Licenses & granting incentives according to Law No. 116 of 2013	Decisions on approving Amendments	Decision on Deregistration from the Investment Register	Total
17	20	1	38

### Investment Register

During the report period, KDIPA Investment Register was duly updated by issuing a total of 34 certificates that included the following:

- Registering 13 registration certificates in the Investment Register for approved investment entities, of which 10 certificates

for investment entities approved during the current report period, and 3 for investment entities approved in the previous fiscal years FY 2022/2023.

- Issuing 12 registration certificates in the Investment Register for approved amendment requests out of 18 amendment requests

submitted during the report period by investment entities.

- Issuing 8 registration certificates in the Investment Register for requests to renew investment licenses of approved investment entities.



- Issuing a deregistration certificate from the Investment Register based on a request from a licensed investment entity.

## 2. Cumulative Approved Direct Investments

### Cumulative Volume of Direct Investment

The cumulative volume of approved inward direct investments since KDIPA started re-












ceiving applications for investment licensing and granting incentives as of January 1, 2015, until March 31, 2024, reached a total of KWD 1,749,146,751 arising from 95 investment entities.

### Cumulative Sector Distribution of Direct Investment

The cumulative approved inward direct investments were concentrated in the services sector (99.73%), while the remaining share in the industrial sector. The services sector included 13 activities with the Information

Technology leading (%33.24 of the total), followed by Oil & Gas services (%24.60), and Construction & infrastructure services (%15.51), while the remaining share (%26.65) covered services relating to Energy & Electricity, Human Health, Education & Training, Insurance, Consulting & Advisory, Aviation, Agriculture, Environment, Market Research & Promotion, Arts, Entertainment & Recreation consecutively, as shown in the table.

Table No. (5) Cumulative Sector Distribution

	Activity	Investment Volume KWD	%
	<b>Services Sector</b>		
	Information Technology	581,390,393	33.24%
	Oil & Gas	430,265,691	24.60%
	Construction & infrastructure	271,250,974	15.51%
	Energy & Electricity	105,776,648	6.05%
	Human Health	77,396,457	4.42%
	Education & Training	73,958,393	4.23%
	Insurance	54,351,767	3.11%
	Consulting & Advisory	53,190,739	3.04%
	Aviation	52,590,485	3.01%
	Agriculture	17,341,446	0.99%
	Environment	13,781,940	0.79%
	Market Research & Promotion	13,100,662	0.75%
	Arts, Entertainment & Recreation	4,354,871	0.25%
	Industry Sector	396,285	0.01%
	<b>Total</b>	<b>1,749,146,751</b>	<b>100.00%</b>



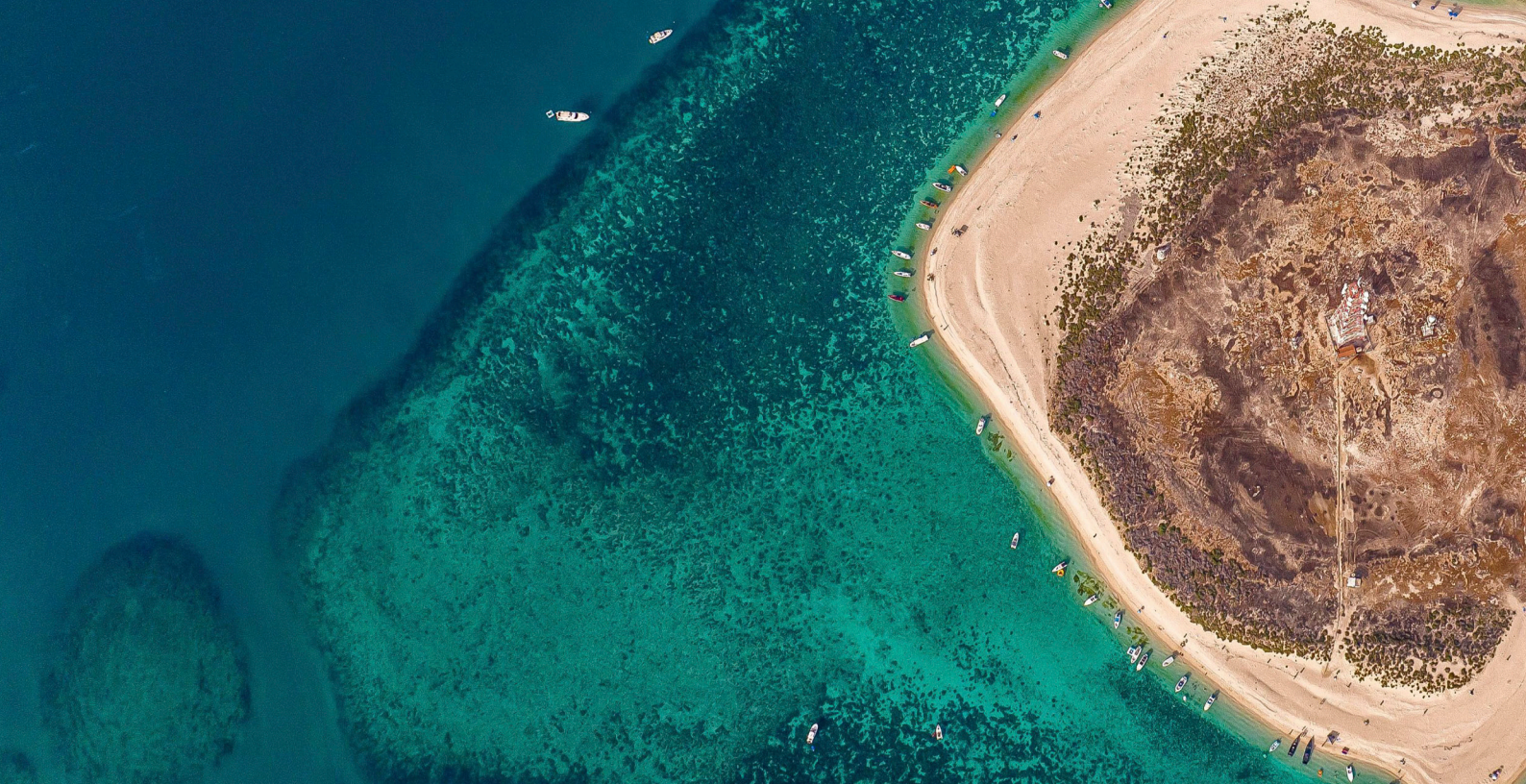


Table No. (6) Cumulative Geographic Distribution

Country	Total Investment Value KWD	%
Netherlands	488,891,875	27.95
China	218,661,289	12.50
British Virgin Islands	147,437,298	8.43
Ireland	136,400,000	7.80
Canada	103,562,000	5.92
Spain	89,110,166	5.09
Kuwait	70,685,753	4.04
Turkey	65,192,521	3.73
United States of America (USA)	62,915,972	3.60
Italy	54,134,288	3.09
Vietnam	41,059,640	2.35
Egypt	33,153,244	1.90
France	28,308,111	1.62
India	26,614,968	1.52
Germany	25,676,940	1.47
Switzerland	20,496,455	1.17
Luxemburg	18,671,874	1.07



## Cumulative Geographic Distribution

The Cumulative approved inward direct investments came from 34 different countries that are consecutively shown in the table.

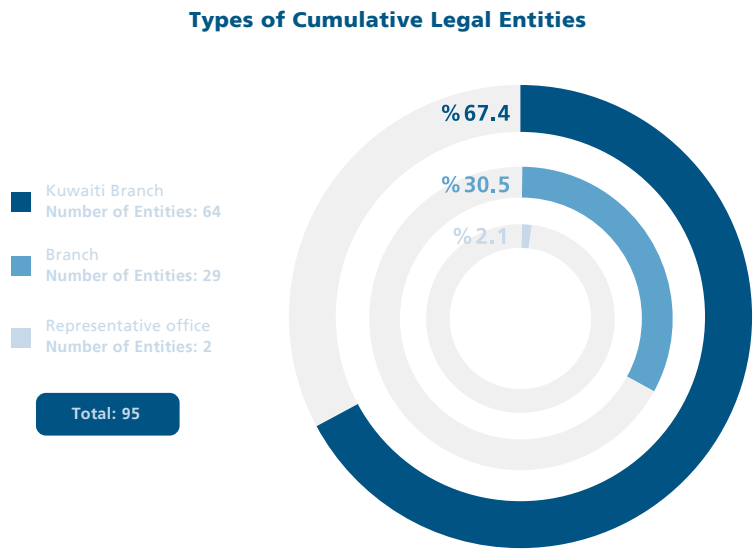
**As for the geographical distribution by continent,** the continent of Europe held the leading share of (59.98%) as a main source of cumulative approved inward direct investments, followed by the continent of Asia (28.50%), the continent of North America (9.52%), and the continent of Africa (1.90%).

Country	Total Investment Value KWD	%
Republic of Korea	18,275,426	1.04
Cayman Islands	17,341,446	0.99
Japan	14,038,760	0.80
Lebanon	12,843,090	0.73
Singapore	12,244,716	0.70
Belgium	10,916,500	0.62
Oman	8,685,000	0.50
United Kingdom	6,851,298	0.39
Malaysia	6,201,750	0.35
Sweden	3,249,355	0.19
New Zealand	1,976,000	0.11
Jordan	1,880,200	0.11
Austria	1,579,647	0.09
Bahrain	1,361,213	0.08
Saudi Arabia	529,956	0.03
United Arab Emirates	200,000	0.01
Poland	-	0.00
<b>Total</b>	<b>1,749,146,751</b>	<b>100%</b>



Cumulative Legal Entities

The legal forms of cumulative approved inward direct investments licensed in accordance with Law No. 116 of 2013 varied as shown in the figure.



3. Economic Impact

Assessment for the fiscal year  
FY 2023/2024

KDIPA periodic follow-up process captured the economic impact achieved by the licensed investment entities that commenced operations of their businesses during the report period, in addition to identifying their needs, as well as providing the required services and facilitations to support their operations and amplify their activities that

provide added value for the local economy in areas that included creating employment and training for the national human resources, transfer and settlement of technology, support of the local components, encouragement of the national exports, development projects, and social responsibility; this duly contributed to attaining the aspired

economic and social goals within the National Vision 2035, as well as meeting Kuwait’s international commitments particularly regarding the UN Sustainable Development Goals (SDGs) 2030, as shown in the upcoming paragraphs and figure.

Table No. (7) Economic Impact Assessmentfor the fiscal year FY 2023/2024

Development of National Human Capital			Transfer and Settlement of Technology	Support Local Content	Encourage National Exports	Developmental Projects	Corporate Social Responsibility
Number of Training Programs	Number of Training Hours	Number of beneficiaries					
383	4,701	295	Health, energy and waste management areas	Public-private Partnerships		Projects in the transport, infrastructure, energy, and aviation sectors	Environmental, health, women empowerment, sports, and awareness activities
20 licensed investment entities			5 licensed investment entities	7 licensed investment entities	1 licensed investment entities	4 licensed investment entities	12 licensed investment entities









## Job Creation for National Workforce

During the report period, 6 investment entities licensed by KDIPA placed job advertisements for hiring national workforce, with some placing more than one jobs advertise-

ment, that availed several direct qualitative job opportunities in various fields, covering different administrative, professional, and technical levels, in the sectors relating to

their developmental projects, as shown in the table.

**Table No. (8) Jobs Announcements by Licensed Investment Entities**

Investment Entity	Date of Job Announcement	Type of Job Opportunities
 GE Technologies Center Kuwait	April 30, 2023 May 18, 2023 June 11, 2023 July 18, 2023	Finance Manager Engineer Coordinator Electrical Engineer
 Gunes Q8 for Construction and Repair of Bridges and Tunnels	May 18, 2023	Engineer Public Relations
 Veolia Kuwait for Waste Treatment	June 22, 2023	Technician QHSE Officer
 NOV Energy Kuwait for, Maintenance of Oil Facilities Wells, Refineries and Petrochemicals SPC	June 25, 2023	Security and Safety Specialist Mechanic Junior Engineer Electrical Technician
 Roche for the Trade in Medicines, Equipment Devices and Medical Supplies	September 14, 2023	Regulatory Affairs Specialist Accounts Coordinator Merchandise coordinator Account follow-up coordinator Marketing Specialist
 Roche for the Trade in Medicines, Equipment Devices and Medical Supplies	January 22, 2024	Administrative coordinator



## Development of National Human Capital FY 2023/2024

Human capital development programs for national workforce witnessed intense activity during the report period, carried out by 20 investment entities licensed by KDIPA, and included the completion of more than 383 training programs, from which more than 295 national workers benefited, and covered more than 4701 hours of training in addition to providing opportunities to obtain professional certificates and accredited diplomas, as follows:

**1. GE Technologies Center Kuwait:** provided 33 diverse training courses, benefiting 9 national workers, with a total of 57 training hours in various fields, including the basics of gas turbine combustion, instructions for quality management system for gas energy. GETCK also provided external courses that benefited one national worker who was sent to India for training in the fields of Inspection, Measuring and Test Equipment, Quality System, Acceleration and Vibration, Measurement Systems. On the other hand, GETCK strengthened its regional role by organizing 4 training courses that benefited 38 trainees from customers and employees of GE companies from outside the State of Kuwait, which covered topics relating to examining and maintaining turbines, and maintenance services for power generation plants.

**2. Branch of Shell Kuwait Exploration and Production B.V Petroleum Consultancy:** provided 12 training courses from which 4 national workers benefited, with a total of 24 training hours that covered topics related to administrative fields, cybersecurity, combatting corruption, and leadership training.

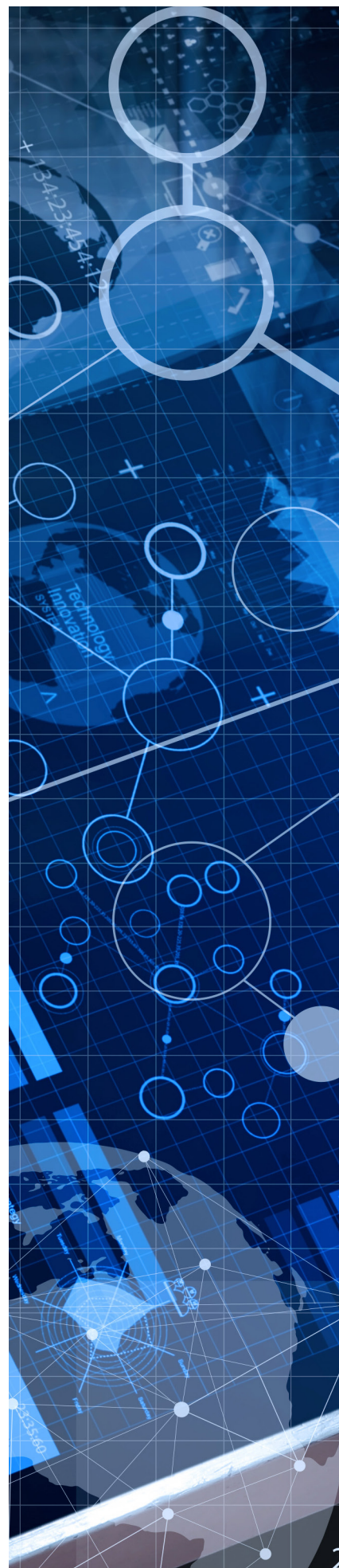
**3. Huawei Technologies Kuwait:** provided an accredited, one-week external training program that benefited 1 national worker who was sent to China, with a total of 25 training hours. The program covered an introduction to power solutions with the 5G system for operating and maintaining the Power Cube, learning how to distribute

power for operating and maintaining Nete-co, describing the iManagerNetEco product, and troubleshooting battery errors to fix it. Huawei also provided a training program for a total of 10 participants from local small and medium companies within the Huawei Start-up Program, with a total of 20 training hours. Huawei cooperated with the Kuwait Foundation for the Advancement of Sciences (KFAS) to launch the "Huawei" Artificial Intelligence Program", from which 40 participants benefited, including 10 national workers, over a period of 3 months (about 180 hours of training).

**4. AZN O&M for Electric Power Generation Transmission and Distribution:** organized 14 training courses that benefited 23 national workers, with a total of 2083 training hours. These training courses covered multiple areas, including security and safety, administrative and technical affairs, leadership systems, station equipment maintenance, and risk management.

**5. NOV Energy Kuwait for Maintenance of Oil Facilities, Wells, Refineries and Petrochemicals SPC:** provided 14 training programs from which 9 national workers benefited, with a total of 87 training hours, covered technical training (product and performance), service (mechanical and electrical), manufacturing, educational design, formulation and evaluation of competencies, basics of safety and security, and combating corruption.

**6. Branch of Nuovo Pignone International S.r.l:** offered 84 training programs from which 7 national workers benefited, with a total number of 168 training hours, that covered various fields including administrative (dealing with workers, developing sales negotiation skills, etc.); technological (cybersecurity, business development through technology), as well as safety and security (psychological safety, dealing with fatigue, and the basics of security and safety at work).





**7. McKinsey Kuwait for Management Consultancy:** provided an integrated training program benefitting 15 national workers with a total of 747 training hours, which included 143 training programs that covered multiple topics, including personal skills development in accounting and finance, risks in banking operations, basics of participatory economics, and combating corruption policies.

**8. Incheon Korea for Airport Services:** coordinated 5 training courses that benefited 17 national workers, with a total of 563 training hours in the field of airport operations, safety and security, basics of leadership, strategic plans and their implementation for civil aviation, and creative thinking in problem solving and decision-making.

**9. Branch of TSK Electronica Y Electricidad, S.A:** organized 4 training programs that benefited 4 national workers, with a total of 31 training hours in the field of safety, security and environment, heat stress, dealing with chemical spills, in addition to general training in health, safety and environment.

**10. Shamal Alzour Aloula:** provided 4 training programs benefitting 7 national workers in a critical thinking workshop that covered 5 training hours, and trained 1 national worker on design-based innovation in partnership with the Kuwait Foundation for the Advancement of Sciences (KFAS) that covered 44 training hours with the aim of enhancing inspirational leadership and utilizing innovative methods to confront challenges and difficulties.

**11. Branch of Industrial and Commercial Bank of China:** provided 5 training programs that benefited 18 national workers, with a total of 16 training hours that covered external fraud, anti-money laundering (the first and second programs), and sustainable financing, in cooperation with the Australian University Kuwait.

**12. Leonardo for Aviation Services:** organized 3 internal training programs benefitting 2 national employees with a total of 168 training hours. The programs included a course on the INESS system, an integrated system used for managing and supporting various avionics and electronic systems, a general introduction to the Typhoon aircraft and its weapon systems, and a quality awareness course. Additionally, the first and second training sessions were officially conducted for the Kuwait Air Force flight crew and pilots at Salem Al-Sabah Air Base on March 13, 2023, with the training equipment delivered, installed, and managed by Leonardo Aviation personnel.

**13. Leonardo for trading machinery, equipment, and devices:** conducted 5 training programs that benefited 4 national workers, with a total of 31 training hours, covering the fields of computers, cybersecurity, monitoring and commercial compliance, an awareness course on the QMS ISO 9001:2015 certification, and a course for a certified internal auditor for the quality management system (QMS).

**14. Shuaiba Oxygen:** offered 16 training programs from which 2 national workers benefited, with a total of 115 training hours. These programs included job qualification, combating corruption, introduction to risks, the site system for Lock Out & Isolation, Emergency & Evacuation Plan Simulation, Google Cloud computing, gas station management, safety and cybersecurity.

**15. Amazon for Data Processing and Web Hosting:** conducted a 5-day training program that benefited 116 national workers who work in the Central Agency for Information Technology (CAIT), the Ministry of Public Works, the Kuwait Oil Company (KOC), and Ooredoo, as part of continuing the training initiatives it provides to employees of the public and private sectors in coordination with CAIT. This provided free opportunities to obtain professional certificates and apply for international exams through an AWS accredited training institute.

**16. Dietsmann Technologies for the Operation and services of Petroleum of Natural Gas and Maintenance for Oil Facilities:** organized 9 training courses, including an on-the-job training course, from which 4 national workers benefited, with a total of 118 training hours, covering confined space entrant training, scaffolding safety, inspection and tagging, and safety culture.

**17. WTE O&M Kuwait for Sewerage Water Treatment:** organized 20 training courses benefitting 4 national employees, with a total of 40 training hours in the field of safety and security, including electrical safety and handling of chemicals.

**18. Limak Insaat Kuwait:** trained 35 national workers on the principles of sustainability with a total of 36 training hours, in addition to topics that are related to sustainability including climate change, green buildings, waste management, and implementing the UN Sustainable Development Goals (SDGs) 2030 in the workplace.

**19. Roche for the trade in Medicines, Equipment, Devices and Medical Supplies:** provided a training opportunity for 1 national worker to benefit from a 30-hour specialized training course using the Benchmark ULTRA Advanced Staining System, which is dedicated to automatically staining tissue or cellular samples on microscope slides using specific immunochemistry or in situ hybridization reagents for diagnostic use in the laboratory. Roche also provided an external training opportunity for 1 national worker to benefit from 15 training hours in the field of leadership skills development at its headquarters; and sent a number of national workers to a global scientific forum on blood clotting "Global Forum for the Coagulation Business" held in Rotkreuz, the Swiss Confederation.

**20. Novarits Kuwait for Promotion of Products:** provided 6 external training programs from which 1 national worker benefited, with a total of 93 training hours held in Dubai, United Arab Emirates, to orient the new employee comprehensively on var-





ious areas related to the company's work areas. An online training program was also provided to 1 national worker, including a course provided online on solar panels (Photovoltaics PV) aimed to introduce the company's procedures to ensure the validity of medicines and how to benefit from them, a course on the (DRAGON) system to assess data risks, in addition to a program that included 83 standard operating procedures for the company's organizational domain.

### **Transfer and Settlement of Technology**

A total of 5 investment entities licensed by KDIPA implemented a number of activities related to the transfer and settlement of technology in accordance with best practices, contributing to support the promotion of scientific research and development (R&D) efforts, including:

**1. Nuovo Pignone International S.r.l.:** implemented new techniques in machine diagnostics using lube oil analysis including particle count and moisture content. Also, it performed on-site machine balancing using new techniques that save time and increase efficiency.

**2. Veolia Kuwait for Waste Treatment:** started working on a project to treat industrial wastewater in the Kuwait Integrated Petroleum Industries Company (KIPIC), and another project to improve standards in the Kuwait Oil Company (KOC). The operations of the two projects included the transfer of modern technologies developed in the field of water treatment, improving its quality, waste disposal, and reducing environmental pollution and radioactive materials accumulated in the oil sector, such as the Modern Activated Sludge System suitable for refinery industries, and Ultrafiltration/Reverse osmosis UF/RO and incinerator techniques, which are also applied in the clean environmental fuel project (CFP) with the Kuwait National Petroleum Company (KNPC). The company also provided all the chemicals necessary to operate its factories, which represented its registered patents; and additional



equipment to decontaminate smaller down-hole components (UHP Foot Pedal, Flexible Lance, and Specialized jets). It successfully completed manual decontamination of electrostatic precipitator components and added an additional water filtration system to reduce hydrocarbon contamination.

**3. MMI Montreal Medical International for Medical Training:** provided several protocols and research papers, including (Amra Software) which is the ability to provide anatomical analysis of body composition of fat and muscle, operating characteristic (ROC) curve analysis of the first batch of GA and IA2, and data analysis of low and high WMH study participants.

**4. Contract Resources Investments Limited Kuwait for Operations and Services for Oil and Gas Wells and the Related Facilities:** provided the Remote Vessel Services Unit (RVSU), which was designed, manufactured and operated by the entity and provided the best means to be used in the future for ship service and maintenance. Contact Resources were also provided including the Blackbox Life Support System as part of a training course on entering confined spaces that was conducted on a mock reactor with theories and practical applications to simulate real-life situations.

**5. GE Technologies Center Kuwait:** prepared a scientific study, as part of its scientific R&D efforts, and submitted it to The Micropaleontological Society (TMS), which contained a review of the effective use method for mineral characterization of oxidation-resistant coatings.

### Support Local Content

During the report period, 7 investment entities licensed by KDIPA entered into partnership contracts with local entities through which they contributed to support the development of the local content, including the following:

**1. Huawei Technologies Kuwait:** established (Datacom) laboratory at the College

of Engineering at the Australian University Kuwait to use Huawei software, as part of its continued cooperation with educational institutions in the State of Kuwait, thus offering the students an opportunity to enhance their skills in the field of computer networks and innovation.

**2. Amazon Web Services EMEA SARL for Information Technology and Technical Services:** cooperated with the Central Agency for Information Technology (CAIT) to organize an introductory workshop on AWS Cloud Financial Management for employees of relevant government authorities to enable them to save costs and rationalize expenses. Also, launched the "Kuwait Shield Project," which provides DNS hosting services against cyber-attacks which has been used by 37 government authorities.

**3. Sedgwick for Risk and Damage Evaluation Single Person Company:** cooperated with several local insurance companies to provide support through offering introductory courses that dealt with engineering insurance topics, the risks associated with importing pipes, and the best ways to process insurance claims.

**4. DCI S.A Kuwait for Logistics Services:** entered into a cooperation agreement with the Kuwaiti National Guard to provide support through technical consultation and ground services for helicopter flights.

**5. Branch of Shell Kuwaiti Exploration and Production B.V Petroleum Consultancy:** collaborated with the Ministry of Electricity, Water and Renewable Energy to provide support through an introductory workshop on renewable energy technologies. This workshop focused on how to introduce advanced biofuel technology to support and develop local businesses. Additionally, a technical workshop was conducted for senior management by the company's global solutions team.

**6. Leonardo for Aviation Services:** cooperated with the Kuwaiti Armed Forces to provide support in developing a quality man-

agement system model, and the systems for operating aircraft (ground support systems, information system, training devices) were also installed and operated.

**7. TSK Electronica Y Electricidad, S.A:** collaborated with the Kuwait Institute for Scientific Research (KISR) to enhance the institute's research capabilities in the field of renewable energy, especially the Al-Shaqaya concentrated solar power plant project with a capacity of 50 megawatts, using modern technology of photovoltaic panels to focus sunlight on a small area, and generate the heat necessary to operate the power generator.

### Encourage National Exports

One investment entity licensed by the KDIPA has exported its services to countries outside Kuwait, which has strengthened efforts to develop exports of national origin as follows:

**1. GE Technologies Center Kuwait:** exported maintenance services generated from its headquarters in the State of Kuwait to several stations around the Asian and African continents, including 4 countries: Saudi Arabia, Qatar, Bahrain, and Ivory Coast.

### Developmental projects

During the report period, 4 investment entities licensed by KDIPA contributed to a number of developmental projects within the framework of the Medium-Term development Plan for the State of Kuwait, which included the following:

**1. Limak Insaat Kuwait:** contributed to the implementation of two important developmental projects. The first project for the construction of the new T2 terminal at Kuwait International Airport. The second project is the establishment of Al-Mutlaa Residential City, which aims to provide modern housing and integrated facilities for citizens in Kuwait. As of December 10, 2023, the completion rate of both projects reached approximately 68% and 63%, respectively.



**2. WTE Wassertechnik GmbH for the Construction of Roads, Sewerage and Bridges:** contributed to a developmental project involving the construction of the Um Al Hayman Power plant. As of the end of November 2023, the project that has been executed under a Design-Build-Operate (DBO) contract, reached completion rate of approximately 96.3% in terms of design, construction, and operation.

**3. WTE O&M Kuwait for sewage Water Treatment:** contributed to a developmental project involving the provision of required services for the operation, maintenance, and performance preservation of the Um Al Hayman Power plant for a 25-year contract period.

**4. TSK Electronica Y Electricidad, S.A:** completed their portion of a developmental project related to the design and construction of Al Shaqaya Power plant. The entity continues to operate and maintain the plant to ensure its efficient and sustainable performance.

### Corporate Social Responsibility

A total of 12 investment entities licensed by KDIPA that started their business operations launched several social, environmental, educational, health, sports, and cultural initiatives aligned with their corporate social responsibility aimed to enhance various aspects beyond their core businesses. These initiatives were closely linked to achieving sustainability and its economic, social, environmental, and governance dimensions, which they are committed to, and caters to international standards framework they operate under, as follows:

**1. AZN O&M for Electric Power Generation Transmission and Distribution:** participated in numerous social, cultural, sports and environmental activities to engage with the local community. These included celebrating Earth Hour, International Women's Day, and World Environment Day. A contribution was also made to reduce single-use plastic bottles and paper cups by approxi-

mately 90% by providing all employees and contractors with water bottles and distributing coffee mugs to eliminate the use of plastic packaging.

**2. Huawei Technologies Kuwait:** collaborated with Zain Kuwait and the Ministry of Interior to establish and operate over 50 solar power stations in remote desert areas of Kuwait. Each station generates approximately 80 kilowatt-hours of clean energy daily, contributing to the reduction of carbon dioxide emissions and decreasing the reliance on human labor.

**3. I.H.S GCC Kuwait Limited for the Construction, Erection and Maintenance of Wired and Wireless Telecommunication and Radar Towers and Stations:** launched an awareness campaign with the Kuwait Chapter of the American Society of Safety Professionals (ASSP-KC) to promote health, safety, security, and environmental awareness in Kuwait. In collaboration with Balad Al Khair Society, they assisted over 100 students in supporting the education of low-income students. Also, entered into a partnership with Loyac to provide food for needy families during the holy month of Ramadan.

**4. Leonardo for Aviation Services:** adopted several initiatives to preserve the environment, including providing water bottles to all employees to reduce the use of plastic bottles, as well as installing water coolers for public use. It also provided cars for carpooling in various locations to reduce the use of personal cars and decrease carbon emissions.

**5. TSK Electronica Y Electricidad, S.A:** launched an environmental campaign to reduce paper waste and conserve energy by rationalizing and reducing electricity consumption in all its facilities. Also, implemented a desert cleanup campaign around Al-Shaqaya Power plant.

**6. Branch of Shell Kuwaiti Exploration and production B.V Petroleum Consultancy:** cooperated with the Gulf University for Science and Technology (GUST) to or-

ganize a competition entitled (Imagine the Future 2060), which focused on envisioning the life and work of the people of Kuwait in 2060 using renewable energy. Nine students from various majors, including economics, marketing, international business, computer science, finance, and public relations, participated. In addition, an interactive discussion was held with the management team in the oil sector attended by 28 employees and officials, to review the best practices for reducing carbon dioxide emissions in support of the strategic objectives of the Kuwait Petroleum Corporation (KPC).

**7. Nuovo Pignone International S.r.l:** organized an event with games, magicians, crafts and arts at the National Bank of Kuwait Hospital, which specializes in treating cancer patients, to celebrate the courage of children in their fight against cancer. It also sponsored and financed the Sports Day event organized by 'Be Healthy' company to raise awareness on diabetes and encourage the adoption of a healthy lifestyle.

**8. Roche for the Trade in Medicines, Equipment, Devices and Medical Supplies:** presented a seminar as part of Al Amiri Hospital Lab Talks series, focusing on biochemistry, anatomy, and microbiology. Also held an educational lecture regarding cardiomyopathy and cardiac function assessment at Al Farwaniya Hospital to raise awareness among cardiologists and trainees about heart failure on July 9, 2023.

**9. Novarits Kuwait for Promotion of Products:** participated in the efforts carried out by the Kuwait Cancer Control Center and organized a workshop to educate and raise awareness amongst breast cancer patients at Jaber Hospital, as well as holding a workshop on breast cancer awareness at the Kuwait Institute for Scientific Research (KISR).

**10. Connect Arabia for Mobile Virtual Network Operator:** participated in a humanitarian campaign with the Kuwait Red Crescent Society to provide aid to those affected by the earthquake in Turkey and Syria.



Also, highlighted local talents through Connect Arabia's online magazine, 'The Meg', which showcased these talents in various fields such as travel, sports, and cooking.

**11. GE Technologies Center Kuwait:** contributed to providing scientific and practical programs that contributed to stimulating science, technology, engineering and mathematics (STEM) activities, benefiting more than 184 male and female students at various educational levels in Kuwait. Also cooperated with Sheikha Fadia Al-Saad Scientific Competition and INJAZ Kuwait Association to present the STEM Girls program.

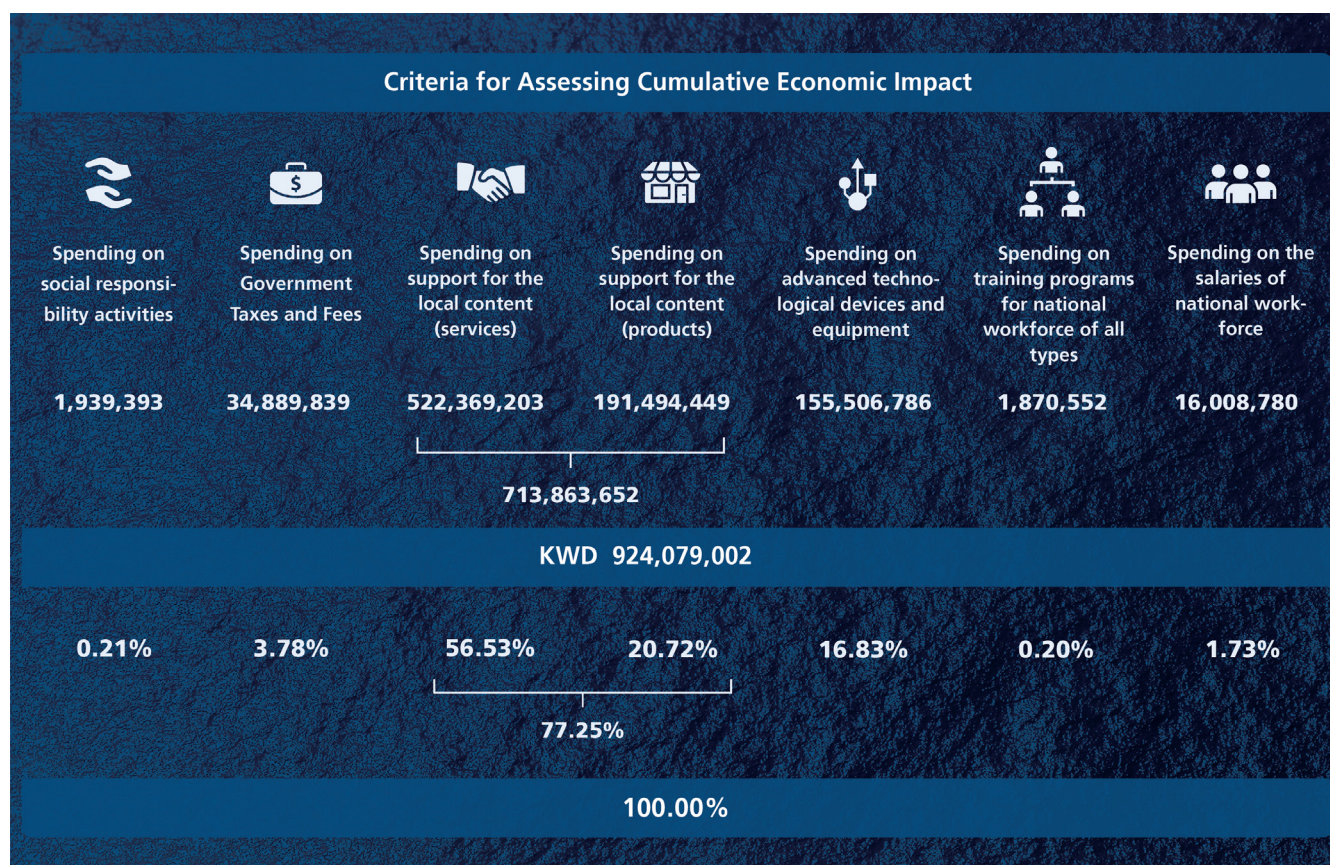
**12. Mitsubishi Power , Ltd:** participated in activities on World Cleanup Day, the Movement for a Clean Planet, and in a beach cleaning campaign called "Operation Turtle," engaging a total of 250 volunteers.

## Fifth Report Assessing the Cumulative Impact on the Kuwaiti Economy

KDIPA prepared the "Fifth Report Assessing the Cumulative Impact on the Kuwaiti Economy", to monitor the direct, indirect, and extended effects of the benefits contributed by the investment entities licensed by KDIPA that started their operations in various sectors of the Kuwaiti economy, in accordance with the Kuwait Economic Benefit Model (KEBM), that KDIPA had internally developed and continue to update to accommodate the emerging developments and best practices. The KEBM is based on measuring the economic impact from the perspective of expenditure spending in the local economy based on approved seven criteria, in addition to an eighth criteria that measures the impact on the development of national exports. The total expenditure spent accord-

ing to the data collected based on the approved criteria of the cumulative economic impact identified in the KEBM witnessed an increase during the period January 1, 2015, to December 31, 2022, by 16.0% to reach a total of KWD 924,079,002, compared to the KWD 795,456,326.84 spent during the period from January 1, 2015, to December 31, 2021. The majority of the cumulative expenditure according to approved criteria was allocated to local content (goods and services), comprising 56.53% of the total, followed by expenditures on advanced technological devices and equipment (16.83%), followed by spending on government taxes and fees (3.78%), spending on salaries of the national workforce (1.73%), and the remaining share covered spending on social responsibility activities (0.21%) and spending on training programs for the national workforce (0.20%), consecutively, as shown in the table.

**Table No. (9) Fifth Report Assessing the Cumulative Impact on the Kuwaiti Economy for Licensed Direct Investments by KDIPA in the State of Kuwait 2015-2022 (KWD)**





# CHAPTER THREE

## INVESTMENT OPERATIONS

- The Investor Service Center (ISC) at the One Stop Shop Department in KDIPA received 277 visitors, 156 of whom booked an online appointment.
- The Investor Service Center (ISC) received 74 Application Request Forms (ARFs) submitted by potential investors from various countries.
- Conducted 335 interactions through meetings and correspondence with 26 competent government authorities and the Kuwait Chamber of Commerce and Industry (KCCI) to complete the required procedures and ensure a smooth flow of the investment process.
- Granted 14 tax exemption certificates against performance to licensed investment entities in cooperation with the Ministry of Finance.
- Received 12 complaints and 5 suggestions that were dealt with through 312 interactions that included meetings, field visits, phone calls, e-mails, correspondence and memos.
- Updated the Consulting companies and offices approved by KDIPA to represent the investment entities to reach 56 consulting companies and offices.







During the report period, KDIPA strengthened its investment operations within the framework of managing its One-Stop- Shop (OSS) established in accordance with Article (17) of Law No. 116 of 2013 to facilitate procedures, streamline the business environment, promote direct investments, and provide 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, handled investors complaints and suggestions, and implemented judicial control in accordance with 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 277 visitors, of whom 156 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 mechanism.

The ISC dealt with 121 walk-in investors at KDIPA premises, of whom 9.9% were existing investors, and 90.1% potential investors. KDIPA responded to their inquiries

regarding Law No. 116 of 2013, licensing procedures, incentives, and the types of facilitations offered.

A total of 109 e-mails were received through the designated e-mail: [info@kdipa.gov.kw](mailto:info@kdipa.gov.kw) and were tackled by either directing them to the competent authorities or responding internally with the required information and clarifications by using the approved templates and adhering to required procedures for dealing with inquiries received.

The ISC received 74 initial Application Request Forms (ARFs) submitted by potential investors from various countries. The applications covered diverse activities focused in the services sector including oil and gas, consulting & advisory, construction & infrastructure, information technology, market

research & promotion, insurance, education & training, energy & electricity, agriculture, human health among other activities.

The ISC issued 150 receipts during the report period valued at KWD 62,440 covering fees for various services offered, including application for establishing a Kuwaiti company; application for establishing a foreign 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 by the investment entity; an official copy for the certificate of registration in the Investment Register; registration for listed consulting companies and offices, and renewal of registration for listed consulting companies and offices, as shown in the figure.

### Investors Service Centre (ISC) Activities

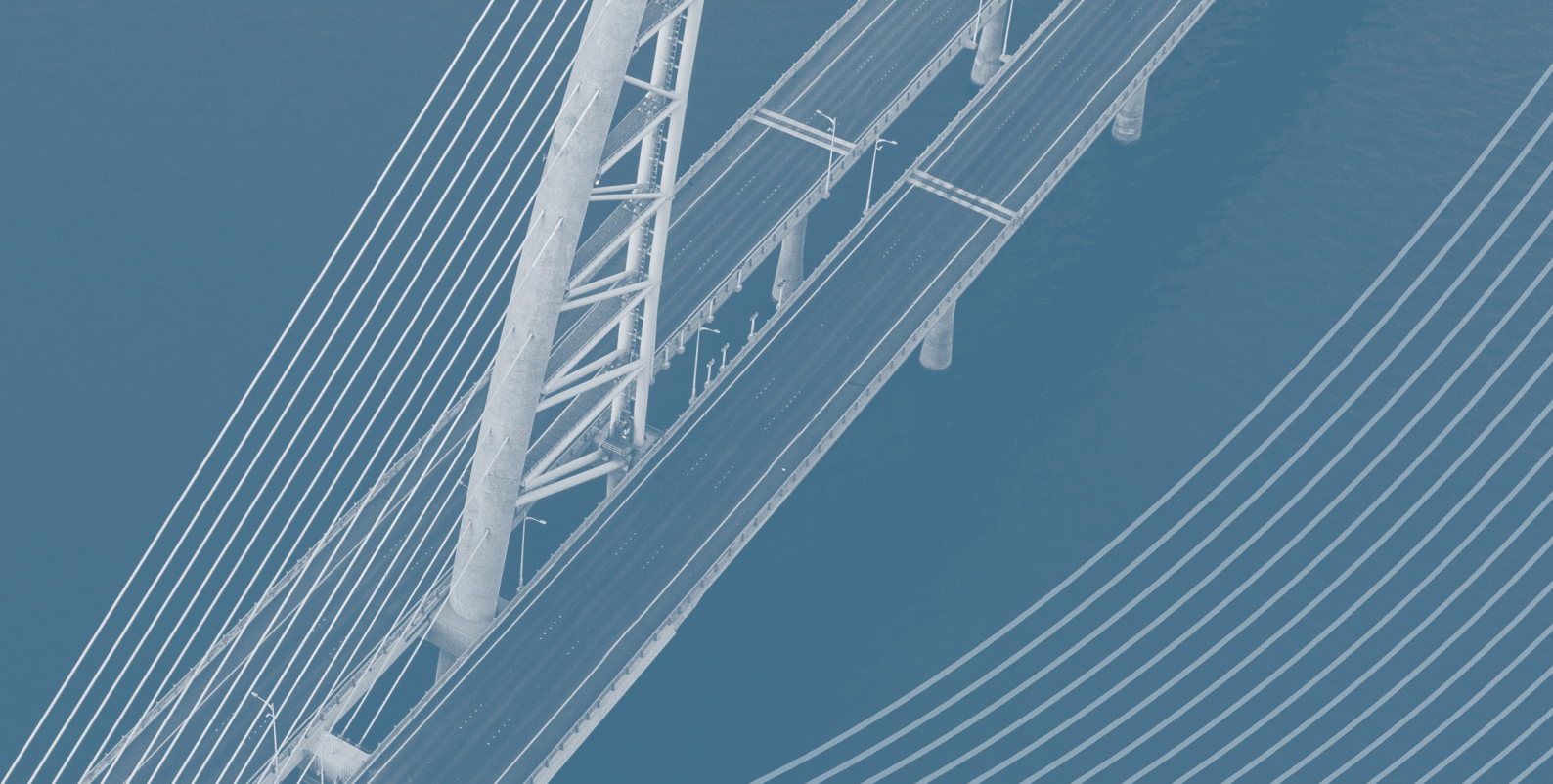


In its pursuit to continuously advance its service delivery model, KDIPA embarked on launching a beta version of the Investors &

Consultancy Firms Registration Portal (ICFRP) that will be confined to register the new applications in the experimental phase, before

it is fully implemented in conducting KDIPA's operations.





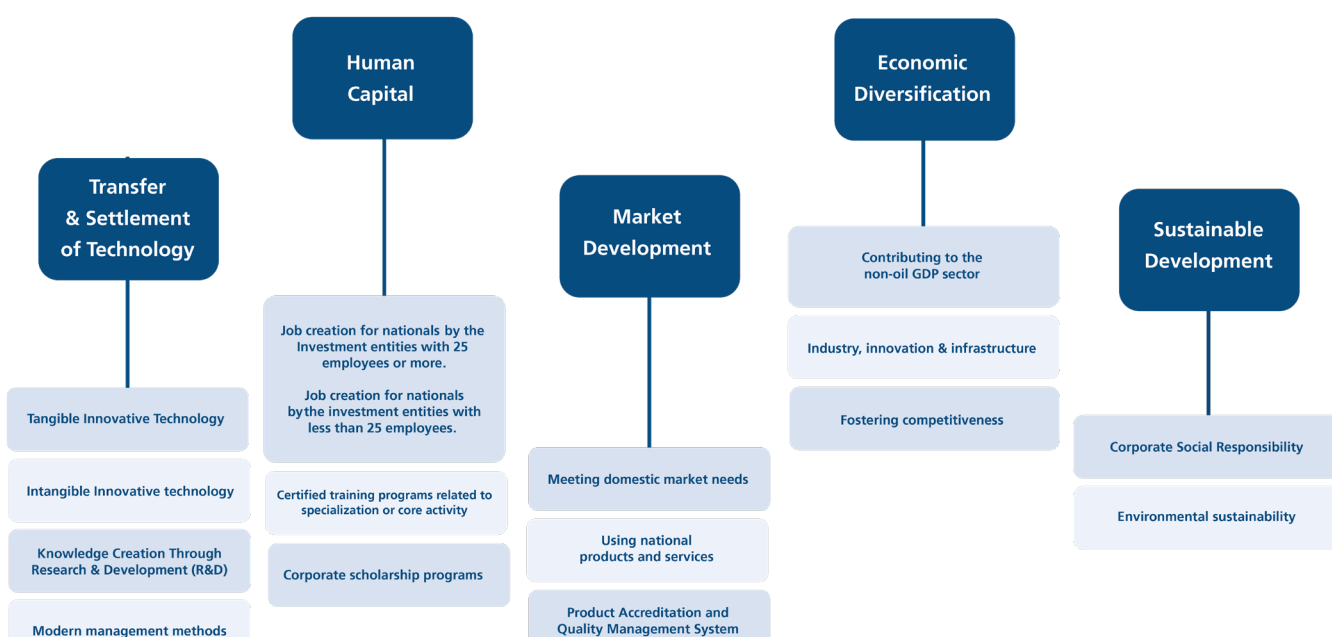
## 2. Applications Evaluation Mechanism

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, that is comprised of transfer & settlement of technology, hu-

man capital, market development, economic diversification, and sustainable development, as shown in the figure.

### Components of the Approved Mechanism for Evaluating Applications for Investment Licensing and Granting Incentives





In this regard, 156 meetings took place with investors that submitted their initial Applications Request Forms (ARFs). This was followed by review and assessment of their projects "initial business plan", and thus 17 recommendations were duly prepared and submitted to KDIPA's Director General, according to set procedures.

In terms of further regulating investment licensing procedures, Director General Decision No. 409 of 2023 was issued on September 17, 2023, regarding the amendment requests of the initial study submitted by the investment entities licensed in accordance with the provisions of Law No. 116 of 2013, after passing the duration of 4 years since the commencement of their actual business operations. The DG Decision specified 6 areas that could be amended pertaining to the initial study previously attached to the investment licensing application, namely, the project description and its goals without affecting the licensed activity; transfer & settlement of technology; human capital; marketing part; economic part; and sustainable development respectively. The amendment request will be subjected to the instated rules and conditions. In the same context,

the Ministerial Decision No. 431 of 2023 was issued on October 5, 2023, regarding setting the fees of the amendment request of the initial study of the investment entities, such that the specified fees are added to KDIPA's Service Fees List that was previously approved according to the Ministerial Decision No. 182 of 2022.

### 3. Licensing Procedures and Collaboration with Competent Authorities

KDIPA intensified efforts during the report period to consolidate the procedures to issue investment licensing and granting incentives as well as the evaluation mechanism in accordance with 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 government authorities, through enhancing effective communication channels and collaboration mechanisms 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)

KDIPA, through its first (internal office) stationed at the Kuwait Business Centre (KBC), established under the Ministry of Commerce & Industry (MOCI) executed 205 interactions with competent authorities to facilitate obtaining the needed commercial licenses for the 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 MOCI commercial licenses electronic system.

#### Other Competent Government Authorities

During the report period, 371 interactions with 26 competent government authorities and other relevant entities, took place including conducting meetings and sending correspondences, according to the established cooperation mechanisms to streamline processes relating to executing the required measures, and fulfilling the set procedures, to ensure a smooth implementation of the investment process. KDIPA dealt with the competent government authorities through 11 main collaboration channels that included facilitation of commencing operations, attaining approvals, renewing commercial licenses, facilitating procedures, following up on granting incentives, following up on opening labor files, facilitating participation in public tenders, monitoring direct investment data, activating coordination, identifying and addressing obstacles, and publishing in the official gazette (Kuwait Al Youm), as shown in the table, noting that more than one competent government authority engaged in more than one collaboration channel.





**Table No. (10) Collaboration Channels with Competent Government Authorities**

Collaboration Channel	Competent Government Authorities
<b>First: Facilitating Commencement of Operations (12 competent government authorities)</b>	
Facilitating the process to ensure fast commencement of operations of the investment entities licensed by KDIPA, addressing barriers and complaints, and finding viable and practical solutions.	Ministry of Interior (Mol), Public Authority for Manpower (PAM), Central Agency for Public Tenders (CAPT), Public Authority for Industry (PAI), Kuwait Civil Aviation, Ministry of Health (MoH), Department for Legal Advice and Legislation, Ministry of Electricity, Water & Renewable Energy, Kuwait Municipality, Kuwait Petroleum Corporation (KPC), Public authority for Manpower (PAM), Ministry of Finance.
<b>Second: Obtaining Approvals (16 competent government authorities)</b>	
Responding to inquiries about activities, requests to license a Kuwaiti company, requests to license a branch of a foreign company, requests to add an activity, inquiries about activities related to the same sector, requests to renew a commercial license, and inquiries about the possibility of allocating land.	Kuwait Petroleum Corporation (KPC), Ministry of Health (MoH), Insurance Regulation Unit (IRU), Ministry of Communications (MoC), Ministry of Commerce & Industry (MOCI), Directorate General of Civil Aviation (DGCA), Ministry of Public Works (MoPW), Ministry of Electricity, Water and Renewable Energy (MEW), Communications & Information Technology Regulatory Authority (CITRA), Ministry of Interior (Mol) , Environment Public Authority (EPA), Public Authority for Food and Nutrition (PAFN), Capital Markets Authority (CMA), Public Authority of Agriculture Affairs & Fish Resources, Public Authority for Roads & Transportation (PART), The Public Authority for Applied Education & Training.
<b>Third: Renewing commercial license (8 competent government authorities)</b>	
Facilitating requests for renewal of the commercial licenses	Ministry of Commerce and Industry (MOCI), Ministry of Interior (Mol) , Ministry of Electricity & Water and Renewable Energy (MEW), Directorate General of Civil Aviation (DGCA), Kuwait Petroleum Corporation (KPC), Communications & Information Technology Regulatory Authority (CITRA), Ministry of Health, Environment Public Authority (EPA).
<b>Fourth: Facilitating procedures (9 competent government authorities)</b>	
Responding to requests to establish a (company/branch), to amend an activity in the automated system, cancelling a license, change of address (company/branch), increasing capital, entering shareholders, authenticating Articles of Association, government visits, commercial visits, Family/Dependent Visa, issuing business entry visa to Kuwait (work permit), amending management clause.	Ministry of Health (MoH), Ministry of Commerce & Industry (MOCI), Ministry of Justice (MoJ), Ministry of Interior (Mol), Central Agency for Public Tenders (CAPT) Kuwait Civil aviation, Ministry of Information, Insurance Regulatory Unit (IRU), Communications & Information Technology Regulatory Authority (CITRA).
<b>Fifth: Following up on Granted Incentives (2 competent government authorities)</b>	
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 exempted equipment and machines.	Ministry of Finance Kuwait General Administration of Customs



#### Sixth: Following up on opening labor files (1 competent government authority)

Coordinating with the concerned entity to open a file for the investment

entity, adding the required labor to the file, adding an authorized

signatory, and transfer of sponsorship.

Public authority for Manpower (PAM)

#### Seventh: Facilitating entry into public tenders (1 competent government authority)

Facilitating the registration of investment entities licensed by KDIPA in the

Central Agency for Public Tenders (CAPT).

Central Agency for Public Tenders (CAPT)

#### Eighth: Collecting Direct Investment Data (1 competent government authority)

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)

#### Ninth: Activating Cooperation Mechanism (13 competent government authorities + Kuwait Chamber of Commerce & Industry)

Requesting coordination meetings and forming a joint team, approving

minutes of joint meetings held, assigning focal points from KDIPA to

conduct transactions in the competent authorities, adding access to

the automated system, and developing a mechanism for linking with

competent government authorities.

Ministry of Commerce & Industry (MOCI), Public Authority for Manpower

(PAM), Ministry of Justice (MoJ), Kuwait Petroleum Company (KPC),

Ministry of Interior (MoI), Ministry of Health (MoH), Insurance Regulatory

Unit (IRU), Kuwait Central Bank (CBK), Kuwait Investment Authority (KIA),

Council of Ministers General Secretariat (CMGS), Kuwait Chamber of,

Commerce & Industry (KCCI), Ministry of foreign affairs, Public Authority

for Industry (PAI).

#### Tenth: Identifying and Addressing Obstacles (2 competent government authorities)

Detecting, presenting, and handling barriers and obstacles facing KDIPA in

dealing with the competent government authorities.

Ministry of Commerce and Industry (MOCI)

Government Performance Follow-up Agency (GPF)

#### Eleventh - Published in the Official Gazette "Kuwait Al Youm" (1 competent government authority)

Publishing the articles of association of the approved investment entities,

publishing the announcement of the registration of consulting companies

and offices, publishing the decisions for registering and renewing

approved consulting companies and offices.

Ministry of Information

## 4. Follow-up of Investment Entities

### Periodic Follow-Up

KDIPA continued its efforts to facilitate procedures and regulate the follow-up process with the investors by adopting a more effective system for collecting data using semi-annual questionnaires instead of quarterly reporting to reduce the periodicity of administrative requests. The first semi-annual

follow-up forms were sent electronically to 54 investment entities licensed by KDIPA that started business operations, of which 48 forms were received recording a response rate of approximately 88.9%. The second semi-annual follow-up forms were electronically sent to 62 investment entities licensed by KDIPA that started business operations, of which 59 forms were received, recording a response rate of approximately 95.2%.

### Aftercare and Facilitation

KDIPA strengthened its resolve to maintain active communication channels with the licensed investment entities to ensure seamless aftercare, offering needed facilitations, and timely responding to incoming inquiries during the report period through conducting more than 289 procedures that included virtual (online) meetings, e-mails, and phone calls. In addition, to holding 68 meetings with licensed investment entities,





### Recording Direct Investment Data

that comprised both introductory orientation meetings with the new investment entities, and on-demand meetings requested by the licensed investment entities to discuss issues related to proceeding with the actual operations of their businesses, such as hiring national workers, issuing visas, employees residence permits, changing the company's manager, renewing licenses, and tax exemptions.

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 inflows into Kuwait as recorded in Kuwait's Balance of Payments (BoP) statement, by depicting the financial operations of the licensed investment entities that started operations according to the transactions identified in the "Coordinated Direct Investment

Survey CDIS" of the International Monetary Fund (IMF), on which the specialized international reports are based, including the renowned World Investment Report (WIR) annually published by the UN Trade and Development (UNCTAD). During the report period, KDIPA sent both the quarterly and the annual IMF "Coordinated Direct Investment Survey CDIS" forms to 51 licensed investment entities to fill and return to the CBK by email copying KDIPA, as shown in the table.



**Table No. (11) Response of Investment Entities in filling CDIS for Kuwait BoP Statement for fiscal year FY 2023/2024**

Item	April - June 2021	July - September 2021	October - December 2021	January - March 2022
The number of investment entities to which the surveys were sent	43	44	51	47
The number of investment entities that filled the surveys and provided required data	12	21	19	14

On another hand, KDIPA provided data on total capital and foreign equity share for these investment entities as requested by CBK on November 20, 2023.

## 5. Handling complaints and suggestions

During the period of a year, 12 complaints were received and were duly handled, as well as 5 suggestions regarding investment projects that were studied and recommendations about them were made, including

a health security project proposal for the production and manufacturing of medical supplies and a proposal for registering consulting offices.

KDIPA implemented a total of 312 procedures during the report period, which included meetings, field visits, phone calls, e-mails, correspondence, and memos to relevant government authorities to follow up on investors' complaints and the issues they need assistance to resolve, as well as to provide needed facilitations to investors in cooperation and coordination with rele-

vant government authorities, including the Ministry of Commerce & Industry (MOCI), Kuwait Municipality, and the Ministry of Interior, the Central Agency for Public Tenders (CAPT), the Public Authority for Industry (PAI), the Fatwa & Legislation Department, the Ministry of Health, the General Administration of Civil Aviation, and the Ministry of Electricity, Water & Renewable Energy. The measures taken were distributed as shown in the table.

**Table No. (12) Types of Procedures Undertaken in Dealing with Complaints & Suggestions in fiscal year FY 2023/2024**

Item	Number of procedures
Meetings	13
Field visits	37
Telephone	151
Email	151
Letters	151
Memos	151
<b>Total</b>	<b>312</b>

The complaints received included various procedural and administrative topics related to registration in the automated system of the Central Agency for Public Tenders (CAPT) and the Public Authority for Manpower (PAM); qualification with the Kuwait Petroleum Corporation (KPC); transfer of contracts at the General Administration of Civil Aviation; tax registration; the automated system for amending company data and the international standard classification of

economic activities at the Ministry of Commerce & Industry (MOCI); releases from the Public Authority for Industry (PAI); issuance of a health license certificate from the Ministry of Health; requesting facilitation of procedures for training courses at the Ministry of Interior and the Ministry of Electricity, Water & Renewable Energy; and exploiting the waste landfill site at Kuwait Municipality. The fifth annual Investors Satisfaction Survey was sent to investors to benefit from their

feedback to further improve rendered services, and to develop better mechanisms for dealing with complaints and suggestions.

On another hand, adhering to quality management system (QMS) requirements, two presentations were provided for the Board of Directors to update them on latest developments in handling complaints and suggestions held on June 8, 2023 and November 21, 2023 respectively.



## 6. Managing KDIPA's Incentives

### Customs Exemption

No new customs exemption certificates were granted, and no customs consignments were handled during the reporting period.

### Tax Exemption

During the report period, 14 tax exemption certificates were granted against the performance of licensed investment entities and their compliance with the standards set by KDIPA for the tax exemption mechanism in cooperation with the Ministry of Finance to link the granting of the tax exemption to the performance of the investment entity that

was licensed in accordance with Law No. 116 of 2013 with the aim of motivating investors to maximize the desired positive economic and social impact.

In addition, 16 meetings were convened both virtually (online) and at KDIPA premises with licensed investment entities by KDIPA, along with the accredited consulting companies and offices by KDIPA, and the accredited auditing firms by the Ministry of Finance (MOF), during which inquiries regarding the preparation of the tax exemption report and other relevant inquiries were answered regarding tax exemption against performance. KDIPA joint as a member the High Level Committee for Global Business Tax, which was formed by the Ministry of Finance in

accordance with the Ministerial Decision No. 70 of 2023 issued on October 25, 2023 based on the recommendation of the Organization for Economic Cooperation and Development (OECD) to apply the minimum taxes on multinational corporations. The Committee included in its membership representatives from the Ministries of Finance, Justice, and Commerce & Industry, as well as Kuwait Petroleum Corporation (KPC) in addition to representatives of the Kuwait Chamber of Commerce and Industry (KCCI), and the Kuwait Banking Association (KBA). During the report period, KDIPA participated in 10 meetings within the framework of this High Level Committee.



## 7. The Judicial Officer

**In terms of building national human resources,** 5 KDIPA employees, during the report period, were granted the judicial officer status in accordance with the provisions of Article No. (33) of Law No. 116 of 2013, and Chapter Eight of the Executive Regulations of this Law. KDIPA also participated in a judicial officers training course held during the period January 24-25, 2024, at the Kuwait Institute for Judicial and Legal Studies.

In terms of following up on the compliance of licensed investment entities with KDIPA regulations, laws and standards, KDIPA ju-

dicial officers conducted 42 visits to licensed investment entities, including 39 scheduled field visits and 3 surprise visits, and held 15 meetings with licensed investment entities, including 8 periodic meetings to discuss the latest developments, and 7 introductory meetings to review the new follow-up mechanism.

**Adhering to the quality management system (QMS) requirements,** two presentations were provided to the Board of Directors on June 15, 2023, and on February 20, 2024, covering the latest developments

of the judicial Officers reports. A preliminary template for Case Proof Report (minutes of site visit) was prepared. Also, a proposal was discussed to amend Article No. (32) of Law No. 116 of 2013 on Sanctions in Case of Violation of the Law or the License.

**In terms of KDIPA supervisory role,** and with the approval of the Board of Directors, during the report period, sanctions were taken against a total of 26 investment entities for violating the requirements of the investment license in accordance with Article (32) of Law No. 116 of 2013.





## 8. Listed Consulting Companies and Offices

During the report period, the number of listed consulting companies and offices accredited by KDIPA to represent investment entities was updated to reach 56 entities. The required measures were undertaken to up-

date the previously approved list of accredited consulting companies and offices to be registered in KDIPA's list for one year from the date of issuance of the certificate. This has been attained through the issuance of

6 KDIPA's Director General Decisions including the registration for the first time and the renewal of the accredited consulting companies and offices, as shown in the table.

**Table No. (13) Directors General's Decision regarding Consulting Companies and Offices**

No.	Decision	Date
First Time Registration Decisions		
1	Director General Decision No. (279) of 2023.	June 20, 2023
Renewal Decisions		
2	Director General Decision No. (171) of 2023.	April 11, 2023
3	Director General Decision No. (345) of 2023.	July 26, 2023
4	Director General Decision No. (488) of 2023.	November 27, 2023
5	Director General Decision No. (515) of 2023.	December 26, 2023
6	Director General Decision No. (118) of 2024.	February 27, 2024



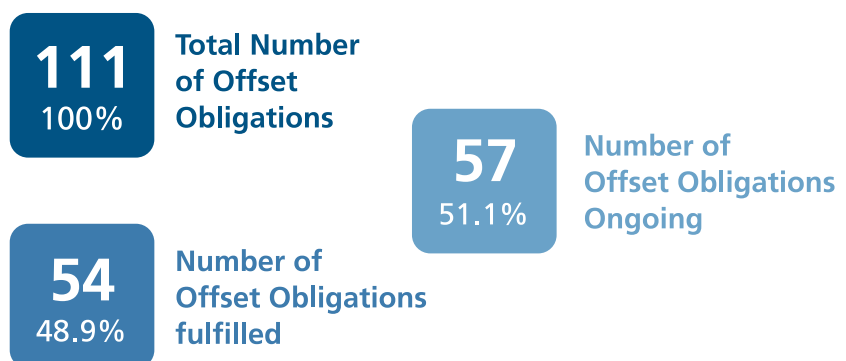


#### Status of Kuwait Offset Program Obligations

## 9. The Offset Program

During the report period, KDIPA continued to follow up on fulfilling the existing offset obligations in accordance with the conditions, provisions, and set procedures of Kuwait "Countertrade" Offset Program, in accordance with Offset Program Guidelines No. (9) – 2007, and the related Council of Ministers (COM) decisions, the status of which shown in the figure.

Several developmental offset projects, that contribute to attain the National Vision 2035, were launched during the report period and executed in accordance with the Council of Ministers (COM) decisions regarding approved lists of the developmental offset projects. KDIPA continues to follow up their implementation with the competent beneficiary government authorities till the completion of the fulfilment of the offset obligations, of which are the following projects:



**Kuwait Digital City**

**Sludge Treatment & Energy Generation Plant**

**Integration of Augmented Reality (AR) with Geographic Information System (GIS) for Underground Utility Solutions**



In pursuing KDIPA's designated mandate to manage the Offset Program, KDIPA maintained timely follow up with the offset obligors and provided needed facilitations to enable them to fulfill their offset obligations according to the selected options of their choice (approved lists of developmental projects; cash contributions; choosing a Third

Party; own proposed offset project approved upon satisfying the set criteria) that contribute to attain the aspired economic and social benefits.

The table shows the procedures undertaken by KDIPA during the report period for implementing the Offset Program, and other communications carried out with both the

offset obligors and the relevant government authorities to ensure the fulfilment of offset obligations that would achieve the national developmental goals and strengthen Kuwait's relations networks with both local and international business communities.

**Table No. (14) Offset Program Procedures for the fiscal year FY 2023/2024**

Item	Procedure	Number
<b>Offset Procedures</b>		
<b>Initial steps</b>	Review the terms of reference booklet	1
	Study the executive plan	2
	Approval of the executive plan	1
	Acknowledgment Signature	1
<b>Dealing with offset obligations of offset projects</b>	Studying requests to reduce the offset obligation of offset projects	17
<b>Reviewing Contracts</b>	Sub-contracts of offset obligors	2
	Government contracts for implementing offset condition	1
<b>Managing Bank Guarantees</b>	Renewal of Bank Guarantees	47
<b>Communications with the offset obligors and competent government authorities</b>		
<b>Correspondence</b>		88
<b>Phone Calls</b>		123
<b>Phone Calls</b>		210
<b>E-mails</b>		108
<b>Internal Memos</b>		6
<b>Meetings</b>	Government authorities	19
	Offset Obligors	



## 10. Economic Zones, Free Zones, and Commercial Plots

During the report period, KDIPA followed up on the execution of the procedures related to following up on the development and implementation of economic zones projects in accordance with the tasks assigned to it in Law No. 116 of 2013, as well as following up of the free zones and commercial plots pursuant to the Council of Ministers (COM) designated assignments. KDIPA also responded to the Ministry of Finance proposal received on November 12, 2023, to include an article related to economic zones and free zones in the free trade agreements (FTAs) the State of Kuwait enters as a party with various economic groups, with a view to enhancing the role of these zones in attracting investments and achieving economic diversification, pursuant to the legislation regulating economic and free zones in Kuwait.

### Economic Zones

#### Al- Abdali Economic Zone

**In terms of following up on the procedures related to Al-Abdali Economic Zone,** KDIPA continued to work with the Pan Arab Consulting Engineers (PACE) to prepare the tender documents for the auction of Al-Abdali Economic Zone exploitation license for the purpose of development, implementation, investment and management according to the applicable rules and regulations. KDIPA conducted two field visits to Al-Abdali Economic Zone on November 14, 2023, and November 22, 2023, in coordination with representatives of the Kuwait Oil Company (KOC) to ensure adequate hand over of the site after removing the properties of KOC within the zone boundaries, which was completed on January 24, 2024. KDIPA also continued to coordinate with Kuwait Municipality regarding the overlap of the railway right-of-way with the site of Al-Abdali Economic Zone project in order to establish the detailed general plan for the project.

KDIPA held a meeting with the consulting company responsible for the railway network project in the Kingdom of Saudi Arabia on February 20, 2024 to inquire about related issues.

**In terms of enhancing international promotion of Al-Abdali Economic Zone,** KDIPA provided a presentation on Al-Abdali Economic Zone project at the Investment Forum titled "Enhancing EU-Kuwait Trade & Investment Opportunities" which was co-organized by KDIPA in cooperation with the European Union Mission to the State of Kuwait on July 11, 2023.

**In terms of updating the feasibility study for Al-Abdali Economic Zone,** KDIPA received the updated technical, legal, economic, environmental and financial of Al-Abdali Economic Zone feasibility study conducted Baker Tilly Consulting Company that was contracted to implement it, and was approved on August 22, 2023. **The updated feasibility study was completed over conducting three phases** that included collecting data, analysing data, and verifying information after meeting with a number of stakeholders from government authorities, investment entities and financing institutions. The updated feasibility study also delivered a strategic plan and accompanying recommendations to ensure success of the project, increase its viability to attract investments, and enhance its competitive advantage by positioning it compared to other economic zones (advanced industries, value-added companies, integration within the Gulf Cooperation Council states), facilitating procedures for investors (bank guarantees, foreign labor, electronic connectivity, and incentives), and providing the integrated infrastructure (infrastructure, railways, Mubarak Al-Kabeer Port).

#### Al-Wafra Economic Zone

**In terms of completing the procedures for Al-Wafra Economic Zone,** KDIPA contracted the consulting office (local consultant: Pan Arab Consulting Engineers (PACE) in partnership with the global consultant Royal Haskoning DHV Nederland) that won the tender to design the master plan for Al-Wafra Economic Zone project. The consulting office will prepare the necessary tender documents for the fourth phase of the project after taking into account the comments of the various competent authorities on the design.

**In terms of exploring financing opportunities,** KDIPA addressed the Ministry of Finance on January 28, 2024, regarding the possibility of financing Al Wafra Economic Zone project from the state budget if KDIPA undertakes to implement the construction of the region's infrastructure. KDIPA held a meeting with the Ministry of Finance on February 6, 2024, to discuss the options for launching Al Wafra Economic Zone project and the economic return of each option, and held another meeting on the same topic with the local consultant (Pan Arab Consulting Engineers (PACE) on February 13, 2024.

**In terms of developing the skills of national workforce through the project,** KDIPA team, at the invitation of the global consultant (Royal Haskoning), attended high quality workshops held at its headquarters in Amsterdam, the Kingdom of the Netherlands, during the period from January 8-10, 2024, whereby over a period of three days modern engineering and design methods were introduced.

## 11. KDIPA Headquarters

### Al-Naayem Economic Zone

KDIPA addressed the Kuwait Authority for Partnership Projects (KAPP) and held a meeting with them to consider the possibility of offering Al-Naayem Economic Zone in accordance with the provisions of Law No. 116 of 2014 regarding the partnership between the public and private sectors. KDIPA further coordinated with KAPP to determine the necessary requirements in this regard.

### Free Zones

#### Al-Nuwiseeb Free Zone

KDIPA met with the Kuwait Authority for Partnership Projects (KAPP) regarding the possibility of offering Al-Nuwiseeb Free Zone in accordance with the provisions of Law No. 116 of 2014 regarding the partnership between the public and private sectors. KDIPA coordinated with KAPP to determine the necessary requirements in this regard.

### Commercial Plots

During the report period, the Ministerial Decision No. 364 of 2023 was issued on August 13, 2023, regarding the formulation of the Land Committee at the Kuwait Direct Investment Promotion Authority, and the Ministerial Decision No. 451 of 2023, issued on October 30, 2023, regarding the reformulation of the Land Committee at the Kuwait Direct Investment Promotion Authority, that will assume its operations under the mandate of KDIPA's Board of Directors.

KDIPA held a meeting with the Ministry of Public Works on April 13, 2023, after signing the contract between the Ministry of Public Works and the consulting office (local consultant: Gulf Consult and the global consultant: Cambridge Seven), that won the tender for the study and design project of KDIPA's headquarters building. The Ministry set the order for the consulting office to start work as of May 1, 2023. KDIPA also conducted field visits to the headquarters of the Central Bank of Kuwait (CBK), Kuwait Investment Authority (KIA), and the Capital Markets Authority (CMA) to learn about their experiences in designing their headquarters buildings and the used implementation mechanisms, in the presence of representatives of the Ministry of Public Works and the consulting office.

KDIPA received from the consulting office the deliverables of the first phase of the project related to collecting data on May 31, 2023 and the deliverables of the second phase related to general planning and design alternatives on August 21, 2023.

To ensure proper follow-up of the project, KDIPA formulated a Work Team during the report period, to supervise the completion of the tender related to the project to study and design KDIPA's headquarters building, consisting of KDIPA and representatives from the Ministry of Public Works, pursuant to Administrative Decision No. 288 of 2023 issued on June 25, 2023. The work Team was renewed pursuant to Administrative Decision No. 430 of 2023 issued on October 5, 2023.









# CHAPTER FOUR

## PROMOTIONAL ACTIVITIES

- **KDIPA's Director General participated** in the official delegation accompanying the representative of His Highness the Amir, His Highness the Prime Minister, on a visit to the United States of America - New York.
- **KDIPA signed** a Memorandum of Cooperation (MOC) with the Central Bank of Kuwait (CBK) on May 15, 2023.
- **KDIPA signed** a Memorandum of Understanding (MOU) on cooperation in the field of "Free Zones and Economic Zones" with the Ministry of Commerce in the People's Republic of China on September 22, 2023.
- **KDIPA participated** in 14 various events, both locally and internationally, which are related to its areas of expertise and promotional activities to position Kuwait as an investment destination and showcase its unique attributes.
- **KDIPA organized** 6 promotional events to introduce the investment climate and economic developments aimed to enhance efforts to attract direct investments into the State of Kuwait.
- **For the first time KDIPA won** the elections for the position of Vice President of the Steering Committee of the World Association of Investment Promotion Agencies (WAIPA) for the period of (2023-2025).
- **KDIPA renewed** its cooperation agreements with the media groups "Oxford Business Group" and "The Business Year" to prepare economic reports on Kuwait.
- **KDIPA launched** the first pilot episode of its podcast series "KDIPA Podcast", which aims to highlight the achievements of various administrative units within KDIPA, as each unit will be talking about its own area of expertise.
- **KDIPA organized** 12 various events as part of its social responsibility and to foster the spirit of team work and enhance communication amongst its employees.







## 1. Participating in Official Visits and Delegations

KDIPA's Director General participated in the official delegation accompanying the representative of H. H. the Amir, H.H the Prime Minister, on a visit to the United States of America - New York, where he attended meetings with the CEOs of multiple major companies, including Microsoft and Alphabet (Google), which was organized by KDIPA on September 18, 2023.

## 2. Meetings with Officials and Delegations

KDIPA, represented by its senior management, met at its headquarters with several senior officials and diplomats, totalling 30 delegations, including His Excellency the Governor of the Public Investment Fund of the Kingdom of Saudi Arabia and the accompanying delegation, the Undersecretary of the Saudi Ministry of Investment for Communicating with Investors, a number of ambassadors to the State of Kuwait from the German Republic, the United Kingdom, Japan, the Republic of India, the Islamic Republic of Pakistan, the People's Republic of China, the Socialist Republic of Vietnam, the Argentine Republic, the Arab Republic of Egypt, the Hashemite Kingdom of Jordan, the Kingdom of Bahrain, the United Arab Emirates, and other officials, including the Deputy Prime Minister of the United Kingdom and his accompanying delegation, the Minister of State for Investment at the Department of Business and International Trade in the United Kingdom, the Economic Counsellor at the US Embassy in the State of Kuwait, the 3. Undersecretary for

Economic Negotiations at the Ministry of Foreign Affairs of the Argentine Republic, the President of the Strategic Sovereignty Foundation in Britain, in addition to the Ambassador of the State of Kuwait to the Republic of Austria, the Ambassador of the State of Kuwait to the Hong Kong and Macau Region, the Consul of the State of Kuwait in Milan, Italy, the Assistant Deputy Minister of Foreign Affairs of Kuwait for European Affairs, and a number of other government officials in the State of Kuwait, in addition to representatives of a number of international and local companies, along with a number of officials from international organizations, including the International Monetary Fund (IMF) mission. Director of the World Bank Office in the State of Kuwait and the Executive Director of the State of Kuwait at the World Bank, and the Resident Representative of the United Nations Development Program (UNDP); as well as receiving many economic delegations, including a trade delegation from Hong Kong, a trade delegation from the Russian Private Business Organization "Business Russia", a Malaysian financial delegation, an economic delegation from the Republic of India, a delegation from the Korean Development Institute, and a delegation from the credit rating agency "Standard & Poor's"

## 3. Bilateral, Regional and International Meetings

KDIPA participated in 19 preparatory and periodic meetings, the following paragraphs detail their nature.



**Table No. (15) Bilateral, regional and international meetings for the fiscal year FY 2023/2024**

No.	Date	Meeting
<b>First – Bilateral Meetings (7 meetings)</b>		
<b>Kuwait – U.S. strategic Dialogue</b>		



the General Directorate of Civil Aviation, the Environment Public Authority (EPA), the National Cybersecurity Center, and the Kuwait Fund for Arab Economic Development.

In terms of cooperation with international organizations, and for addressing tax evasion, KIDIPA participated in a meeting organized by the Ministry of Finance with the Organization for Economic Cooperation and Development (OECD) on February 15, 2024. The meeting discussed the latest developments in implementing the recommendations included in the Evaluation Report of the State of Kuwait on Transparency and Exchange of Information on Request (EOIR) and provisioning Automatic Exchange of Information (AEOI), which was prepared and published on November 9, 2022, and reviewed during

a workshop held in January 2023. The workshop saw participation from KDIPA alongside 63 officials from government financial institutions, and the private sector in Kuwait, following standards set to curb tax evasion and promote transparency in managing the tax system. This initiative is supervised by the Global Forum on Transparency and Exchange of Information for Tax Purposes, which comprises 171 member countries, including Kuwait, and has been operational since 2009 with the support of the OECD and the G20. On a related note, concerning the follow-up of the Investment Facilitation



for Development Agreement, KDIPA participated in the 13th Ministerial Conference of the World Trade Organization (WTO MC13), with the participation of trade ministers and senior officials from around the world. The conference was held during the period February 26-29, 2024, in Abu Dhabi, United Arab Emirates. It is considered the most important international forum for discussing the rules and regulations

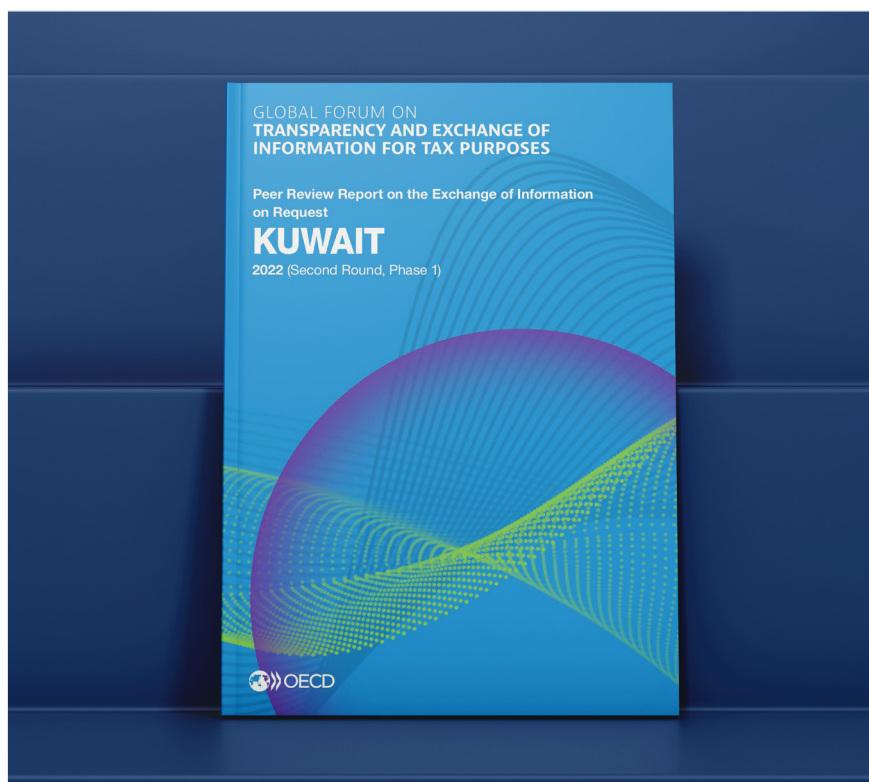
governing global trade activities and issues arising among its member states (164 member countries). KDIPA followed the developments related to the Investment Facilitation for Development Agreement (IFD), which was followed by the issuance of the IFD Joint Ministerial Declaration and its inclusion in Annex IV of the Agreement Establishing the World Trade Organization. This inclusion makes it one of the plurilateral agreements implemented by the parties that sign and join it, aiming to enhance especially developing countries' ability to attract and retain quality direct investments that achieve developmental priorities by improving transparency, governance, and accountability of investment procedures and fostering a favourable investment climate for sustainable development. KDIPA received a consolidated document reflecting the results of the legal review of the Investment Facilitation for Development Agreement at the World Trade Organization. Additionally, it contributed to the questionnaire sent by the World Trade Organization to be concerned member states regarding the Investment Facilitation for Development Agreement. On the other hand, KDIPA reviewed the minutes of the meeting of the Trade-Related

Investment Measures (TRIMs) Committee at the World Trade Organization and the notifications submitted to it.

Regarding the follow-up of investment arrangements, KDIPA completed the questionnaire on developments related to international investment agreements (IIAs) and national investment legislation sent by the UN Trade and Development (UNCTAD), which is regularly updated by the concerned entities for inclusion in their published database.

## 4. Memorandum of Understanding

In terms of enhancing investment cooperation with KDIPA's counterpart entities in the brotherly and friendly countries, a Memorandum of Understanding on cooperation in the field of «free zones and economic zones» was signed on September 22, 2023, on the sidelines of His Highness the Crown Prince's visit to the People's Republic of China, in response to the official invitation to attend the opening ceremony of the 19th Asian Games on September 23rd, 2023, in Hangzhou, People's Republic of China.



No.	Date	Meeting
<b>Third – International Meetings (3 meetings)</b>		
1	December 11, 2023	The fourth meeting of senior officials between the State of Kuwait and the European Union, Brussels - Kingdom of Belgium.
2	February 15, 2024	Kuwait evaluation meeting on the exchange of information upon request with the organization for Economic Cooperation and Development (OECD).
3	2024 ,29-February 26	meeting of the 13th Ministerial Conference of the World Trade Organization (WTO) on Facilitating Investment for Development, Abu Dhabi - United Arab Emirates.

## Bilateral Affairs

### Kuwait – United Kingdom Joint Steering Group

KDIPA participated in the 20th session of the Kuwait-UK Joint Steering Group, which was held during the period February 11, 2024, 13- in the State of Kuwait, and was represented by the Director General of KDIPA, who headed the trade and investment sub-group. The meeting coincided with the 125th anniversary of bilateral relations between the two countries and more than 12 years since the inauguration of the Joint Steering Group, which played a notable role in expanding the horizons of cooperation between the two countries in many fields. In this context, the year 2024 was named (the Year of Partnership between Kuwait and Britain).

### Kuwait – United States Strategic Dialogue

KDIPA participated in the preparatory meeting of the 6th session of the Kuwait-U.S. Strategic Dialogue, which was held on March 5, 2024, during which the two sides discussed the topics on the agenda in order to enhance bilateral economic and investment cooperation in the investment, trade, and health fields.

### Other Bilateral Affairs

KDIPA participated in the preparatory meeting of the 13th session of the joint Kuwaiti-Egyptian Ministerial Committee, which was held on

September 29, 2023, at the Kuwaiti Ministry of Foreign Affairs and was followed by the second preparatory meeting of the Ministerial Committee on February 15, 2024. KDIPA also participated in the meeting of the 4th session of the Kuwaiti-Hungarian Joint Ministerial Committee for Economic and Technical Cooperation, which was held virtually during the period September 11, 12-2023, to discuss bilateral cooperation in the investment field.

KDIPA participated in the first meeting of the coordination committee in the fields of "Investment, Environment and Infrastructure" between the State of Kuwait and the Kingdom of Saudi Arabia, headed by the Undersecretary of the Ministry of Finance from the Kuwaiti side, and the Undersecretary of the Ministry of Investment for communications with investors from the Saudi side held on October 9, 2023, at the Ministry of Finance in the State of Kuwait.

## Regional Affairs

**Regarding Gulf regional cooperation,** KDIPA intensified its efforts in dealing with pertinent topics related to enhancing trade and investment relations within the framework of the GCC states, which included participating in a number of meetings related to this matter, such as the Free Trade Agreement (FTA) negotiations between the GCC States and the United Kingdom, and the discussions on the investment chapter. KDIPA also participated in discussions on the investment chapter within the negotiations

of the Free Trade Agreement (FTA) between the GCC countries and the Republic of Korea. KDIPA also participating in the meetings of the sub-group specializing in investment issues in the GCC countries.

KDIPA received a proposal for a draft joint action plan between the GCC and the Socialist Republic of Vietnam (2024-2028), and a proposal from the Republic of Uzbekistan regarding a draft charter for the Investors Council of the Gulf Cooperation Council and Central Asian countries.

Regarding Arab regional affairs, KDIPA received a draft copy of the new Arab Investment Agreement and the Services Trade Agreement between Arab countries.

## International affairs

**In the context of strengthening its relations with the European Union,** Kuwait's delegation participated in the fourth round of senior officials' meetings between the State of Kuwait and the European Union held in Brussels, Kingdom of Belgium, on December 11, 2023. The discussions focused on exploring opportunities for joint cooperation in various fields related to implementing the global agenda for sustainable development goals and economic diversification. In addition to KDIPA, the Kuwaiti delegation included representatives from the Ministries of Foreign Affairs, Defense, Interior, Health, and Education, as well as other government authorities including



1	March 5, 2024	Preparatory meeting for the 6th session of the Kuwait – U.S. strategic Dialogue.
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#### Kuwait – UK Joint Steering Group

2	March 5, 2024	20th session of the Kuwait – UK Joint Steering Group.
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#### Other Bilateral Meetings

3	July 13, 2023	Meeting between the State of Kuwait and the Kingdom of Saudi Arabia regarding partnership between the public and private sectors.
4	2023 ,12-September 11	Fourth session of the Kuwaiti-Hungarian Joint Ministerial Committee for Economic and Technical Cooperation.
5	September 26, 2023	Preparatory meeting for the 13th session of the joint Kuwaiti-Egyptian ministerial committee.
6	October 6, 2023	The first meeting for the coordination committee in the fields of investment, environment and infrastructure between the State of Kuwait and the Kingdom of Saudi Arabia.
7	February 15, 2024	Preparatory meeting for the 13th session of the joint Kuwaiti-Egyptian ministerial committee.

#### Second – Regional Meetings (9 meetings)

1	May 24, 2023	meeting on free trade agreement negotiations between the Gulf Cooperation Council countries and the United Kingdom (Virtual Meeting).
2	July 6, 2023	
3	August 14, 2023	meeting on free trade agreement negotiation between the Gulf Cooperation Council countries and the United Kingdom regarding the completion of the unified investment chapter (Virtual Meeting).
4	October 11, 2023	preparatory meeting by the investment and services team for the fifth round of free trade agreement negotiations between the Gulf Cooperation Council countries and the United Kingdom (Virtual Meeting).
5	November 27, 2023	meeting on Investment Chapter Negotiations between the Gulf Cooperation Council countries and the Republic of South Korea (Virtual Meeting).
6	December 11 - 12 2023	

#### The Joint GCC Committee and the team specializing in investment topics

7	April 30, 2023	The 5th meeting (for the year 2023) of the team specializing in investment topics in the Gulf Cooperation Council countries (Virtual Meeting).
8	July 10, 2023	The 6th meeting (for the year 2023) of the team specializing in investment topics in the Gulf Cooperation Council countries (Virtual Meeting).
9	January 29, 2024	The first meeting (for the year 2024) of the team specializing in investment topics in the Gulf Cooperation Council countries (Virtual Meeting).

During the visit, official bilateral discussions were held with the President of the People's Republic of China, resulting in the signing of 7 Memorandums of Understanding concerning major construction projects in building and construction, the completion of Mubarak Al-Kabeer Port, integrated housing cities, sanitation, renewable energy, and digital transformation. Among these was the Memorandum of Understanding by KDIPA, signed by His Excellency the Kuwaiti Minister of Foreign Affairs and His Excellency the Chinese Minister of Commerce in the People's Republic of China.

In a related context, a Kuwaiti-Saudi working team was formed to discuss cooperation and exchange expertise regarding economic zones and free zones, aiming to achieve economic integration for both parties. This is in implementation of the directives of His Excellency the Director General of KDIPA and His Excellency the Saudi Minister of Investment during his visit to Kuwait. In this framework, the joint working team held several virtual meetings, including a meeting on May 24, 2023, during which the Saudi side provided a presentation on economic zones in Saudi Arabia. Another meeting was held on June 19, 2023, where it was agreed on the importance of considering the needs that serve the citizens of both brotherly countries in Al-Nuwiseeb area. A third meeting took place on February 12, 2024, to discuss the latest developments in the investment environment between the two brotherly countries.

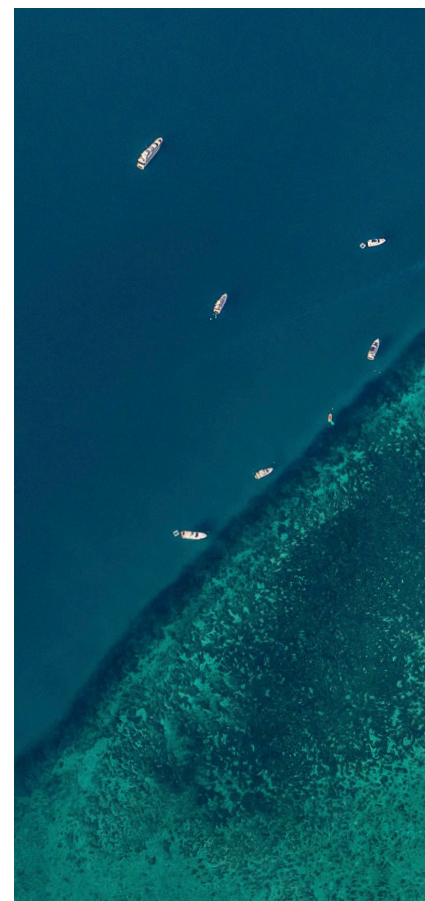
**Regarding Memorandum of Understanding (MoUs)** in the field of promoting direct investment, during the report period, KDIPA approved in principle to proceed with the procedures for signing an MoU in the field of «promoting direct investment» between the Government of the State of Kuwait and the Government of Japan. A meeting was held with Japan External Trade Organization (JETRO) to discuss this matter on October 9, 2023.

Furthermore, KDIPA explored several other draft MoUs in the field of «promoting direct investment» between the Government of the State of Kuwait and the governments

of the Republic of Estonia, the Republic of Albania, the Republic of Portugal, the Hong Kong Special Administrative Region of the People's Republic of China, the United Mexican States, and the Hashemite Kingdom of Jordan, respectively. Additionally, KDIPA discussed a draft MoU in the field of «free zones» with the Government of the Republic of Turkey.

In terms of Memorandum of Cooperation (MOC) with government authorities, KDIPA, represented by its Director General, signed a Memorandum of Cooperation (MOC) with the Central Bank of Kuwait (CBK) on May 15, 2023. This cooperation aims to define the frameworks for coordination between both parties regarding the technical and procedural aspects relating to investment entities. Additionally, KDIPA followed up on other potential MOCs with other competent government authorities, including the Public Authority for Food and Nutrition, the National Fund for Small and Medium Enterprise Development, and the Ministry of Information.

In line with the leadership's directives to accelerate digital transformation, KDIPA launched a pioneering initiative for establishing «digital links for the exchange of investor information and data» by signing MOCs with competent governmental authorities. The purpose of this initiative is to facilitate and speed up investor-related procedures by establishing digital links between KDIPA and other competent authorities, including the Ministry of Finance,



the Ministry of Commerce & Industry (MOCI), the Public Authority for Food and Nutrition, Kuwait Petroleum Corporation (KPC), the General Administration of Customs, the Public Authority for Manpower (MAP), and the Communications and Information Technology Regulatory Authority (CITRA). Several bilateral meetings regarding digital links were held. Among those was a meeting with the Ministry of Commerce & Industry (MOCI) on September

**KDIPA signed a Memorandum of Understanding in the field of free zones and economic zones, during the visit of H.H. the Crown Prince to the People's Republic of China**

**22**  
**September 2023**

**KDIPA represented by its Director General, signed a Memorandum of Understanding with the Central Bank of Kuwait**

**15**  
**May 2023**



the Ministry of Commerce & Industry (MOCI), the Public Authority for Food and Nutrition, Kuwait Petroleum Corporation (KPC), the General Administration of Customs, the Public Authority for Manpower (MAP), and the Communications and Information Technology Regulatory Authority (CITRA). Several bilateral meetings regarding digital links were held. Among those was a meeting with the Ministry of Commerce & Industry (MOCI) on September

20, 2023, with the Public Authority for Manpower (PAM) on October 16, 2023, and with the Communications and Information Technology Regulatory Authority (CITRA) on March 6, 2024. Additionally, KDIPA

organized an open meeting on November 27, 2023, with the presence of all the previously contacted competent authorities to discuss the contents of the Memorandum of Cooperation related to the digital links for the exchange of investor information and data.

#### **The Committee for Monitoring and Implementing International Agreements and Internal Cooperation Mechanisms with Government Authorities at KDIPA,**

was renewed on May 22, 2023, and again on November 30, 2023. This renewal aimed to ensure that the Committee will continue its work in monitoring all MOUs and MOCs, as well as measuring the progress level in

bilateral relations between KDIPA and other competent authorities.

## **5. Participating in Events**

KDIPA participated in 14 various events, both locally and internationally, which are related to its areas of expertise and promotional activities to position Kuwait as an investment destination and showcase the advantages it offers. These activities aim to encourage direct investment in Kuwait and strengthen Kuwait's economic and investment relations regionally and globally, as outlined in the table.

**Table No. (16) Activities in which KDIPA participated during the fiscal year FY 2023/2024**

No.	Event	KDIPA's Role
1	<b>Select USA Investment Summit 2023</b> Held during the period May 1-4, 2023, in Washington, D.C, with the attendance of over 3,000 participants from 70 companies and economic organizations, to discuss ways to provide facilitations and support for investors.	KDIPA attended in line with its role and commitment to strengthening bilateral relations with the United States of America, and implementing the cooperation agreement signed with its counterpart (SelectUSA) aimed to enhance direct investment relations, bilateral trade and economic cooperation between the two countries, while working to facilitate direct investment flows.
2	<b>Economic Meeting</b> Organized by the American Chamber of Commerce and held on May 1, 2023, in Washington D.C., with the attendance of the Ambassador of the State of Kuwait to the United States, along with several government officials and representatives from various companies.	KDIPA provided a brief presentation on the investment climate in the State of Kuwait.
3	<b>Economic Meeting</b> Organized by the Kuwait Chamber of Commerce and Industry (KCCI) for an economic delegation from Hong Kong/People's Republic of China on May 7, 2023. The Hong Kong delegation was led by the Chairman of the Chinese General Chamber of Commerce in Hong Kong.	KDIPA provided a brief presentation on the investment climate in the State of Kuwait.
4	<b>Global Annual Investment Meeting 2023 (AIM 2023)</b> Held its 12th edition during the period May 8-10, 2023, in Abu Dhabi, United Arab Emirates, under the theme "The Investment Paradigm Shift: Future Investment Opportunities to Foster Sustainable Development Growth, Diversity and Prosperity".	companies to present the latest investment developments in the State of Kuwait. KDIPA also participated in a panel discussion titled "Access to Markets – Unlocking Growth in Logistics SMEs & Diversifying Supply Chains" in addition to attending the Steering Committee meeting of the World Association of Investment Promotion Agencies (WAIPA). This was in accordance with KDIPA's role as the Regional Director for the Middle East and North Africa (MENA) region in WAIPA's Steering Committee.

No.	Event	KDIPA's Role
5	<p><b>Economic meeting ting</b></p> <p>Organized by the Kuwait Chamber of Commerce and Industry (KCCI) for an economic delegation from the Swiss Confederation on May 15, 2023. It was led by the Swiss Ambassador to the State of Kuwait.</p>	<p>provided a presentation on the investment climate in the State of Kuwait. investment climate in the State of Kuwait.</p>
6	<p><b>Kuwait Canada Business Summit 2023</b></p> <p>The first summit of its kind organized by the Kuwait Chamber of Commerce and Industry (KCCI) and held during the period October 1-5, 2023, in cooperation with the Global Affairs Canada and the Canadian Arab Business Council. It took place in Montreal with Invest Quebec, and in Toronto with the Government of Ontario and Ontario Chamber of Commerce (OCC); with notable participation of the business community and officials in both cities.</p>	<p>KDIPA provided a presentation on the investment climate in the State of Kuwait.</p>
7	<p><b>World Investment Forum 2023 (WIF 2023)</b></p> <p>The first summit of its kind organized by the Kuwait Chamber of Commerce and Industry (KCCI) and held during the period October 1-5, 2023, in cooperation with the Global Affairs Canada and the Canadian Arab Business Council. It took place in Montreal with Invest Quebec, and in Toronto with the Government of Ontario and Ontario Chamber of Commerce (OCC); with notable participation of the business community and officials in both cities.</p>	<p>During the forum, KDIPA team met with several participating companies to discuss the latest investment developments in the State of Kuwait.</p>
8	<p><b>Deloitte Tax Conference in Kuwait 2023</b></p> <p>Held, in Kuwait City, on October 17, 2023 the conference highlighted developments relating to the tax situation in Kuwait, and tackled other topics related to technology and taxation with the participation of experts across the Middle East Region.</p>	<p>KDIPA provided an overview of Law No. 116 of 2013, regarding the promotion of direct investment in the State of Kuwait and its implications to investors</p>
9	<p><b>The First GCC Engineering Symposium 2023</b></p> <p>Held under the patronage of H.H the Crown Prince under the theme "Unifying Capabilities for a Better Future" at the Conference Center in Sabah Al-Salem University City during the period October 29-30, 2023. The event was organized under the auspices of the Secretariat General of the Cooperation Council for the Arab States of the Gulf, with support from the College of Engineering and Petroleum at Kuwait University. It featured participation from representatives of companies operating in the engineering, industrial, construction, oil, telecommunication, and banking sectors, government authorities, as well as public and private universities.</p>	<p>KDIPA participated in the accompanying exhibition of the symposium and responded to inquiries brought forward by the attendees.</p>



No.	Event	KDIPA's Role
10	<p><b>The Business Show Exhibition 2023</b></p> <p>This important exhibition returned for its 25th edition at the renowned ExCeL London Exhibition Centre in London. United Kingdom. Held during the period November 22-23, 2023. The event featured participation from 750 entities and organized around 200 seminars covering topics related to entrepreneurship, innovation, and adaptation for performance improvement.</p>	<p>KDIPA provided visitors with an overview of the investment climate in Kuwait and responded to enquiries.</p>
11	<p><b>World Investment Conference 2023 (WIC 2023)</b></p> <p>Organized by the World Association of Investment Promotion Agencies (WAIPA) in its 27th edition. Held in New Delhi, Republic of India, during the period December 11-14, 2023. It featured participation of over 1,000 attendees, from investment promotion agencies, investment promotion experts from international and regional organizations, and executives from investment companies and companies operating in various economic sectors. The event also included launching interactive sessions with investors to display potential investment opportunities in various countries.</p>	<p>KDIPA participated in one of the conference panel sessions and took part in the accompanying exhibition to network with its counterparts, exchange information to support their efforts in attracting direct investments and engage with interested global companies.</p>
12	<p><b>Deloitte Tax Conference in Kuwait 2023</b></p> <p>Held, in Kuwait City, on October 17, 2023 the conference highlighted developments relating to the tax situation in Kuwait, and tackled other topics related to technology and taxation with the participation of experts across the Middle East Region.</p>	<p>KDIPA engaged in the deliberations on means to enhance cooperation between the government of Kuwait and Google Cloud to support the public sector in achieving its digital transformation goals.</p>
13	<p><b>Conference on the Impact of Mergers and Acquisitions on Local and Foreign Companies Expanding in the State of Kuwait</b></p> <p>Organized by Al-Suwait Legal Group in collaboration with the Ministry of Commerce &amp; Industry (MOCI), Competition Protection Agency (CPA), and other parties. The conference was held on December 25, 2023.</p>	<p>KDIPA provided a presentation on the investment climate in the State of Kuwait.</p>
14	<p><b>Training Course for Diplomats 2024</b></p> <p>Organized by the Saud Al-Nasser Al-Sabah Diplomatic Institute under the title "The Economic Path", and held during the period February 18-21. The course included participation from the Kuwait Investment Authority (KIA) and the Central Bank of Kuwait (CBK), the Kuwait Fund for Arab Economic Development (KFAED), the Kuwait Direct Investment Promotion Authority (KDIPA), the Kuwait Chamber of Commerce and Industry (KCCI), Kuwait Petroleum International (Q8), and the Kuwait Foundation for the Advancement of Science (KFAS).</p>	<p>KDIPA delivered a lecture presenting the investment climate in Kuwait and highlighting the incentives offered to companies interested in investing in Kuwait under Law No. 116 of 2013.</p>

## 6. Organizing events

KDIPA organized 6 promotional events during the report period to introduce Kuwait investment climate and highlight economic and investment developments, as shown in the table.

**Table No. (17) Activities organized by KDIPA during the fiscal year FY 2024/2023**

No.	Activity	Description	Date
1	Webinar to discuss the latest tax retention procedures in the State of Kuwait	Organized by KDIPA in collaboration with the Ministry of Finance; the seminar aimed to review and discuss the latest tax retention procedures by the Ministry of Finance for KDIPA licensed entities. The webinar was attended by KDIPA's partners of the licensed investment entities.	April 4, 2023 (Virtually)
2	Investment Forum with Citibank	Organized by KDIPA in collaboration with the Kuwait Branch of Citi Bank; the forum aimed to review the latest local and regional investment and economic developments.	May 8, 2023 (Virtually)
3	Two events introducing Google Cloud Services in Kuwait	Organized by KDIPA in collaboration with the Central Agency for Information Technology (CAIT), the Communication and Information Technology Regulatory Authority (CITRA), and Google Cloud. These events aimed to highlight the benefits of cloud computing and the future of Artificial intelligence. They were held in conjunction with the signing of the strategic partnership agreement between the Government of Kuwait and Google Cloud, and the announcement of KDIPA's approval for the establishment of Google Cloud Services as a Kuwaiti Company that will operate in the local market. The first event was dedicated to public sector employees, while the second targeted public and private university and college students in Kuwait. The events were inaugurated by the Director General of KDIPA with welcoming words and emphasizing the importance of the strategic partnership and the need for national efforts to fulfil the highest leadership directives and Kuwait's National Vision 2035, he also highlighted the goals of enhancing digital transformations and keeping pace with rapid technological advancements, while expressing confidence in the role of the youth in transitioning to a digital economy to build a prosperous future.	May 24 & 25, 2023 (Sheikh Jaber Al-Ahmad (Cultural Center
4	Investment Forum under the theme "Enhancing EU-Kuwait Trade & Investment Opportunities"	Organized by KDIPA in collaboration with the Delegation of the European Union to the State of Kuwait. The forum aimed to support the economic diversification project between the EU and the GCC Countries. The forum was attended by several ambassadors and representatives of EU member states, as well as government officials and executives from the local and European business communities. The forum opening speeches were delivered by H.E. KDIPA's Director General and H.E. the Chargé d 'Affairs of the Delegation of the EU to the State of Kuwait. KDIPA also provided a presentation on the economic developments in Kuwait, followed by another presentation on Al-Abdali Economic Zone. KDIPA also convened an interactive discussion session with KDIPA officials addressed incoming inquiries and provided necessary clarifications to the attendees.	July 11, 2023 (KDIPA Headquarters in the State of Kuwait)





No	Activity	Description	Date
5	Forum on Generative AI (GEN AI Tech Talk Forum)	Organized by KDIPA in collaboration with Kuwait University and Google Cloud – Kuwait licensed by KDIPA; the forum featured an in-depth panel discussion. The session brought together the CEO of Google Cloud on his first visit to the Middle East, and the Director of Google Cloud – Kuwait. The forum was attended by interested tech entrepreneurs, and startups, and Kuwait University students and professors who are interested in digital transformations. The forum highlighted the latest generative AI products from Google Cloud and emerging technologies.	November 14, 2023 (Sabah Al-Salem University City)
6	Kuwait Investment Forum	Organized by KDIPA in collaboration with the Ministry of Foreign Affairs and the media group "The Business Year"; the conference was held in commemoration of the 125th anniversary of the Kuwait-Britain partnership. The conference opening speeches were delivered by the Minister of Finance, Minister of State for Economic Affairs & Investment, along with the UK Minister of State for the Middle East, North Africa, South Asia and the UN, and the CEO of The Business Year. The forum featured three panel discussions focusing on "Enhancing Bilateral Kuwaiti - British Investments". The first session titled "Finance and Investment – Strengthening Bilateral Investments", was attended by the President of the Kuwait Banking Association, and the Co-head for Global Origination at the UK Export Finance, among other investment companies and banks. The second session titled "125 Years of Kuwait-British Partnership" and included participation from British Minister of State for Investment in the Department for Business and Trade Investment, Kuwait Ambassador to the United Kingdom of Great Britain and Northern Ireland, and the British Ambassador to the State of Kuwait, among others. The third panel tackled "Technological Advancements and Digital Innovation" featured speakers such as the CEO of KNET, the Co-CEO of BPX Digital Securities Exchange, and Cyber Security Ambassador for UK Defence and Security Exports, Department for Business and Trade, among others. Keynote speeches were delivered by the acting CEO of Kuwait Finance House Group (KFH) and the Senior Vice President and Head of Advisory and Mergers and Acquisitions at Kuwait Financial Centre (Markaz).	March 5, 2024 (London, United Kingdom)

## 7. Targeting Investors

KDIPA intensified its efforts during the report period according to the set promotional plan that focused on communicating with the leading companies internationally in the targeted sectors, while continuing to update data on companies and their value-added activities in these sectors.

Regarding cooperation with local competent authorities to enhance targeting activities, KDIPA cooperated with the Ministry of Foreign Affairs to enhance economic diplomacy in promoting the State of Kuwait, and attracting qualitative investments that contribute to achieving the National Vision 2035, and to prepare and update plans for each targeted sector internationally. KDIPA responded to the Minister of Finance's questions regarding targeting international companies in the fields of food security and medicine as a national priority. It also participated in a workshop to review the proposed projects and priority sectors within the National Industrial Strategy Project for the State of Kuwait 2035, organized by the

Public Authority for Industry (PAI) during the period June 2023, 5-. On the other hand, KDIPA held a meeting with the Touristic Enterprises Company (TEC) to develop a joint action plan to target international companies in the tourism sector, specialized in building entertainment cities, and to discuss the possibility of targeting potential investment opportunities related to entertainment cities.

**Regarding cooperation with specialized companies to promote investment opportunities,** KDIPA communicated with several international companies, including the British Financial Times Group (FT Group) and the American Bloomberg Media Group, to discuss organizing external promotional conferences (KIO) with the aim of attracting leading companies in the targeted sectors to Kuwait. It has also identified the pavilions (Booths) in which many other government authorities participate in both internal and external exhibitions and conferences related to KDIPA's work.

## 8. Media Relations

KDIPA continued to extend its network of promotional relations with several local, regional, and international media organizations to publish its press releases, articles, special editions, and interviews that aim to showcase KDIPA's role in attracting direct investments and introducing the benefits of investing in Kuwait. Additionally, KDIPA developed its comprehensive promotional plan for the coming period. Regarding KDIPA's role within the World Association of Investment Promotion Agencies (WAIPA), it won, for the first time, the elections for the position of Vice President of the WAIPA Steering Committee for the upcoming term of (2023-2025). The election took place during the WAIPA General Assembly on December 11, 2023, on the sidelines of WAIPA 27th World Investment Conference (WIC) held in New Delhi, India, during the period December 11-14, 2023. Previously, KDIPA held the position of Regional Director for the Middle East and North Africa (MENA) in WAIPA Steering

Committee during the 2021-2023 term. In its nomination speech, KDIPA expressed its intent, as Vice President of the WAIPA Steering Committee, to continue working collaboratively in order to enhance cooperation and communication amongst the member investment promotion agencies (IPAs) worldwide, to attract sustainable (impact) investments and achieve the desired goals, in line with the existing and upcoming programs and initiatives.

KDIPA participated in WAIPA's Steering Committee's semi-annual meeting held on May 9, 2023, during the Annual Investment Meeting (AIM) 2023, in Abu Dhabi, United Arab Emirates, in its capacity as the Regional Executive Director for MENA. KDIPA also participated in a Panel session titled "Market Access – Unleashing Growth for SMEs in Logistics and Diversifying Supply Chains" held on May 8, 2023, during the "Entrepreneurship Investment Summit – Investing in Arab and African Entrepreneurs". This summit was held on the sidelines of AIM in collaboration with the Union of Arab Chambers, during which the establishment of a dedicated platform was announced to promote investment opportunities led by entrepreneurs or SMEs in the Arab and African Countries.

**Regarding media partnerships,** KDIPA continued its cooperation with both the Oxford Business Group (OBG) to prepare the Kuwait Report 2024, and The Business Year (TBY) for their Kuwait Report 2024. KDIPA also signed two Memorandums of Cooperation (MOCs) with the two groups on June 25, 2023. Additionally, coordination with The Business Year was undertaken to organize the Kuwait Investment Conference in collaboration with the Kuwait Ministry of Foreign Affairs. KDIPA has also strengthened its communication with local media and the Kuwait News Agency (KUNA) to publish its press releases.

Regarding journalistic interviews, KDIPA appeared in several publications and specialized magazines and special editions on Kuwait, of which an interview with KDIPA Director General to be published in Oxford Business Group (OBG) in its Kuwait



Report 2023, and an interview with KDIPA Director General to be published in the Business Year (TBY) Kuwait Report 2024. An interview with KDIPA Director General was also published in the special edition of (Al Masaref Magazine) produced by Kuwait Banking Association (KBA) on the occasion of their conference held in Marrakech in October 2023, and published also in the February 2024 edition of the magazine, whereby KDIPA placed an advertisement in this magazine. Another interview with KDIPA Director General was conducted with (The Investor) magazine produced by the Union of Investment Companies (UIC).

**Regarding institutional branding,** KDIPA continued its efforts to enhance its branding across multiple mediums, including its publications, promotional materials, website and KDIPA mobile App. This also involved updating and improving the institutional identity and design of the visual promotional presentation template in both Arabic and English. Additionally, KDIPA redesigned its logo for placement on its office doors and also created a unique QR code for all its platforms to facilitate visitor access. Moreover, KDIPA undertook the redesign of its training room, the investors reception area, and the side meeting rooms, and followed up their full execution

**Regarding introductory presentations,** the content of the presentations titled #WhyKuwait was updated, and a multitude of presentations were designed to support KDIPA's promotional activities and

campaigns, which were tailored to specific needs as required. Meetings were held with several companies to discuss possibility of producing a new promotional video for KDIPA. Moreover, KDIPA communicate with Kuwait Airways to arrange for placing its new promotional video to be showcased on its flights.





**Regarding introductory and promotional videos,** KDIPA edited and produced special videos for three of its partners from the investment entities licensed by KDIPA, which included Shell Kuwait, Amazon Web Services (AWS), and Boeing. In these videos, these companies shared their experiences in Kuwait and discussed the available opportunities, as well as mentioning the kind of services they provide and their collaboration with KDIPA in achieving Kuwait National Vision 2035 and its developmental goals. As to KDIPA partners amongst the competent government authorities, a video was published featuring the Central Bank of Kuwait (CBK), in which the Governor of CBK discussed the services provided by the bank and the potential opportunities in Kuwait.

**Regarding promotional videos for KDIPA activities,** several videos were filmed covering KDIPA's promotional events, including the Investment Forum organized in collaboration with the Delegation of the European Union to the State of Kuwait, the visit of the CEO of Google Cloud to Kuwait, the Kuwait Investment Conference which marked 125 years of bilateral relations between Kuwait and the United Kingdom, as well as KDIPA's social responsibility activities like Kuwait Sports Day, the national holidays and events, religious occasions (Ramadan) celebrations, World Environment Day, International Youth Day, and visits of KDIPA staff to the Sheikh Ahmed Al-Jaber Oil and Gas Exhibition in Al-Ahmadi, Dasman. KDIPA intensified its efforts in designing advertisements and promotional materials for external events such as its participation in the Business Show 2023 in London, the World Investment Conference (WIC) of the World Association of Investment Promotion Agencies (WAIPA) in New Delhi, and the Kuwait Investment conference with The business Year (TBY) in London. Additionally, KDIPA designed promotional materials for internal events that it organized including the Google Cloud Kuwait Forum and the Investment Forum in collaboration with the Delegation of the European Union to the State of Kuwait. KDIPA also created advertisements for its operational activities

such as the design of the advertisement for KDIPA job recruitment, and the offered job opportunities by the investment entities licensed by KDIPA, the announcement of receiving applications from consulting companies and offices to register with KDIPA to be able to represent investors and submit requests on their behalf, and KDIPA's advertisement in (Al Masaref) Magazine of KBA. Other design efforts included KDIPA Eighth Annual Report, its social media announcement, "Aadaa" initiative for activating Code of Conduct for government employees embarked by Kuwait Anti-Corruption Authority (NAZAHA); KDIPA also designed internal document templates such as the acknowledgment receipt for Al-Hamra ID cards and KDIPA cards, Investor Service Management forms, visit reports, acknowledgment forms, and certificates for employee training program participation. Additionally, KDIPA worked on modifying the screensaver video for the employees' devices, designing the Code of Conduct for display screens, and KDIPA's calendar. Diabetes Institute, and Al-Salam Palace Museum.

## 9. Website

KDIPA's advertisement in (Al Masaref) Magazine of KBA. Other design efforts included KDIPA Eighth Annual Report, its social media announcement, "Aadaa" initiative for activating Code of Conduct for government employees embarked by Kuwait Anti-Corruption Authority (NAZAHA); KDIPA also designed internal document templates such as the acknowledgment receipt for Al-Hamra ID cards and KDIPA cards, Investor Service Management forms, visit reports, acknowledgment forms, and certificates for employee training program participation. Additionally, KDIPA worked on modifying the screensaver video for the employees' devices, designing the Code of Conduct for display screens, and KDIPA's calendar. Diabetes Institute, and Al-Salam Palace Museum.



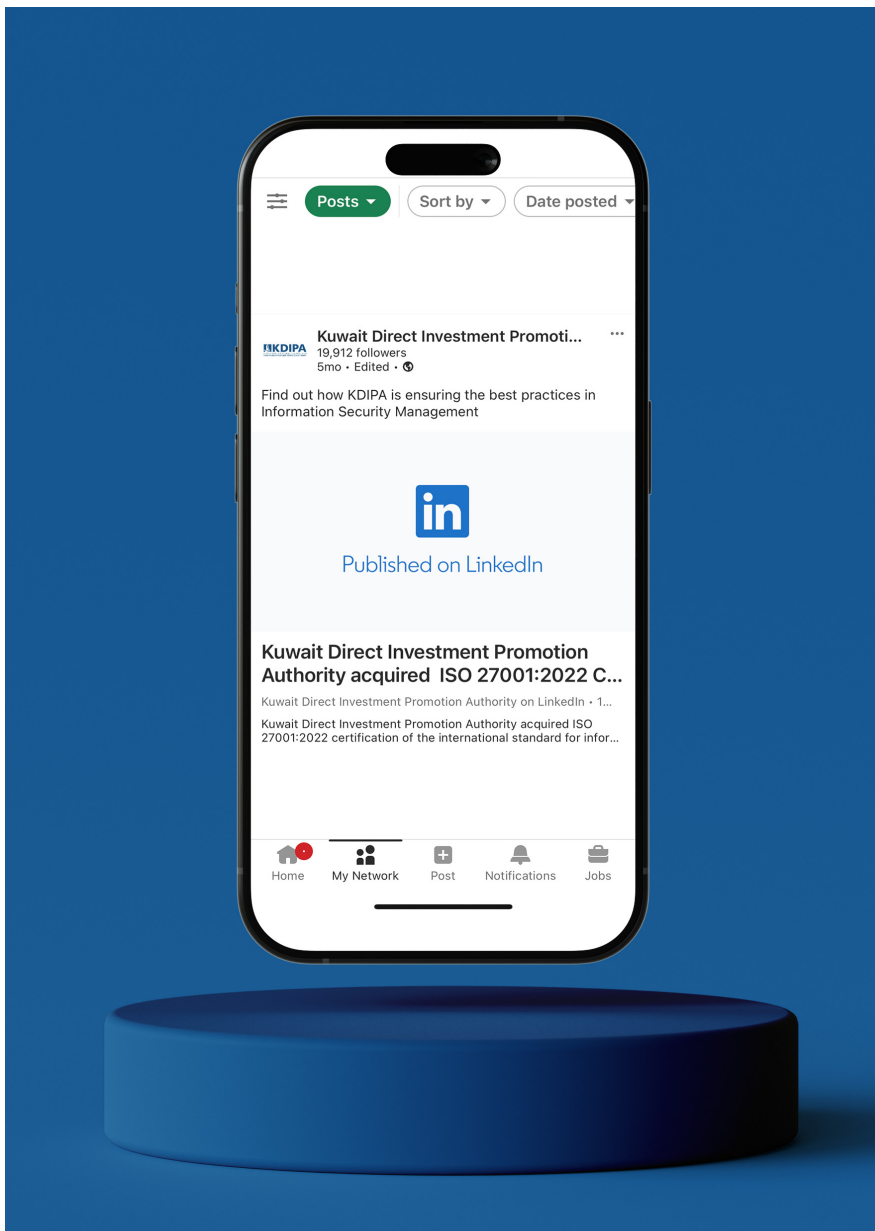
## 10. Social Media

KDIPA continued to develop its social media and work to enhance digital content within the framework of its comprehensive promotional strategy, with the aim of showcasing the State of Kuwait as an attractive location for direct investments, presenting lucrative investment opportunities, and explaining KDIPA's role, the nature of its mandate, and the incentives and guarantees it offers. KDIPA aimed to expand its digital presence across the Internet and explore various ways to develop digital campaigns, as well as improve the quality of content and raise the level of engagement.

KDIPA prepared a promotional campaign using Google Ads through Google Display Network and Google Search Engine Optimization.

KDIPA also continued to develop the content of its page on LinkedIn to enhance the impact of its presence in it. For the first time, KDIPA began publishing a set of articles on the services provided to investors on its LinkedIn page, and launched the first episode tackling the importance of KDIPA obtaining the ISO 27001:2022 certification for information security management.

During the report period, KDIPA prepared and uploaded a total of 766 posts on its social





# كن جزءاً من رؤية الكويت






## BE PART OF KUWAIT'S VISION

media pages, that covered developments in the economic situation in the State of Kuwait and its position in international indicators under the hashtag #WhyKuwait, based on specialized reports issued by renowned international institutions, including the World Bank, Fitch Ratings, and the UN Trade

and Development (UNCTAD), in addition to content for paragraphs reviewing the activities of KDIPA's partners from licensed investment entities (investors), employment advertisements for Kuwaitis by licensed investment entities, excerpts from KDIPA's Eighth Annual Report 2022- 2023, and coverage of KDIPA's activities, including

developments on bilateral agreements, Memorandum of Understanding and meetings, in addition to announcements of religious, national, and festival occasions, holiday decisions, and a digital calendar for fasting during the holy month of Ramadan 2023, as shown in the figure.






### Number of KDIPA Social Media Posts

 Threads	 Facebook	 LinkedIn	 X	 Instagram
112	182	185	196	91
Total number of posts : 766				



KDIPA has generally witnessed an increase in the number of followers on its social media pages, recording the highest increase on its YouTube page, followed by its Instagram page, as shown in the table.

**Table No. (18) KDIPA Social Media Followers (April 2023-March 2024)**

period	Social Media				
	 X	 LinkedIn	 Instagram	 Facebook	 YouTube
April 2023	16,481	16,771	13,560	22,428	470
March 2024	16,800	18,768	16,500	21,571	583
% Change	+1.93 %	+ 11.9 %	+ 21.6 %	- 3.82 %	+ 24.04 %

KDIPA collected the relevant inquiries and comments posted on its social media pages to deal with them within the existing internal coordination framework of the to enhance the relationship with investors and has expanded the use of the model template for presenting content of KDIPA's investment and promotional activities to be duly posted on its social media channels.

## 11. Public Relations

During the report period, KDIPA has enhanced its public relations activities in order to improve internal communications channels and organize external interactions with KDIPA visitors, including dignitaries and official delegations, as well as coordinated the Director General meetings between with media entities.

A total of 32 e-mail circulars were sent to KDIPA employees, covering administrative matters, organizational issues, internal ISO audits, special occasions, holidays, condolences, and events organized for KDIPA's employees. KDIPA also continued

## 12 Diverse Events

to update its internal portal (iKDIPA) to reflect relevant developments concerning its operations.

**Regarding KDIPA's social responsibility activities,** it organized 12 diverse events as part of its efforts to foster participation, teamwork, and enhance communication amongst employees to enhance the overall benefit of the organization. These activities included special events during Ramadan, educational and historical visits for KDIPA's employees to the Dasman Diabetes Institute and Al-Salam Palace Museum, and celebrations of global occasions such as the World Environment Day to raise awareness and also the International Youth Day to emphasize the significance of youth in the growth and development of society. KDIPA also held a national event in celebration of Kuwait's national holidays, which involved asking questions related to Kuwait's history, customs, and language. Additionally, KDIPA participated in sports events for the first

time, including the League of Ministries, Institutions, and Government Entities in Padel and athletics, where it secured second place as a team in the road race and first place in the individual middle distance track race (800 meters). KDIPA also participated in the first edition of "Kuwait Sports Day". To further enhance interaction and engagement, KDIPA conducted an internal survey to gather feedback from the new employees on the introductory program, as outlined in the table.

**Table No. (19) Social and Cultural Activities for KDIPA's Employees**

No.	Event	Date
1	Ramadan event to enhance team spirit between employees	April 6, 2023
2	Visit to Sheikh Ahmed Al-Jaber Oil & Gas Exhibition at Kuwait Oil Company for employees	May 18, 2023
3	Seminar on the occasion of World Environment Day	June 5, 2023
4	Awareness video for International Youth Day	August 12, 2023
5	Visit to Dasman Diabetes Institute for employees	December 14, 2023
6	Two visits to Al-Salam Palace Museum for employees	February 7 & 14, 2024



No.	Event	Date
7	National day celebration event titled "Ghatawi Al-Haya'a 2024"	February 19, 2024
8	Participation in the League of Ministries, Institutions, and Government Entities in Padel and athletics 2023/2024 season, with a men's padel team and a women's athletic team	February 2024
9	Introduction program for new employees at KDIPA, including welcoming new employees, visits to KDIPA's sectors, issuing of KDIPA and Al-Hamra Tower IDs, email setup, and password allocation	March 3-4, 2024
10	Participation in the first edition of Kuwait Sports Day	March 9, 2024
11	Special Ramadan event to enhance team spirit between employees	March 24, 2024
12	Survey to gather feedback from new employees on KDIPA's introductory program, titled "Share Your Onboarding Feedback"	March 26 & 28, 2024



**KDIPA delivers its Eighth Annual Report to H.H. The Prime Minister**

**KDIPA participates in the 4th meeting to Forecast the Future in Riyadh**

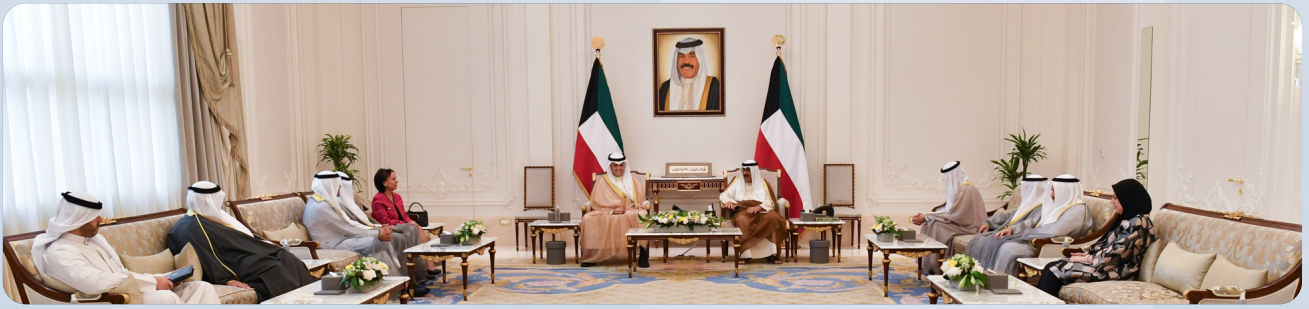


**KDIPA participates in a meeting with an Economic delegation from the Swiss Confederation organized by KCCI**



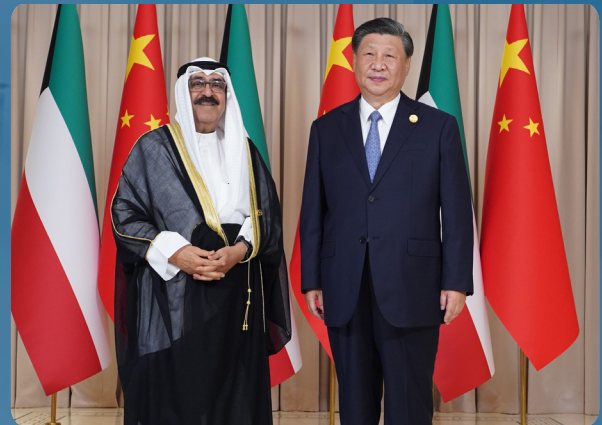
**KDIPA participates in the First meeting of the coordination committee in the fields of Investment, Environment and Infrastructure between the State of Kuwait and the KSA**





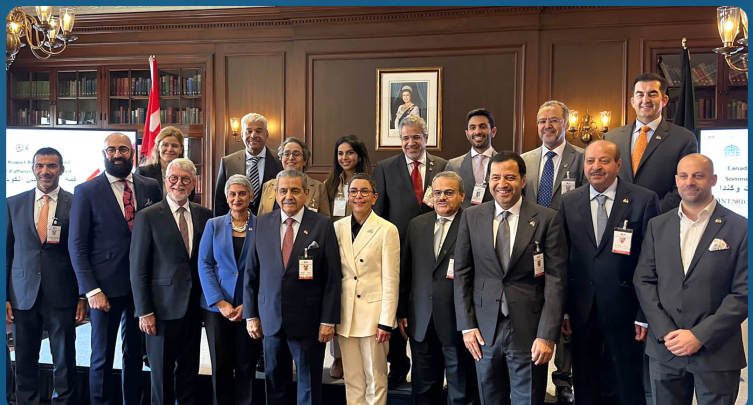
**KDIPA delivers its Eighth Annual Report to H.H. The Crown Prince**

**KDIPA signs MoU with the People's Republic of China**



**H.H. the Amir's Representative, H.H the Prime Minister meets CEO's of U.S. companies**

**KDIPA Participates in Canada-Kuwait Business Summit**





**KDIPA participates in the Fourth expert level Senior Officials' Meeting between the State of Kuwait and the EU in Brussels**



**KDIPA Co-organized "GEN AI Tech Talk Forum" in collaboration with Kuwait University and Google Cloud**



**KDIPA and Google Cloud Co-organized an event titled "Developer and Youth Forum" in collaboration with CAIT and CITRA**



**KDIPA along with The Ministry of Foreign Affairs & The Business 'Year presents 'Kuwait Investment Outreach**





**KDIPA participates in an event organized by the U.S. Chamber of Commerce**

**KDIPA participates in SelectUSA 2023 Investment Summit**



**KDIPA participates in the Annual Investment Meeting 2023 in Abu Dhabi**

**KDIPA participates in the 13th WTO Ministerial Conference in Abu Dhabi**





## KDIPA Participates in the Mergers & Aquisitions Impact on Companies Conference



## KDIPA conducts a lecture on Kuwait's investment climate at the Kuwait Diplomatic Institute



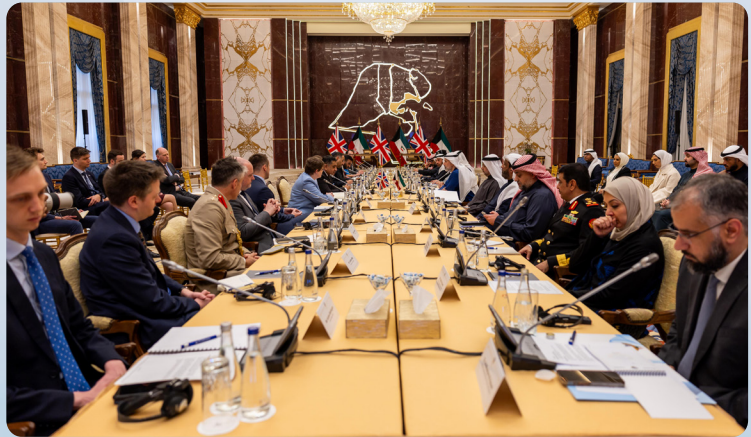
## KDIPA elected to the Vice Presidency of WAIPA Steering Committee



## KDIPA and the Delegation of the European Union to the State of Kuwait Co-organizes an Investment Forum



**KDIPA participated in the 20th Meeting of Kuwait-UK Joint Steering Group**



**KDIPA participates in a meeting with an Economic delegation from Hong Kong organized by KCCI**

**KDIPA receives a Trade Delegation from Hong Kong**



**KDIPA Participates in Government Strategies and their alignment with Kuwait Vision and SDGs at SCPD**



## KDIPA participates at the CAIT x Google Cloud Tech Forum



## The Central Bank of Kuwait and Kuwait Direct Investment Promotion Authority sign MoC



## KDIPA signs MoC with Oxford Business Group



## KDIPA signs MoC with The Business Year







**KDIPA participates  
in the UNCTAD World  
Investment Forum  
in Abu Dhabi**

**KDIPA and Citibank Kuwait  
Co-organizes Investment  
Forum 2023**



**KDIPA participates  
in the Business Show  
in London 2023**

**KDIPA participates in the First GCC  
Engineering Symposium**







**KDIPA organizes webinar  
to discuss the latest tax  
retention procedures by MOF**

**KDIPA receives  
the Ambassador  
of the Arab Republic  
of Egypt**



**KDIPA receives the  
Ambassador of Japan**

**KDIPA receives the  
Ambassador of the  
United Arab Emirates**







**KDIPA participates in Deloitte Kuwait Tax Conference**

**KDIPA participates in the special meeting of the Business Ready (Be-Ready) report team by the World Bank Group**



**KDIPA receives an economic delegation from the Republic of India**

**KDIPA receives the Deputy Minister for Investors Outreach at the Saudi Ministry of Investment**





**KDIPA receives  
the Ambassador  
of the Republic  
of India**



**KDIPA receives the  
Ambassador of Germany**



**KDIPA receives the Ambassador  
of the Kingdom of Bahrain**



**KDIPA receives the UK Deputy Prime Minister**







**KDIPA receives the  
Ambassador of the  
Socialist Republic of  
Vietnam**

**KDIPA receives the  
Ambassador of the  
Islamic Republic of  
Pakistan**



**KDIPA receives  
British Minister  
of Investment**



**KDIPA receives the Governor  
of the Public Investment Fund  
of the Kingdom of Saudi  
Arabia**



**KDIPA Organizes  
a Team Building  
Event for Employees**



**KDIPA organizes a field visit to KOC Ahmad Al-Jaber Oil & Gas Exhibition**



**KDIPA participates for  
the first time in League  
of Ministries, Institutions,  
and Government Entities**



**KDIPA organizes a field visit to Dasman Diabetes Institute**



**KDIPA receives the  
Ambassador of the  
People's Republic  
of China**



**KDIPA receives  
the Ambassador  
of Argentina**

**KDIPA receives the  
Ambassador of the  
Hashemite Kingdom  
of Jordan**



**KDIPA organizes a visit for its  
employees to Al Salam Palace  
Museum**





**H.E The Minister of Finance and The Chairman of KDIPA Board met the appointed Judiciary Team members**

**KDIPA organizes a training program for its employees**



**KDIPA organizes World Environment Day seminar for employees**





**KDIPA organized an orientation program for its new employees**



**KDIPA organizes an event during Ramadan to foster a positive work environment for employees**



**KDIPA participates in Kuwait Sports Day 2024**



# CHAPTER FIVE

## ADVOCACY ACTIVITIES

- **KDIPA continued** its advocacy role in coordinating with members of the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK) to formulate or re-formulate the Working Groups for Improving Business Environment affiliated with government authorities' members of the PPCK concerned with implementing (Tahseen Program) and preparing for the new Business Ready (B-Ready) Index.
- **KDIPA followed up** on the coordination of national efforts with government authorities and the Working Groups for Improving Business Environment emanating from the PCK to implement the requirements of the National Agenda (Tahseen Program) and evaluate the impact of implemented reforms.
- **KDIPA actively participated** in expert workshops and discussion groups to review the updated methodology for the new (B-Ready) Index with the World Bank to cover all emerging developments.
- **KDIPA signed** the legal arrangements of the technical support on "Improving the Business Regulatory Environment - Phase III" project with the World Bank Group (WBG) and concluded the required procedures according to the Guidelines set by the Steering Committee of the National Partnership Framework between the State of Kuwait and the World Bank.







KDIPA, continued to intensify 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 following paragraphs demonstrate KDIPA's advocacy efforts to streamline business environment and enhance competitiveness.

## 1. PCK Affairs

KDIPA continued to assume its advocacy role, in its capacity as the Head of the Permanent Committee for Streamlining the Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK), as well as the secretariate of PCK in accordance with the Council of Ministers (COM) Decision No. 1551 of 2013, to follow up the coordination of the national efforts with the competent authorities in the public and private sectors, civil society and international organizations regarding streamlining business environment and investment climate in the State of Kuwait, in a manner that would raise Kuwait's ranking in relevant regional and international indicators.

## 2. Working Groups for Improving Business Environment

KDIPA continued its coordination efforts within the framework of the PCK by addressing the member government

authorities to renew the formulation or reformulate their relevant Working Group for Improving Business Environment (Working Groups) emanating from them, to undertake the responsibility of collecting, documenting, and completing the execution of the reforms included in the National Agenda for Streamlining Business Environment (Tahseen Program), showing the procedures, practices and legislations associated with it that led to improving the regulatory environment for doing business. Prepared follow up reports to be submitted to KDIPA in its capacity as the Secretariat of the PCK and the focal point of communication with the World Bank in this respect. On another hand, the Working Groups were encouraged to start on building their capacities in understanding the methodology of the new index that replaced the Ease of Doing Business Index namely the (Business Ready) Index, in which Kuwait will be included in its 2026 report edition. KDIPA also requested from each of the Working Groups to identify point of contact to ensure adequate coordination channels for receiving and filling out the

World Bank questionnaires for the new index.

KDIPA held a total of 49 meetings with the Working Groups during the report period, during which the accomplishments of the measures included in the National Agenda for Streamlining Business Environment (Tahseen Program 1 and Program 2) were discussed while the measures that were not completed were identified under what was named (Tahseen Program 3). The emerging developments and updates of the methodology of the new index (B-Ready) was also discussed. The table shows the status of the formulation or re-formulation of the Working Groups for Improving Business Environment, their new topic names, and the number of meetings held with KDIPA's team within its advocacy coordination role.





**Table (20) Formulation and re-formulation of the Working Groups for Improving Business Environment and Meetings with KDIPA's Team**

No.	Previous Topic Working Group WG	New Topic Working Group	Competent authority	Administrative Decision of WG formulation or reformulation	Date	No. of Meetings with KDIPA’s Team
Formulated during Fiscal Year FY 2022 /2023						
1	Getting Credit WG	Financial Services	Central Bank of (Kuwait (CBK	No. (33) of 2023	February 21. 2023	1
2	Protecting Minority Investors WG		Capital Markets (Authority (CMA	---	February 28, 2023	1
Formed during Fiscal Year 2023/ 2024						
3	Registering Property WG	Business Location	Ministry of Justice	No. 2355 of 2023	April 6, 2023	5
4	Dealing with Construction Permits WG		Kuwait Municipality	No. 38A of 2023	April 26, 2023	6
5	Enforcing contracts WG	Disputes Resolution	Ministry of Justice	No. 2356 of 2023	April 6, 2023	15
				No. 2799 of 2023	May 17, 2023	
6	Starting a Business WG	Business Entry	Ministry of Commerce & Industry	No. 1389 of 2023	June 19, 2023	9
7	Getting Electricity WG	Public Utility Services	Ministry of Electricity, Water & Renewable Energy	No. 1247 of 2023	August 17, 2023	9
8	Trading across borders WG	International Trade	General Administration of Customs	No. 1553 of 2023	September 24, 2023	3
9	Paying Taxes WG	Taxation	Ministry of Finance	-	-	-
Total Meetings						49

It should be noted that with the change in the B-Ready Index topics, the Working Groups for improving Business Environment changed their names according to the new topics headed by the related government authority. For example, the Protecting Minority Investors Working Group within the discontinued Ease of Doing Business Index is no longer part of the B-Ready Index; however, after the Working Group reviewed and examined the new methodology, it was evident that it cross cut and could interact with other new topics namely the financial services and business insolvency. The formulation of the (Working Groups

for Improving Business Environment) with the competent government authorities that are members of the PCK has been deemed an important enabling step to support and continue KDIPA's coordinating efforts that aim at documenting all the reforms that contribute to improve the business environment even beyond the reforms included in the (Tahseen Program) based on the topics (components) of the World Bank cancelled Ease of Doing Business Index. These components are now converted to the topics of the World Bank's new B-Ready Index, which focus on deepening the culture of facilitating and upgrading government services provided to

the public and dealing with transparency, and ultimately contributing to enhance Kuwait's competitive position in regional and international indices and reports

### 3. Technical Support Arrangements - Phase III

During the report period, KDIPA intensified its correspondence, meetings and virtual conferencing, to complete the discussion of the terms of the technical and financial offer for the Technical Support Agreement for "Improving the Business Regulatory Environment - Project Phase

III” in preparation for signing the legal arrangements for requesting to benefit from the advisory services provided by the World Bank within the framework of the “National Agenda for Streamlining the Business Environment (Tahseen Program)”, in accordance with the requirements set out in the “Guidelines of the Steering Committee for the National Partnership Framework between the Government of the State of Kuwait and the World Bank”, headed by the Ministry of Finance, upon the approval of the General Secretariat of the Supreme Council for Planning & Development, and the review of the Fatwa & Legislation Department KDIPA reviewed the amended version of the draft technical agreement during the period May to October 2023,

incorporating the remarks of the Fatwa & Legislation Department in terms of the legal arrangements for the agreement to be concluded between KDIPA and the World Bank in both Arabic and English languages. KDIPA finalized obtaining the necessary approvals from the Ministry of Finance by December 26, 2023, and received a letter of approval from the Ministry of Finance on January 18, 2024, including the approval of the Steering Committee of the Partnership Framework between the Government of the State of Kuwait and the World Bank on the technical and financial offers approved by KDIPA. KDIPA addressed the Ministry of Finance on February 6, 2024, to request convening a coordination meeting between the

concerned parties in accordance with the specified Guidelines. The concerned parties (KDIPA, the World Bank, the General Secretariat of the Supreme Council for Planning & Development, and the Ministry of Finance), respectively, completed signing the Agreement on February 18, 2024. In this regard, KDIPA held two meetings with the World Bank Group on February 5, 2024 and March 3, 2024 to discuss the needed procedures to start the enforcement of the technical agreement.

### 4. Business Ready Updates

During the report period, KDIPA reviewed two updated documents entitled “B-Ready Methodology Handbook” and “B-Ready Manual and Guide”, which were published

### B- Ready Index Topics



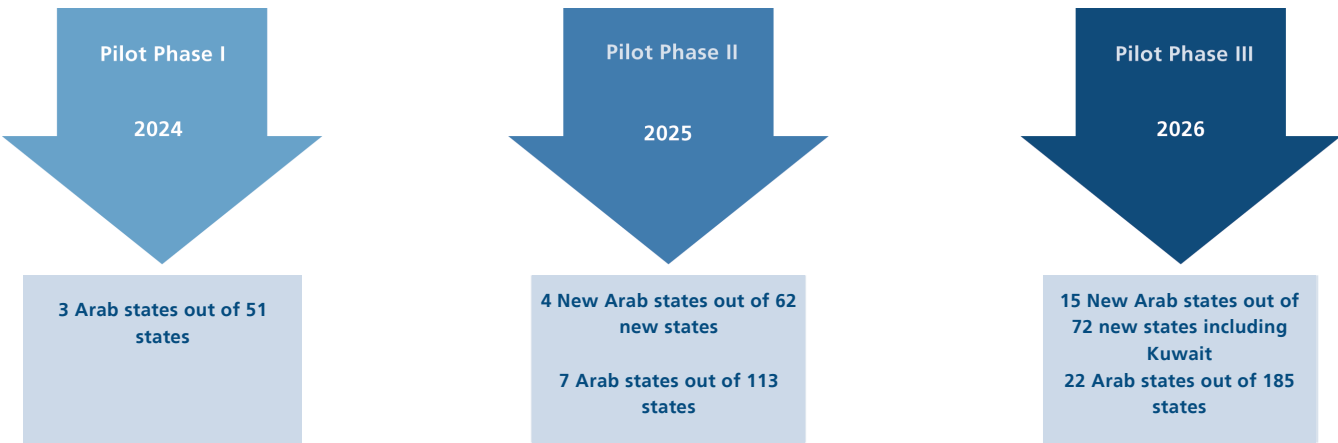
by the World Bank’s expert team on the B-Ready Index website on May 1, 2023. The World Bank Group (WBG) announced the dates of the release of the B-Ready project reports for the three pilot phases such that the first pilot report will be published in the last quarter of 2024. Other amendment were made to the number of

states entering each pilot phase such that the amended Pilot Phase I will include 51 states, while the Pilot Phase II will include 62 new states in addition to the 51 previous states; Pilot Phase III will include 72 new states including Kuwait based on its request to be moved from Pilot Phase II, in addition to the previous 113 states. The figure shows the new distribution of Arab states across

the three pilot phases of the B-Ready Index, where the majority of Arab countries joined Pilot Phase III.



### (2026-Distribution of Arab States across the Pilot Phases of the B-Ready Index Project (2024





## 5. Enterprise Survey



THE WORLD BANK  
IBRD • IDA

ENTERPRISE SURVEYS  
WHAT BUSINESSES EXPERIENCE

KDIPA received an email from the World Bank Group (WBG) on February 1, 2024 regarding the preparation of the required Enterprise Survey (WBES) in Kuwait with the aim of collecting data and information, as well as to gauge the opinions of existing commercial institutions in Kuwait, as a pivotal effort to prepare for Kuwait's participation in the B-Ready Index. This is emanating from KDIPA's advocacy role in leading the coordination and communication efforts with competent authorities to collect required data. In this regard, KDIPA addressed H.E. Minister of Commerce & Industry (MOCI) on February 12, 2024, regarding the plan for

conducting the WBES survey by starting with a sample of companies to fill up the WBES questionnaire, by directing the relevant specialists at their respective ministry to fill it. KDIPA also contacted the PCK members in this regard on February 20, 2024.

## 6. Follow-up on the implementation of the National Agenda for Streamlining Business Environment (Tahseen Program)

KDIPA continued its coordination efforts in its capacity as Head of the PCK, and assuming its Secretariat, by addressing PCK members to follow up on the implementation of the recommendations of the National Agenda for Streamlining the Business Environment within Tahseen Program, as shown in the table.

**Table No. (21) Record of Received Responses from the PCK Members for Business Topics**

NO.	Cancelled Topics Ease of Doing Business Index	New Topics B-Ready Index	Competent Authority	Date of Response Received
1	Enforcing Contracts	Dispute Resolution	Ministry of Justice	December 4, 2023
2	Starting a Business	Entry	Ministry of Commerce and Industry	November 16, 2023
3	Registering Property	Business Location	Ministry of Justice	November 16, 2023
4	Getting Credit	Financial Services	Central Bank of Kuwait	October 31, 2023
5	Dealing with Construction Permits	Business Location	Kuwait Municipality	October 25, 2023
6	Getting Electricity	Utility Services	Ministry of Electricity, Water & Renewable Energy	October 19, 2023
7	Trading Across Borders	International Trade	General Administration of Customs	October 9, 2023
8	Protecting Minority Investors	Financial Services	Capital Markets Authority	September 27, 2023

Based on the responses received by KDIPA from the PCK members and their relevant Topics (Components) Working Groups recording the latest developments in implementing reforms compiled in the

combined (Tahseen Program 3), both major reforms of sub-reform, based on the components of the Ease of Doing Business Index. The reforms status was clarified by classifying them into completed,

ongoing, postponed or cancelled, as well as identifying the type of these reforms as a procedure, legislative (amending existing laws or new laws), automation (of various types), awareness, and training activities, as shown in the table.

**Table No. (22) Status and Type of Reforms within Tahseen Program**

Component	Total Reforms	Reform Status				Type of reforms for completed or in progress items (more than one type for one reform)				
		completed	Ongoing	Postponed	Cancelled	Procedure	Legislation	Automation	Awareness	Training
Starting a Business Component	10	4	5	1	0	0	3	7	1	0
Extracting Building Permits Component	10	5	0	4	1	0	1	5	1	0
Getting Electricity Component	8	4	1	0	3	3	3	2	1	0
Registering Property Component	22	18	0	4	0	10	10	11	0	0
Getting Credit Component	10	5	0	5	0	0	5	0	0	0
Trading Across Borders Component	13	12	0	1	0	10	0	0	3	0
Enforcing Contracts Component	24	6	2	16	0	5	6	2	0	2
Protecting Minority Investors Component	21	12	4	5	0	3	10	0	2	2
Resolving Insolvency Component	5	2	0	3	0	0	1	0	1	0
Sub-total		68	12	39	4	31	39	27	9	4
Total		123				110				
Reform Distribution	%100	%55.3	%9.8	%31.7	%3.2	%28.1	%35.5	%24.6	%8.2	%3.6



On March 2024, the World Bank was provided with the responses of the members of the PCK providing the status of the developments in the implementation of the reforms within the “National Agenda for Streamlining the Business Environment”, such that the World Bank will duly submit a final report on the subject, in accordance with the technical arrangement with it.

## 7. Enhancing Kuwait’s Competitiveness in International Indices

### World Economic Forum

KDIPA continued to follow up on the developments of the Global Competitiveness Report and Index issued by the World Economic Forum (WEF), by coordinating with Kuwait Chamber of Commerce & Industry (KCCI), which is a member of the Permanent Committee for Streamlining Business Environment and Enhancing Competitiveness in the State of Kuwait (PCK) as KCCI had assumed the (National Point of Contact) with the Global Competitiveness Report team at the WEF designated as a (Founding Partner). Prior to that, KDIPA

addressed the representatives of the WEF on April 10, 2023, to request an online meeting to coordinate and discuss the transfer of Kuwait National Competitiveness Committee (KNCC) responsibility as previous point of contact with WEF to KCCI, and the required registration mechanism.

### The International Institute for Management Development

KDIPA continued to coordinate with Kuwait Anti-Corruption Authority (NAZAHA) to follow up on the developments that followed the entry of Kuwait, for the first time, in the World Competitiveness Yearbook (WCY) 2022 Index, issued by the International Institute for Management Development (IMD), in order to duly follow up on the outcome resulted from Kuwait joining this index in the accompanying two important indices issued by the IMD in late 2023, namely, the World Talent Ranking Index 2023, issued on September 28, 2023, in which Kuwait held the 28th rank out of 64 countries, with a score of 63.18%, and the World Digital Competitiveness Ranking Index 2023, issued on December 1, 2023, in which Kuwait held the 41st rank out of 64 countries, with a score of 65.14%. It is worth noting that with the entry of Kuwait,

a total of 6 Arab countries were included in the World Competitiveness Yearbook Index and the other two indices (the World Talent Ranking Index and the World Digital Competitiveness Ranking Index), which included the United Arab Emirates, Bahrain, Qatar, Saudi Arabia and Jordan. Below figures show the components of both indices and Kuwait’s ranking therein, as well as the ranking of the other Arab countries.

Kuwait enters for the first time in the two indices issued by the International Institute (for Management Development (IMD

World Talent Ranking Index 2023

World Digital Competitiveness Ranking Index 2023

Kuwait Position in the World Digital Competitiveness Ranking Index 2023					
Main Componen	Investment & Development Human Capital) (Development	Appeal (Incentives and (Labor Laws	Readiness (skills and experience)	Kuwait rank countries 64	Score
Number of sub-components of which are from 17 ,36 primary surveys	8	9	9	28	%63.18
Kuwait sub-score	%79.95	%36.01	%50.97		

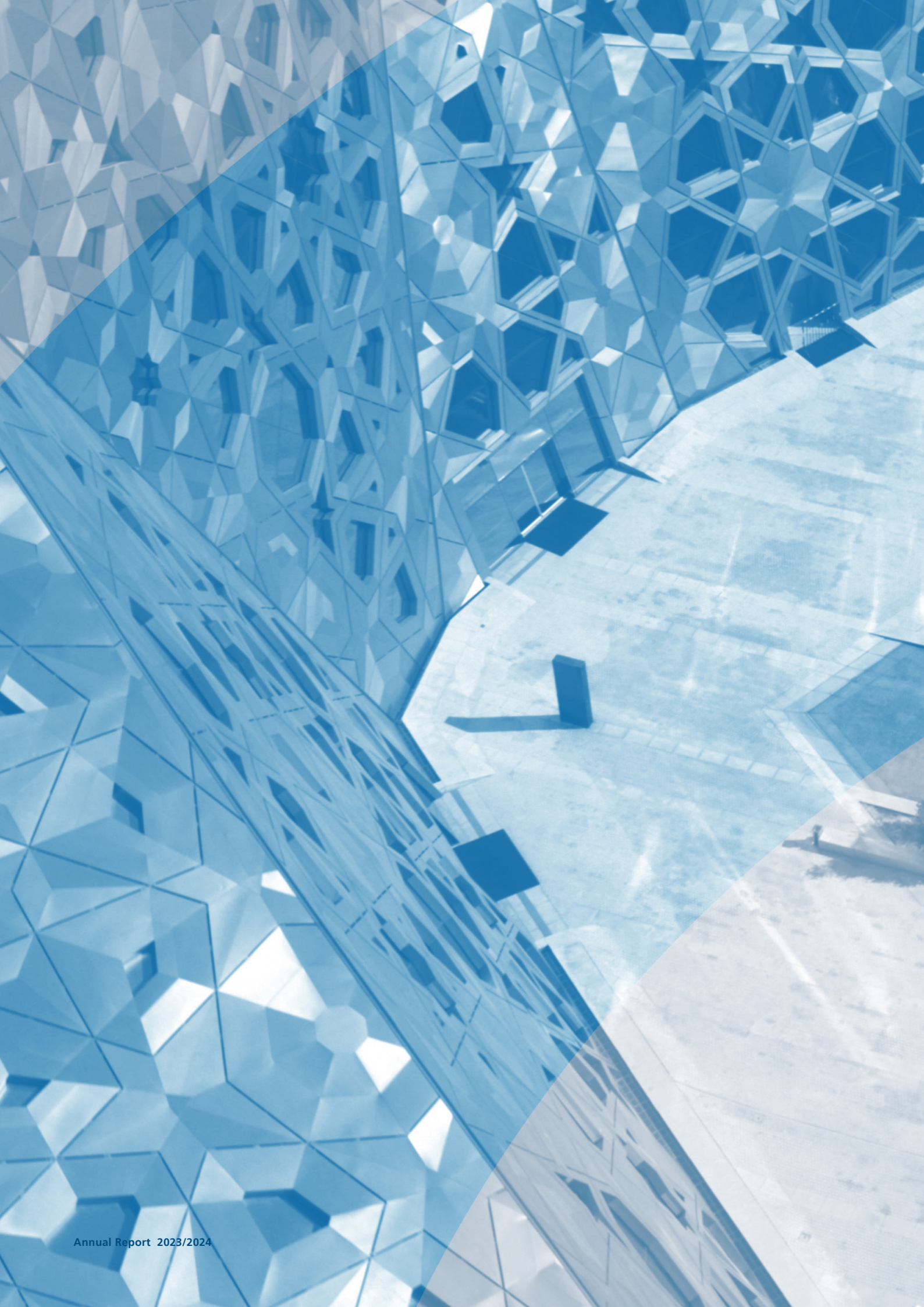
## Kuwait Position in the World Digital Competitiveness Ranking Index 2023

Main Componen	Knowledge	Technology	Future Readiness	Kuwait rank	Score
				countries 64	
sub-components 9 including 54 measures, 20 of which are primary surveys	3	3	3	41	%65.14
Kuwait sub-score	%54.63	%64.31	%58.2		

## Arab Countries Ranking in IMD World Telent Ranking Index and World Digital Competitiveness Ranking Index

Country	World Telent Ranking Index		Country	World Digital Competitiveness Ranking Index	
	2023 countries 64	2022 countries 63		2023 countries 64	2023 countries 64
United Arab Emirates	22	21	United Arab Emirates	12	13
Bahrain	27	35	Qatar	29	26
Kuwait	28 (for the first time)	Did not enter	Saudi Arabia	30	35
Qatar	30	34	Bahrain	38	32
Saudi Arabia	36	30	Kuwait	41 (for the first time)	Did not enter
Jordan	52	49	Jordan	50	53







# CHAPTER SIX

## SUPPORTING ACTIVITIES

- **KDIPA's interim strategy for the transitional period (2023-2025)**  
projects achievement rate reached 18% during the period from April 1 to October 30, 2023.
- **KDIPA re-tendered its medium-term strategic plan (Phase II) for specialized consulting companies according to the best international practices, and the received technical offers were evaluated.**
- **KDIPA obtained the ISO 27001:2022 Information Security Management Certification for the first time.**
- **KDIPA continued to renew the ISO 9001:2015 Quality Management System Certification and the ISO 10002:2018 Customer Satisfaction & Complaint Handling Certification.**
- **During the report period, KDIPA implemented 80 training programs within its comprehensive training plan, benefitting 312 employees, with 7 programs held abroad and 30.4% held online.**
- **KDIPA witnessed a qualitative leap in developing national competencies of its employees, by facilitating attaining specialized and accredited professional certificates for the first time in various specializations benefitting 13 employees.**
- **During the report period, 6 work teams and 14 committees were formulated as approved by the Technical Committee in accordance with the KDIPA's internal needs, and in implementation of the circulars and decisions of the relevant authorities**





## 1. KDIPA Strategy

### Extending KDIPA interim strategic plan for the transitional period (2023-2025)

KDIPA began implementing the interim strategic plan for the transitional

period (2023-2025), which was previously approved by the Board of Directors at the beginning of the report period for the fiscal year FY 2023/2024. It included 14 projects that will contribute to achieving KDIPA's three strategic directions in

attracting and retaining investors, adopting digital transformation in operations, Enhancing KDIPA's resilience and agility to accommodate changing global conditions, as shown in the figure.

**Table No. (23) Follow-up on the implementation of the projects of the interim strategic plan for the transitional period (2023-2025) during the fiscal year 2023/2024**

Strategic Direction	Projects	Achievement rates
Attracting and Retaining Investors 6 projects	Project to prepare and implement global and local digital and traditional promotional campaign	50%
	Project to organize local and international conferences	50%
	Project to participate in local and international exhibitions	25%
	Project for develop Digital Promotional Package and Social Media channels	50%
	Project for producing a series of introductory videos on KDIPA's role and its partners from licensed companies and concerned parties	25%
	Project for developing Economic Zones	-
Adopting digital transformation in operations. 4 projects	Project for Digital Transformation	50%
	Project for enhancing Sustainability	50%
	Project for enhancing Cybersecurity and protecting Information Security	50%
	Project for developing KDIPA website	50%
Adopting digital transformation in operations. 4 projects	Project to eliminate and facilitate investment barriers with local .competent authorities	25%
	Project for enhancing Economic Diplomacy	20%
	Project for contracting international entities to build staff competencies	50%
	Project for advancing good Governance	-
	Total number of projects of the interim strategic plan for the 2025-transitional period 2023	14%
	Overall Completion Rate	41%

### Status of KDIPA Strategic Plans

First Strategy (2017-2021)	Interim Strategy for the Transitional Period (2021-2023)	Interim Strategy for the Transitional Period (2023-2025)
29 projects	15 projects	14 projects
Completion rate 77%	Completion rate 83%	Completion rate 18%
completed	completed	In progress



## Components of KDIPA extended interim strategic plan for the transitional period (2023-2025)

Vision	Mission	Values	Strategic Directions	Overall Goal
Foreseeing Kuwait as an added value and innovation-based investment hub	Actively contributing to enhance Kuwait's economic diversification towards fostering sustainability	Resilience, agile, optimal service delivery	<ol style="list-style-type: none"> <li>1. Attracting and retaining investors</li> <li>2. Adopting digital transformation in operations</li> <li>3. Enhancing KDIPA's resilience and agility to accommodate changing global conditions</li> </ol>	Increase the volume of direct investments
Aligning KDIPA with National Vision 2035	Participation in the Third Development Plan	Participation in the Government work program	Total projects of the action plan of the extended interim strategic plan	Sub-Goal
	Economic Zones Expanding the establishment and development of free zones	Economic zone	14	Increase expenditure on economic impact

## Developing KDIPA Second Medium Term Strategy

KDIPA continued to review and amend the Terms of Reference (TOR) for the re-tendering of its Second Medium-term Strategic Plan project (Phase II), after sending these amendments internally for legal and financial comments. A meeting was held with KDIPA's Purchasing Committee to discuss the project tender documents on April 9, 2023, and the approval of the Fatwa & Legislation Department on it was obtained on May 15, 2023. KDIPA then addressed the Central Agency for Public Tenders (CAPT) on June 15, 2023, regarding re-tendering the project to specialized consulting companies in line with international best practices and in accordance with the terms and specifications set forth in the tender documents. KDIPA received the approval of CAPT to launch the tender on October 11, 2023, and it was published in the official Gazette "Kuwait Today" on October 22, 2023.

In accordance with the procedures followed, KDIPA held a preliminary meeting with the consulting companies on November 5, 2023, to respond to their inquiries regarding the terms of reference in the project booklet, and duly received the technical offers from bidding consulting companies for tendering of its Second Medium-term Strategic Plan project (Phase II) on December 27, 2023.

KDIPA formulated the Evaluation Committee of the offers of the Consulting Companies for KDIPA Strategy Development Project (Phase II) on January 17, 2024, to discuss the results of evaluating the offers of the consulting companies. In this regard, the committee held 6 meetings, then prepared its final report on February 11, 2024, and addressed CAPT to proceed in completing the required procedures in this regard.

## 2. KDIPA Projects in the Development Plan

KDIPA continued to coordinate with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) regarding the approval of its projects in the automated system for follow up of Kuwait Third Medium-term Development Plan (2020-2025). KDIPA attended a workshop on May 16, 2023 regarding the Annual Development Plan 2023/2024, and another workshop on challenges in the development plan on November 22, 2023, both were held at the headquarters of the GSSCPD.

**Table No. (24) KDIPA projects in the annual development plan 2023/2024**

Policy	project	Project category	Project type	Project stage	Project status
Program 3: Promoting a dynamic private sector					
3.6 Support and promote foreign direct investment by facilitating entry into the national economy.	Economic zones	Strategic Projects	developmental	implementation	continuous
	Expansion in establishing and developing free zones in the State of Kuwait		construction	preparatory	

### 3. KDIPA Initiatives in Government Work Program

KDIPA continued to follow up on its initiatives included in the government's work program for the 17th legislative session, attended workshops related to the government's work program organized by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), and continued to enter data into the dedicated automated system for the government's work program at the GSSCPD. The table shows a summary of KDIPA's projects

and initiatives within the government's work program for the 17th legislative session according to the merging developments during the report period.

During the report period, KDIPA attended the Council of Ministers (COM) Orientation session held on August 13, 2023, to discuss the mechanism for following up on the government's work program for the 17th legislative session (2023-2027), at the headquarters of the GSSCPD. KDIPA responded to the COM inquiries, and sent the to the COM the requested achievements related to Al Abdali Economic Zone on September

14, 2023. KDIPA also attended a workshop on the government's work program for the 17th legislative session (2023-2027) on November 28, 2023.

KDIPA participated in a workshop conducted virtually (online) covering the updated automated system for the government's work program held on February 4, 2024, at the GSSCPD, thus resulted in entering and updating the data in the automated system for its initiatives in the government's work program on February 28, 2024.

**Table No. (25) KDIPA initiatives in the government's work program for the 17th Legislative session during the report period**

Government work program	logo	Theme	Project/Initiative	Legislative Tools	entity
Government Work Program for the 17th Legislative session (2022- 2026)  July 24, 2022 - June 7, 2023	Safe Homeland and Sustainable Prosperity	Theme 7: Economy and Finance	Tender for establishing special economic zones (auction)	Decision	KDIPA
Government Work Program for the 17th Legislative session (2023- 2027)  June 18, 2023 - December 20, 2023.	Realigning the Pathway: productive economy and sustainable prosperity	Economic Agenda Sustainable Economic Growth Enablers Program	Project No. 30: Launching Al Abdali Special Economic Zone	Decisions and measures	KDIPA
Government Work Program for the 17th Legislative session (2024- 2027)  January 14, 2024 - End of the Report Period (March 31, 2024)	A just, secure and sustainable homeland	Economic and Financial Theme	المحور الاقتصادي والمالي	Decision The project serves the values of justice and sustainability	KDIPA

KDIPA also attended the meeting chaired by the Secretary-General of the General Secretariat of the Supreme Council for Planning and Development to discuss the programs of government authorities that report to H. E. the Minister of Finance in the government's work program for the 17th legislative session (2024-2027) on March 11, 2024. In this meeting, KDIPA discussed its project concerning Al Abdali Special Zone Launch Program (Auction) to be implemented over a period of four years.

### 4. Studies and Data

KDIPA continued to monitor economic developments and emerging trends locally, regionally, and globally, focusing on the direct investment, utilized various available tools, and developed performance in terms of providing the required studies and data to support implementation of KDIPA's mandated tasks in attracting and encouraging direct investment and deepening the impact to maximize acquired benefits to advance sustainable development.

Regarding specialized activities, KDIPA prepared reports, studies, working papers, periodic bulletins, provided insights, and followed up on relevant indicators, along with other activities according to the work needs, including:

- **Reports and studies:** Preparing a report on tax incentives in **the Gulf Cooperation Council countries**; a report on the procedures of the Kingdom of Saudi Arabia to maintain skilled labor and foreign companies.; embarked on a comprehensive study on the status of direct investment in the State of Kuwait; and contributed to the preparations of the Second Voluntary Na-



tional Review Report 2023 for the State of Kuwait , which records its progress in implementing the UN Sustainable Development Goals (SDGs) 2030.

- **Working papers:** Prepared and presented a working paper entitled "The Direct Investment Climate in the State of Kuwait" in Fourth GCC Meeting to Forecast the Future in the Economic and Developmental Fields entitled "The Future of Investment Opportunities in the GCC Countries and Their Role in Enhancing Economic Integration", which was held within the Future Foresight Program for the year 2023 organized by the Office of the Economic and Development Affairs Authority at the General Secretariat of the Gulf Cooperation Council in Riyadh, Kingdom of Saudi Arabia during the period August 29-31, 2023.

- **Economic Bulletin Series:** prepared 4 issues of the Economic Bulletin released on May 31, 2023, August 30, 2023, November 28, 2023, and February 21, 2024, respectively, covering developments related to economic indicators and international reports specialized in investment.

- **News Bulletin Series:** prepared news bulletin almost daily to cover developments in the investment climate in Kuwait, regional and international developments, and disseminated it internally via e-mail and uploaded it on KDIPA's internal portal (iKDIPA).

- **Indicators:** monitored Kuwait's position in a number of indicators related to KDIPA's work, including the Sustainable Development Goals Index (SDG Index 2023), the Global Economic Diversification Index 2023, and the Global Innovation Index 2023 (GII).

- **Views:** prepared insights on the draft of the National Industrial Strategy of the State of Kuwait for 2035 and sent to the Public Authority for Industry (PAI) on July 17, 2023.

- **Partnerships:** participated in a meeting to explore cooperation potential with the Industrial Bank of Kuwait on February 22, 2024; filled the Annual Assessment for

2022 of government authorities benefits from the activities and programs provided by specialized international organizations in which the State of Kuwait is a member, in relation to the KDIPA's core work on September 14, 2023.

**Regarding data on direct investment,** KDIPA continued its role as the central point of communication with investment entities licensed under Law No. 116 of 2013, which began their operations in Kuwait, to provide, in cooperation with Kuwait Central Bank (CBK), the quarterly and annual balance of payments data according to the International Monetary Fund (IMF) Coordinated Direct Investment Survey (CDIS) templates. KDIPA also provided data on the size of the capital of foreign companies licensed by KDIPA and their foreign equity share, in response to CBK request.

## 5. Quality Management Systems and Institutional Performance

KDIPA maintained its resolve to implement effective quality management system to enhance institutional performance efficiency, raise productivity, ensure consistent service delivery to its clients (investors), strengthen synergy amongst the various administrative units in undertaking KDIPA tasks and designated assignments, minimizing unwarranted incidents of error or overlap by continuing to renew certification of both the ISO 9001:2015 for quality management systems standard, and ISO 10002:2018 for Handling Complaints and Customers Satisfaction standard. KDIPA acted with full commitment to address all the remarks raised by the ISO external audit reports, and undertook the corrective measures needed to upgrade performance level and the service delivery to meet its clients (investors) needs. The internal **communications plan** was updated with relevant administrative units according to the new versions; the renewed certificates were framed to replace the older ones placed in KDIPA offices.

In its pursuit to continuously upgrade its operations to maintain professionalism and efficiency, and in compliance with digital era needs, KDIPA succeeded to obtain the certificate for ISO 27001:2022 for information security management standard. KDIPA also attempted to attain the ISO 37000:2021 for governance of organizations, by initially contacting some specialized companies in this field to consider future contract upon availability of needed funds.

### ISO 27001:2022 for Information Security Management Standard

KDIPA obtained the certificate for ISO 27001:2022 for information security management standard on February 7, 2024, upon exerting needed efforts and intensifying work to fulfill all the required conditions and measures. This certificate is considered one of the most important international standards in the filed of information security to ensure a safe and secure environment for KDIPA's data and for its partners data as it deals with various investors and other competent parties. It also contributes to enhance Kuwait position as a favored and safe investment location. Several awareness seminars were conducted to introduce KDIPA staff to this standard, present its impact in preserving information security and KDIPA's data, and reiterating the utmost importance of abiding by the stated conditions and directions in the Guides distributed through the internal portal for all the staff members.



**Table No. (26) Overview of KDIPA measures to renew the ISO 9001:2015 for Quality Management System during fiscal year FY 2023/2024**

Total recorded measures under ISO 9001:2015 for QMS	Internal Audit (semi-annual)			(External Audit (Annual	
	Number of Corrective Measures undertaken in the first semi-annual audit during 2023 ,16-May 14	Number of Corrective Measures undertaken in the second semi-annual internal audit during November 2023 ,9-7	Total number of Corrective Measures undertaken in under internal audit	Total number of Improvement Measures & remarks identified in the Annual External audit on December 20, 2023	number of Improvement Measures identified in the Annual External audit that were incorporated during 2024/FY2023
83	9	10	19	19	9

### ISO 9001: 2015 for Quality Management Systems Standard

Adhering to the basic requirements for the ISO 9001:2015 for Quality Management System Standard, KDIPA conducted two internal audit rounds for all its administrative units. The first audit was held during the period May 14-16, 2023, and the second held during the period November 7-9, 2023. At the conclusion 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 applied measures. Based on this review, the approved amendments on the procedures were undertaken, the templates register was updated (issue document/amend document) for the standard, and all the relevant administrative procedures aligned with these adjustments.

On another hand, all the administrative procedures were added, and the corrective measures were outlined with the date and the number of updated version for each procedure, as well as amending the internal templates (forms) for the recorded administrative units in the (ISO system) page within KDIPA internal portal (iKDIPA) to facilitate access and perusal by the staff members. KDIPA also conducted successfully the annual external audit on December 20, 2023, with the contracted audit firm, and with the participation of the top management. The external audit report was received on Jan-

uary 3, 2024. A meeting was held with the external audit firm representative to discuss the remarks provided in the external audit report and the means to correct them. KDIPA prepared a follow-up table listing all the remarks and the subsequent corrective measures for each remark. It showed that out of 83 recorded procedure in the ISO System, 19 corrective measures were recorded through the two semi-annual internal audit processes, and 19 improvement measures were identified through the annual external audit process, representing 23% of total recorded measures for both, as shown in the table.

### ISO 10002: 2018 for Handling Complaints and Customers Satisfaction Standard

KDIPA continued to implement the requirements stated in the Manual for implementing the ISO 10002:2018 for Handling Complaints and Customers Satisfaction Standard, and adhered to the targeted timeframe. KDIPA received the investors complaints and their suggestions filed through the dedicated page on KDIPA's website, or by emails, or phone calls.

KDIPA received a letter by the Deputy Prime Minister, Minister of Oil, and Acting Minister of Finance, State Minister for Economic Affairs & Investment on July 23, 2023, indicating the importance of establishing dedicated units for receiving citizens' complaints

across all government authorities. KDIPA duly responded on July 31, 2023, to clarify that since its inception, and based on its mandate, a dedicated section for complaints and suggestions was established within the Investment Operations Division, in charge of receiving complaints and suggestions from investors, both existing and potential, and other related parties, and is responsible to handling them as needed.

### Job descriptions

The report period witnessed the completion of a number of proposed amendments to KDIPA's organizational structure, to accommodate emerging work developments and rising needs to advance its methods, that were approval by KDIPA's Board of Directors, and then approved by the Civil Service Commission (CSC), in accordance with the Administrative Decision No. 282 of 2023, dated June 22, 2023, amending Ministerial Decision No. 140 of 2014 regarding the organizational structure of Kuwait Direct Investment Promotion Authority (KDIPA).

The amendments included changing the tasks and the names of the Technical Office & Governance Department two sections, from the Competitiveness Section to the Governance & Sustainability Section, and from the Improving Business Environment Section to Enhancing Business Environment & Competitiveness Section; the tasks of the Information Systems Department and the name of its Operations & Technical Support



Section to become the Operations & Networks Section, along with the creation of two new sections: the Information Security & Data Privacy Section and the Users Support Section; amending also the tasks and the name of the Work Methods & Service Development Section of the Administrative Development & Training Department to become the Quality Assurance & Service Development Section.

KDIPA organizational structure chart was modified in accordance with these approved amendments and will be added to the integrated system of the Civil Service Commission (CSC). Requests for amendments of the tasks Description Cards for these administrative units were also discussed to cascade the undertaken updates into the job description booklets.

On the other hand, a request was received on May 6, 2023, to add the tasks of the Asset Systems unit to the tasks of the Warehouses Accounting Section, and to change

its name to become Warehouses & Assets Accounting Section, and the Civil Service Commission (CSC) was duly contacted to proceed in this regard.

All administrative units in KDIPA were contacted to update their Tasks Description Cards on February 2, 2024. KDIPA also continued to participate in the periodic meeting on controlling the expansion of organizational structures in ministries, government departments, public bodies and authorities, which was organized by the Civil Service Commission (CSC) on February 29, 2024.

## 6. Advancing National Talents

During the report period, KDIPA intensified its efforts to develop national talents, advance their capabilities, and upgrade their skills, through general and specialized programs, according to work needs, to keep pace with technological and economic

developments, and in alignment with the outcome of the conducted Needs Assessment Survey that was conducted to identify training opportunities and maximize the benefits accrued from them in further developing the employees capabilities, and address work requirements to optimally execute KDIPA's tasks.

Furthermore, KDIPA, for the first time, started qualifying national workforce to acquire accredited professional certificates in the required fields for the purposes of improving KDIPA performance and achieving its intended goals. The table shows an integrated picture of the distribution of training programs and professional certificates between general and specialized. Internal and external, by attending in person or virtual (online), and the beneficiaries of training programs and the professional certificates.

**Table No. (27) distribution of training programs and professional certificates implemented the fiscal year 2023/2024**

General training programs	Themes of Specialized Training Programs							Specialized Training Programs	Total
	first	second	third	Fourth	fifth	sixth	seventh		
	Economic Development	Promotional Programs	Governance	Financial Affairs	Administrative affairs	Information Technology and Digital Transformation	Legal affairs and international agreements		
5	6	5	9	20	12	4	19	75	80
Of which external training programs									
0	1	0	0	3	1	1	1		7
Of which conducted online									
4	4	3	0	0	1	2	9		23
The total number of beneficiaries amongst KDIPA employees									318
Beneficiaries of external training programs									7
Professional certificates									
Areas of professional certifications									4
Total beneficiaries of professional certificates									13

### Outputs of the training plan

KDIPA implemented the training plan for the fiscal year FY 2023/2024 to develop the skills and capabilities of the national workforce in it, which included a total of 80 training programs, which were divided into general training programs (5 programs) and specialized training programs (75 programs); and covered 7 themes that included economic development, investment, promotional activities. Governance, financial affairs, ad-

ministrative affairs, information technology & digital transformation, legal affairs, and international agreements, respectively, as shown in the Table. A total of 318 trainees amongst KDIPA employees from various job levels, specializations, and departments benefited from the training programs, and some of them participated in more than one training program, with 7 employees participated in external programs, representing 8.7% of the total. On the other hand, the

online available training opportunities were allowed to be utilized thus comprising about 30.4% of the total training programs offered during the report period, which contributed to expanding the scope and options of training opportunities to benefit KDIPA's employees and reflected the increasing importance of this virtual medium in acquiring knowledge and upgrading skills, especially after considering it as a training method approved by the responsible authorities.

**Table No. (28) Overview of KDIPA measures to renew the ISO 9001:2015 for Quality Management System during fiscal year FY 2023/2024**

No.	Title	Organiser	Date
<b>General Training Programs (5 programs)</b>			
1	Agile management course	Dawrat.com	October 16, 2023
2	Leadership skills course	Public Authority for Applied Education & Training	November 11, 2023
3	High Performance Leadership course		January 23-24, 2024
4	Leadership by Influencing course	Dawrat.com	February 13, 2024
5	Social intelligence course	Dawrat.com	February 14, 2024
<b>Specialized Training Programs (75 programs)</b>			
<b>First: Economic development and investment</b>			
1	Lifecycle of Small businesses and investment opportunities	Dawrat.com	September 26, 2023
2	Developmental Planning course	Arab Planning Institute	October15-19 , 2023
3	Developing Skills for planning, following up, adjusting, and improving work outcomes (CAM).	Istanbul Republic of turkey	October22-26, 2023
4	Advanced agile and scrum course	Dawrat.com	November 6, 2023
5	Strategic planning course	Dawrat.com	December 4-5, 2023
6	Stop Strategic Planning course	Dawrat.com	December 15-16, 2023
<b>Second: Promotional activities</b>			
1	Strategies for attracting direct investment program	Arab planning institute	November 3-7, 2023
2	Design basics course via 3D MAX program	Dawrat.com	25 December 2023
3	Basics and Underlying thrusts of the Science of Marketing	Dawrat.com	December 30, 2023
4	Excellence in organizing events course	Dawrat.com	February 13-14, 2024
5	Promoting investment in Kuwait: the Emirates and Saudi experiences as a model	Gulf University for Science & Technology	March 3-7, 2024



### Third: Governance

1	An introduction course to Law No. 1 of 1993 regarding the Protection of Public Funds	Kuwait institute for Judicial and legal Studies	October 11-12, 2023
2	Introduction course on the role of Kuwait Anti-Corruption Authority (Nazaha) in promoting integrity and combating corruption	Kuwait Anti-Corruption Authority (Nazaha)	October 16-17 , 2023
3	Introduction course on the role of Kuwait Anti-Corruption Authority (Nazaha) in promoting integrity and combating corruption	Kuwait Anti-Corruption Authority (Nazaha)	October 30-31, 2023
4	Program to strengthen accountability and internal audit mechanisms in the public sector	Kuwait Anti-Corruption Authority (Nazaha)	November 22, 2023
5	workshop on applying the national framework and guide in the field of institutional governance	Civil Service Commission	December 13, 2023
6	Public Employees Code of Conduct program	Civil Service Commission	January 15-17, 2024
7	Program on Institutional governance in the public sector (part II)	Audit Bureau	January 28 - 1 February 2024
8	workshop on the mechanism of the draft Guide to activate the internal reporting policy for violations of public employees code of conduct provisions	Kuwait Anti-Corruption Authority (Nazaha)	February 13, 2024
9	Workshop to review and analyse the status of Kuwait in the Rule of Law Index 2023 prepared by the (WJP)	Kuwait Anti-Corruption Authority (Nazaha) In cooperation with World Justice Organization (WJP)	February 18, 2024

### Fourth: Financial Affairs

1	A program to introduce and explain public procurement system in the state of Kuwait (Law No. 5 of 2020 amending decree Law No. 38 of 1980 issuing the Civil and Commercial Procedural Law)	Ministry of Finance	May 21-25, 2023
2	workshop of the forum on Added Value of Internal audit	Audit Bureau	June 19, 2023
3	Advanced financial planning and preparation of draft budgets course	Duba United Arab Emirates	July16-20, 2023
4	Course of circulars and instructions of the general budget affairs Division in the Ministry of Finance	Ministry of Finance	August 13-15, 2023
5	General budgetary cycle	Ministry of Finance	August 27-28, 2023
6	Rules for implementation the Budget and its applications course	Ministry of Finance	September 3-5 , 2023
7	A course on accounting procedures and rules necessary to close accounts and prepare the final account	Ministry of Finance	September 10-14, 2023
8	Course on the methodology of working with asset accounting units	Ministry of Finance	October 1-5, 2023

9	Course on budgetary project cycle in the budget system and reallocation	Ministry of Finance	October 4-5, 2023
10	Course on Qualifications of the financial personnel in financial management	Ministry of Finance	October 8-12, 2023
11	Course of the rules and procedures necessary to close monthly periods for government authorities GFMS	Ministry of Finance	October 17-19, 2023
12	A course on examples of violations monitored by auditing authorities against government authorities	Ministry of Finance	October 22-26, 2023
13	Course on writing memos and financial reports	Ministry of Finance	October 22-26, 2023
14	International public sector accounting standards course	Ministry of Finance	November 19-23, 2023
15	The course of the internal audit and control system and preparing the auditor's report according to the COSO approach	Dubai, United Arab Emirates	November 19-23, 2023
16	A course explaining public procurement system in the state of Kuwait	Ministry of Finance	November 26-30, 2023
17	Warehouse inventory cycle in the inventory management system in government financial management system	Ministry of Finance	December 7, 2023
18	Course of crimes of forgery, fraud and financial fraud	Ministry of Finance	December 10-14, 2023
19	Course of accounting procedures and mechanism for disbursing salaries (workers compensation)	Ministry of Finance	December 17-21, 2023
20	Review and analysis of financial statement and reports	Dubai, United Arab Emirates	February 4-8, 2023

### Fifth: Administrative Affairs

1	A training workshop on the impact of specialized training on the Kuwaitization of jobs	Advocates Group Academy	May 20, 2023
2	Course on Civil Service Council Decisions (online)	Civil Service Commission online	June 12-14, 2023
3	A course on the rules, foundations, procedures, and dates for evaluating employee performance and grievances and the rules for calculating experience	Civil Service Commission	October 19, 2023
4	Session of the first European forum for human resources	Madrid, Kingdom of Spain	October 23-25, 2023
5	5 facts to ensure success with ISO 9001 quality management system certification course	Dawrat.com	October 23-24, 2023
6	An introduction course to Civil service council resolution No.25 for 2006 regarding the conditions for filling supervisory position in government authorities and its amendments	Civil Service Commission	October 26, 2023



7	An introduction to the employee transfer system	Civil Service Commission	October 30, 2023
8	An introduction to the employee transfer system	Kuwait institute for judicial & Legal Studies	November 5-6, 2023
9	An introduction course to the recruitment system and the central employment system	Civil Service Commission	November 15, 2023
10	An introduction course to the benefits system and the legal encyclopaedia of civil service legislation	Civil Service Commission	November 22, 2023
11	A course on the rules, foundations, procedures, and dates for evaluating employee performance and grievances and the rules for calculating experience	Civil Service Commission	November 23, 2023
12	An introduction course to Civil Service council resolution No. 6,7,8,9 for 2011 regarding the rules and regulations for the conditions for disbursing cash allowance for periodic leave balance during service	Civil Service Commission	January 15, 2024

#### Sixth: Information Technology & Digital Transformation

1	An initiative to develop technology skills using Microsoft technologies	Central Agency for Information Technology	May 15-18, 2023
2	Microsoft excel 1	Dawrat.com	November 14-15, 2023
3	Microsoft excel 2	Dawrat.com	January 7-8, 2024
4	Cloud computing security, database management and protection	Dubai United Arab Emirates	February 18-22, 2024

#### Seventh: Legal Affairs & International Agreements

1	Drafting memorandum of defence and pleading principles	Cairo	August 6-10, 2023
2	Course on legal rules for small and medium enterprises (SMEs)	Dawrat.com	September 13, 2023
3	Artificial intelligence AI in legal perspective	Kuwait Commercial Arbitration Centre – Kuwait Chamber of Commerce & Industry	November 6, 2023
4	An introduction course What are the notification obligation: what, why, who, when, and what? (level 1) online	World Trade Organization WTO-Online	November 8, 2023
5	Transparency and the WTO – notification obligations (level 2) online	World Trade Organization WTO-Online	November 9, 2023
6	Regional trade agreements and the WTO (level 2) online	World Trade Organization WTO-Online	November 12, 2023

7	Short introductory courses provided by the European investment fund – online EIF micro course series	World Trade Organization WTO-Online	November 13, 2023
8	Why are intellectual property rights (IPRS) Protected? (level 1)	World Trade Organization WTO-Online	November 14, 2023
9	Trade-related aspects of intellectual property rights (level2)	World Trade Organization WTO-Online	November 15-16, 2023
10	A course introducing the concept of administrative contract, their types, and methods of their termination	Kuwait institute for judicial & Legal Studies	November 15-16, 2023
11	Trade in services in the WTO (level2)	World Trade Organization WTO-Online	November 16-20, 2023
12	The WTO Dispute settlement system with a distinction (level2)	World Trade Organization WTO-Online	November 21-22, 2023
13	Course on Skilful Legislative drafting	Abdul Aziz Hamad Al Saqer Centre for Training & Development Kuwait Chamber of Commerce & Industry	December 10-12, 2023
14	Course on drafting contract (obligations and rights)	Ministry of Finance	January 14-18 , 2024
15	Workshop on overview of the law of economic zones and dispute settlement in them	Kuwait Commercial Arbitration Centre - Chamber of Commerce & Industry	January 22, 2024
16	Judicial officers program	Kuwait Institute for Judicial & Legal Studies	January 24-25, 2024
17	Program of rules and provisions of the companies' law No. 1 of 2016	Kuwait Commercial Arbitration Centre - Chamber of Commerce & Industry	February 13-15, 2024
18	Program of legal considerations governing the drafting of contracts and of international agreements	Al-Raed Security Institute for Private Training	March 3-5, 2024
19	Workshop on executing Corporate Income Tax on companies.	Ministry of Finance	March 6, 2024

## Professional Certificates

KDIPA embarked into a qualitative leap for human resources development for the national workforce working at KDIPA, by availing the opportunity to obtain accredited professional certificates to upgrade their skills, and advance their career path development in various specializations, to ultimately advance performance and enhance efficiency. In this context, a total of 13 employees obtained specialized professional certificates as follows:

**Accredited certificate in Risk & Compliance:** 6 participants from KDIPA employees obtained Certificated Risk and Compliance Professional, offered by Gravity Business Advisory in Kuwait during the period July 30-31, 2023.

**Certified Anti-Money Laundering & Financial Crimes Specialist (CAMLFC):** One staff member in KDIPA obtained a specialized certificate upon completing successfully

a course offered by Kuwait Institute of Banking Studies (KIBS) held during the period October 9 – November 29, 2023.

**Trainer in Institutional Governance:** one staff member at KDIPA passed the program organized by the Civil Service Commission (CSC) on preparing trainers in institutional governance (second group), during the period February 4-22, 2024; the certified person is finalizing needed requirements set by the



CSC to start providing training in institutional governance at KDIPA.

**Arbitrators Program (Tamkeen):** 5 KDIPA employees participated in (Tamkeen) program held during the period June 18-July 26, 2023, at the Kuwait Commercial Arbitration Centre – Kuwait Chamber of Commerce & Industry; the program aimed to present alternative means for dispute settlement in commercial cases. One staff member was registered at the as (Arbitrator and Conciliator) in Kuwait Commercial Arbitration Centre lists after meeting all the set requirements.

## Human Resources Development Partners

KDIPA dealt with several entities that provided training services within the framework of the approved training plan for FY 2023/2024, including governments authorities (Ministry of Finance, Civil Service Commission, Kuwait Anti-Corruption Authority (Nazaha), Kuwait institute for judicial & legal studies, and the Central Agency for Information Technology, and the Audit Bureau), and a number of local private sector institutions (Kuwait Centre for Commercial Arbitration and Abdul Aziz H. Al Saqer Centre for Training & Development both at Kuwait Chamber of Commerce & Industry), and academic entities both public and private (Gulf University for Science and Technology, Public Authority for Applied Education & Training). In addition to a number of international private companies, regional organizations (Arab Planning Institute), and international organizations (World Trade Organization).

## Collaborative Activities

A number of specialized international entities were contracted to build competencies of KDIPA employees, especially since KDIPA is the national mandated entity concerned with attracting and settling direct investments, which makes it difficult to find specialized training courses in the investment

promotion activity locally. This included cooperation with the Gulf University for Science and Technology (GUST) through its training centre to implement a specialized training program for KDIPA's employees, from which 32 of KDIPA employees benefited.

KDIPA also cooperated with the dawrat.com platform for online training, and a total of 15 online training programs were concluded that covered several areas, benefitting 129 of KDIPA employees.

KDIPA received an invitation from the United Nations Development Program (UNDP) on July 10, 2023, to provide a special training program for its employees and partners titled "introduction to impact Measurement and Management (IMM) for private sector", to introduce assessing the impact measurement for implementing sustainability, and ESG covering environmental, social, and governance dimensions, which resembled a continuation of the existing cooperation between KDIPA and the UNDP in this field.

## Postgraduate Scholarships

KDIPA announced opening of applications for post graduate studies to obtain master's degree during the period September 10-21, 2023. One employee applied and was approved upon fulfilling the scholarship requirements and obtained acceptance from University of Royal Holloway in the United Kingdom, in the field of international business management, and started the study program on January 8, 2024.

On the other hand, another staff member completed the scholarship for a study mission on December 20, 2023 after she succeeded in obtaining a master's degree in the field of Leadership for Change: Governance for sustainable Change from Tampere University in Finland, and resumed her work at KDIPA to share the benefit and exchange knowledge of what she learned.

### New Employees

KDIPA placed an announcement to fill the

job vacancies needed, and received employment applications from interested job seekers during the period September 10-24, 2023, through KDIPA's website. The new appointees began work on March 3, 2024. KDIPA organized an introductory Program for New Employees during the period March 3-4, 2024, during which presentations covered major topics, including law 116 of 2013 and its economic impact, employees' rights, employee code of conduct, and overview of the licensing procedures and services provided for investors.

## 7. Legal Affairs

During the report period, KDIPA expressed its opinion on legal matters related to its operations and tasks, and provided legal consultations to all the administrative units as needed. On another hand, KDIPA responded to inquiries received from the competent authorities, and questions submitted by the Members of the Parliament, in addition to following up on other legal affairs.

Regarding contracts signed, KDIPA took the necessary measures to sign and review several government contracts, prepared the required documents and in accordance with the applicable system, of which contract with Al Hamra Real Estate Company to operate optical fibres for direct connection between KDIPA's floors; addendum to the contract for renting government offices; contract to operate information technology services; contract for the ISO 27001:2022 certification project for information security management;

contract to supply, operate, maintain and guarantee wireless devices; contract to supply, install, operate, maintain and guarantee the inventory system and print the personal and organizational responsibilities form; contract to maintain the electronic Investor Consultant Register Portal (ICRP); contract to design, develop, program and implement a smart phone application for investors; contract to replace, maintain and guarantee KDIPA headquarters' gates and an addendum; contract to supply, install, operate, maintain and guarantee the data

storage device; contract to maintain and guarantee the central integrated servers in KDIPA; addendum to the consulting services contract to prepare a study and design for Al Wafra Economic Zone project. Furthermore, the tender documents for preparing the consulting studies for the project to develop the second medium-term strategy of Kuwait Direct Investment Promotion Authority were reviewed.

KDIPA coordinated internally with the departments' request for purchases, in terms of the procedures required to review the payment of the invoices related to their contracts, and to release the guarantees for completed contracts according to the applicable requirements, in addition to reviewing the requests for registering in the General Register of suppliers and contractors approved by KDIPA.

KDIPA also participated in a number of committees and attended relevant meetings to express legal opinions, including the meetings of the Purchasing Committee, the Committee for Preparing and Following Up on the Requirements and Responses of the Audit Bureau Team, and The Committee for Monitoring and Implementing International Agreements and Internal Cooperation Mechanisms with other parties; meeting with the Fatwa & Legislation Department, the Central Agency for Public Tenders (CAPT), and the Ministry of Finance to discuss legal issues and discuss the progress made in the draft ministerial decision regarding the regulations of conditions, rules, and provisions for allocating commercial plots designated to KDIPA and the projects to be established in them. KDIPA also participated in the meeting of the Kuwaiti-Saudi Joint Working Group on economic zones, prepared a report on aspects of cooperation with the Saudi side and submitted it to KDIPA's senior management.

In response to work requirements, KDIPA replied to incoming inquiries, including an inquiry regarding the permissibility of real estate ownership by investment entities licensed and established under the provisions of Law No. 116 of 2013 promoting Direct

Investment in the State of Kuwait. A "Confidentiality and Non-Disclosure Acknowledgment and Undertaking" form was also prepared at the request of the Information Systems Department at KDIPA to be used as required.

**Regarding cases and investigations,** KDIPA continued to follow up on the initiation of lawsuits and the preparation of defense memorandum in the lawsuits filed against KDIPA, whereby KDIPA preserves its rights against third parties, in coordination and cooperation with the Fatwa & Legislation Department. This is in addition to following up on KDIPA's lawsuits with the General Directorate of Implementation.

## 8. Financial Affairs

KDIPA continued implementing the relevant financial affairs during the report period, including the preparation of the closing account for the fiscal year FY 2022/2023, the quarterly financial appropriation reports, executing the commitments necessary for

financial operations to pay the various suppliers, and imposing financial fines on the suppliers who violated the required service delivery conditions. KDIPA also held in trusteeship the payments for the services delivered but the invoices were not received to complete the payment procedures and prepared the budget estimates for the fiscal year FY 2024/2025.

During the report period, KDIPA issued 200 purchase orders and implemented 138 payment requests, as well as paying remuneration's, travel expenses, airplane tickets for KDIPA staff participating in external official assignments and training. KDIPA also collected fees against the operations performed and the services offered through the K-net, and the collected funds were recorded within KDIPA's overall revenue account which reached the total amount of KWD 85,007.296. KDIPA also concluded auditing the inventory forms and approved the bank transfer vouchers through the GFMS system.

KDIPA 's formulated committees to follow





up relevant financial affairs acted on their assigned tasks, including Purchasing Committee, which continued to study the various purchase request related to KDIPA's needs; committee for inventory measurements in cooperation with representatives from the Ministry of Finance (MOF); the Annual Inventory Committee for warehouses and consignments; the Committee for estimating the appropriations for the FY 2024/2025; and the Committee of the Closing Account for the FY 2022/2023.

In pursuits of the digital transformation in KDIPA towards (paperless office), KDIPA implemented an electronic management for inventory through collecting, filling the consignment forms of fixed assets (personal and general).

## 9. Administrative Affairs

KDIPA continued to follow up and supervise the progress and affairs of its employees. Regarding employment rights, KDIPA raised the job level, reviewed and audited employee data in compliance with Civil Service Commission Circular No.3 of 2017, identified employees eligible for periodic bonuses and promotions by seniority and selection, prepared and implemented the relevant decisions. KDIPA also evaluated the employees' performance in accordance with Civil Service Council Decision No. 15 of 2017 amending Decision No. 36 of 2006, while adhering to the evaluation dates identified in the regulatory decisions.

**Regarding administrative procedures,** KDIPA issued a total of 1958 measures during the report period, distributed amongst circulars and administrative decisions regarding official missions, assignments, special leaves of various kinds, disbursing bonuses, formulating of work teams and committees, overtime work, delegation, issuing certificates detailing salary and career progression, amongst others. KDIPA was keen to continuously update its electronic systems to improve and facilitate the process of communicating with its employees and meeting their

requests regarding leaves, permissions, and other issues related to achieving and activating all legislation related to the official working hours system and accounting employees' leave balances to sell periodic leaves. KDIPA also participated in the periodic meetings held by the Civil Service Commission (CSC) to explain the latest amendments to the Civil Service Law and clarify the decisions of the Civil Service Council. The certificate printing service was also activated through the Civil Service commission website.

**Regarding appointment procedures,** KDIPA undertook needed measures to implement the appointment and the re-appointment of new employees accepted according to the employment announcement, and in accordance with the applicable systems issued by the Civil Service Commission (CSC), and in accordance with the stipulations in KDIPA's Administrative Regulations regarding the rules of appointment and cash rewards for its employees.

**Regarding the official working hours,** KDIPA followed up and assured the commitment of all employees to the Civil Service Council Decision No. 41 of 2006 and its amendments regarding the rules, provisions and controls of official work, and followed up the issuance of permissions, leaves, exemptions, and assignments. Regarding flexible working hours, KDIPA activated the official flexible working system in accordance with the Civil Service Council Decision No. 3 of 2023 regarding setting official working hours in government authorities with a flexible working hours system.

**Regarding the register of decisions,** KDIPA General Register recorded 472 administrative decisions that were issued and circulated during the report period, as well as recorded incoming correspondences and other documents to KDIPA reaching 1125 and outgoing from kdipa a total of 227 of correspondences and other documents.

**Regarding the formulation of Work Teams and Committees,** 6 work teams were formulated during the report period, 3

of which were renewed twice, as well as the formulation of 14 committees, one of which was renewed twice, in accordance with the approval of KDIPA's Technical Committee, with the aim of achieving work interest in accordance with the requirements of KDIPA's internal needs, or In implementation of the circulars and decisions of the Civil Service Commission (CSC) and the relevant government authorities (Ministry of Finance, Civil Service Commission, and the Audit Bureau), as shown in the Table.

Table No. (29) KDIPA Work Teams and Committees formulated during the fiscal year FY 2023/2024

Work Teams		
No.	Title	Date of formulation
Requirements of the Civil Service Commission		
1	Work team for to review upscaling the job level of KDIPA's employees	May 22, 2023
		October 15, 2023
Internal Needs		
2	Work team to complete the tender work for the study and design of KDIPA headquarters building	June 25, 2023
		October 5, 2023
3	Work team for preparing KDIPA's annual report for the fiscal year FY (2022/2023)	June 25, 2023
4	Work team for receiving applications for registering consulting companies and offices at KDIPA	May 22, 2023
		February 18, 2024
5	Work team for the preparation and implementation of KDIPA's recruitment process	September 10, 2023
6	Work team for following up on the joint project to activate the code of conduct with the Kuwait Anti-Corruption Authority (Nazaha)	January 17, 2024

Committees		
No.	Title	Date of formulation
Requirements of the Ministry of Finance		
1	Purchasing committee	April 1, 2023
2	Committee for the preparation of inventory assessments to estimate budget appropriations for the fiscal year FY 2024/2025	April 2, 2023
3	Committee for the preparation of KDIPA final accounts for the fiscal year FY 2022/2023	
4	Committee for examining and counting imported and returned materials for the fiscal year FY 2023/2024	May 7, 2023
5	Committee for the preparation of budget estimates for the fiscal year FY 2024/2025	August 7, 2023
6	Committee for the sudden warehouse inventory for the fiscal year FY 2023/2024	August 8, 2023
7	Committee for the general annual inventory of non-current non-financial assets for the fiscal year FY 2023/2024	January 2, 2024
8	committee for the general annual warehouse inventory for the fiscal year FY 2023/2024	January 2, 2024
Requirements of the Audit Bureau		
9	Committee for the research, study, follow-up and responding on the observations resulting from the examination and review of the Audit Bureau team on KDIPA's budget and the closing account for the fiscal 2023/year FY 2022	June 25, 2023



## Committees

No.	Title	Date of formulation
<b>Internal needs</b>		
10	Committee for the follow-up and implementation of international agreements and internal cooperation mechanisms with government entities.	May 22, 2023
		November 30, 2022
11	Committee for selecting candidates to participate in training courses and programmes.	May 7, 2023
12	Committee for handling complaints in purchasing.	July 17, 2022
13	Committee for the sudden warehouse inventory for the fiscal year FY 2023/2024	January 17, 2024
14	Committee for Personnel affairs in KDIPA	February 4, 2024

## Internal Audit Procedures during the fiscal year FY 2023/2024

Competent Minister Office	Administrative Decisions	Financial Affairs	Audit Bureau Requests	Nazaha Declarations	Parliamentary questions	External correspondence
7	446	1230	60	1	57	3

## 10. Internal Audit

In accordance with the instructions of the regulatory authorities and the Civil Service Commission (CSC) to improve the performance of the government entities, KDIPA's Internal Audit Section, during the report period, completed the internal review process for the Financial and Administrative Affairs Division, of the memos, letters, internal and external correspondence, and confirmed their compliance with the provisions, laws and regulations and their compatibility with work procedures as shown in the figure.

## 11. National Military Service

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



# CHAPTER SEVEN

## SUSTAINABILITY

- **KDIPA's Interim Strategy** for the transitional period (2023-2025) received a 100% score amongst 51 other government authorities that were evaluated based on the framework of preparing a study on "Government Strategies Aligned with Developmental Goals" for its contribution to the UN Sustainable Development Goals SDGs 2030 No. 8, No. 9, No. 12 and No. 17.
- **KDIPA, through its follow up**, identified that 46 licensed investment entities implemented 40 initiatives that contributed to achieving 9 out of 17 of the UN Sustainable Development Goals SDGs 2030.
- **KDIPA organized the World Environment Day event** by giving lectures and providing presentations to discuss sustainable environmental and living solutions based on its commitment to sustainability and its keenness to enhance environmental awareness.
- **Regarding enhancing the KDIPA's institutional governance framework**, the tasks and the name of the Technical Office & Competitiveness Department was amended to the Technical Office & Governance Department, and the two sections under it from the the Competitiveness Section to the Governance & Sustainability Section, and the other from Improving Business Environment Section to Enhancing Business Environment & Competitiveness Section.
- **One KDIPA staff member passed successfully the Civil Service Commission's program** to prepare trainers in institutional governance.
- **KDIPA registered the first application for the right to access information** in accordance with Law No. 12 of 2020 in the newly created electronic registry for requests to access information.
- **KDIPA participated in Phase I of (Adaa) initiative** launched by Kuwait Anti-Corruption Authority (Nazaha), with the aim of enhancing commitment to integrity, professionalism and excellence in public service.
- **KDIPA was the first government entity to join Google Cloud Cybershield™ for Kuwait Government**, to counteract the increasing internal and external hacking incidents, and upgrade the cyber security systems, safety, and protection of KDIPA's data.





For the third consecutive year, KDIPA continued to monitor developments in handling sustainability, specifically with regard to adopting sustainability in the workplace, particularly its integration within KDIPA's governance and digital transformation processes; especially that sustainability has become increasingly important in many areas of life, work and growth of human societies, within the framework of the international community's commitment to achieving the UN Sustainable Development Goals (SDGs) 2030. KDIPA has been keen to exert the necessary efforts, and adhere to the established standards to achieve sustainable development and bring about positive change that contributes to the advancement of society and national economy, through measuring the impact on social, environmental and governance dimensions pursuant to the best global practices and emerging international trends in the business environment. This is specifically with the increasing importance of targeting sustainable or impact investment within an international framework that supports investment for sustainable development.

# 1. Sustainability in KDIPA Work

## Sustainability and the Second Voluntary National Review Report 2023 for the State of Kuwait

KDIPA prepared on September 17, 2023, a summary report on the "Second Voluntary National Review Report for the State of Kuwait", in which it captured the main points of benefit pertaining to KDIPA work, and identified notable overall progress by Kuwait in achieving the UN Sustainable Development Goals (SDGs) 2030. In addition, the summary highlighted the areas that mentioned KDIPA's contributions in achieving Kuwait's voluntary commitments to attain the SDGs 2030. The "Second Voluntary National Review Report 2023 for the State of Kuwait" was previously submitted to the High-Level Political Forum held during the period July 10-19, 2023, at the United Nations headquarters in New York, under the slogan "Accelerating recovery from the Coronavirus disease and full implementation

of the 2030 Agenda for Sustainable Development at all levels". Kuwait national efforts exerted that reflected its commitment to achieving the UN SDGs 2030, its targets and indicators, and integrating them within the National Vision 2035, were highly commended in the Forum.

## Sustainability in KDIPA's Strategy

KDIPA participated in a workshop entitled "Government Strategies and their Alignment with Sustainable Development Goals", organized by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), held during the period February 18-20, 2024, at its headquarters. KDIPA provided in it a presentation demonstrating the components of its Interim Strategy for the transitional period (2023-2025), and its action plan.

KDIPA received correspondence from GSSCPD on March 20, 2024, informing it that it obtained a 100% score for the assessment of its Interim Strategy for the transitional period (2023-2025), measuring KDIPA's strategic direction alignment with sustainability, based on the components of its Strategic Plan (60%), and its compatibility with the National Vision 2035 comprising the remainder (40%), with the latter including compatibility with the Development Plan and the follow-up reports, compatibility with the Government Work Program (2023-2027), and KDIPA contribution to the UN SDGs 2030 (Goals No. 8,9,12 and 17). The assessment study was entitled "Government Strategies Alignment with Developmental Goals" that included 51 other government entities whereby they were all evaluated according to a unified methodology developed by the National Development Research Centre under the GSSCPD, as shown in the table.

### Alignment with Pillars of Kuwait National Vision 2035



### Alignment with UN SDGS 2030



Table No. (28) Outcome of Assessing Aligning KDIPA Strategic Direction

Government Entity: Kuwait Direct Investment Promotion Authority (KDIPA)													
Strategic Plan Components						Compatibility with the Development Plan and Follow-Up Reports				Compatibility with the Government Work Program			UN SDGs 2030
Vision	Mission	Values	Goals	KPIs	Exec. Programs	Pillars	Topics	Programs	Policies	Topics	Fields	Programs	
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Goals 8, 9, 12, 17



## Sustainability in Follow up of Investment Entities

KDIPA updated the Annual Follow up Form (version v2 2023) to facilitate the process of collecting and completing the data required to monitor licensed investment entities that started their operations and to assess the achieved economic impact.

KDIPA amended paragraph (5) related to Sustainability in the Annual Follow up Form (v2 2023), to include several questions inquiring about the SDGs to which the invest-

ment entity contributes, if it has a declared policy to commit to sustainability and to prepare sustainability reports covering environmental, social and governance dimensions (ESG), and to list any sustainability initiatives launched during the follow-up period.

KDIPA sent the updated Annual Follow-Up form (v2 2023) to 46 licensed investment entities that started their operations and are being followed up in that regard. KDIPA re-

ceived filled forms from 40 investment entities, with a response rate of 86.9%.

The collected the responses of the 40 investment entities that responded, showed an overall commitment to the UN SDGs 2030, specifically contributing to (9) out of the (17) UN SDGs 2030 related to their work, as indicated in the figure.

### Commitment of investment entities licensed by KDIPA to the UN SDGs 2030



Furthermore, the collected follow up results showed that the investment entities that responded launched 40 initiatives within the framework of achieving the UN SDGs 2030, including Mitsubishi Kuwait issued an introductory booklet, in English language, for SDG No. 7 on affordable and clean energy to raise children's awareness on sustainability.

## 2. Governance in KDIPA Work

### Governance and building KDIPA's institutional and human capabilities

KDIPA met with the governance expert at Kuwait Anti-Corruption Authority (Nazaha) on May 26, 2023, to discuss preparing an initial draft for a general KDIPA governance strategy, based on the National Framework and Guide for Governance of the Government Administrative Apparatus in the State of Kuwait (v1 - 2021).

KDIPA addressed the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), the Civil Service Commission (CSC), and the Audit Bureau on September 10, 2023, to seek their support regarding building the capacity of KDIPA's employees to enable them to implement the governance principles in accordance with the National Framework and Guide for Governance of the Government Administrative Apparatus in the State of Kuwait (v1 - 2021). KDIPA circulated internally both the National Framework and Guide for Governance of the Government Administrative Apparatus in the State of Kuwait (v1 - 2021) to all the Divi-

sions to introduce them in preparation for initial work on collecting and listing all the internal procedural and regulatory guides, policies, decisions, instructions, legislations and procedures that govern the administrative units' work, to facilitate the full implementation of the National Framework and Guide.

KDIPA participated in the workshop on applying the National Framework and Guide in the field of Institutional Governance organized by the Civil Service Commission (CSC) on December 13, 2023, and held at CSC premises.

KDIPA participated in the workshop organized by Kuwait Anti-Corruption Authority (Nazaha) in cooperation with the World Justice Project (WJP) held on February 18, 2023, at Nazaha premises, to present and analyse Kuwait position in the Rule of Law Index 2023, which Kuwait entered for the first time in its 2023 version. The Index is based on 8 factors relating to the rule of law, which are: Constraints on government powers; absence of corruption; open government; fundamental rights; order and security; regulatory enforcement; civil justice; and criminal justice. Kuwait ranked 52 out of 142 countries in the Rule of Law Index 2023, and recorded a score of 0.58 out of 1. KDIPA participated in the training Program on Institutional governance in the public sector (part II), organized by the Audit Bureau during the period January 28 - February 1, 2024, and held at the Audit Bureau premises.

one KDIPA employee successfully passed the qualifying program organized by the Civil Service Commission (CSC) on preparing trainers in institutional governance (Part II), held during the period February 4-22, 2024, at CSC premises.

### **Governance in Institutional Development**

Pursuant to the issuance of Administrative Decision No. 282 of 2023 issued on June 25, 2023, amending Ministerial Decision No. 140 of 2014 regarding structural organization of Kuwait Direct Investment Promotion Authority (KDIPA), the following was undertaken:

- Amending the tasks and the name of the Technical Office & Competitiveness Department to become the Technical Office & Governance Department, as well as amending the tasks and names of both sections under it, from the Competitiveness Section to the Governance & Sustainability Section, and from the Improving Business Environment Section to the Enhancing Business Environment & Competitiveness Section.
- Amending the tasks of the Information Systems Department, amending the name of its Operations & Technical Support Section to become the Operations & Networks Section, along with the creation of two new sections: the Information Security & Data Privacy Section, and the Users Support Section.
- Amending the tasks and the name of the Work Methods & Service Development Section under the Administrative Development & Training Department, to become the Quality Assurance & Service Development Section.

### **Governance in preparing KDIPA's interim strategy for the transitional period (2023-2025)**

KDIPA was keen in its efforts to prepare the Interim Strategy for the transitional period (2023-2025), to continue to adopt the participatory method of engagement and deliberations with all the administrative units under its divisions to identify the strategic directions, and develop its executive projects, as well set its KPIs, and the general and specific targets

KDIPA included the (Governance Project) under the third strategic direction (Enhancing KDIPA's resilience and agility to accommodate changing global conditions) of KDIPA's Interim Strategy for the transitional period (2023-2025), reiterating its commitment to implement and adopt good governance and its principles, and followed up its progress under the interim strategy.

### **Governance in Administrative Affairs**

KDIPA's Administrative Affairs Department enhanced its adoption of the policy of disclosure and transparency to augment institutional governance and the implementation of its principles. In this regard, it cooperated with the Information Systems Department, to further develop the process of evaluating KDIPA employees efficiently by moving from paper-based evaluation procedures to paperless electronic evaluation, in line with the Civil Service Commission Decision No. 36 of 2006 on the rules, foundations, procedures and defined dates for evaluating employees performance and submitting relevant grievances. This had advanced the annual evaluation process to be conducted through (iKDIPA) application for mobile phones, or through the (HRP System) uploaded in the computers of the designated employees, and eventually enabling KDIPA employees to access the final results of their evaluation and other related matters.



### **Governance in the Code of Conduct (Adaa) Initiative**

Within the framework of KDIPA's participation in (Adaa) initiative launched by Kuwait Anti-Corruption Authority (Nazaha) for professional excellence in public sector institutions, under the framework of the first pillar of Kuwait Integrity and Anti-Corruption Strategy (2019-2024). KDIPA coordinated and cooperated with Nazaha's representatives and the Global Partners Governance (GPG) foundation to meet and achieve the requirements of the (Bronze) level of the project, through the following:



## Internal Preparation

KDIPA formulated internally a Work Team for following up on the joint project to activate the code of conduct with the Kuwait Anti-Corruption Authority (Nazaha), to address the requirements for obtaining the (Bronze level); it assigned subsequent responsibilities amongst the team members according to the recommendations submitted by the representatives of Nazaha and GPG foundation, and prepared the needed action plan and timeframe to follow up on the preliminary requirements for obtaining the Bronze level. The Work Team held 27 focus group discussions, during the period from September 24 - October 5, 2023, in which 70 KDIPA employees participated at various job levels. The Work Team cooperated with a group of other government entities participating in "Aadaa" initiative, in designing the official logo for the initiative and worked with representatives from Nazaha for preparing introductory videos for the initiative for its launch in 2024.

The Work Team adopted a plan to launch a series of internal media campaigns to raise awareness amongst KDIPA employees about the importance of professional and ethical rules and values of behaviour, as well as the importance of compliance and adherence to the approved Code of Conduct according to the Civil Service Commission circulars.

The Work Team for following up on the joint project to activate the code of conduct attended the training program organized by the Civil Service Commission during the period January 15-17, 2024, at KDIPA's premises. The training aimed to qualify the team members to become certified trainers at KDIPA, to undertake the tasks of preparing and conducting internal training courses for KDIPA's employees in terms of the Code of Conduct.

KDIPA participated in a workshop on the mechanism of the draft Guide to activate the internal reporting policy for violations of public employees code of conduct provisions, organized by Kuwait Anti-Corruption Authority (Nazaha) on February 13, 2024.

## Introductory and Awareness-Raising Activities

KDIPA made accessible the Code of Professional Conduct to all KDIPA employees through the QR Code, in line with its internal media campaign to introduce (Aadaa) initiative. The code was displayed on the screens available in KDIPA, and it also published a set of awareness messages related to the rules of the Code of Professional Conduct through these screens.

## Governance in the Right to Access Information

KDIPA reviewed a draft proposal of an introductory guide to the Governance Policy in KDIPA for the classification of information, data, and documents, with the aim of organizing the process of categorizing and indexing information, data and documents, and structuring their management (governance) in dealing with this across all levels at KDIPA.

KDIPA filled out on August 10, 2023, the questionnaire sent by Kuwait Anti-Corruption Authority (Nazaha) regarding the Right to Access Information Law No. 12 of 2020. The Committee for organizing, classifying, and indexing information and documents in KDIPA continued its work in accordance with the tasks stated in its formulation decision issued on October 27, 2022, for a period of one year from its date, held 3 meetings till end of its term on October 27, 2023, but continued to follow up on some tasks by holding 3 additional meetings until the end of March 2024.

KDIPA completed, during the report period, the classification of information, data and documents related to the Financial & Administrative Affairs Division and its affiliated organizational units, in addition to completing the classification of laws, regulations and systems under which the Countertrade (Offset) Department operates under the Investment Operations Division.

KDIPA embarked on unify the guides and policies for classifying data, information and documents in accordance with the procedures of the ISO 27001:2022 for information security management certification, re-

garding aspects concerned with managing and protecting information safety, and the Law No. 12 of 2020 regarding the right to access information and its Executive Regulations.

## First request in the register of the right to access information

KDIPA received the first request regarding the right to access information and obtain relevant decisions and documents, based on Article (8) of Law No. 12 of 2020. That request was submitted by a foreign company (committed to the offset program) on January 16, 2024. The request was electronically registered under No. (1) of 2024, in a dedicated register exclusively created to record received request applications for the right to access information. The request was assessed in light of the set procedures; if accepted the proposed dates to allow the foreign company to access the required information will be determined. However, in the event the application was rejected, the reasons behind the rejection shall be justified.

## KDIPA's Digital Governance

In line with KDIPA's commitment to enhancing the technological infrastructure, KDIPA remained keen to provide its employees with the latest computers, with the aim of maintaining efficiency, safety and effectiveness to ensure seamless workflow.

KDIPA established a specialized section for Information Security & Data Privacy, to ensure the protection of information and data, and to maintain the integrity, confidentiality and availability of its digital systems.

KDIPA's employees working with information systems received intensive and technical training programs to advance their skills and extend their expertise into critical areas, such as digital transformation and cybersecurity to ensure efficient performance.

KDIPA developed a smart phone application for the employees attendance system, and enhanced its utilization.

### 3. Digital Transformation in KDIPA Work

KDIPA accommodated the rising pace and significance of adopting and utilizing technology and information systems for enhancing digital transformation, and establishing a digital smart environment that fosters transparency, more efficiency, and speed in performance aligned to national contributing to the National Vision 2025 goals, which focus on economic diversification, sustainability, effective government, governance, optimal utilization of modern technologies like cloud computing, big data management, artificial intelligence (AI), and the internet of things (IoT).

In this context, KDIPA undertook several strides that marked milestones during the reporting period that included the following:

#### Quality work systems

KDIPA continued to develop several digital tools to utilize in conducting various functions within its promotional activities, and procedures relating to investment operations, providing investors services for after-care and facilitation, follow up of economic impact, receiving complaints and suggestions, as well as advocacy activities, example of which developing electronic portal for investors and consulting offices register. KDIPA attained successfully ISO 27001:2022 certification regarding information security management systems (ISMS). This significant step falls within KDIPA's commitment to implement the highest standards in security to ensure data protection, maintaining the integrity, privacy, and availability of digital systems, as part of the ongoing efforts to enhance sustainability of the digital infrastructure, availing a safe and reliable environment, to attain KDIPA's goals, improve quality of services offered to its clients (investors).

#### Infrastructure

KDIPA availed the converged infrastructure technologies to enhance efficiency and ensure seamless, secure and effective workflow.

KDIPA performed a comprehensive development for its infrastructure utilizing most recent systems and technologies in information security relating to network inspection, extended detection and response. The overall modernization of its infrastructure resembled a significant step for enhancing KDIPA's strategy and vision to attain highest levels of security and efficiency in all its technological operations, to ensure providing excellence in its services concomitant with quality standards, and global cybersecurity measures.

#### Measures

KDIPA has amended its procedures to move to a paperless environment, whereby KDIPA shifted to use email as an alternative medium to convey most of its communications replacing paper copies of memos and correspondence.

KDIPA continued to work on the e-portal project for the investors and consulting companies Register, which would pave the way for dealing with a comprehensive and integrated electronic cycle for all the stages for obtaining the investment license, and using electronic links with various competent authorities through this portal to accelerate the approval processes instead of the traditional paper-based processes, and prepared for this by launching the first initiative of its kind, which was a draft memorandum of joint cooperation with competent government authorities regarding "digital linkage to exchange investor information and data", in order to facilitate and accelerate the procedures for investors by establishing e-links between KDIPA and the competent government authorities that were contacted in this regard, and meetings were held.

KDIPA had started implementing robotic automation of repetitive work procedures in several of its systems to enhance operational efficiency and minimize human errors.

In implementing the requirements of ISO 27001:2022 and to raise the level of security and digital transformation, smart door devices were installed that automatically close and open doors for employees only during working hours through facial recognition and linked to the attendance system and the smart phone app, making it easier for employees to punch in and out immediately.

#### Cybersecurity

KDIPA was the first government entity to join Google's Cloud Cybershield™ initiative for the Government of Kuwait, which would rely on Google's technology for monitoring and security operations related to KDIPA's data to combat increasing hacking, and continue updating cybersecurity systems and safety and protection devices.

#### Data Protection

KDIPA boosted its data storage infrastructure to protect data and resolve cases of data by installing Data Domain storage system, which relies on advanced technology and is considered a leading solution for effective data storage and safe and effective retrieval.

#### Filling out a questionnaire

KDIPA filled out online the questionnaire sent by the Communications and Information Technology Regulatory Authority (CITRA) on April 3, 2023. This questionnaire is a primary field survey that CITRA periodically conducts to depict knowledge and degree of access to communications and information technology, to measure the development of the telecommunications sector, as this data and statistics are important to measure the development of the telecommunications sector in Kuwait, enable policy articulation, and monitor the country's progress in the relevant global indicators.









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