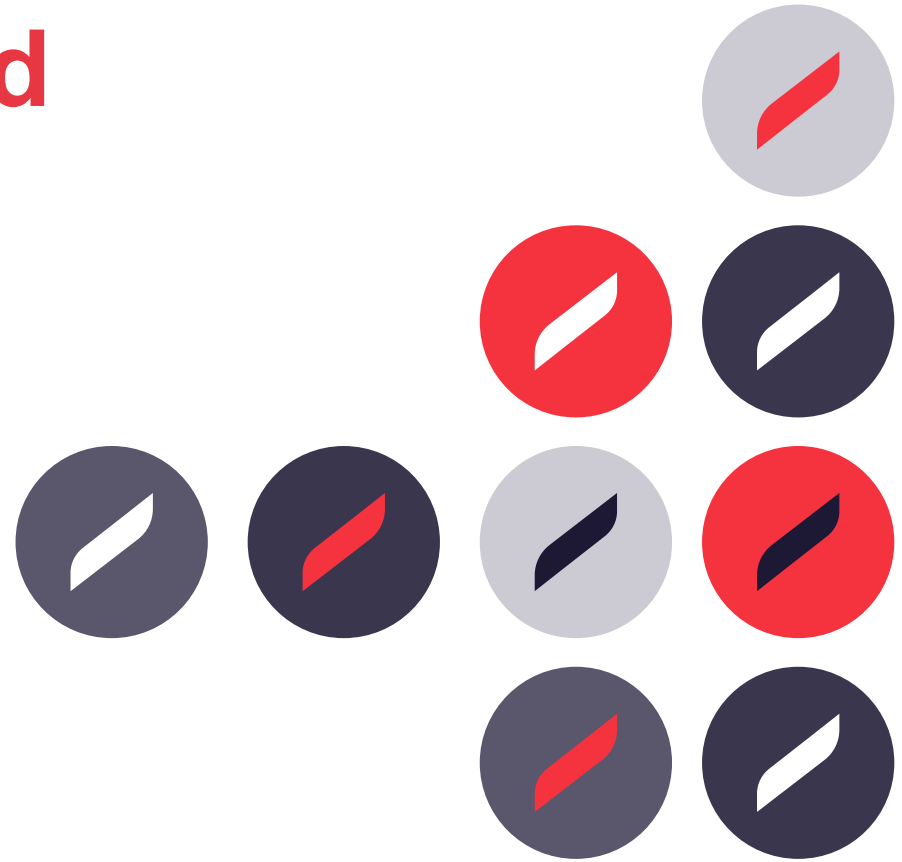


Strategy for growth and impact

Jarmo T. Kotilaine

1 June 2022

تمكين
Tamkeen



The Labor Fund (Tamkeen) was established in 2006, with the following objectives:



Contribute to the development and strengthening of the national economy



Contribute to the development of the private sector to make it the engine of economic growth in the Kingdom



Increase the efficiency and productivity of Bahraini labor and their ability to compete in the labor market



Create an environment conducive to making Bahraini labor the preferred choice for employers



Create an environment conducive to increasing Bahraini women's inclusion in the labor market



Create new and suitable job opportunities for Bahraini labor

Tamkeen's Strategy Cycles and its Economic Contribution Since Inception

Tamkeen Support by Program since Inception



Training & Employment
BHD157 M
 122 K+ Bahrainis
 9 K+ Enterprises



Financing
BHD750 M
 Total Loans Supported
 9 K+ Enterprises



Partnerships
BHD212 M
 95 K+ Bahrainis
 6 K+ Enterprises



Business Support
BHD204 M
 13 K+ Enterprises



Business Continuity
BHD57 M
 16 K+ Enterprises



Unemployment Insurance
BHD232 M
 All Private Sector
 Enterprises

Economic Contribution

BHD 1.7 B | Direct and Indirect Funding

BHD 3.9 B | Economic Impact
 (30% of Annual GDP in 2020)

130+ K
 Bahrainis | benefited from training and
 employment programs in the
 private sector

65+ K
 Bahrainis | Benefited from Tamkeen
 Programs since Inception

2007-2009
Establishment

- Create awareness
- Develop products
- Build Relationships

2010-2014
Outreach

- Expand reach
- Promote products
- Support business environment

2015-2017
Engagement

- Customer centric
- Improve quality
- Deliver results

2018-2020
Transformation

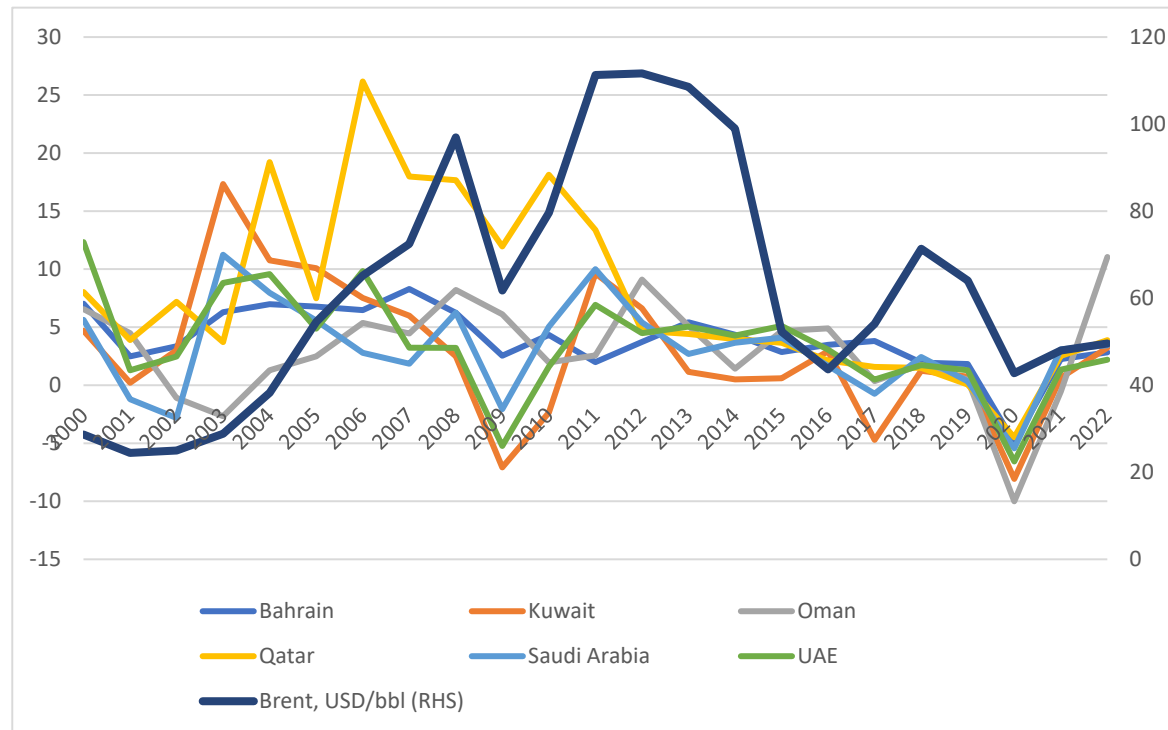
- Diversify offerings
- Accelerate delivery
- Sustain impact

2021-2025
**Economic Impact and
 Productivity**

- Labor Market inclusion
- Flexible enterprises
- Support innovation

A growth challenge

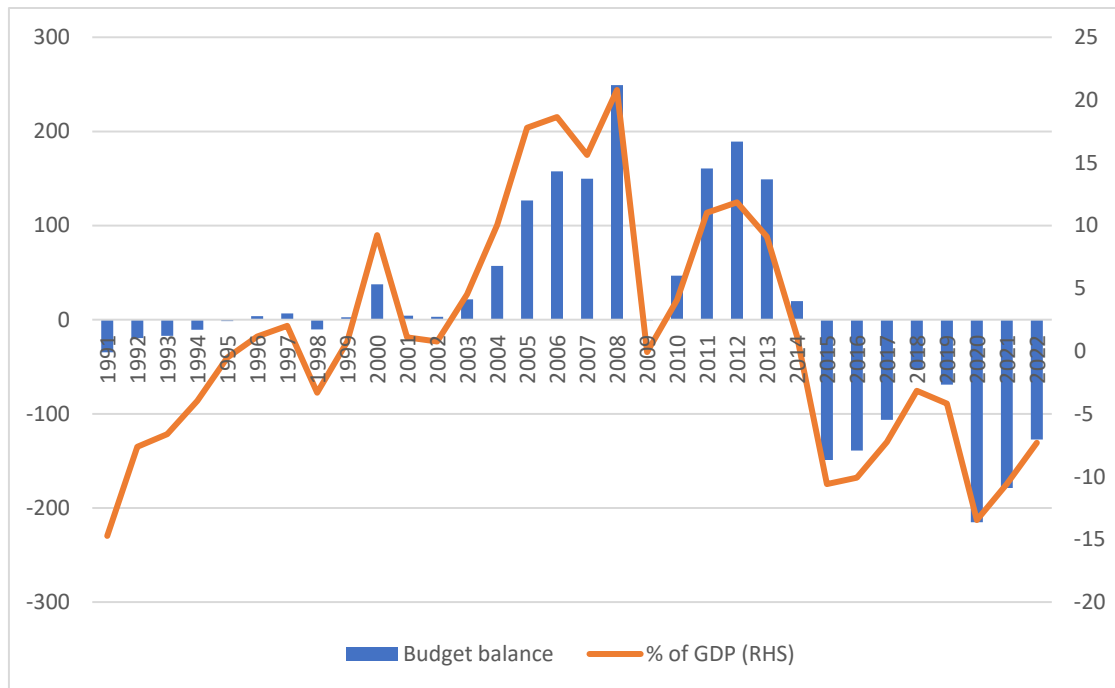
Real growth rates of the GCC countries since 2000 (%)



- A steady growth deceleration
- The ‘oil-government nexus’ no longer delivers
- The ‘Great Arabian Infrastructure Boom’ is waning
- The era of extensive growth appears to be over

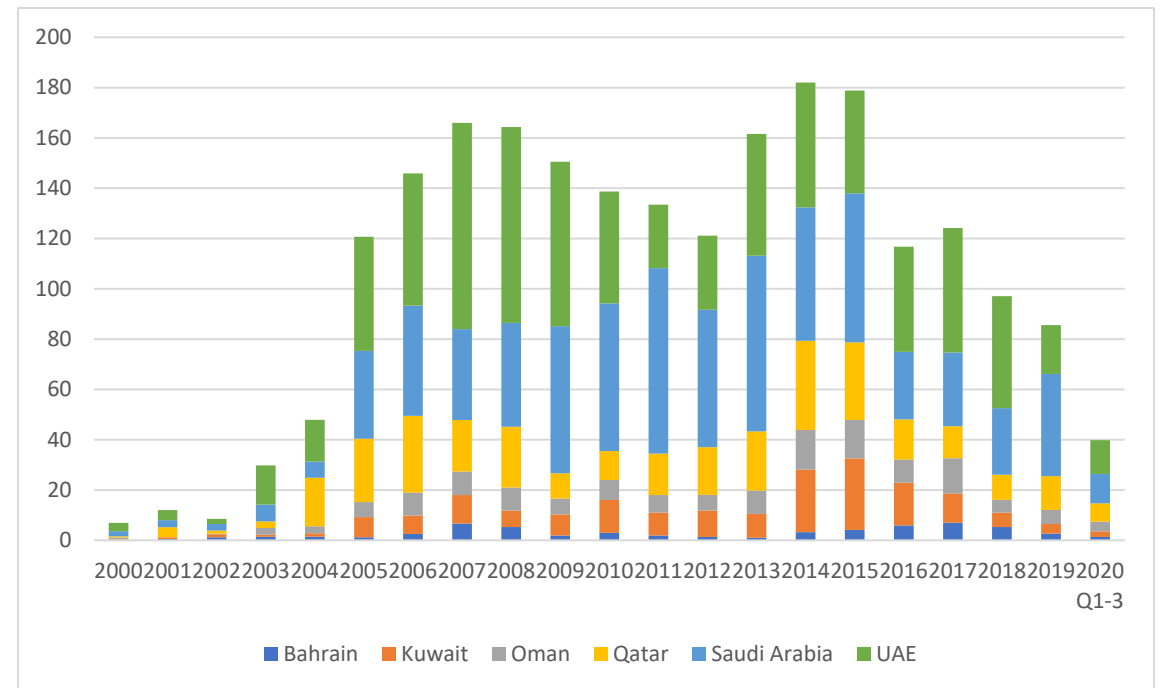
Old growth drivers have weakened

GCC aggregate general government fiscal balance, USD bn



Source: World Bank

Project awards in the GCC countries, USD bn



Source: MEED Projects

An unusual backdrop

“The COVID-19 pandemic has exposed several vulnerabilities in both the labor market and broader economy. However, it has also revealed the potential of digital technologies and agility to contribute to business continuity, resilience and sustainability”

The effects of the pandemic present an opportunity for a **“Great Reset”**

“How can Tamkeen help convert a short-term emergency response to an enduring structural change in the marketplace?”

Businesses

Innovative Entrants

Supporting innovative disruptors as outdated business models exit the market

Business Model Overhaul

Enable corporate agility and dynamism through revision of business models supported by efficiency and productivity solutions.

Labor Markets

Substitution

Capitalize on trends towards greater technology adoption to reduce reliance on unskilled expatriate labor

Flexibility

Leverage technological change to encourage increased labor market participation, especially for segments such as women and youth

Tamkeen's Strategy (2021-2025)

Tamkeen's Fifth Strategy Cycle is focused on economic impact and productivity through 4 main areas:

Our Focus Areas

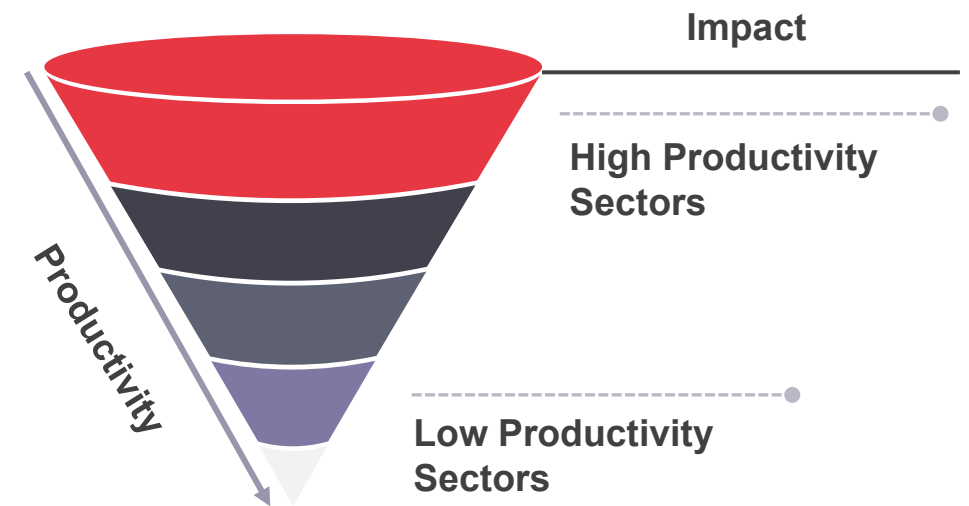
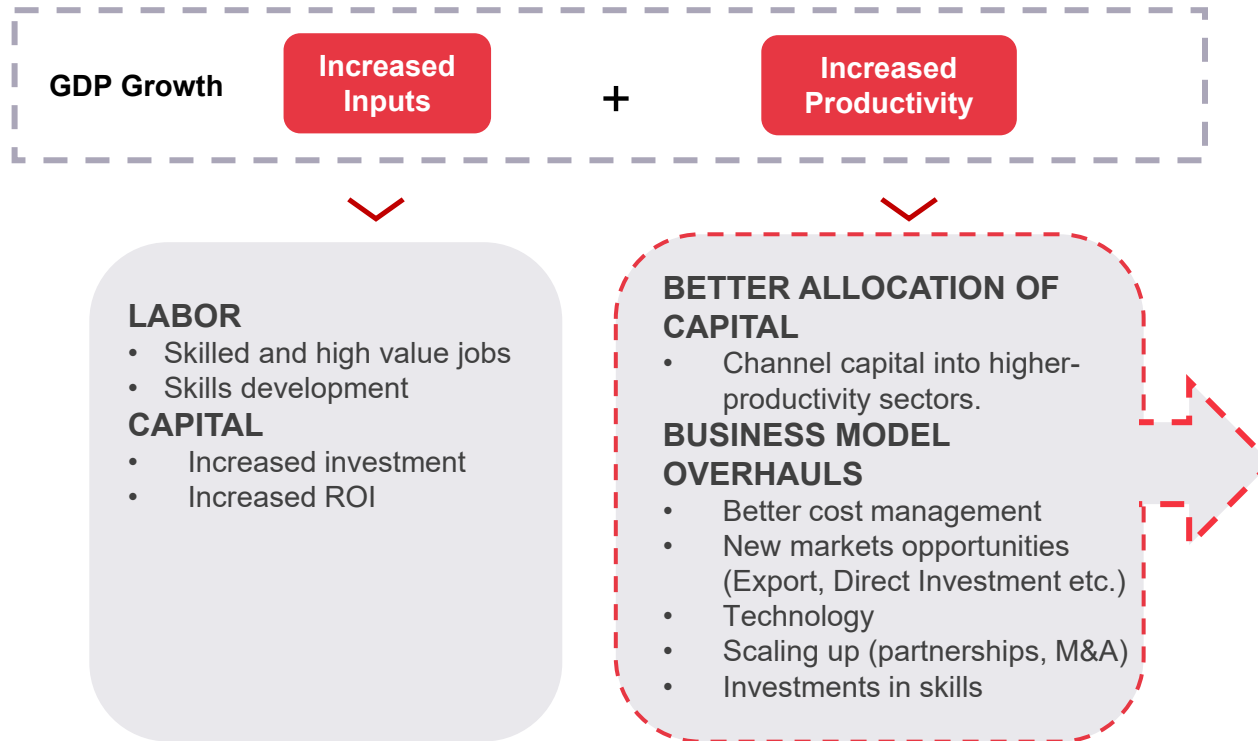
- 1 Incentivizing positive change by explicitly linking Tamkeen's support to economic outcomes.
- 2 Prioritizing productivity both by enabling high-potential sectors and encouraging business model changes at companies.
- 3 Proactively supporting well thought-out, economically viable projects.
- 4 Embracing additional tools and modalities for accelerating the development of human capital for market needs and emerging opportunities.

Our Approach

- **More and better jobs through technology**
 1. Increasing work flexibility
 2. Encouraging technology adoption by businesses to upgrade and diversify jobs
 3. Encourage permit increased participation through self-employment
- **Economic change through innovative businesses**
 4. Increasing the number of startups
 5. Increasing startup quality
 6. Providing better access to financing solutions
- **Growing enterprises through greater dynamism**
 7. Enhancing the enterprises' ability to find innovative solutions
 8. Improving access to finance
 9. Providing a holistic financial and advisory support and mobilizing capital
 10. Matching skillset to market needs.

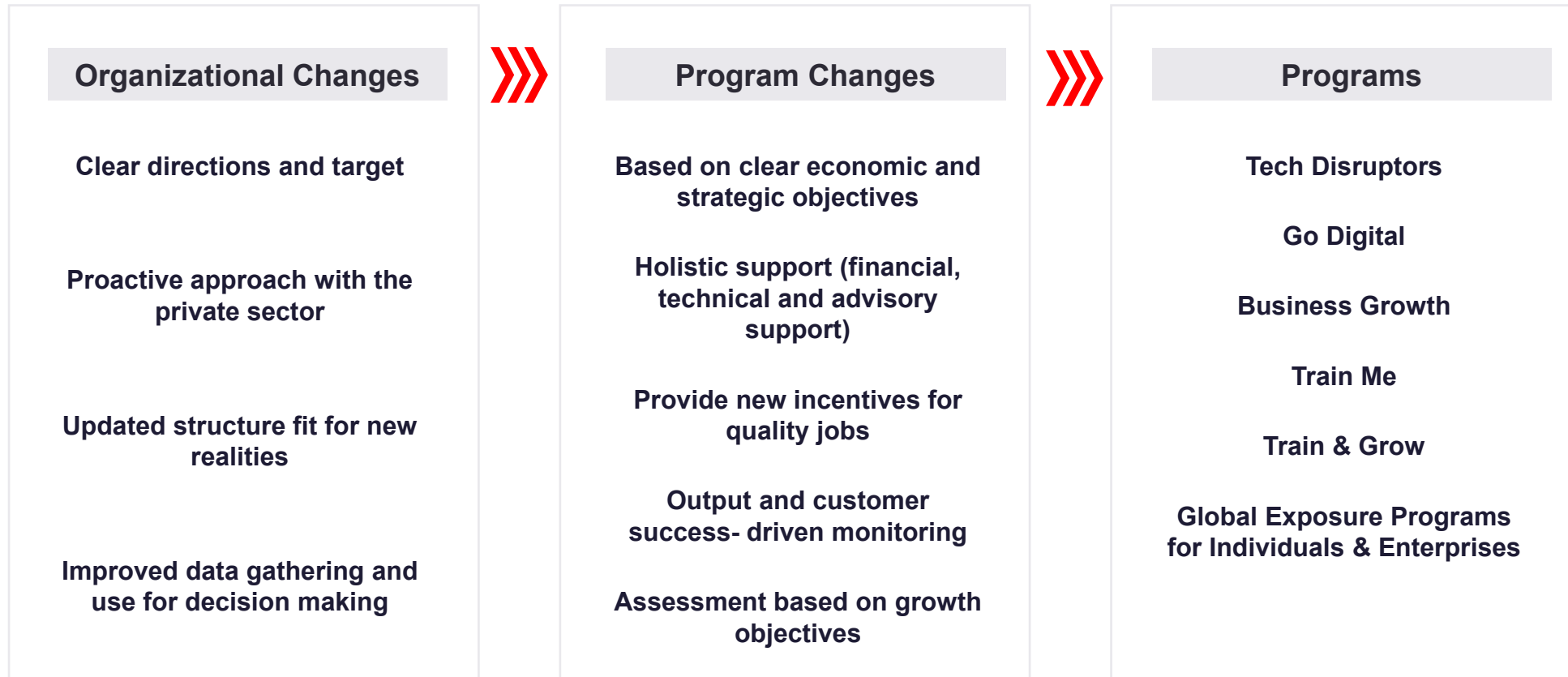
Recognizing the Importance of Productivity

Through Tamkeen's new programs enterprises in high productivity sectors may benefit from all of Tamkeen's support solutions, whereas the focus for low productivity sectors will be on enterprises which are seeking to become more productive.

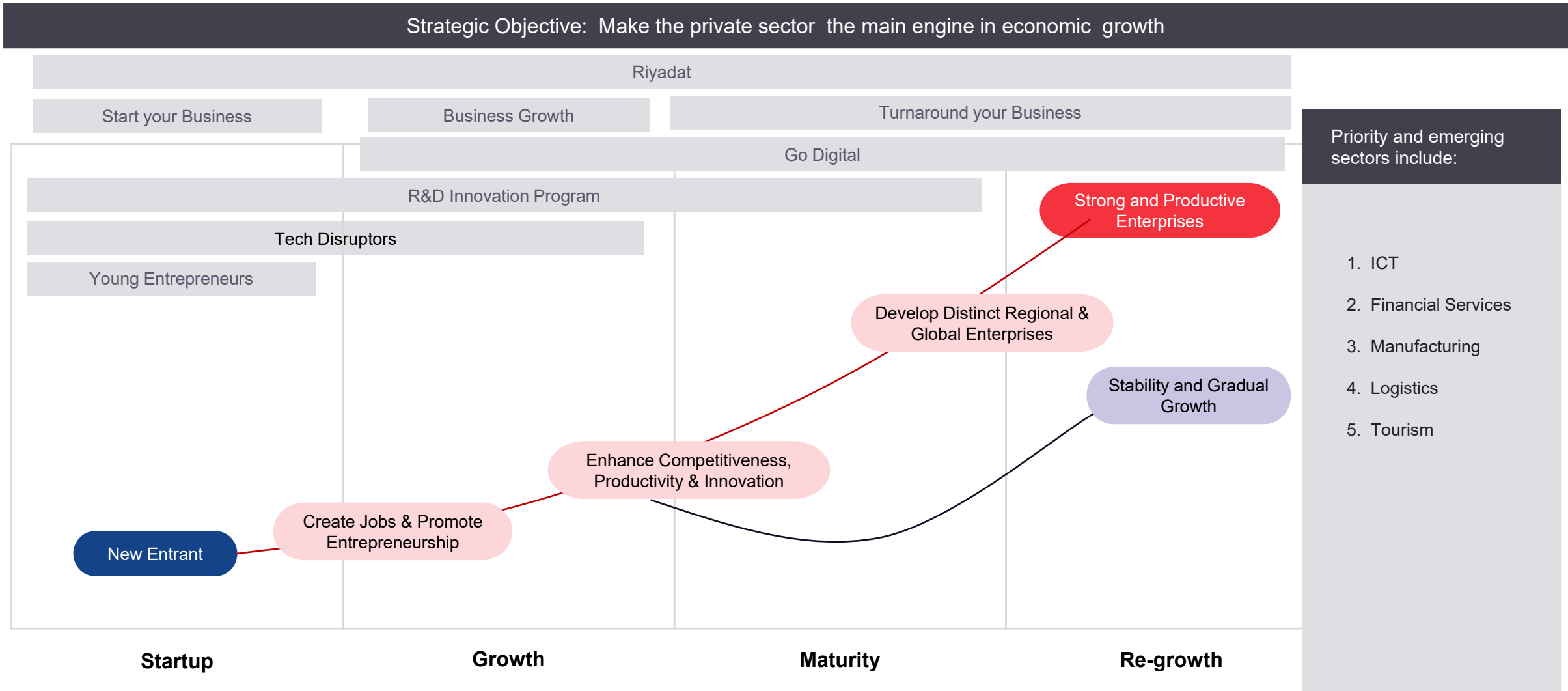


Organizational Transformation to Deliver Impact

Tamkeen has shifted its focus towards stimulating economic development through increased productivity.

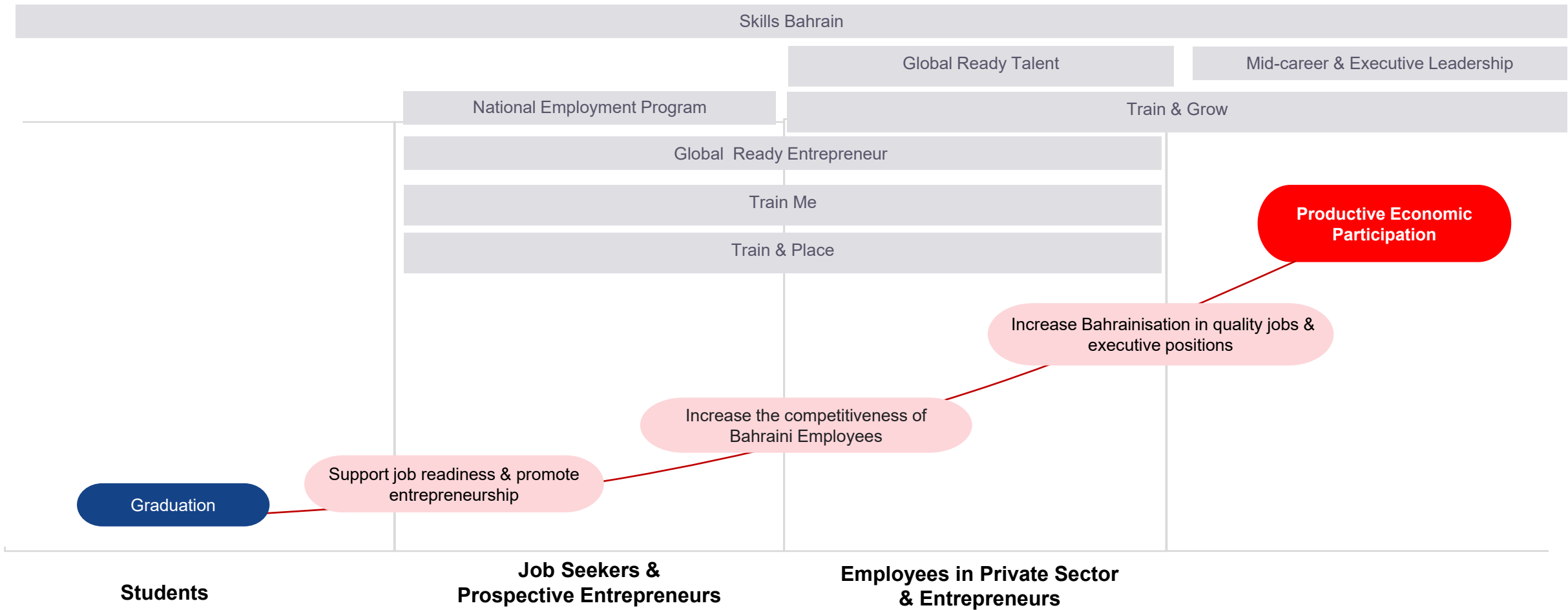


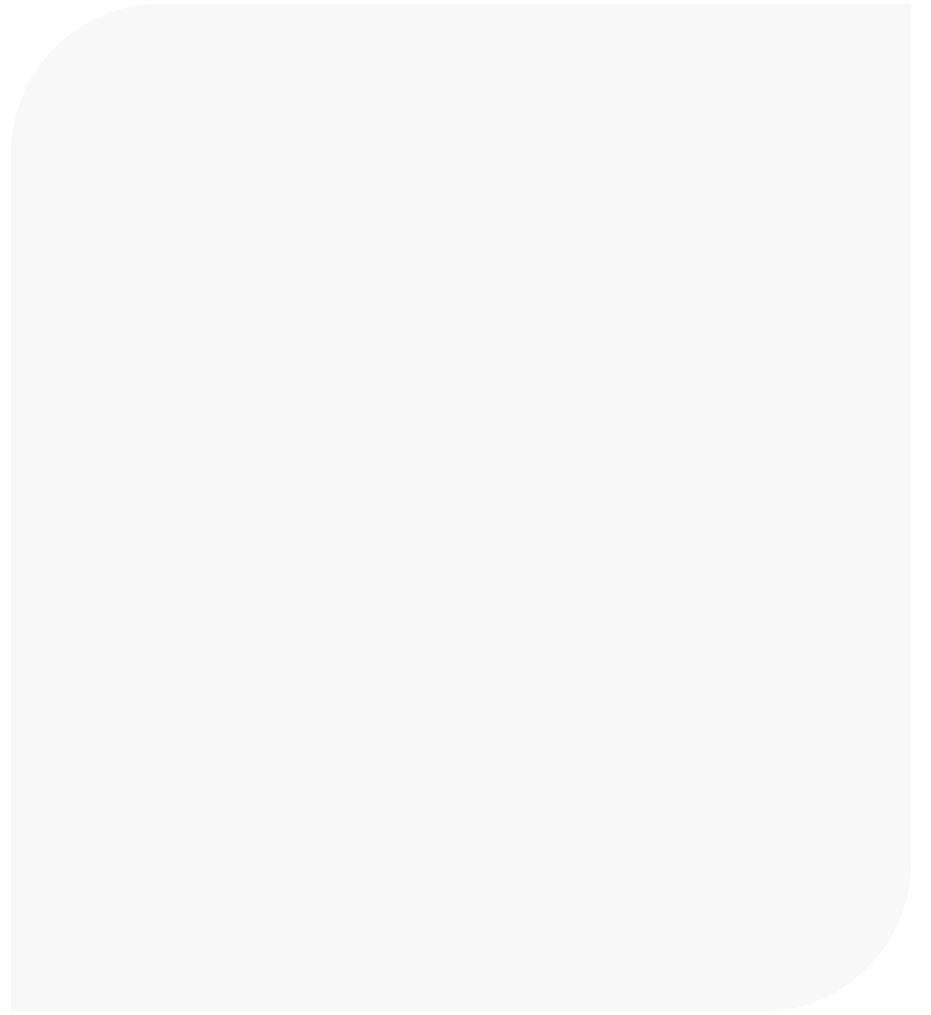
New Enterprise Development Programs Lifecycle

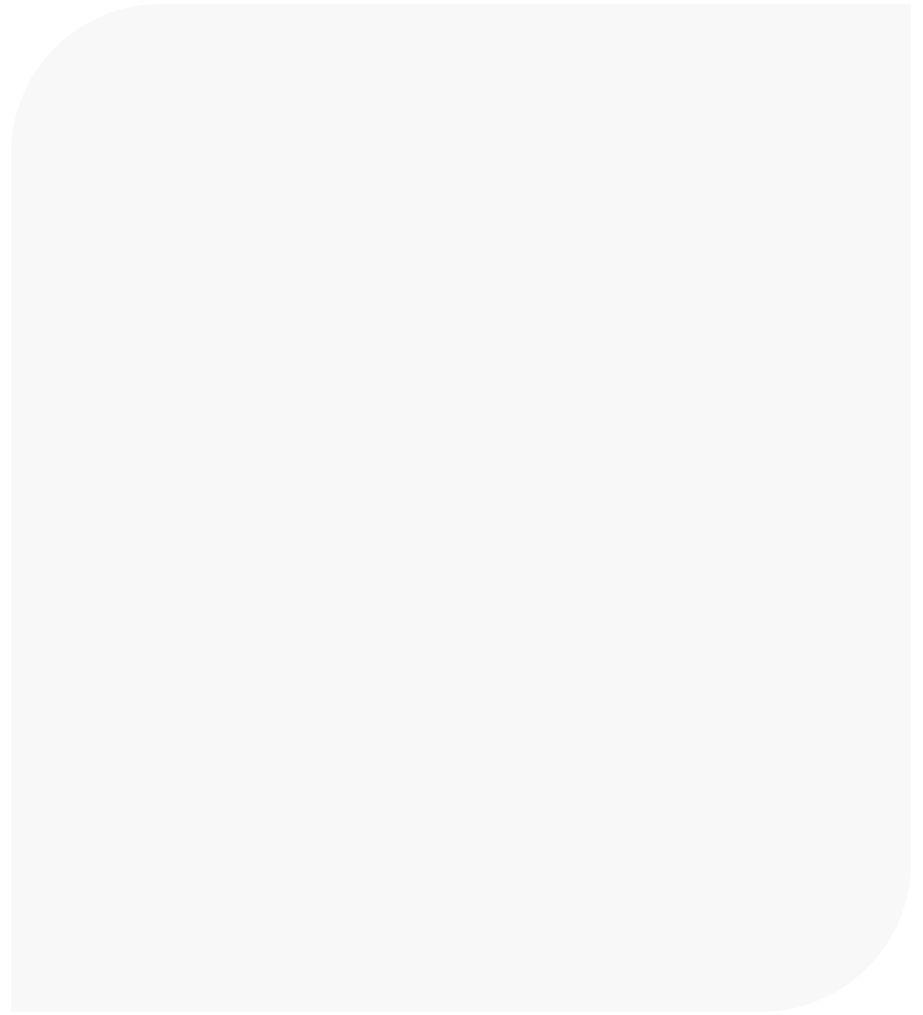


New Human Capital Development Programs Lifecycle

Strategic Objective: Make Bahrainis the first choice of employment







**THANK
YOU**

www.tamkeen.bh

