



ICV: In-Country Value Initiative

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Advancing Qatar's Localization Agenda and Maximizing Local Supplier Spend



Qatar In-Country Value Program



January 19, 2026

What is ICV?

Strategic Initiative

ICV is a strategic initiative aimed at advancing Qatar's localization agenda and measuring the total spend of suppliers in-country to benefit the national economy.



Measure & Maximize

Measure and maximize the total spend of suppliers in-country to create economic benefits.



Certification Process

Suppliers obtain ICV certification by reporting expenses to approved certifiers.

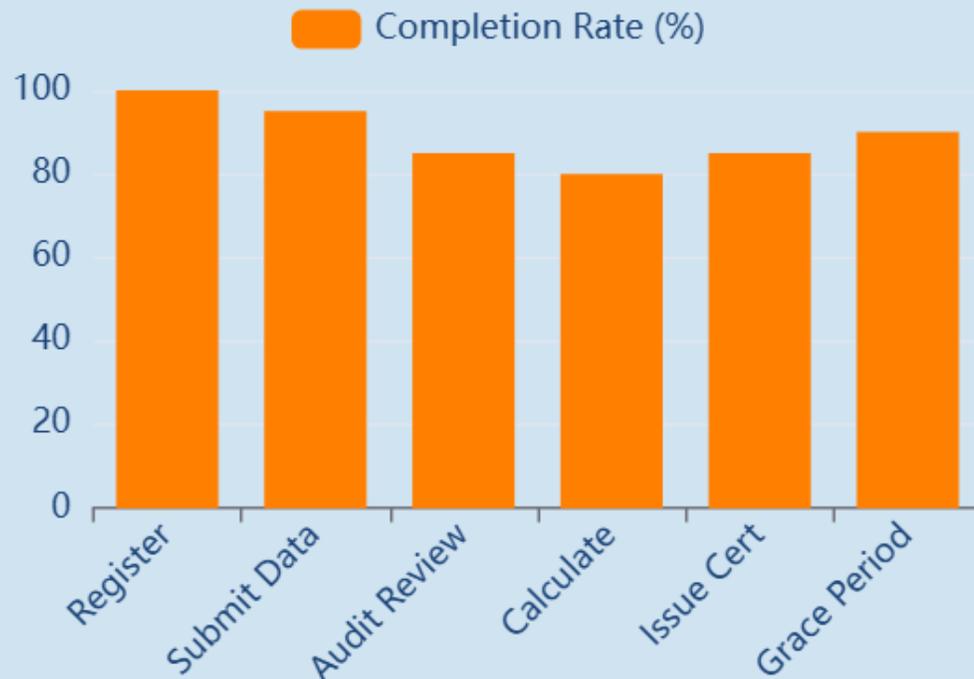


Competitive Advantage

Certified suppliers gain competitive advantage in tendering and access more business opportunities.

ICV Certification Process

Certification Steps & Timeline



Approved Certifiers

Certified professionals calculate local contribution scores using the ICV formula based on audited financial data.



90-Day Grace Period

Permanent policy granting flexibility. Suppliers can bid during grace period with letter from certifier confirming new process initiated.

Benefits & Requirements



Mandatory Requirements

- ICV mandatory for Energy Sector tendering
- Must have valid ICV score on bid closing date
- Register on ICV Portal with Commercial License (LCS)

Key Benefits

- Gain competitive advantage in tendering process
- Access to more business opportunities
- Improve market presence and visibility



ICV Program Statistics & Growth

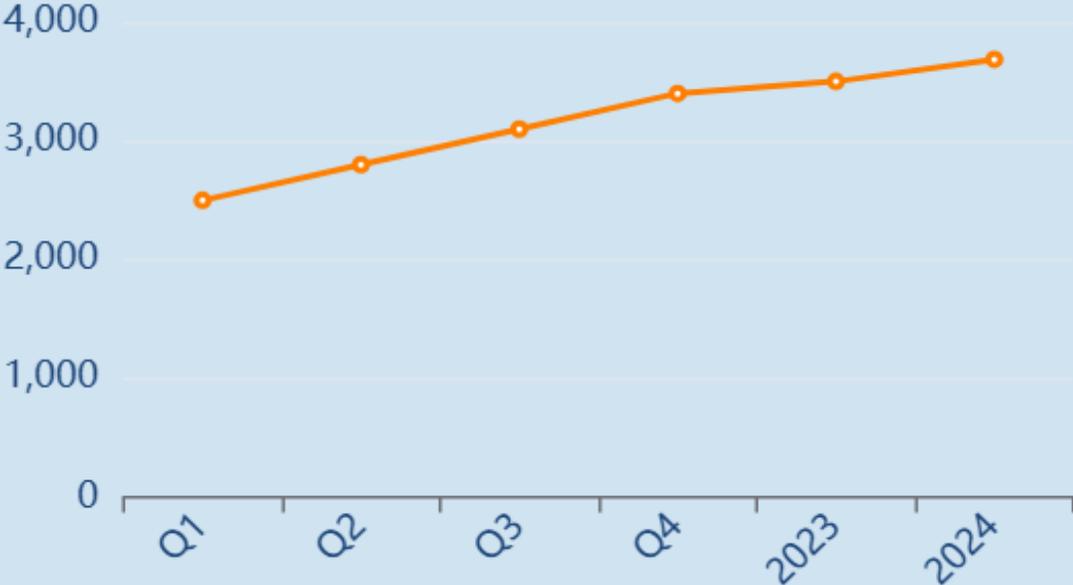
Current Program Status

The ICV program has achieved significant adoption with thousands of registered suppliers participating in Qatar's localization initiative.

6166

Registered Suppliers

Valid Certificates Growth



Evolution of ICV Agreed-Upon Procedures (AUP)

Comprehensive Timeline: 2019 – Present

Period	AUP Characteristics	Key Changes	Formula
2019 – Initial Launch	Initial AUP usage	Focused on financial spend localization and workforce <u>Qatarization</u>	Cost / Revenue
2021–2022 Refinement	Governance & Certifier formalization	Transparency, standardized templates, supplier accountability; early scorecards encouraged	Cost / Revenue
2023–2024 Expanded Scope	Standardized AUP requirements	Consistent certification, factual findings in ICV certificates; expanded to government tenders (Ministry of Finance)	Cost / Revenue
Oct 2024 – Enhanced Launch	<u>QatarEnergy</u> revised ICV program: ICV+, bonus scheme	Certifiers validate bonus schemes (automation, exports, capability building); <u>inclusive scoring</u>	(Eligible Cost / Total Cost) + Bonus
2026 – Present	AUP under <u>Tawteen</u> governance; independent certification required	Certifiers ensure compliance with enhanced ICV framework	(Eligible Cost (excl. Intl suppliers, includes Government expenses) / Total Cost) + Bonus

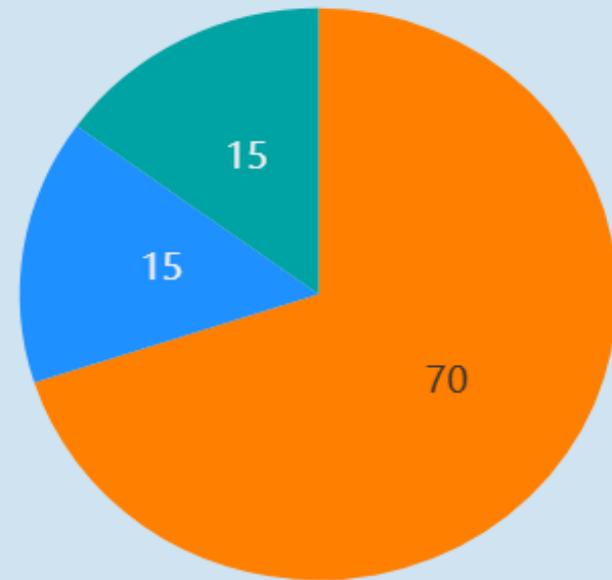
Enhanced ICV Formula

Refined Calculation Method

The enhanced ICV program includes a refined formula that calculates the ICV percentage based on eligible local costs and a bonus component.

$$\text{ICV\%} = \left(\frac{\text{Eligible Local Cost}}{\text{Total Cost}} \right) + \text{Bonus\%}$$

ICV Score Components



- Eligible Local Cost
- Bonus Scheme
- ICV+ (for manufacturers)

Eligible Local Cost Categories

The enhanced ICV program expands eligible local costs to include new categories that capture greater manpower compensation and other strategic investments.

Category	Description	Impact
Services & Goods	Local service and goods procurement	Core local spend
Manpower	Enhanced local workforce compensation	Greater coverage
Local Farms	Agriculture and local farming support	New inclusion
Government Fees	Local government-related expenses	New inclusion
Insurance & Investment	Local insurance and depreciation	New inclusion
CSR & Training	Corporate social responsibility initiatives	Community benefit

ICV Bonus Scheme – Strategic Behaviors

15%

Max Bonus

Productivity Areas

Focus on automation, capability building, and investment growth to maximize your ICV score.

- Productivity & Automation
- Capability Building
- Investment Growth

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Strategic Areas

People & Exports

Invest in local talent and expand international presence for additional ICV benefits.

- Qatarization
- Exports
- Research & Development

50%

ICV+ Boost

Sustainability

Demonstrate commitment to sustainable practices for competitive ICV advantages.

- Environmental Initiatives
- Social Impact
- Long-term Value

Unlimited

Potential Growth

SIRI Assessment Report Overview

Understanding Industry 4.0 Maturity Evaluation



What is SIRI Assessment

Smart Industry Readiness Index provides estimated review of manufacturing operations and evaluates Industry 4.0 maturity levels.



Evaluation Scope

Covers internal processes, technological status of manufacturing facilities, and organizational readiness for digital transformation.



Assessment Validity

SIRI Assessment report must be issued within three years from date of engagement acceptance on portal.

16 Dimensions of SIRI Assessment

Complete framework for Industry 4.0 maturity evaluation

Technology Dimensions

- Vertical Integration
- Horizontal Integration
- Integrated Product Lifecycle
- Shop Floor Automation
- Enterprise Automation
- Facility Automation
- Shop Floor Connectivity
- Enterprise Connectivity
- Facility Connectivity
- Shop Floor Intelligence
- Enterprise Intelligence
- Facility Intelligence

Process & Organization Dimensions

- Workforce Learning & Development
- Leadership Competency
- Inter-and Intra-Company Collaboration
- Strategy & Governance

How to get SIRI ? Any Cost?



Develop Your Business

Financing & Funding

Events & Training

Insights & Publications

National Programs

[Home](#) > [Advisory Services](#) > [SIRI Self-Assessment](#) > SIRI Self-Assessment Form



SIRI Self Assessment

Name of the company

* Name of the company

* CR Number

* Number of employees

* Activity sector

* Email Address

* Phone number

* Range of revenue

* General description of family of products..

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Process

* How does the operations team manage and execute the information flow (e.g., Planning, Production orders, etc.)?

ICV Scorecard Update & Bonus Management

Updating SIRI and ISO certificate impacts on ICV scores

Step 1

SIRI or ISO Issued -
New SIRI Assessment
or ISO certificate is
issued during validity
of existing ICV
Certificate

Step 2

Submit Request -
Supplier submits
"Request Bonus
Update" through
portal with supporting
document attached

Step 3

Tawteen Review -
Supporting document
(SIRI report or ISO
certificate) verified
and approved by
Tawteen

Step 4

Auto Update -
Updated information
automatically reflects
on supplier's ICV
Scorecard and
Productivity &
Automation Bonus ICV
Score is recalculated

ICV+ Program for Local Manufacturers



ICV+ Benefits

Eligible local manufacturers receive an automatic 50% increase to their ICV score, promoting local industry development.

This policy applies regardless of whether manufacturers have a valid ICV certificate or not.

Implementation & Eligibility

ICV+ is on live now.

All eligible manufacturers automatically qualify.

If certified with ICV+, total score (original + 50%) is used in commercial evaluation.

ICV Requirements FAQs



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Q: Can a supplier still participate in tenders during the grace period?

- Yes. Suppliers can participate in tenders with the Energy Sector
- A letter from the ICV Certifier is required
- Confirms that a new certification process has been initiated

Q: Is ICV mandatory?

- Yes. ICV is mandatory to bid in tenders with the Energy Sector.
- If a supplier does not have an ICV Score on the bid closing date, they will be disqualified in the commercial evaluation, unless they are exempted from mandatory ICV.



Key Implementation Aspects

Multi-Entity Handling

Companies with multiple legal entities (branches) use main entity's financial statements. All branches share a single ICV certificate for simplified management.



Simplified Certification

Blanket scores introduced to enhance visibility of micro and small enterprises, making certification more accessible to growing businesses.



Disqualification Clause

Without valid ICV score on bid closing date, suppliers face disqualification in commercial evaluation, unless specifically exempted by regulations.

• Thank You!