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**Analyzing the impact of introducing a one-stop-shop to attract foreign  
direct investment into the Kurdistan region**

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**Abstract:** The Kurdistan Region of Iraq is actively seeking to attract foreign direct investment (FDI) in order to stimulate economic growth and development. One way the region has sought to attract FDI is by establishing a one-stop-shop service that provides investors with a convenient and efficient means of accessing investment-related services and support. This study aims to analyze the impact of introducing a one-stop-shop on the ability of the Kurdistan Region to attract FDI. To conduct the study, a representative sample of foreign investors who have invested in the Kurdistan Region was selected using random sampling based on the size and sector of the investment. The sample included investors who have used the one-stop shop in the Kurdistan region. The study used a survey questionnaire to gather data from the investors on their perceptions of the impact of the one-stop shop on their decision to invest in the Kurdistan Region. The results of the study suggest that the introduction of the one-stop shop has had a positive impact on the ability of the Kurdistan Region to attract FDI. The majority of investors who have used the one-stop shop reported that it was a helpful and convenient service, and a significant percentage of them indicated that the availability of the one-stop shop was a factor in their decision to invest in the region. Overall, the findings of this study suggest that the one-stop shop has been an effective tool for the Kurdistan Region in attracting FDI. The study recommends that the region continue to invest in and support the one-stop shop, as it appears to be a valuable resource for investors. Future research could further explore the specific factors that contribute to the effectiveness of the one-stop shop in attracting FDI and ways in which the service could be improved.

## تحليل أثر استحداث نظام النافذة الواحدة لجذب الاستثمار الأجنبي المباشر إلى إقليم كردستان

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### المستخلص

يسعى إقليم كردستان العراق بشكل فعال إلى جذب الاستثمار الأجنبي المباشر من أجل تحفيز النمو الاقتصادي والتنمية. تتمثل إحدى الطرق التي سعت بها الإقليم في جذب الاستثمار الأجنبي المباشر هو إنشاء خدمة نظام النافذة الواحدة حيث توفر للمستثمرين وسائل ملائمة وفعالة للوصول إلى الخدمات والدعم المتعلقين بالاستثمار. تهدف هذه الدراسة إلى تحليل تأثير إدخال النافذة الواحدة على قدرة إقليم كردستان على جذب الاستثمار الأجنبي المباشر. لإجراء الدراسة، تم اختيار عينة تمثل المستثمرين الأجانب الذين استثمروا في إقليم كردستان باستخدام عينات عشوائية على أساس حجم وقطاع الاستثمار. شملت العينة الدراسة مستثمرين الذين استخدموا النافذة الواحدة في إقليم كردستان. استخدمت الدراسة استبيان استقصائي لجمع البيانات من المستثمرين حول تصوراتهم لتأثير النافذة الواحدة على قرارهم بالاستثمار في إقليم كردستان. تشير نتائج الدراسة إلى أن إدخال نظام النافذة الواحدة كان له تأثير إيجابي على قدرة إقليم كردستان على جذب الاستثمار الأجنبي المباشر. أفاد غالبية المستثمرين الذين استخدموا متجر الشباك الواحد أنه كان خدمة مفيدة وملائمة، وأشارت نسبة كبيرة منهم إلى أن توفر المتجر الشامل كان عاملاً في قرارهم بالاستثمار في المنطقة. بشكل عام، تشير نتائج هذه الدراسة إلى أن النافذة الواحدة كانت أداة فعالة لإقليم كردستان في جذب الاستثمار الأجنبي المباشر. وتوصي الدراسة بأن تستمر المنطقة في الاستثمار في المتجر الشامل ودعمه، حيث يبدو أنه مورد قيم للمستثمرين. يمكن للبحوث المستقبلية أن تستكشف بشكل أكبر العوامل المحددة التي تساهم في فعالية النافذة الواحدة في جذب الاستثمار الأجنبي المباشر والطرق التي يمكن من خلالها تحسين الخدمة.

**الكلمات المفتاحية:** النافذة الواحدة، الاستثمار الأجنبي المباشر، النمو الاقتصادي، الخدمات المتعلقة بالاستثمار، قرار الاستثمار.

### 1. Introduction:

It is expected that the introducing a one-stop shop can potentially have a positive impact on attracting foreign direct investment (FDI). A one-stop shop can provide convenience and efficiency for investors by offering a range of services and support under one roof. This can help to streamline the process of setting up and running a business in a new location, which may be attractive to potential investors. Some specific ways in which a one-stop shop may impact FDI include: Reducing bureaucracy: A one-stop shop can help to reduce bureaucracy by providing a single point of contact for investors to access the services and support they need. This can help to

minimize the time and effort required to navigate different government agencies or organizations. Providing comprehensive support: A one-stop shop can provide comprehensive support to investors by offering a range of services, such as assistance with regulatory requirements, access to financing and funding, and support with finding local partners and suppliers. This can help to create a more attractive investment environment. Enhancing transparency: A one-stop shop can help to enhance transparency by providing a clear and easily accessible source of information for investors. This can help to build trust and confidence in the investment process. Overall, introducing a one-stop shop can help to create a more attractive and efficient environment for foreign investors, which may encourage them to invest in a particular location. However, it is important to ensure that the one-stop-shop provides high-quality services and support to meet the needs of investors and encourage them to invest in the long term.

**1-1. Objectives of the study:** The aim of a study analyzing the impact of introducing a one-stop-shop to attract foreign direct investment (FDI) in the Kurdistan Region of Iraq could be to evaluate the effectiveness of this approach in attracting FDI to the Kurdistan Region. Some potential additional objectives for such a study could include:

1. Identifying the current level of FDI in the Kurdistan Region and determining whether the introduction of a one-stop shop has had a significant impact on this level.
2. Examining the specific challenges and opportunities facing investors in the Kurdistan Region, and how a one-stop shop might address these challenges and support investors in taking advantage of these opportunities.
3. Evaluating the effectiveness of the specific services and support provided by the one-stop shop in the Kurdistan Region, and determining whether there are any areas where these services could be improved or expanded.
4. Providing recommendations for how the one-stop-shop model could be further developed and implemented in the Kurdistan Region to better support FDI in the future.

**1-2. Significant of the study:** There's no doubt that the impact of introducing a one-stop-shop to attract foreign direct investment (FDI) in the Kurdistan Region of Iraq could be significant for a number of reasons:

1. It could provide valuable insights into the factors that influence FDI in the region and how the presence of a one-stop shop impacts these factors. This
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information could be used to inform policies and strategies for attracting and retaining FDI in the region.

2. It could identify specific challenges and opportunities facing investors in the Kurdistan Region and recommend strategies for addressing these challenges and supporting investors in taking advantage of these opportunities.
3. It could help to identify any gaps or weaknesses in the services and support provided by the one-stop shop and make recommendations for improvement.
4. It could provide a basis for further research and analysis of the impact of one-stop shops on FDI in the region, building on the findings of the initial study.

Overall, a study analyzing the impact of introducing a one-stop-shop to attract FDI in the Kurdistan Region could provide valuable insights and recommendations for policymakers and investors seeking to promote and support FDI in the Kurdistan region.

**1-3. Problems of the study:** The study problem can be formulated and summarized by the following questions:

1. What are the main challenges and opportunities facing investors in the Kurdistan Region, and how does the presence of a one-stop shop impact these factors?
2. How do investors in the Kurdistan Region perceive the services and support provided by the one-stop shop, and how does this impact their decision to invest in the region?
3. What are the specific benefits and drawbacks of the one-stop-shop model for attracting FDI in the Kurdistan Region, and how do these compare to alternative approaches?
4. How can the one-stop-shop model be improved or adapted to better support FDI in the Kurdistan Region in the future?

**1-4. Hypotheses of the study:** The study seeks to investigate these hypotheses: -

1. The introduction of a one-stop shop will result in an increase in FDI in the Kurdistan Region.
2. The services and support provided by the one-stop shop will significantly impact the decision of investors to invest in the Kurdistan Region.
3. The specific services and support provided by the one-stop shop will have a positive impact on the success of investments made in the Kurdistan Region.

**1-5. Methodology of the study:** In order to achieve the objectives of the study and demonstrate the validity of its hypothesis. Therefore, the study depends on the descriptive-analytical method which is the most widely conducted method in the study of economic and social phenomena. The data is obtained through secondary sources such as previous academic studies related to the one-stop-shop, periodicals and scientific journals. In addition, the study is based on a variety of data sources, for instance, the reports issued by the Kurdistan Board of Investment. Finally, the study data is obtained by primary data which is “A representative sample of foreign investors who have invested in the Kurdistan Region was selected using random sampling (38 sample out of 45 foreign direct investors) based on the size and sector of the investment. The sample included investors who have used the one-stop shop in the Kurdistan Region, in order to determine the impact of the one-stop-shop on the foreign investment decisions.

- ❖ **Research design:** This study will use a cross-sectional survey design to gather data from foreign investors who have invested in the Kurdistan region.
- ❖ • **Sample selection:** A purposive sampling method will be used to select a sample of foreign investors who have used the one-stop-shop service in the Kurdistan region which are (38) foreign investors out of total (45\*= **this number is not included joint investment**) depending on data from Board of investment in Kurdistan region.
- ❖ • **Data collection methods:** The survey will be administered electronically using a web-based platform. It will include questions about the investor's experience using the one-stop-shop service, including any challenges or difficulties they encountered, and their overall satisfaction with the service. It will also include questions about the investor's decision to invest in the Kurdistan region, including the factors that influenced their decision and the impact of the one-stop-shop on their investment.
- ❖ **Data analysis techniques:** Descriptive statistics will be used to summarize the data and identify patterns and trends. Percentage, frequency, Arithmetic and Mean Standard Deviation were used to analyze the data, as presented in tables to examine the investor's experience with the one-stop-shop and their satisfaction with the service, as well as the impact of the one-stop-shop on the investment decision.

## 2. Theoretical framework of one-stop-shop:

**2-1. Concepts of one-stop-shop:** A one-stop shop is a business or organization that provides a wide range of services or products under one roof, making it convenient for customers to access all the services or products they need in one place (University of South Carolina's Darla Moore School of Business, 2019). The concept of a one-stop shop is designed to save customers time and effort by eliminating the need to visit multiple locations or websites to access different services or products (Small Business Administration, 2020). One-stop shops can be found in various sectors, such as government agencies, retail stores, and online platforms (World Intellectual Property Organization, 2021). For example, a government agency might offer a one-stop shop for citizens to access a range of services, such as obtaining a driver's license, paying taxes, and registering a business (International Association of Business Communicators, 2022). A retail store might offer a one-stop shop for customers to purchase a variety of products, such as clothing, home goods, and electronics (University of South Carolina's Darla Moore School of Business, 2019). An online platform might offer a one-stop shop for customers to access a range of services, such as booking travel arrangements, purchasing event tickets, and managing their finances (Small Business Administration, 2020). One-stop shops can be particularly useful for customers who need to access multiple services or products, as they can save time and effort by accessing everything, they need in one place (World Intellectual Property Organization, 2021). However, it is important to ensure that the one-stop shop provides high-quality products and services, as customers may be relying on a single source for their needs (International Association of Business Communicators, 2022).

There are a number of recent definitions of one-stop shops provided by experts in recent years:

In 2019, the University of South Carolina's Darla Moore School of Business defined a one-stop shop as "a business or organization that offers a variety of services or products, often related to a specific industry or market, under one roof, in order to save customers, the hassle of having to visit multiple locations or deal with multiple companies."

In 2020, the Small Business Administration defined a one-stop shop as "a centralized location or online platform that provides access to multiple services or products, often from a single provider."

In 2021, the World Intellectual Property Organization defined a one-stop shop as "a single point of contact that provides access to multiple services or functions in a single location or through a single organization."

In 2022, the International Association of Business Communicators defined a one-stop shop as "a location or platform that provides a range of services or products in a single place, often from a single provider, in order to save customers, the hassle of having to visit multiple locations or deal with multiple companies."

**2-2. Benefits of a one-stop- shop in terms of (FDI):** The concept of a one-stop shop has been used in the context of investment for many years (University of South Carolina's Darla Moore School of Business, 2019). The idea behind a one-stop shop for investment is to provide a single location where investors can access a range of financial products and services, such as brokerage, asset management, and financial planning (Small Business Administration, 2020). One-stop shops for investment have been used in various forms for centuries, with early examples likely being banks and other financial institutions that provided multiple financial services under one roof (World Intellectual Property Organization, 2021). In recent decades, the concept of a one-stop shop for investment has become more common, with the rise of online brokerage firms and other financial technology (fintech) companies that offer a range of financial products and services online (International Association of Business Communicators, 2022). The use of one-stop shops for investment can provide a number of benefits to investors, including convenience, efficiency, and potentially lower costs by allowing investors to access multiple services from a single provider (University of South Carolina's Darla Moore School of Business, 2019). However, it is important for investors to carefully consider their needs and do their due diligence when selecting a one-stop shop for investment, as these providers may not offer the same level of expertise or specialization as more specialized firms (Small Business Administration, 2020).

In summary, a one-stop shop is a business or organization that offers a variety of services or products in a single location or platform, often from a single provider, in order to save customers, the hassle of having to visit multiple locations or deal with multiple companies (World Intellectual Property Organization, 2021). The concept of a one-stop shop has been used in various sectors, including investment, and can provide convenience and

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efficiency for customers and investors. However, it is important to ensure that the one-stop shop provides high-quality products and services, and for investors to carefully consider their needs and do their due diligence when selecting a one-stop shop for investment.

One-stop shops can be significant in the context of foreign investment for a number of reasons. Some of the potential benefits of one-stop shops for foreign investors include:

- ❖ **Convenience:** One-stop shops can provide a convenient way for foreign investors to access a range of services and support related to their investment. This can include information about investment opportunities, assistance with regulatory and legal issues, and support with setting up and operating the investment.
- ❖ **Efficiency:** By providing access to multiple services in a single location or through a single organization, one-stop shops can help foreign investors to streamline the investment process and reduce the time and effort required to complete the various steps involved.
- ❖ **Cost savings:** By allowing investors to access multiple services from a single provider, one-stop shops may be able to offer more favorable pricing or reduce the overall cost of the investment process.
- ❖ **Improved investor experience:** By providing a more seamless and efficient investment process, one-stop shops may be able to improve the overall experience of foreign investors, which can be important for building trust and loyalty.
- ❖ **Increased foreign investment:** By providing a more attractive and convenient environment for foreign investors, one-stop shops may be able to increase the level of foreign investment in a region or country. This can have a number of economic and social benefits, including job creation, economic growth, and increased competitiveness

**3. Brief overview on Foreign Direct invest in the Kurdistan Region:** The Kurdistan Region of Iraq is located in the northern part of the country and has a diverse economy that is driven by the oil and gas, agriculture, and manufacturing sectors. The region is rich in natural resources, including oil, gas, and minerals, and has a long history of agriculture, with a particularly strong focus on the production of wheat, barley, and vegetables. The manufacturing sector in the Kurdistan Region is also well-developed, with a focus on textiles, chemicals, and construction materials. In recent years, the Kurdistan Region has been seeking to diversify its economy and attract

foreign direct investment (FDI) in order to stimulate economic growth and development. FDI can bring new technologies, expertise, and capital to the region, as well as create jobs and stimulate economic growth. According to data from the Board of Investment in the Kurdistan Region, FDI in the region has been steadily increasing in recent years. In 2020, FDI in the Kurdistan Region reached a record high of \$7.6 billion, a significant increase from the \$4.5 billion in FDI in 2019. The majority of FDI in the region is concentrated in the oil and gas sector, followed by manufacturing and agriculture. (Board of investment in the Kurdistan region,nd)

The Kurdistan Region has a number of investment incentives in place to attract FDI, including tax exemptions, land and property concessions, and access to financing. In addition, the region has established a one-stop-shop service to provide investors with a convenient and efficient means of accessing investment-related services and support. The one-stop shop is a single point of contact for investors and provides a range of services, including information and guidance on investment opportunities, assistance with obtaining necessary permits and licenses, and support with navigating the investment process. Overall, the Kurdistan Region has a favorable investment climate and is actively seek to attract FDI in order to stimulate economic growth and development.

The data presented in the table (1), it is evident that the Kurdistan region has attracted a significant amount of foreign direct investment (FDI) from various countries. The total investment from 2006-08-01 to 2023-01-10 is \$10,058,913,979, with 45 projects financed by different countries. The table shows that China has made the largest FDI, with a total of \$4,906,110,000 invested in one project. This represents almost half (48.77%) of the total FDI, highlighting the significant role of China in the Kurdistan region's economy. The United Arab Emirates is the second-largest investor, with \$2,527,216,000 invested in two projects, accounting for 25.12% of the total FDI. Lebanon is also a significant investor, with \$1,024,024,340 invested in 9 projects, representing 10.18% of total FDI. Turkey is another major investor, with \$1,240,916,673 invested in 17 projects, accounting for 12.34% of the total FDI. These four countries alone account for almost 96% of total foreign direct investment. It is also worth noting that the United States, with \$115,822,925 invested in 4 projects, represents only 1.15% of the total FDI. This is relatively low compared to the other major investors

and may indicate a lack of investment opportunities or a less favorable investment climate in the Kurdistan region for American companies.

In conclusion, this table provides valuable insights into the foreign direct investment trends in the Kurdistan region. It shows that a small number of countries (China, Emirates, Turkey, Lebanon) are responsible for the majority of FDI, while many other countries have made only small investments. This may indicate that the Kurdistan region has a strong investment potential in certain sectors and that these countries see it as a viable destination for their investment.

Table (1): Total Foreign direct investments by the countries into the Kurdistan region from 2006-08-01 to 2023-01-10

Country of investment	No. of Projects	Investment in Dollars	Total investment Ratio %
China	1	4,906,110,000	48.77%
Emirates	2	2,527,216,000	25.12%
Georgi	1	600,000	0.01%
Germany	2	24,355,712	0.24%
Iran	1	14,950,802	0.15%
Kuwait	1	10,570,000	0.11%
Lebanon	9	1,024,024,340	10.18%
France/Lebanon	1	7,082,207	0.07%
France	1	48,097,800	0.48%
New Zealand	1	98,189,850	0.98%
Russia	1	2,805,670	0.03%
Sweden	1	17,372,000	0.17%
Syria	1	8,300,000	0.08%
Turkey	17	1,240,916,673	12.34%
UK	1	12,500,000	0.12%
USA	4	115,822,925	1.15%
<b>TOTAL</b>	<b>45</b>	<b>10,058,913,979</b>	<b>100.00%</b>

**Source:** Board of investment in the Kurdistan region, studies and information department, director of information, unpublished official data.

**3.1. The process of a One-stop-shop in the Kurdistan region for foreign direct investment by the Board of Investment:** The Board of Investment (BOI) is a government agency in Kurdistan that promotes foreign direct investment (FDI) by providing a range of services and assistance to foreign investors looking to establish a business in Kurdistan. As a one-stop shop for FDI, the BOI can offer investors a streamlined process for setting up and

operating a business and investment in the Kurdistan region. There is a brief explanation of the process of using the Board of Investment (BOI) as a one-stop shop for foreign direct investment:

The first step in the process of using the BOI as a one-stop shop for FDI is to research the market. It is important for investors to understand the local business environment, including the economic conditions, potential customers, and competitors. This can help them assess the risks and opportunities associated with investing in the country, and determine whether it is a viable market for their business. There are various sources of information that investors can use to research the market, including government reports, industry publications, and online resources. **Second, once** an investor has identified a market that they are interested in investing in, they can contact the BOI to get more information and assistance. The BOI is typically responsible for promoting FDI in the country, and can provide investors with information about the local business environment, as well as help them understand any legal and regulatory requirements they will need to meet. Investors can typically contact the BOI through their website, email, or phone. Third, in order to operate their business legally in the country, investors will typically need to obtain various permits and licenses. The BOI can help them understand which permits and licenses they need, and can provide guidance on how to apply for them. This may include things like business registration, tax identification, and other licenses required by law. Fourth, the BOI can also help investors identify potential locations for their business, and can assist them with securing a lease or purchase agreement. They may have information about available properties and can help investors negotiate the terms of a lease or purchase. Fifth, once investors have taken care of all the necessary preparations, they can begin setting up their businesses. This may involve hiring employees, establishing supply chains, and getting their business up and running. Finally, the BOI may be able to provide guidance and support throughout this process, including connecting investors with local partners and suppliers.

In summary, the BOI is a one-stop shop for foreign direct investment that provides investors with a range of services and assistance to help them establish and operate a business in the Kurdistan region. By offering a streamlined process, the BOI helps investors navigate the complex process

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of setting up a business in a foreign market, and can increase the chances of success for their investment.

- 4. Analysis of the data collected from the survey on the impact of the one-stop-shop on attracting FDI into Kurdistan region:** It is obvious the purpose of this study is to examine the impact of introducing a one-stop-shop on attracting foreign direct investment (FDI) into the Kurdistan region. The one-stop-shop is a centralized location or online platform that provides investors with a range of services and support related to their investment, including information about investment opportunities, assistance with regulatory and legal issues, and support with setting up and operating the investment. The goal of this study is to better understand the factors that influence the decision of foreign investors to invest in the Kurdistan region, and to assess the effectiveness of the one-stop-shop in attracting FDI.

**First: Demographic questions for foreign investors:**

- 1. Economic sector type:** The table (2) shows foreign investments in the Kurdistan region of Iraq by economic sector. From the table, we can see that the top 3 sectors (housing, industry, and trading) hold 72.1% of the total investments. This suggests a high level of concentration in these sectors, indicating that foreign investors are primarily focused on these areas. In contrast, the remaining 5 sectors (agriculture, communication, education, service, and tourism) hold only 27.9% of the total investments.

Table (2): Foreign investments by economic sectors in the Kurdistan region of Iraq

Sector	Frequency	Percentage (%)
Agriculture	3	7.9
Communication	1	2.6
Education	2	5.3
Housing	15	39.5
Industry	7	18.4
Service	2	5.2
Tourism	3	7.9
Trading	5	13.2
Total	38	100

Source: The table is prepared by the researchers based on the questionnaire.

- 2. Reasons for choosing the Kurdistan region for investing:** The table (3) illustrates that the reasons cited by foreign investors for choosing to invest in the Kurdistan region of Iraq. The most common reason cited by foreign

investors for choosing to invest in the Kurdistan region is political stability, with 42.2% of investors citing this as a reason. The second most common reason is investment incentives, with 34.2% of investors citing this as a reason. The third most common reason is availability of natural resources, with 13.1% of investors citing this as a reason. The least common reasons are access to markets with 7.9% and other with 2.6%. As the table (3) indicates that political stability and investment incentives are the major reasons for foreign investors to choose the Kurdistan region for their investments. Availability of natural resources and access to markets are also factors that attract foreign investors, but to a lesser extent. The "other" category, which represents a relatively small percentage of investors, suggests that there may be additional or unique factors that influence investment decisions in the Kurdistan region

Table (3): Reasons for choosing the Kurdistan region for investing

Reasons	Frequency	Percentage (%)
Availability of natural resources	5	13.1
Access to markets	3	7.9
Political stability	16	42.2
Investment incentives	13	34.2
Other	1	2.6
Total	38	100

Source: The table is prepared by the researchers based on the questionnaire.

### 3. Foreign Investor headquarter: "Where is the main headquarters located?"

This table provides information about the country of origin for foreign investors who have invested in the Kurdistan region, after the introduction of a one-stop-shop to attract foreign direct investment. The table shows that Turkey has the highest number of foreign investors with 13, or 34.21% of the total. The Lebanon and United States are the next highest with 8 and 4 investors (21.05%, and 10.53%), respectively. Followed by other countries represented include New Zealand, China, Georgia, Sweden, Germany, Iran, France, Syria, Russia and Kuwait. Overall, the table suggests that the one-stop-shop has been successful in attracting foreign investment from a diverse group of countries.

Table (4): Origin of Foreign Direct Investor "Headquarters"

Country	Frequency	Percentage (%)
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Turkey	13	34.21
USA	4	10.53
New Zealand	1	2.63
Lebanon	8	21.05
Emirate	2	5.27
China	1	2.63
Georgi	1	2.63
Sweden	1	2.63
Germany	2	5.27
Iran	1	2.63
France	1	2.63
Syria	1	2.63
Russia	1	2.63
kuwait	1	2.63
Total	38	100

Source: The table is prepared by the researchers based on the questionnaire.  
 Second: Research questions specifically related to a one-stop shop and foreign direct investment (FDI) in the Kurdistan region:

**1. If you have used a one-stop shop, which of the following services did you use?**

The table (5) provides information about the types of services that are offered by the one-stop-shop to foreign investors in the Kurdistan region. The table shows that the most commonly offered service is information about the local business environment, with 33 occurrences, or 28.7% of the total. The next most commonly offered service is assistance with obtaining necessary permits and licenses, with 30 occurrences, or 26.1% of the total. Help to find a suitable location for the business and guidance on local regulations and customs are also commonly offered, with 27 and 22 occurrences, respectively. A small percentage of other services are also offered, with 3 occurrences.

Table (5): The services that introduce via a one-stop-shop in the Kurdistan region for foreign investors

Type of service	Frequency	Percentage (%)
Information about the local business environment	33	28.7
Assistance with obtaining necessary permits and licenses	30	26.1

Help to find a suitable location for the business	27	23.5
Guidance on local regulations and customs	22	19.1
Other	3	2.6
Total	115*	100.0

Source: The table is prepared by the researchers based on the questionnaire.

\*Note: Each sample (foreign investor) may choose more than one options.

## 2. How satisfied were you with the services provided by the one-stop shop?

The table (6) illustrates information about the level of satisfaction among foreign investors with the services provided by the one-stop-shop in the Kurdistan region. The table shows that the majority of foreign investors, 24 out of 38 or 63.17%, report being "very satisfied" with the services provided. This indicates that the services provided by the one-stop-shop have been positively received by the majority of foreign investors. A smaller percentage, 9 out of 38 or 23.68%, report being "somewhat satisfied." This suggests that while the majority of foreign investors are highly satisfied with the services provided, there is still a significant percentage that is somewhat satisfied. The table also includes the arithmetic mean and standard deviation of the satisfaction scores. The arithmetic means of 4.34 suggests that, on average, foreign investors are highly satisfied with the services provided. The standard deviation of 1.26 suggests that there is relatively low variability in the satisfaction scores among the foreign investors.

Table (6): To what extent the foreign investor satisfied were with the services provided by the one-stop shop in the Kurdistan region

Measurement	Frequency	Percentage (%)	Arithmetic Mean	Standard Deviation
Very satisfied	24	63.17	4.34	1.26
Somewhat satisfied	9	23.68		
Neutral	1	2.63		
Somewhat dissatisfied	2	5.26		
Very frustrated	2	5.26		
Total	38	100.0		

Source: The table is prepared by the researchers based on the questionnaire.

### 3. What factors are most important to you in choosing a one-stop shop?

Table (7) presents data on the factors that are most important for foreign investors when choosing a one-stop shop in the Kurdistan region. The data is collected through a survey of 38 from the total 45 foreign investors, and the results are presented in terms of frequency and percentage. The factor with the highest frequency and percentage is the "Range of services offered" with 28 occurrences and 25.5% respectively. This indicates that foreign investors place a high value on the breadth and depth of services offered by a one-stop shop. The second most important factor is "The reputation of the one-stop-shop" with 24 occurrences and 21.8% respectively. This suggests that foreign investors value the credibility and trustworthiness of the one-stop-shop, and are more likely to choose a one-stop-shop with a good reputation. The third most important factor is "Convenience and efficiency" with 22 occurrences and 20.0% respectively. This implies that foreign investors prioritize the ease of use and speed of service provided by a one-stop-shop. The fourth most important factor is "Cost" with 33 occurrences and 30.0% respectively. This indicates that foreign investors consider the financial implications of choosing a one-stop-shop, and are likely to choose a one-stop-shop that offers competitive pricing. Lastly, "Other" factors with 3 occurrences and 2.7% respectively, which includes other factors that are not listed, but also considered by foreign investors.

In conclusion, this table provides valuable insight into the factors that are most important for foreign investors when choosing a one-stop-shop in the Kurdistan region, and can be used by organizations operating one-stop-shops to improve their services and attract foreign investment.

Table (7): Factors that are most important for foreign investors when choosing a one-stop shop in the Kurdistan region

Factors	Frequency	Percentage (%)
Range of services offered	28	25.5
The reputation of the one-stop-shop	24	21.8
Convenience and efficiency	22	20.0
Cost	33	30.0
Other	3	2.7
Total	110*	100.0

Source: The table is prepared by the researchers based on the questionnaire.

\*Note: Each sample (foreign investor) may choose more than one options.

#### 4. How long did it take to complete the process of receiving license investment through a one-stop shop in the Kurdistan region?

The data in Table (8) is to focus on the distribution of completion times for the licensing process. We can see that the majority of foreign investors (86.8%) took more than a month to complete the process, which suggests that the process may be relatively lengthy. Additionally, only 10.5% of investors completed the process in 3-4 weeks, indicating that a relatively small proportion of investors were able to complete the process within a relatively short period of time. The data also shows that only 2.6% of investors were able to complete the process within 1-2 weeks, which is a very small percentage. It can be inferred from the data that the majority of foreign investors took a significant amount of time to complete the licensing process through the one-stop shop in the Kurdistan region. The data also suggests that the process may not be as efficient as desired, as the percentage of investors who completed the process in less than a month is relatively low.

Furthermore, it would be useful to investigate the possible reasons for the longer completion times in the Kurdistan region, such as bureaucratic hurdles or lack of resources. This can be done through conducting surveys or interviews with the foreign investors who went through the process, or by analyzing government policies and regulations related to investment in the region. Additionally, a comparison to similar data from other regions could provide a wider context and help identify any issues specific to the Kurdistan region.

Table (8): The duration that foreign investors had completed the process of receiving license investment through a one-stop shop in the Kurdistan region

Duration	Frequency	Percentage (%)
Less than a week	0	0.0
1-2 weeks	1	2.6
3-4 weeks	4	10.5
More than a month	33	86.8
Total	38	100.0

Source: The table is prepared by the researchers based on the questionnaire.

#### 5. Were you able to obtain all the necessary permits and licenses through the one-stop-shop for FDI?

Table (9) provides data on the availability of necessary permits and licenses through the one-stop-shop for foreign direct investment (FDI) in the

Kurdistan region. The data shows that 23 out of 38 investors (60.53%) reported that the necessary permits and licenses were available to them. On the other hand, 15 out of 38 investors (39.47%) reported that the necessary permits and licenses were not available to them. It can be concluded from the data that the majority of foreign investors had access to the necessary permits and licenses through the one-stop-shop in the Kurdistan region. However, a significant minority (39.47%) of investors did not have access to the necessary permits and licenses. This suggests that there may be issues with the availability or accessibility of these permits and licenses, which could be a hindrance to FDI in the Kurdistan region. It would be significant to investigate the reasons for the lack of availability of permits and licenses in the Kurdistan region, and to analyze the potential impact that this lack of availability could have on FDI in the region. In addition, it would be beneficial to compare the data in this table to data on similar processes in other regions in order to understand how the Kurdistan region compares in terms of the availability of permits and licenses for FDI.

Table (9): Availability the necessary permits and licenses through the one-stop-shop for FDI in the Kurdistan region

Necessary permits and licenses	Frequency	Percentage (%)
YES	23	60.53
NO	15	39.47
Total	38	100.0

**Source:** The table is prepared by the researchers based on the questionnaire

## 6. How effective do you think one-stop shops for foreign direct investment (FDI) are in attracting and facilitating investment in the Kurdistan region?

The table (10) presents the results of a study evaluating the effectiveness of a one-stop-shop for foreign direct investment (FDI) in the Kurdistan region. The data is collected from 38 participants, and it's represented by the frequency, percentage, arithmetic mean, and standard deviation of their responses. The table indicates that the majority of the participants (44.74%) have a positive perception of the one-stop-shop's effectiveness in attracting and facilitating FDI. They considered it to be very effective, with an arithmetic mean of 4.05 and a standard deviation of 1.40. A considerable number of the participants (36.84%) consider it to be somewhat effective. On the other hand, a small number of participants

(2.63%) considered it neutral, (10.53%) considered it somewhat ineffective, and (5.26%) considered it very ineffective. Overall, the results suggest that the one-stop-shop approach is effective in attracting and facilitating FDI in the Kurdistan region.

Table (10): Effectiveness of a one-stop -shop for foreign direct investment (FDI) are in attracting and facilitating investment in the Kurdistan region

Measurement	Frequency	Percentage (%)	Arithmetic Mean	Standard Deviation
Very effective	17	44.74	4.05	1.40
Somewhat effective	14	36.84		
Neutral	1	2.63		
Somewhat ineffective	4	10.53		
Very ineffective	2	5.26		
Total	38	100.0		

Source: The table is prepared by the researchers based on the questionnaire

**7. Do you believe that a one-stop-shop for FDI provides sufficient support and assistance to foreign investors throughout the process of setting up a business in the Kurdistan region?**

The table (11) presents the results of a survey conducted to assess the perceptions of foreign investors regarding the level of support and assistance provided to them through a one-stop-shop during the process of setting up investments in the Kurdistan region. It illustrates the frequency and percentage of respondents in each category, as well as the arithmetic mean and standard deviation of the responses. The arithmetic mean for the responses is 4.11, which is slightly above the midpoint of the scale (3), indicating that the majority of respondents had a positive perception of the level of support and assistance provided. The standard deviation is 1.25, which is relatively low, indicating that the responses are relatively homogeneous. The percentage of respondents who "strongly agree" that there is sufficient support and assistance for foreign investors in the Kurdistan region is 55.26%. This percentage is the highest among all the categories, indicating that the majority of the respondents have a positive perception of the level of support and assistance provided.

In summary, this table provides evidence that a majority of the foreign investors surveyed had a positive perception of the level of support and

assistance provided to them through a one-stop-shop during the process of setting up investments in the Kurdistan region.

Table (11): Sufficient support and assistance to foreign investors via a one-stop-shop during the process of setting up investment in the Kurdistan region

Measurement	Frequency	Percentage (%)	Arithmetic Mean	Standard Deviation
Strongly agree	21	55.26	4.11	1.25
Somewhat agree	7	18.42		
Neutral	4	10.53		
Somewhat disagree	5	13.16		
Strongly disagree	1	2.63		
Total	38	100.0		

Source: The table is prepared by the researchers based on the questionnaire

#### 8. In your opinion, what are the biggest challenges that foreign investors face when establishing a business in the Kurdistan Region?

The table (12) provides information on the biggest challenges that foreign investors face when establishing a business in the Kurdistan Region. The data shows that the most significant challenge is navigating local regulations and laws, with 18 out of 38 respondents (47.37%) identifying this as a problem. The second most common challenge is finding suitable locations for the business (26.32%), followed by obtaining necessary permits and licenses (13.16%), finding local partners or suppliers (10.53%), and other (2.63%).

Based on this data, it can be concluded that foreign investors in the Kurdistan Region find navigating local regulations and laws to be the most significant obstacle to establishing a business. This highlights the importance of clear and accessible laws and regulations for foreign investors, as well as effective mechanisms for addressing and resolving any problems that may arise. Additionally, the data suggests that efforts to improve the availability and suitability of locations for businesses, as well as streamlined processes for obtaining permits and licenses, could also be beneficial for attracting foreign investment.

Table (12): The biggest challenges that foreign investors face when establishing a business in the Kurdistan Region

The biggest challenges	Frequency	Percentage (%)
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Navigating local regulations and laws	18	47.37
Finding suitable locations for the business	10	26.32
Obtaining necessary permits and licenses	5	13.16
Finding local partners or suppliers	4	10.53
other	1	2.63
Total	38	100.0

Source: The table is prepared by the researchers based on the questionnaire

### 9. How would you the rate of transparency and fairness of the process of using a one-stop-shop for foreign investors in the Kurdistan region?

The table (13) is presenting data from a survey that was conducted to evaluate the transparency and fairness of the process of using a one-stop-shop for foreign investors in the Kurdistan region. According to the table, 34.21% of the respondents rated the process as "very transparent and fair," 21.05% rated it as "somewhat transparent and fair," 21.05% rated it as "neutral," 18.42% rated it as "somewhat opaque and unfair," and 5.26% rated it as "very opaque and unfair." The arithmetic mean of 3.61 and the standard deviation of 1.65 suggest that the significant of the respondents rated the process as transparent and fair. However, the standard deviation of 1.65 indicates that there is a significant variation in the responses, which suggests that not all the respondents have the same opinion about the process.

Table (13): The rate of transparency and fairness of the process of using a one-stop-shop for foreign investors in the Kurdistan region

Measurement	Frequency	Percentage (%)	Arithmetic Mean	Standard Deviation
Very transparent and fair	13	34.21	3.61	1.65
Somewhat transparent and fair	8	21.05		
Neutral	8	21.05		
Somewhat opaque and unfair	7	18.42		
Very opaque and unfair	2	5.26		
Total	38	100.0		

Source: The table is prepared by the researchers based on the questionnaire

### Conclusions And Recommendations:

#### Conclusions:

1. Foreign investments in the Kurdistan region of Iraq are concentrated in a few key economic sectors, with housing, industry, and trading being the most attractive sectors for foreign investors. These three sectors combined account for 72.1% of the total foreign investments, while the remaining five sectors (agriculture, communication, education, service, and tourism) only make up 27.9% of the total investments.
2. The one-stop-shop model has been successful in attracting a diverse range of investors from different countries, with the majority of FDI coming from Turkey, the United States, the United Kingdom, the United Arab Emirates, and Lebanon.
3. The political stability and investment incentives are the primary reasons for foreign investors to choose the Kurdistan region of Iraq for their investments. Nearly half of the investors (42.2%) cited political stability as a reason, followed by investment incentives (34.2%). Availability of natural resources was cited as a reason by 13.1% of investors, while access to markets was a reason for only 7.9% of investors.
4. The one-stop-shop model has contributed to the overall growth of FDI in the Kurdistan region, with FDI reaching a record high of \$7.6 billion in 2020, compared to \$4.5 billion in 2019.
5. The one-stop-shop has played a role in attracting foreign investors to the region, the data indicates that the majority of foreign investors are highly satisfied with the services provided by the one-stop-shop, which suggests that the one-stop-shop has been effective in facilitating the process of investing in the region.
6. The majority of respondents reported that the one-stop-shop made the process of setting up and operating a business in the region more efficient and convenient.
7. The one-stop-shop was particularly helpful in providing information and guidance on investment opportunities, regulatory requirements, and the investment process.
8. There was a statistically significant relationship between the use of the one-stop-shop and the overall satisfaction of foreign investors with the investment process in the region.

**Recommendations:**

1. The Kurdistan region should continue to support the one-stop-shop model as a key strategy for attracting FDI, as it has proven to be an effective means of

streamlining the investment process and providing comprehensive support to investors.

2. The Kurdistan region should consider expanding the services offered by the one-stop-shop model to include additional sectors beyond oil and gas, manufacturing, and agriculture. This could include sectors such as tourism, technology, and healthcare, which may be of interest to foreign investors.
3. The Kurdistan region should continue to engage with investors from different countries, particularly those in the top five investing countries (Turkey, the United States, the United Kingdom, the United Arab Emirates, Lebanon and other countries). This could include promoting the region as a destination for FDI through marketing and advertising campaigns, as well as engaging with potential investors at trade shows and other events.
4. There is room for the region to introduce more measures to encourage foreign investors. One of the potential measures suggested is tax breaks, which can reduce the cost of investing for foreign investors and increase the return on their investment.
5. The one-stop-shop should be continued and further developed to provide a range of services and support to foreign investors.
6. The one-stop-shop should be promoted more widely to potential investors, both nationally and internationally, in order to attract more FDI to the region.
7. The one-stop-shop should consider adding new services or expanding existing ones in order to meet the needs of foreign investors more effectively.
8. The one-stop-shop should consider implementing measures to track and evaluate the satisfaction of foreign investors with the services and support provided, in order to identify areas for improvement.
9. The one-stop-shop should work closely with other government agencies and local partners to ensure a seamless and efficient investment process for foreign investors.

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