

United Nations Conference on Trade and Development

**A Survey of Support by Investment Promotion
Agencies to Linkages**



United Nations

New York and Geneva 2006

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| UNCTAD/ITE/IPC/2005/12 |
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| ISSN 1819-5938 |
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| United Nations Publications |
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ABBREVIATIONS

| | |
|--------|--|
| ASIT | Advisory Services on Investment and Training |
| BDS | business development services |
| FDI | foreign direct investment |
| FIAS | Foreign Investment Advisory Service |
| IPA | investment promotion agency |
| ISA | Invest in Sweden Agency |
| IT | information technology |
| MIGA | Multilateral Investment Guarantee Agency |
| OECD | Organization for Economic Co-operation and Development |
| SMEs | small- and medium-sized enterprises |
| TNC | transnational corporation |
| UNCTAD | United Nations Conference on Trade and Development |
| UNIDO | United Nations Industrial Development Organization |
| WAIPA | World Association of Investment Promotion Agencies |

ACKNOWLEDGEMENTS

This publication is based on an UNCTAD survey among investment promotion agencies (IPAs) which took place in 2004. We would like to thank the numerous officials from national and regional IPAs who completed the questionnaire and who generously provided information on their agencies. We would also like to thank Roel Spee (IBM Business Consulting Services, Plant Location International), Jan Smit (Centre for Strategy & Evaluation Services, LLP) and Charles Kovacs for providing valuable inputs to the study. Special thanks to Carlos Griffin, a dedicated intern, for his valuable editing.

This advisory study was prepared by Victor Perez Centeno and Kiyoshi Adachi, under the supervision of Nazha Benabbes Taarji. Overall guidance was provided by Khalil Hamdani. Inputs and advice were received from Jacques Ferrière and Fulvia Farinelli. Comments were also received from Gunter Fischer, Natalia Guerra, Kálmán Kalotay, Fiorina Mugione, Celia Ortega, Marko Stanovic, Christiane Stepanek-Allen and Paul Wessendorp. The report was desktop-published by Farida Negreche and Michele d'Angelo.

A number of this study's preliminary findings were presented at the ninth World Investment Conference of WAIPA, held in São Paulo, Brazil on 14-16 June 2004.

EXECUTIVE SUMMARY

Based on a survey of 123 investment promotion agencies (IPAs) from 109 countries undertaken by UNCTAD in 2004, this study explores the extent to which IPAs carry out activities to promote the formation of business linkages between foreign investors and local SMEs, as well as the strengths and weaknesses of IPA business linkages programmes. A summary of the responses is contained in Annex A. The list of surveyed IPAs can be found in Annex C.

Overall, 51 out of the 123 IPAs reported having a linkages programme. By region, the breakdown was nine out of 26 Latin American IPAs, 16 out of 35 African IPAs, 16 out of 29 IPAs from Asia and the Pacific and 10 out of 33 European IPAs. Seventy-two IPAs reported not having any business linkages programme.

The survey found that the establishment of linkages is a relatively new activity for IPAs and is an area with growth potential. Of the IPAs that have a linkages programme, 61 per cent are considered the lead agency for encouraging business linkages. The remaining 39 per cent share that responsibility with other institutions, such as the ministries of industry, commerce and technology, as well as business development services (BDS) providers for SMEs and universities.

IPA linkages programmes share certain common features. The majority tends to encourage the creation of new backward linkages with local suppliers, as well as the deepening and upgrading of existing backward linkages with those suppliers. To facilitate this, IPAs engage in matchmaking and networking activities. A number also support programmes to disseminate information, to forge linkages that emphasize technology partnerships and to support the upgrading of local SME capacity.

IPA linkages programmes focus on certain industries, depending upon the region. The survey found, for example, that IPAs from Latin America and the Caribbean and Africa focus on agro-industries and other manufactured goods, while IPAs from Asia and the Pacific focus on information technology and IPAs from Europe emphasize electronics.

Despite the growing number of IPAs with formal or informal linkages programmes, the vast majority of local SMEs in developing countries remain de-linked from TNCs. The study shows that most of the 72 surveyed IPAs that are not engaged in linkages programmes are inactive in this area because: 1) they do not have sufficient budgets to support business linkages programmes; 2) linkages promotion is not emphasized in their mandates; 3) specialized agencies other than IPAs deal with linkages promotion; 4) they do not have enough human resources, either in number or expertise; and 5) they do not have the in-house know-how to implement such programmes.

Many IPAs cited several reasons why many SMEs in their country do not make attractive business partners for TNCs. These include insufficient capacity of SMEs to provide quality goods or services due to an inadequate regulatory framework to support partnerships with SMEs, the lack of managerial, technological and financial

resources, and the lack of tax incentives to encourage partnerships between TNCs and local SMEs. Those IPAs who considered themselves to have strong business linkages programmes cited the SMEs level of technology and good quality control as key success factors.

With respect to environmental factors, political instability, lack of participation in existing linkages programmes and the lack of basic infrastructure appear to be major impediments.

One consistent pattern arising from the survey responses was the tendency of IPAs from Asia and the Pacific and Europe to evaluate their programmes as being effective, while those from Africa and Latin America and the Caribbean tended to evaluate their programmes as weak.

The study has three main conclusions. First, those IPAs that wish to be active in supporting the creation and nurturing of business linkages should have a clear mandate to provide prospective investors with accurate and timely information and contacts on potential SME partners. Second, IPAs should make full use of their position to help mobilize TNCs and other stakeholders to nurture their partners in the host economy. Finally, effective IPA business linkages programmes value not only job creation but also the transfer of skills and technology.

INTRODUCTION

The term ‘business linkages’ generally refers to any upstream or downstream, formal or informal relationship that takes place between a TNC and their local business partners in a country where the TNC does business. Such linkages typically fall into two categories: backward linkages with suppliers where TNCs source parts, components, indirect materials and services from local SMEs; and forward linkages, i.e. those developed between TNCs and their customers (UNCTAD 2000).

Linkages between TNCs and local SMEs (Guerrero and Ruffing 2005) are particularly important to the economies of developing countries because they provide a means of bringing much needed capital and diffusing knowledge to the linked firms. Such linkages can help to promote production efficiency, productivity, growth, technological and managerial capabilities and market diversification (UNCTAD 2004). The benefits provided through such linkages tend to be of greater competitive significance than those among domestic firms because of the comparatively stronger knowledge and skills base of many foreign affiliates. Linkages with foreign affiliates can therefore be a great driver of dynamism and competitiveness in a developing country’s domestic enterprise sector. The foreign affiliates, in turn, benefit from linkages, frequently from reduced costs, local market and product intelligence and enhanced assets (UNCTAD 2001).

The *World Investment Report 2001* (UNCTAD 2001) found that TNCs have a self interest in forging links with domestic suppliers, but government agencies can also play an important role in promoting linkages. Some countries with a large foreign presence and relatively well-developed base of domestic enterprises (for example, Costa Rica, Czech Republic, Hungary, Ireland, Malaysia, Mexico, Singapore, Thailand and the United Kingdom) set up specific linkages programmes. An UNCTAD study on IPAs pointed out that due to competitive pressures and the fact that most IPAs were established fairly recently (after 1990), the activities carried out by these organizations would shift over time (UNCTAD 2002). In this regard, IPAs are increasingly becoming involved in efforts to support the creation of such linkages.

The ability of foreign affiliates’ linkages activities to contribute to domestic supplier development depends, to a large extent, on the domestic markets and local firms’ capabilities. IPA interventions are important to the extent that investors believe that IPAs can assist firms in identifying and introducing reliable local firms with whom the investors can partner.

The promotion of partnerships between TNCs and local firms is becoming integrated into the overall efforts of IPAs to attract FDI, as more attention is now being paid to ensure that sustainable development gains result from FDI. As noted above, an effective business linkages programme is believed to be one of the fastest and most effective ways of upgrading domestic enterprises; facilitating the transfer of technology, knowledge and skills; improving business and management practices; and facilitating access to finance and markets. An example of how IPAs support business linkages is provided in Box 1.

Box 1. IPA Support to Diamond Electric's Linkages in Hungary

Diamond Electric Hungary Kft. (DE Hungary) is a 100 per cent owned affiliate of Diamond Electric K.K. of Japan, a global manufacturer of electronic parts for the automotive industry. Its main product lines are ignition coils, transmission switches and variable reluctance sensors. In September 2000, DE Japan opened its first European factory in Esztergom Industrial Park, Hungary, and requested the Hungarian Investment and Trade Development Agency (ITDH) to assist in identifying suitable local SME suppliers.

Based on its knowledge of competitive local firms, ITDH staff helped to locate a number of local SMEs as potential partners of DE Hungary. In the end, 10 out of 119 local SMEs were selected to provide inputs to DE Hungary's manufacturing operations. Using local suppliers resulted in a net cost reduction of 15 per cent compared to the products previously imported from Japan.

The efforts of DE Hungary to reach out to local partners may be influenced, at least in part, by the policies of the automobile manufacturer it supplies. DE Hungary is currently supplying electronic parts to Suzuki's plant in Hungary, which actively encourages the use of parts and components from local primary and secondary suppliers (UNCTAD 2001).

DE Hungary plans in the near future to supply Daimler-Benz and other car factories in Europe.

Source: UNCTAD based on information provided by ITDH Hungary

This study explores the extent to which these agencies carry out activities to promote business linkages among TNCs and local SMEs and looks into IPA practices in promoting sustainable business linkages. The findings are based on a survey conducted by UNCTAD's Advisory Services on Investment and Training (ASIT) in cooperation with the World Association of Investment Promotion Agencies (WAIPA)¹ in 2004. One hundred and twenty-three IPAs from 109 countries, representing the majority of WAIPA members, responded to the survey questionnaire, a copy of which is contained in Annex D.

The first chapter focuses on providing the general characteristics of IPA business linkages programmes. Chapter II examines various factors that affect the performance of IPAs in the management of their business linkages programmes. Finally, Chapter III presents findings and conclusions drawn from the survey results regarding the establishment and strengthening of business linkages by IPAs.

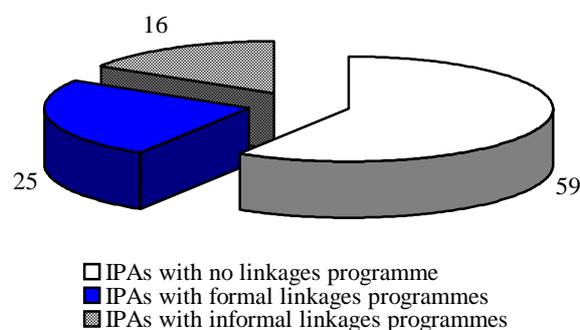
¹ For more information on WAIPA, see <http://www.waipa.org>.

I. INVESTMENT PROMOTION AGENCY (IPA) BUSINESS LINKAGES PROGRAMMES: TRENDS

As noted in the introduction, 123 IPAs from 109 countries, responded to the survey questionnaire. These agencies were first asked whether they had a linkages programme, whether formal or informal.

A significant number, 51 out of the 123, answered that they did indeed have a linkages programme (see Figure 1). This represents a significant increase in the number of IPAs that have linkages programmes since the publication of the 2001 World Investment Report that examined how linkages are promoted, where UNCTAD found only a handful of IPAs involved in this activity (UNCTAD 2001). Conversely, 72 reported not having any business linkages programme.

Figure 1: Overview of IPA business linkages programmes (in per cent)



Source: UNCTAD Survey of Investment Promotion Agencies, 2004²

Of the IPAs that have linkages programmes, 61 per cent are considered the lead agencies for fostering business linkages between local SMEs and foreign affiliates. 39 per cent of the IPAs that have linkages programmes share that responsibility with other institutions, such as the ministries of industry, commerce and technology, as well as BDS providers, SME development organizations and universities.

The survey data seem to suggest that, despite the fact that the majority of IPAs are at present not actively involved in business linkages promotion, the sizeable number that have recently become active in this area shows that this is a subject matter in which IPAs are likely to play an increasingly important role. One limitation on the survey responses, however, is that some of the surveyed IPAs also act as economic/industrial development agencies, with which SME linkages programmes have been more traditionally associated (for example, the Malaysian Industrial Development Authority).

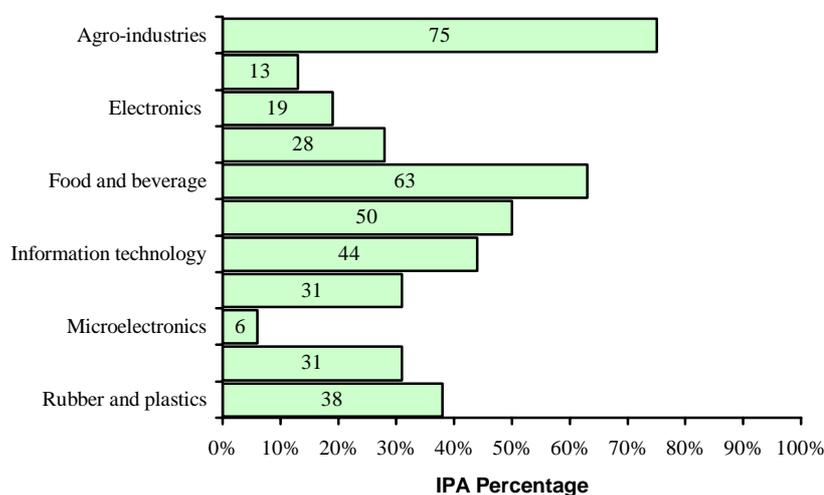
² The breakdown by region is as follows: 9 out of 26 Latin American IPAs, 16 out of 35 African IPAs, 16 out of 29 IPAs from Asia and the Pacific, and 10 out of 33 European IPAs reported having either formal or informal linkages programmes.

A. IPA business linkages programmes: by industry

The survey results show that IPA business linkages programmes tend to focus on certain industries, depending upon the region. This is not surprising as it reflects the different nature of economies and stages of development, and IPAs differ in the industries they prioritize, mainly those where the location can be most competitive and/or for strategic reasons (see Figures 2 to 5, below).

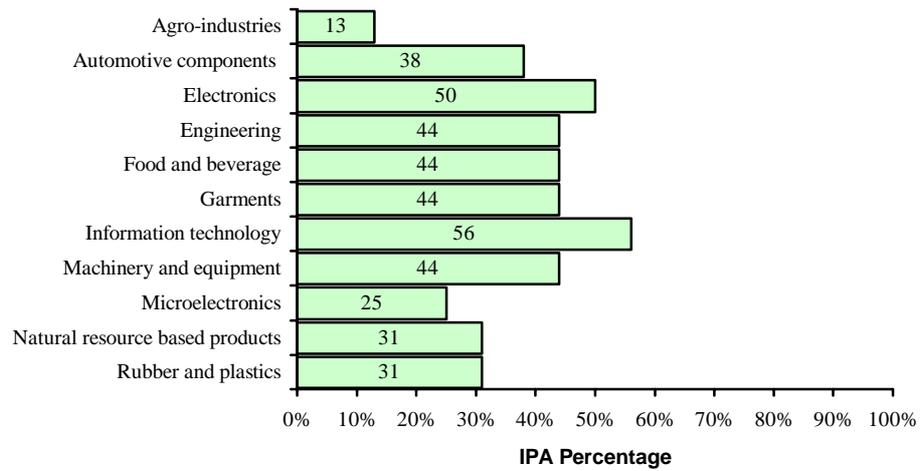
African IPAs focused their linkages programmes on agro-industries, followed by foods and beverages, and then garments. They reported few linkages in the area of microelectronics, automotive components and electronics. The linkages programmes of IPAs from Asia and the Pacific focus on information technology, electronics and manufacturing. Few IPAs reported having business linkages in agro industries and microelectronics. IPAs from Europe emphasized electronics and microelectronics, and reported fewer linkages in engineering and garments. IPAs from Latin America and the Caribbean indicated that their business linkages programmes emphasized linkages in agro-industries, followed by rubber and plastics, food and beverages, and garments. Few IPAs in Latin America and the Caribbean reported linkages in the automotive components and microelectronics industry. The data seems to suggest that IPA linkages programmes track sectors prioritized by the IPAs, and where the IPA believes their country or region to have a competitive advantage.

Figure 2: Business linkages by industry—Africa (in per cent)



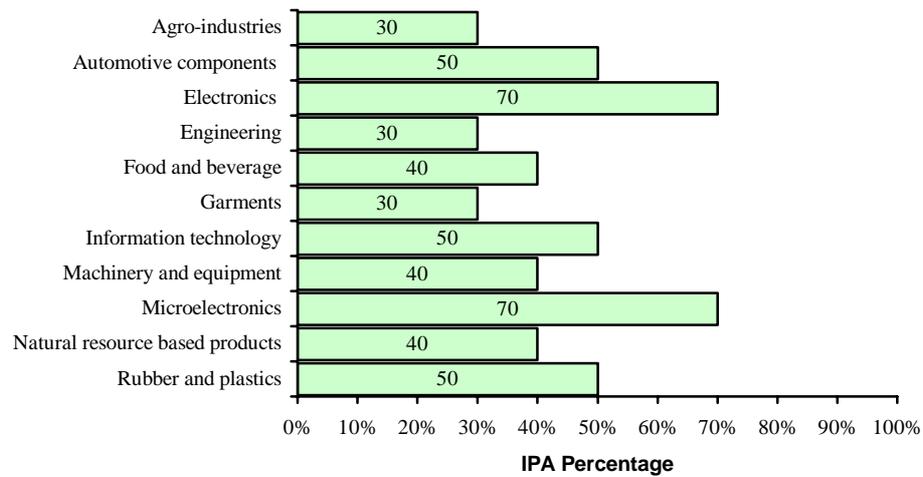
Source: UNCTAD Survey of Investment Promotion Agencies, 2004

Figure 3: Business linkages by industry—Asia and the Pacific (in per cent)



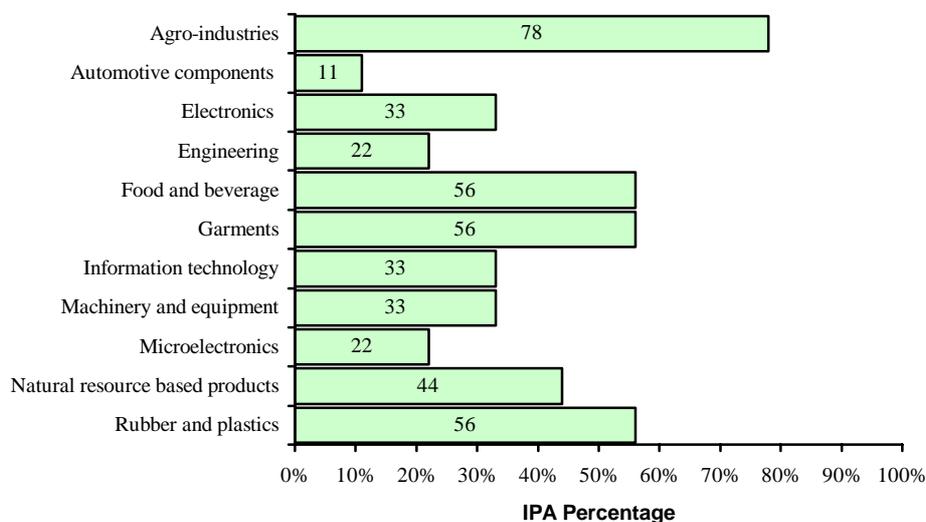
Source: UNCTAD Survey of Investment Promotion Agencies, 2004

Figure 4: Business linkages by industry—Europe (in per cent)



Source: UNCTAD Survey of Investment Promotion Agencies, 2004

Figure 5: Business linkages by industry—Latin America and the Caribbean (in per cent)



Source: UNCTAD Survey of Investment Promotion Agencies, 2004

B. Main components of IPA business linkages programmes

The activities that constitute most IPA business linkages programmes can be grouped into three broad categories: 1) matchmaking and networking; 2) provision of information; and 3) technology partnerships and SME upgrading support. Each group of activities is described below.

B.1. Matchmaking and networking

To the extent that their constituents are investors seeking to establish a presence in the host country or region, IPAs are ideally positioned to facilitate matchmaking between foreign affiliates and local SMEs, provided their mandate permits them to engage in this activity.

The results of the survey show that the most common activity undertaken by IPAs in matchmaking is the organization of meetings, forums, workshops and plant visits. When asked about the range of activities carried out to promote business linkages, these activities scored, on average, the highest with a score of 3.9 on a scale of 1 to 5 (with 1 being low and 5 being high). One example of how an IPA conducted this activity is given in Box 2 on the next page.

Box 2: The Thailand Board of Investment (BOI) Unit for Industrial Linkage Development (BUILD)

BUILD is a cross-sectoral matchmaking programme, launched in 1992 with the objective of establishing linkages between large enterprises and SMEs. The programme contains three main components: the Vendor Meet Customer Programme (VMC), the Market Place Programme, and the VMC Road Show Overseas Programme. These programmes bring together SMEs and large enterprises in order to encourage an exchange of ideas and information on a number of issues, including ways in which they can work together, business policies on purchasing and subcontracting and technology confidentiality. Under the VMC programme, BOI acts as a broker to match buyers or assemblers and vendors or suppliers, by arranging for suppliers to visit assembly plants. As a complement to the VMC programme, BOI established the Market Place Programme under the BUILD umbrella, where assemblers and potential suppliers can meet to have face-to-face business discussions. These meetings are organized every last Friday of each month, where BUILD arranges two seminar sessions, morning and afternoon, at the Sofitel Central Plaza Hotel in Bangkok. All assemblers looking for localized parts and components can use the forum to meet potential suppliers. These two programmes are complemented by an overseas road show.

BUILD has helped Thai SMEs to establish business links with TNCs operating in Thailand and overseas. On average, 100 Thai SMEs successfully join the programme every year. In terms of industrial linkage value, the transaction between TNCs and SMEs valued almost US\$148 million in 2001. Partners in the BUILD programme include Canon, Ford, Fujitsu, General Motors, Hitachi, Honda, IBM, Isuzu, Mazda, Nissan, Sony, Toshiba and Toyota.

This IPA linkages programme was awarded the WAIPA award for the Best Business Linkage Programme in 2004.

Source: UNCTAD based on information provided by BOI Thailand

It should be noted that these activities tend to fall within the activities carried out by an IPA in any event, irrespective of whether the IPA has a formal linkages programme.

B.2. Provision of information

An important component of any effective IPA business linkages programme is the ability to collect and provide accurate information on linkages opportunities to investors. The survey shows that the most common activity undertaken by IPAs with business linkages programmes is the provision of information services, in collaboration with the private sector and international agencies (see Table 1). As was the case with the organization of matchmaking meetings, this activity tends to fall within the activities carried out by an IPA in any event, irrespective of whether the IPA has a formal linkages programme.

IPAs from all regions evaluated their performance poorest in upgrading the capabilities of SME partners through, for example, training, mentoring, coaching and

monitoring. This suggests that this activity is seen not as a function for IPAs, but for SME development agencies and/or private sector companies that have SME clients.

Table 1: IPA business linkages programmes—provision of information

| Activities | Average IPA score |
|--|-------------------|
| Scale: 1-2= low, 3=medium, 4-5=high | |
| Does your IPA collaborate with the private sector? | 4.1 |
| Does your IPA collaborate with international agencies? | 4.1 |
| Does your IPA constantly update its electronic databases? | 3.8 |
| Does your IPA undertake linkage information seminars, exhibitions and missions? | 3.7 |
| Does your IPA prepare linkages handouts and brochures? | 3.4 |
| Does your IPA sponsor fairs, exhibitions, missions and conferences? | 3.3 |
| Does your IPA upgrade capabilities of SMEs through training, mentoring, coaching, or monitoring in cooperation with firms? | 2.9 |

Source: UNCTAD Survey of Investment Promotion Agencies, 2004

B.3. Technology partnerships and SME upgrading support

While IPAs unanimously ranked the creation of employment as an important indicator of success for a business linkages programme (see section D), many also emphasized the importance of facilitating the transfer of technology. This, along with the provision of resources and advice to local SMEs to help them upgrade their capabilities and become effective partners of foreign affiliates, forms the third pillar of IPA activities in supporting the formation of business linkages.

An example of a successful IPA-led technology partnership that supports business linkages is shown in Box 3 on the next page.

**Box 3: The Ghana Investment Promotion Centre (GIPC):
The Oil Palm Out-grower Scheme**

Institutionalized by the GIPC, the Oil Palm Out-grower Scheme is a partnership between Unilever Ghana Ltd. and several Ghanaian public sector institutions. It was launched at the beginning of 1998 with the objective of providing Unilever Ghana Ltd., the investor, with a network of high quality local oil palm out-grower suppliers. Unilever provided the market, technical support and quality control. A key role played by GIPC was to help sensitize and involve suppliers.

Presently, the scheme links 3,000 small oil palm out-growers with margarine and soap factories and includes assistance to these farmers in improving production. The scheme has created 12,000 jobs, without considering temporal employment opportunities at high production seasons.

Partners in this programme include GIPC, Unilever Ghana Ltd., the Oil Palm Research Institute (OPRI), the Extension Services Division from the Ministry of Agriculture, the National Body of Small Scale Industries and the Special Presidential Initiative for the Development of the Oil Palm industry.

OPRI played a strategic role as the national research institute in charge of providing essential technological support to the oil palm industry. Their involvement led to the development and production of high-yielding, disease/pest- and drought-tolerant plating materials through the use of high-technology research tools. OPRI also contributed to the development of improved husbandry and management practices and provided backstopping on-farm services to farmers, such as providing diagnostic and prescriptive soil and plant analytical services.

This programme won the WAIPA award for the Best Business Linkage Programme with an Extraordinary Development Impact in 2004.

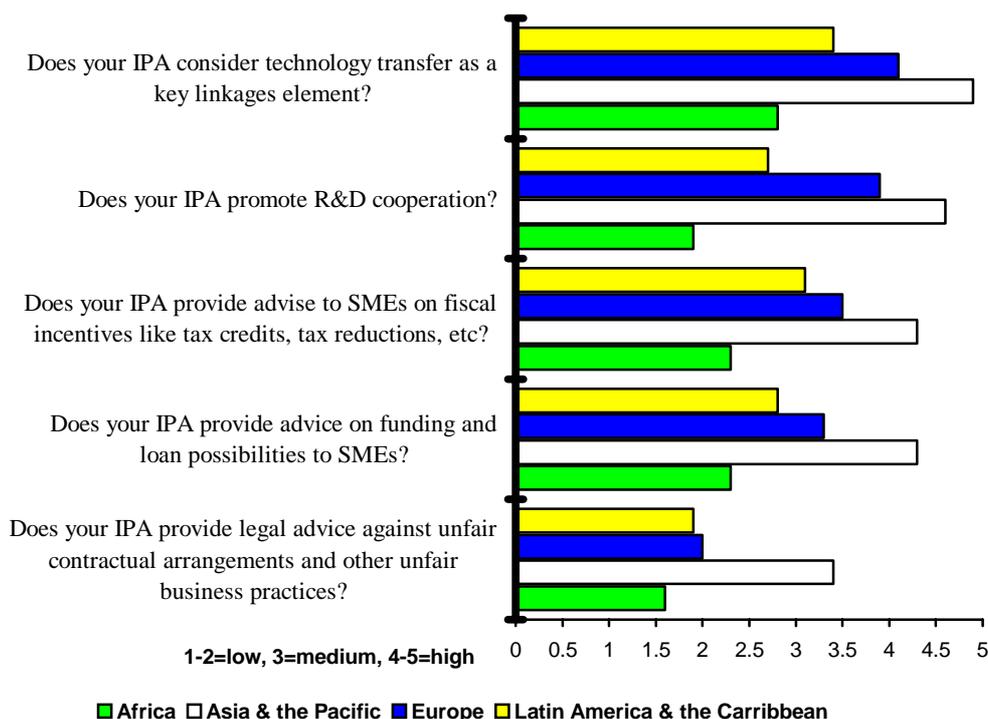
Source: UNCTAD based on information provided by GIPC

Figure 6 shows the degree to which technology transfer is emphasized in business linkages programmes, as well as the other types of support given to local SMEs within the context of their linkages programmes. With regard to the former, IPAs in the Asia and the Pacific region, followed by European IPAs, evaluated themselves as having strong programmes that emphasize transfer of technology, while IPAs in Latin America and the Caribbean and Africa rated their programmes in this area as weak. This may be correlated to the presence of a large number of TNCs with research and development (R&D) activities in Asia and the Pacific and Europe and the priority accorded by IPAs to high-technology industries in the two former regions.

IPAs in the same two regions appear to be stronger than their counterparts in Latin America and the Caribbean and Africa in the provision of advice on financing and fiscal incentives, a factor that may be correlated to a larger pool of professionals in the financial markets of Asia and Europe.

Few IPAs appear to be in a position to provide SMEs with legal advice on unfair contractual arrangements and other unfair business practices. This may stem, in part, from a perceived conflict of interest as the IPA often sees itself as the representative of the investor, rather than of the SME partner. It could also be due to a lack or shortage of legal expertise of the staff of the IPA.

Figure 6: IPA business linkages programmes—technology partnerships and SME upgrading support



Source: UNCTAD Survey of Investment Promotion Agencies, 2004

C. Partners involved in the establishment of business linkages

IPAs often do not have enough resources to sustain an effective business linkages programme alone. An IPA will frequently require the involvement of partner institutions, including other government agencies; local development agencies, private institutions such as chambers of commerce, business associations, BDS providers, non-governmental organizations (NGOs), media institutions, universities, technological institutes, research and development centres, etc.

As noted in Table 2, the most important partners for IPAs appear to be other government agencies and ministries. This is probably correlated with the fact that IPAs are well equipped to help businesses deal with the numerous regulations with which they must comply (and the bureaucracies that are responsible for implementing the regulations) and is a natural extension of the relationships that IPAs have built in their day-to-day activities assisting investors. The second most important type of partner institution is industry associations and chambers of commerce. These institutions often represent the local suppliers, which the IPA can tap as partners of

foreign affiliates. This is followed by research institutions (especially for those IPAs that emphasize technology-intensive industries), media (for external relations purposes), and, lastly, NGOs.

Table 2: Partners involved in the establishment of business linkages programmes

| Activities | Average IPA score |
|-------------------------------------|-------------------|
| Scale: 1-2= low, 3=medium, 4-5=high | |
| Chambers of commerce | 3.4 |
| Government | 3.4 |
| Universities, technological centres | 2.9 |
| Media, radio, TV | 2.5 |
| NGOs | 2.3 |

Source: UNCTAD Survey of Investment Promotion Agencies, 2004

D. The bottom line—employment gains and the transfer of technology

There are a number of criteria that allow an IPA to assess the contribution of business linkages to the process of economic development in the host country. Many IPAs felt that economic impact, including, in particular, the creation of employment opportunities for locals, and the transfer of technology were important elements of its business linkages programmes. Having capable SMEs was considered to have a positive impact on the attractiveness and the competitiveness of a location.

The survey, however, shows that few IPAs undertake evaluations of implemented linkage initiatives on a regular basis. The exception appears to be IPAs from Asia and the Pacific, which more systematically assess their linkages programmes, on average at least once a year. By contrast, 56 per cent of surveyed IPAs from Africa reported no systematic evaluations of their linkage promotion activities.

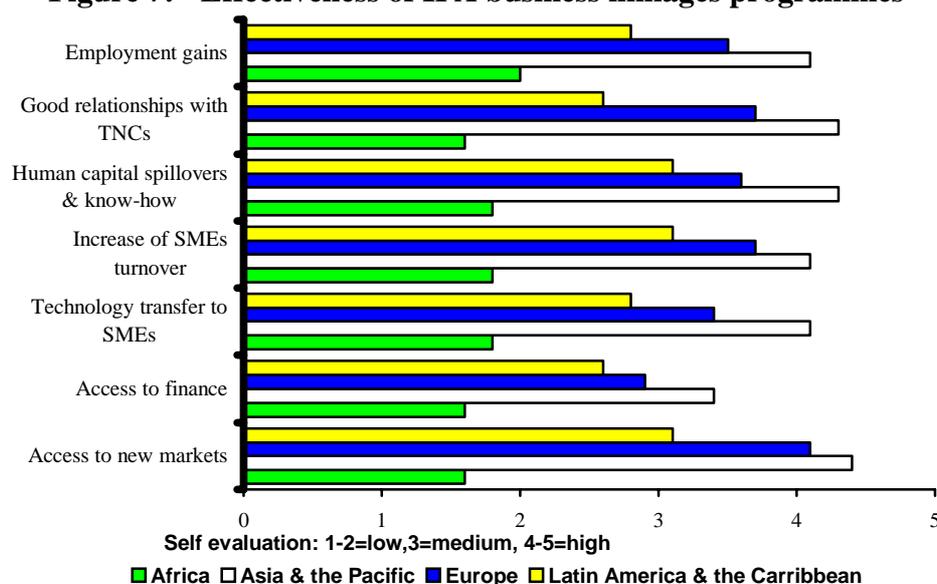
II. DIFFICULTIES FACED BY IPAs IN PROMOTING BUSINESS LINKAGES

A. Effectiveness of IPA business linkages programmes

The survey attempts to examine the extent to which IPAs felt that their existing linkages programmes led to employment gains, good relationships with TNCs, human capital and know-how spillovers, SME turnover, technology transfer, access to finance and access to new markets. These factors are the development gains most commonly associated with business linkages.

While the responses given reflect the opinions of the IPAs on their own effectiveness rather than a neutral third party assessment, they were nevertheless revealing. As can be seen in Figure 7 below, IPAs from Asia and the Pacific and Europe consistently viewed themselves as having relatively strong IPA business linkages programmes, and their counterparts from Latin America and the Caribbean and Africa viewed themselves as having relatively weak business linkages programmes.

Figure 7: Effectiveness of IPA business linkages programmes



Source: UNCTAD Survey of Investment Promotion Agencies, 2004

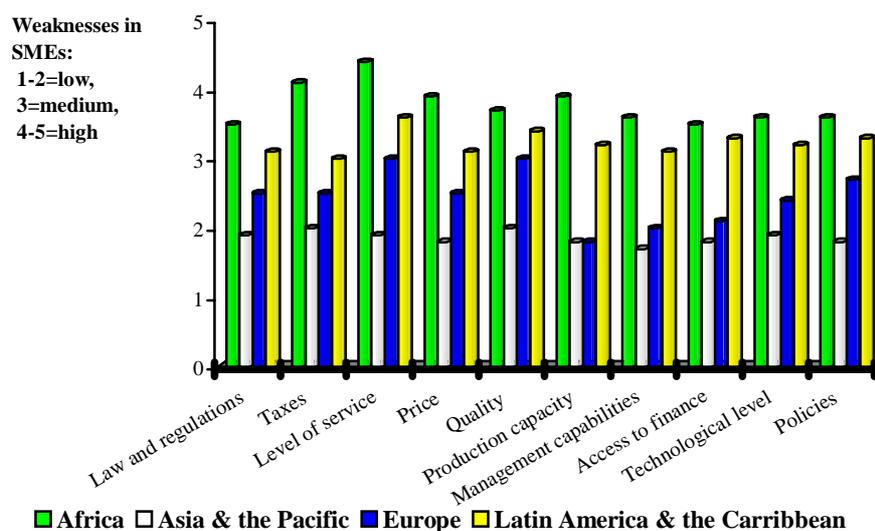
This Chapter looks into some of the reasons as to why African and Latin America and the Caribbean IPAs reported facing significant impediments to implementing their business linkages programmes. It also attempts to identify some of the constraints faced by IPAs in the implementation of their linkages programmes.

B. Local SMEs

The questionnaire asked IPAs about their perceptions of the strengths and weaknesses of SMEs in their country or region, including the factors that discourage foreign affiliates from partnering with them.

African IPAs tended to rate, on average, their SMEs as weak, as did IPAs from Latin America and the Caribbean. By contrast, IPAs from Europe and Asia and the Pacific rated their SMEs as strong (see Figure 8). The greatest obstacles cited by African IPAs as to why their SMEs are unable to form successful business linkages with TNCs are the poor level of service provided by SMEs, poor management capabilities and the lack of tax incentives to encourage partnerships with local SMEs. Local SMEs from Europe and Asia and the Pacific report, on average, high scores for the level of technology of their SMEs and their ability to quality control their products, indicating that the IPAs believe these to be success factors.

Figure 8: Weaknesses in SMEs—why TNCs choose not to form partnerships with SMEs



Source: UNCTAD Survey of Investment Promotion Agencies, 2004

Read in conjunction with the data from the previous chapter on SME upgrading support, it would appear that an appropriate role for IPAs may be to communicate the criteria for becoming partners with investors, and then working with BDS organizations in their efforts to provide upgrading assistance directly to SMEs.

Private sector consulting firms, which frequently provide strategic advice to IPAs, were contacted with respect to their views on impediments to the successful operation of an IPA business linkages programme. There was general agreement that having quality SMEs to partner with investors is a key requirement to the success of any linkages programme, whether an IPA or any other organization operates it.

C. IPA Weaknesses

The survey responses yielded few clear indications as to which weaknesses in the IPA constitute the greatest barriers to a successful business linkages programme. In fact, many IPAs tended to view environmental factors over which they had little control as the major obstacles to implementing a successful business linkages programme.

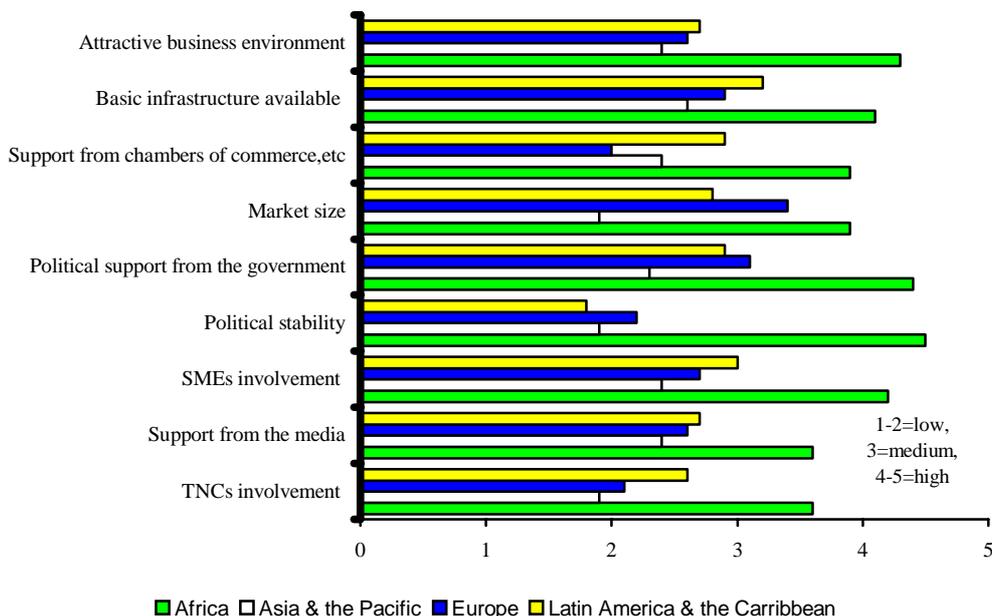
The responses of the 72 surveyed IPAs that are not engaged in linkages programmes nonetheless shed some light on some of the weaknesses inherent to the IPAs. Most of the 72 IPAs report being inactive in this area because: 1) they have an insufficient budget; 2) the linkage promotion is not emphasized in their mandate; 3) specialized agencies other than IPAs deal with linkages promotion; 4) they do not have enough human resources both in number and expertise; and 5) they do not have the in-house know-how to implement such a programme. This is borne out by some of the remarks from follow-up interviews with IPAs to discuss their survey responses. The Investment Promotion Centre of Benin and Invest in Colombia Corporation (COINVERTIR), for example, mentioned resource constraints as constituting the principal reason why they have not been able to establish a business linkages programme. The Botswana Export Development and Investment Authority (BEDIA) noted that the absence of a clear mandate prevented them from establishing a business linkages programme.

Private sector consultants working with IPAs also mentioned that many IPAs have neither the mandate to undertake business linkages programmes nor the right staff to manage such programmes. With respect to the former, one consultant stressed that it was important for IPAs to first have their basic functions of general marketing and investment facilitation roles in good shape before attempting to get involved in linkages development. With respect to the latter, another consultant cited the absence of staff with good knowledge of the private sector as a key impediment, which tends to occur when an IPA's personnel is drawn almost exclusively from the civil service. The lack of systematic evaluation of their programmes (see Chapter I, Section D.) was also cited as a reason why weak IPA business linkages programmes fail to improve in their performance.

D. Factors in the operating environment

Figure 9 on the next page shows how IPAs, by region, viewed certain factors in the operating environment as constituting an impediment to the operation of their linkages programmes. IPAs from Africa and Latin America and the Caribbean reported political instability, lack of support from the government, lack of an attractive business environment, lack of participation in the business linkages programme and lack of basic infrastructure as the most significant factors.

Figure 9: Impediments to implementation of IPA business linkages programmes—environmental factors



Source: UNCTAD Survey of Investment Promotion Agencies, 2004

As with the internal IPA factors in sections B and C, private sector consulting firms were contacted to obtain their views about what constitutes the greatest impediments in the business environment to a successful IPA business linkages programme. According to one consultant, while the factors mentioned above certainly contribute to impeding the effectiveness of the business linkages programme, a frequently overlooked factor is the difference in business cultures between the foreign firm and the local firm. Such cross-cultural factors have on many occasions undermined what would appear to be an otherwise attractive partnership. In this regard, IPAs would appear to have a unique role to play in communicating what the local business culture is to foreign investors. The multitude of organizations involved in SME business linkages programmes also often causes an overlap and duplication of functions. Another consultant noted that in some industries, global firms have preferred partners to work with around the world. For example, car manufacturers often work with the same suppliers everywhere, a practice which can act as a constraint to developing linkages with local SMEs.

III. FINDINGS AND CONCLUSIONS ON SUPPORT BY INVESTMENT PROMOTION AGENCIES TO LINKAGES

FDI can be channeled to create backward linkages with suppliers, thereby supporting development gains for local businesses, while creating cost savings to investing firms. A number of findings and conclusions can be identified from the information provided by the IPAs which responded to the survey questionnaire.

This survey concentrates on those aspects specific to business linkages programmes managed by IPAs (as opposed to other organizations such as BDS providers). IPAs have qualities that make them important actors that can potentially support the formation of business linkages between local SMEs and foreign affiliates. Their day-to-day business is to attract investors, which means that IPAs have access by mandate to international firms, and ought to have a good grasp of their business needs and the reasons why they seek to do business in another country. Many have a mandate to influence legislation and policies concerning FDI and the overall investment environment. Some IPAs offer help in resolving disputes between investors and local firms.

The responses indicate that the activities related to supporting the creation and nurturing of business linkages in which IPAs are most involved are those closest to its day-to-day operations: organizing meetings, forums, workshops, visits to plants, etc., and collaborating with the private sector. The following are some conclusions from the survey results. While they may not be applicable to the situation of all IPAs in all countries, these findings may potentially improve the quality of IPA business linkages programmes.

- a) Those IPAs that wish to be active in supporting the creation and nurturing of business linkages should have a clear mandate to provide prospective investors with accurate and timely information and contacts.**

Almost half of the IPAs surveyed responded that they had either a formal or informal business linkages programme. Given the plethora of organizations already involved in supporting SME development, it may not be surprising that more IPAs have not actively sought to become more involved in this field. Further, it is rare that the charter or constitutive document of an IPA mentions supporting SME-investor linkages as a core activity.

Yet, the positioning of the IPA makes it a potentially viable facilitator of TNC-SME business linkages. To the extent that IPAs clearly have value to add in efforts of the host country to foster business linkages, IPAs that seek to become involved may wish to consider approaching their governing body for a clear mandate to support their constituency investors in forming business linkages with local firms. If the IPA wishes to take the lead role in this effort, however, this would require consultations with other SME development actors in the country. Having an official mandate will make it easier for the IPA to organize accordingly, and to deploy financial and human resources as required.

b) Effective business linkages programmes place emphasis on upgrading the capacity of local SMEs to meet the requirements of foreign investors.

To ensure sustainability, efforts need to be made to ensure that FDI is not 'footloose'. A 'footloose' firm will easily move its investment to an alternate location. The more the investor is integrated into the economy, the more likely he or she will attempt to weather the onset of unfavorable market conditions.

The survey results reveal that, in the opinion of the IPAs, the greatest impediment to the establishment and sustainability of business linkages between TNCs and local SMEs is the weak capacity of local SMEs, particularly in developing countries, to meet the stringent requirements of the investor. In some cases, the decision of a TNC to invest will depend upon the availability of reliable local suppliers. IPAs can make full use of their position to help mobilize TNCs to nurture their partners in the host economy. Two examples of IPAs that recognized this and organized local enterprises with a view to supplying manufacturers are discussed below.

Box 4: CzechInvest: The Supplier Development Programme

In 1999, the supplier development programme of the IPA of the Czech Republic (CzechInvest) was launched. Like many IPA business linkages programmes, it aims at increasing the number of domestic subcontractors for foreign-affiliate manufacturers and other direct investors.

Within the framework of this PHARE¹-funded programme, a database of over 900 potential Czech subcontractors has been put on the Internet. CzechInvest also mediates contacts between foreign investors and Czech suppliers, and selected subcontractors are provided with active counseling aimed at increasing production quality. As part of this programme, Czech manufacturing companies are offered as potential partners for the creation of joint ventures with foreign manufacturers.

The programme has been able to establish linkages between local suppliers and foreign-affiliate manufacturers in the Czech Republic, building a relationship with existing inward investors, especially major transnational corporations. Participating TNCs include: ABB, Aisin, Bosch, Daikin, Denso, Evo-Bus, Ford, Matsushita Pardubice, Mitsubishi, Sanden, Schneider Electric, Siemens, Toyota, TRW Autoelektronika.

Source: UNCTAD based on information provided by CzechInvest.

¹ PHARE is a European Union-funded training programme run by EU experts and aimed at improving corporate management, corporate strategy and management of financial, human and material resources.

These examples show that IPAs have a role to play in the early identification and provision of information on potential partners for TNCs. It follows that the IPA would also have a strong position when identifying partners for potential expansion by established firms.

In addition, IPAs can help facilitate SME access to resources that it would otherwise have difficulty accessing. In some cases (where legally permissible), the IPA has worked with banks to secure guarantees for suppliers in obtaining loan financing. Other organizations have set up 'linkages funds' dedicated to providing financial support to small-scale start-up suppliers. While potential conflict of interest could prevent the direct provision of legal and accountancy advice to local SMEs, IPAs could negotiate and make available at special rates a network of qualified accountants and lawyers.

**Box 5: Industrial Development Institute of Minas Gerais (INDI), Brazil:
The Fiat 'Buy in Minas' Programme**

The 'Buy in Minas' Programme was launched by INDI and FIAT in 1989. The main objective was to create a competitive network of local auto-part suppliers to the Fiat factory in the state of Minas Gerais, Brazil. Between 1992 and 1997, 38 new projects were implemented under this project, generating over 16,500 direct jobs and raising local content to the Fiat plant to 66 per cent. Currently this percentage has risen to 71 per cent, with 90 suppliers in all.

The initiative involved a joint effort from the Government of Minas Gerais; the Development Bank of Minas Gerais; the Brazilian Development Bank (BNDES); the Ministry of Development, Industry and Foreign Trade; Vale do Rio Doce Company; the Industrial Districts Company of Minas Gerais; the State Secretary of Economic Development; and the Centro Estero Piemontese of Italy.

One of the unique aspects of this programme was INDI's ability to bring Fiat into the programme at an early stage and involve it in developing a parts supplier network suited to their needs. Future INDI plans consist of developing a similar programme for DaimlerChrysler and using the approach for future programmes in other key industries.

This programme received the WAIPA award for the Best Business Linkage Programme by a subnational IPA in 2004.

Source: UNCTAD based on information provided by INDI, Brazil

c) Effective IPA business linkages programmes bring value to job creation and the transfer of skills and technology.

IPAs tend to emphasize the importance of generating employment as one of the prime objectives of attracting investment to a given location. The survey results echo this, as IPAs from all regions designated this as one of the most important criteria against which any of its business linkages activities should be evaluated. When it comes to IPA business linkages programmes, though, it would be short-sighted for IPAs to focus on job creation only, as the contribution of technology transfer by TNCs to local firms also helps FDI contribute to meeting important development objectives.

There are a number of ways in which IPAs can help facilitate the transfer of technology from foreign firms to local SMEs. In the area of product technology, IPAs

could make available design specifications (a number of IPAs provide “specification sheets” to which every procured product must conform); follow targeted investors’ research and development activities; and provide training of local SME staff in, for example, related computer applications. A hands-on approach could involve frequent site visits to the premises of local SMEs.

The three points above, based on the survey data, are meant primarily as value orientations that IPAs may want to take into consideration when becoming involved in supporting business linkages between local firms and TNCs. More and more IPAs are concerned not only about attracting more FDI into the location for which they are responsible but also about the genuine contribution of that FDI toward development objectives. Supporting linkages are seen as a vehicle for achieving both. First, strong linkages could help ensure that FDI does not become ‘footloose’ and encourage the transfer of technology. The presence of good local partners, in turn, makes the investment environment more attractive.

Given the many different types of organizations that exist to support SMEs in developing countries, IPAs may find it difficult to take the lead in such programmes. The survey shows, however, that IPAs nonetheless have qualities that allow them to be well placed to contribute to support business linkages. IPAs considering such programmes should keep these strengths in mind.

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ANNEX A: SUMMARY OF RESULTS BY REGIONS

| | IPAs around the world | | | |
|--|--|--|--|---|
| | Africa | Europe | Asia and the Pacific | Latin America and the Caribbean |
| General Information | | | | |
| Annual Budget (US\$) | 1,450,000 | 6,000,000 | 7,500,000 | 1,500,000 |
| Average number of employees | 53 | 61 | 90 | 189 |
| Linkages Programme | | | | |
| Targeted industry | Agro industry, food and beverage | Electronics, microelectronics, automotive components, information technology, rubber and plastic | Information Technology & electronics | Agro industry, food and beverage, garments, rubber and plastics |
| Supply chain | Sourcing & services | Making, subcontracting | Services, marketing & selling | Sourcing, making, subcontracting |
| Main Features of the Linkages Programme | | | | |
| IPA impediments | Political instability, lack of political support from the government, no attractive business environment | Lack of support from chambers of commerce and lack of SMEs involvement | Basic infrastructure no available, lack of support from chambers of commerce, lack of SMEs involvement, lack of support from the media | Political instability, lack of political support from the government and lack of SMEs involvement, basic infrastructure no available. |
| SME impediments | Lack of technological level and lack of access to finance | Limited production capacity, no access to finance and law and regulations | High taxes, lack of technological level, law and regulations and quality | Lack of access to finance, production capacity, lack of a good level of service |
| IPA achievements | Employment gains | Employment gains good relationship with TNCs human capital spillovers & know-how increase of SMEs turnover | Access to new markets, good relationship with TNCs, human capital spillover | Employment gains, access to markets. |
| IPA criteria for evaluation | Number of new jobs created | Number of jobs created and TNCs involved | Number of jobs created | Number of jobs created |
| IPA time period for evaluation | No systematic evaluation | Each year | Each year | Each year |
| IPA needs from public sector | Simplify and speed up administrative procedures, tax incentives for capital investment, promote dialogue with private sector | Tax incentives for capital investment | Promote dialogue with private sector, simplify and speed up administrative procedures | Simplify and speed up administrative procedures, promote dialogue with private sector, create public-private institutions for skills development and global supplier programmes |

ANNEX B: KEY DEFINITIONS

Best practice: A process, technique or innovative use of technology, equipment or resources that has a proven record of success in providing significant improvement in cost, schedule, quality, performance or other measurable factors that impact an organization.

Linkages programme: Any formal or informal effort aimed at promoting and facilitating further cooperation between TNCs and SMEs.

SMEs: In order to capture the whole rank of possible linkages between TNCs and SMEs, this study considers SMEs to be local firms with less than 500 employees.

TNC: A transnational corporation is an enterprise that engages in foreign direct investment (FDI) and owns or controls value-adding activities in more than one country.

Types of linkages: In general, and for the purposes of this study, linkages may be categorized into the following main types:

Backward linkages with local suppliers: Upstream relationship between TNCs and local SMEs which manufacture parts, components, materials and services for TNCs.

Forward linkages with customers: Downstream relationship between TNCs and local SMEs mainly marketing outlets and industrial buyers (e.g. franchising)

ANNEX C: IPAs THAT PARTICIPATED IN THE SURVEY

Europe

| | |
|--|--|
| Albania | Albanian Foreign Investment Promotion Agency (ANIH) |
| Austria | Austrian Business Agency (ABA) |
| Belgium | Belgium Flanders Foreign Investment Office (FFIO) |
| Belgium | Office for Foreign Investors Limited in Wallonia (OFI) |
| Bosnia and Herzegovina | Foreign Investment Promotion Agency of B & H (FIPA) |
| Bulgaria | Bulgarian Foreign Investment Agency (BFIA) |
| Croatia | Trade and Investment Promotion Agency |
| Cyprus | Central Bank of Cyprus |
| Czech Republic | Czech Invest |
| Estonia | Estonian Investment Agency (EIA) |
| Finland | Invest in Finland |
| France | Invest in France |
| Germany | Invest in Germany |
| Hungary | Hungarian Investment and Trade Development Agency (ITDH) |
| Iceland | Invest in Iceland Agency |
| Ireland | Industrial Development Agency of Ireland (IDA) |
| Italy | Italian Institute for Foreign Trade (ICE) |
| Latvia | Latvian Development Agency (LDA) |
| Lithuania | Lithuanian Development Agency (LDA) |
| Macedonia, the former Yugoslav Republic of | Privatization Agency of the Republic of Macedonia |
| Malta | Malta Enterprise Corporation |
| Netherlands | West-Holland Investment Foreign Agency (WFIA) |
| Poland | Polish Information and Foreign Investment Agency |
| Portugal | Invest in Portugal |
| Romania | Romanian Agency for Foreign Investments (ARIS) |
| Russian Federation | Russian Federation Trade and Investment Development Agency (TIPA) |
| Slovakia | Slovak Investment and Trade Development Agency (SARIO) |
| Slovenia | Slovenian Trade and Investment Promotion Agency (TIPO) |
| Spain | Agencia de Desarrollo Económico de Castilla y León (ADE) |
| Spain | Centro de Servicios a la Internacionalización de la Empresa en Cataluña, COPCA, España |
| Spain | Instituto de Desarrollo Económico del Principado de Asturias (IDEPA) |
| Spain | Instituto de Fomento de la Región de Murcia, España |
| Spain | Instituto Valenciano de Exportaciones (IVEX) |
| Spain | Invest in Spain |
| Sweden | Invest in Sweden Agency (ISA) |
| Turkey | Invest in Turkey |

Latin America and the Caribbean

| | |
|----------------------------------|---|
| Antigua and Barbuda | Industrial Development Board (IDB) |
| Belize | Trade and Investment Development Services (BELTRAIDE) |
| Bolivia | Agency for the Promotion of Exports and Investment (CEPROBOL) |
| Brazil | Instituto de Desenvolvimento Industrial de Minas Gerais (INDI) |
| Brazil | Investe Brazil |
| Chile | Foreign Investment Committee |
| Colombia | Invest in Colombia Corporation (COINVERTIR) |
| Costa Rica | Investment and Trade Development Board (CINDE) |
| Cuba | Centro de Promoción de Inversiones (CPI) |
| Curaçao | Industrial and International Trade Development Company |
| Dominica | Dominica National Development Corporation |
| Dominican Rep. | Centre for Export and Investment of the Dominican Republic (CEI-RD) |
| Ecuador | Corporacion de Promoción de Exportaciones e Inversiones (CORPEI) |
| El Salvador | Comisión Nacional de Promoción de Inversiones (PROESA) |
| Guatemala | Guatemalan Development Foundation (FUNDESA) |
| Guyana | Guyana Office for Investment (GO-INVEST) |
| Haiti | Ministère du Commerce et de l'Industrie |
| Jamaica | Jamaica Promotions Corporations (JAMPRO) |
| Mexico | Mexican Bank for Foreign Trade (BANCOMEXT) |
| Nicaragua | Pro Nicaragua |
| Paraguay | Pro Paraguay |
| Peru | Pro Inversión |
| Saint Lucia | National Development Corporation (NDC) |
| Saint Vincent and the Grenadines | The Development Corporation |
| Trinidad and Tobago | Tourism and Industrial Development Company (TIDCO) |
| Venezuela | Consejo Nacional de Promoción de Inversiones (CONAPRI) |
| Uruguay | Uruguay XXI |

Africa

| | |
|--------------------|---|
| Angola | National Agency of Private Investment (ANIP) |
| Benin | Centre de Promotion des Investissements |
| Botswana | Botswana Export Development and Investment Authority (BEDIA) |
| Cameroon | Cellule de Gestion du Code des Investissements (CGCI) |
| Cape Verde | Centre for Investment, Export and Tourism Promotion (PROMEX) |
| Congo | Agence Nationale pour la Promotion des Investissements (ANAPI) |
| Cote d'Ivoire | Centre de Promotion des Investissements en Côte d'Ivoire (CEPICI) |
| Egypt | General Authority for Investment and Free Zones (GAFI) |
| Ethiopia | Ethiopian Investment Commission (EIC) |
| Gabon | Agence de Promotion des Investissements Privés (APIP) |
| Ghana | Ghana Investment Promotion Centre (GIPC) |
| Kenya | Export Processing Zones Authority (EPZA) |
| Kenya | Investment Promotion Centre, IPC |
| Lesotho | Lesotho Investment Promotion Centre (IPC) |
| Malawi | Malawi Investment Promotion Agency (MIPA) |
| Mali | Centre National de Promotion des Investissements (CNPI) |
| Mauritius | Board of Investment of Mauritius |
| Namibia | Namibia Investment Centre (NIC) |
| Niger | Centre de Promotion des Investissements |
| Nigeria | Nigerian Investment Promotion Commission (NIPC) |
| Senegal | Investment Promotion and Majors Works Agency (APIX) |
| Seychelles | Seychelles International Business Authority (SIBA) |
| Sierra Leone | Ministry of Trade, Industry and State Enterprises |
| South Africa | Gauteng Economic Development Agency (GEDA) |
| South Africa | Invest North West |
| South Africa | Trade and Investment KwaZulu-Natal (TIK) |
| Swaziland | Swaziland Investment Promotion Authority (SIPA) |
| Tanzania, | Zanzibar Investment Promotion Agency (ZIPA) |
| United Republic of | |
| Tunisia | Foreign Investment Promotion Agency (FIPA) |
| Uganda | Uganda Investment Authority (UIA) |
| Zambia | Zambia Investment Centre (ZIC) |
| Zimbabwe | Zimbabwe Investment Centre |

Asia and the Pacific

| | |
|------------------------------|--|
| Armenia | Armenian Development Agency (ADA) |
| Australia | Invest Australia |
| Bahrain | Bahrain Promotions and Marketing Board |
| China | Henan Provincial Centre for International Investment Promotion |
| Fiji | Fiji Islands Trade and Investment Bureau (FITIB) |
| Hong Kong, China | Invest in Hong Kong (InvestHK) |
| India | Bureau of Investment Promotion Rajasthan (BIP) |
| Iran, Islamic Republic of | Organization for Investment, Economic and Technical Assistance of Iran (OIETAI) |
| Kazakhstan | Kazakhstan Investment Promotion Centre (KAZINVEST) |
| Korea Republic of | Korea Trade-Investment Promotion Agency (KOTRA) |
| Kuwait | Inter Arab Investment Guarantee Corporation (IAIGC) |
| Lebanon | Investment Development Authority of Lebanon (IDAL) |
| Malaysia | Kulim Technology Park Corp. Berhad |
| Malaysia | Malaysian Industrial Development Authority (MIDA) |
| Malaysia | Selangor State Investment Centre (SSIC) |
| Maldives | Foreign Investment Services Bureau (FISB) |
| Mongolia | Foreign Investment and Foreign Trade Agency (FIFTA) |
| Nepal | Industrial Promotion Division |
| Oman | Omani Centre for Investment Promotion and Export Development (OCIPED) |
| Pakistan | Board of Investment (BOI) |
| Palestinian Territory | Palestinian Investment Promotion Agency (PIPA) |
| Papua New Guinea | Investment Promotion Authority (IPA) |
| Philippines | Board of Investments (BOI) |
| Saudi Arabia | Royal Commission for Jubail and Janbu |
| Saudi Arabia | Saudi Arabia General Investment Authority (SAGIA) |
| Thailand | Office of the Board of Investment (BOI) |
| United Arab Emirates | Dubai Development and Investment Authority (DDIA) |
| Vanuatu | Vanuatu Investment Promotion Authority |

ANNEX D: SURVEY QUESTIONNAIRE

I General Information

- 1.1. Name:
- 1.2. Post:
- 1.3. Address:
- 1.4. Telephone:
- 1.5. Fax:
- 1.6. E-mail:
- 1.7. Name of your IPA:
- 1.8. Current number of IPA employees:
- 1.9. Annual budget for last financial year (US\$):

II Identification of relevant business linkages programmes.

2.1 Does your IPA have any programme for promoting business linkages among TNCs and SMEs? Yes No

If Yes, is it Formal or Informal?

2.2 Does your IPA lead this programme? Yes No

2.3 In No, is your IPA part of a multi-institutional business linkages programme?
Yes No

2.4 If Yes, could you please mention the institutions involved?

2.5 Could you please mention one or two that you may consider relevant or successful (i.e. best practices)?

Programme 1:

Programme 2:

2.6 Could you please mention the name of the responsible person?

2.7 Over what period are they working?

| Time | Programme 1 | Programme 2 |
|--------------------|-------------|-------------|
| Less than 6 months | | |
| 6 months | | |
| 1 year | | |
| 2 years | | |
| 3 years | | |
| 5 years or more | | |

2.8 Does your IPA have any other business linkages programme that you would like to mention?

2.9 If Yes, in which sectors?

| Sector | Programme 1 | Programme 2 |
|----------------------------------|-------------|-------------|
| Agro-industries | | |
| Automotive components | | |
| Biotechnology | | |
| Chemicals | | |
| Electronics | | |
| Energy | | |
| Engineering | | |
| Food and beverage | | |
| Furniture | | |
| Garments | | |
| Healthcare & medical devices | | |
| Information technology | | |
| Life sciences | | |
| Machinery and equipment | | |
| Maquiladora industry | | |
| Marine and aerospace development | | |
| Microelectronics | | |
| Natural resource based products | | |
| Petrochemicals | | |
| Pharmaceuticals | | |
| Rubber and plastics | | |
| Semi-conductors | | |
| Various services | | |
| Other | | |

2.10 At which part of the supply chain?

| Supply chain | Programme 1 | Programme 2 |
|---|-------------|-------------|
| Sourcing: RM, PM, components, parts, etc. | | |
| Making, subcontracting | | |
| Distributing | | |
| Marketing & selling | | |
| Services | | |
| Other | | |

RM: Raw materials PM: Packaging materials

2.11 Could you please mention TNCs, an approximate number of SMEs and the geographic region?

| | TNCs | SMEs | Geographic Region |
|-------------|------|------|-------------------|
| Programme 1 | | | |
| Programme 2 | | | |

2.12 Could you please describe the key components of the linkages programme? Please focus on the aspects that make it innovative, original, effective and eventually replicable in other contexts.

III Main features of the business linkages programme

3.1 Could you please highlight the main features of the programmes in the following terms?

| Categories | 1= no, never 2= barely, seldom 3= more or less, sometimes 4= likely, quite often 5= yes, frequently | | | | |
|--|---|----------|----------|----------|----------|
| | 1 | 2 | 3 | 4 | 5 |
| Focus | | | | | |
| Create new backward linkages with suppliers | | | | | |
| Create new forward linkages with customers | | | | | |
| Create new linkages with competitors | | | | | |
| Create new linkages with technology partners | | | | | |
| Deepen and upgrade existing backward linkages with suppliers | | | | | |
| Deepen and upgrade existing forward linkages with customers | | | | | |
| Deepen and upgrade existing linkages with competitors | | | | | |
| Deepen and upgrade existing linkages with technology partners | | | | | |
| Impediments to implementation of IPA business linkages programmes | 1 | 2 | 3 | 4 | 5 |
| A comprehensive linkages promotion strategy | | | | | |
| Attractive business environment | | | | | |
| Basic infrastructure available | | | | | |
| Enough amount of budget | | | | | |
| Highly qualified and experienced staff | | | | | |
| Support from chambers of commerce, business associations, support centres, service providers and other private sector institutions | | | | | |
| Market size | | | | | |
| Political support from the government | | | | | |
| Political stability | | | | | |
| SME involvement | | | | | |
| Support from the media | | | | | |
| TNC involvement | | | | | |
| Other | | | | | |

A Survey of Support by Investment Promotion Agencies to Linkages

| Categories | 1= no, never 2= barely, seldom 3= more or less, sometimes 4= likely, quite often 5= yes, frequently | | | | |
|--|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Weaknesses in SMEs – Why TNCs choose not to form partnerships with SMEs | | | | | |
| Policies | | | | | |
| Technological level | | | | | |
| Access to finance | | | | | |
| Management capabilities | | | | | |
| Production capacity | | | | | |
| Quality | | | | | |
| Price | | | | | |
| Level of service | | | | | |
| Taxes | | | | | |
| Law and regulations | | | | | |
| Other | | | | | |

| Effectiveness of IPA business linkages | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Employment gains | | | | | |
| Good relationships with TNCs | | | | | |
| Human capital spillovers & know-how | | | | | |
| Increase of SME turnover | | | | | |
| Technology transfer to SMEs | | | | | |
| Access to finance | | | | | |
| Access to new markets | | | | | |
| Other | | | | | |
| Partners involved in the establishment of sustainable business linkages | 1 | 2 | 3 | 4 | 5 |
| Government | | | | | |
| Chambers of commerce, business associations, support centres, service providers. | | | | | |
| NGOs | | | | | |
| Media: Radio, TV, etc. | | | | | |
| Universities, technological institutes, research centres | | | | | |
| Other | | | | | |

| Criteria for evaluation | 1 | 2 | 3 | 4 | 5 |
|---------------------------------|---|---|---|---|---|
| Number of new jobs created | | | | | |
| Number of TNCs involved | | | | | |
| Number of SMEs involved per TNC | | | | | |
| SME turnover | | | | | |
| Other | | | | | |

A Survey of Support by Investment Promotion Agencies to Linkages

| Categories | 1= no, never 2= barely, seldom 3= more or less, sometimes 4= likely, quite often 5= yes, frequently | | | | |
|--|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Periodicity of assessing the impact of IPA business linkages programmes | | | | | |
| Each month | | | | | |
| Every six months | | | | | |
| Each year | | | | | |
| No systematic evaluation | | | | | |
| Other | | | | | |

| Needs from public sector in terms of policies, laws and regulations | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Simplify and speed up administrative procedures | | | | | |
| Tax incentives for capital investment, like tax holidays for high value-added industries, double tax deduction for R&D, etc. | | | | | |
| Act as catalyst by providing logistic and educational infrastructure | | | | | |
| Enter partnership to create public-private institutions for skills development and global supplier programmes | | | | | |
| Promote dialogue with private sector | | | | | |
| Other | | | | | |

IV Main components of IPA business linkages programmes

| Categories | 1= no, never 2= barely, seldom 3= more or less, sometimes 4= likely, quite often 5= yes, frequently | | | | |
|--|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Matchmaking & Networking | | | | | |
| Does your IPA have established guidelines to promote linkages? | | | | | |
| Does your IPA act as broker in linkage negotiations? | | | | | |
| Does your IPA identify linkage opportunities through interviews with TNCs, CEOs and key managers? | | | | | |
| Does your IPA identify SME partners that best meet TNC requirements in terms of price, quality, quantity & other business processes? | | | | | |
| Does your IPA provide advice in the preparation of supply contracts and subcontracting deals? | | | | | |
| Does your IPA undertake supplier audits? | | | | | |
| Does your IPA promote supplier associations? | | | | | |
| Does your IPA look for linkages with foreign affiliates? | | | | | |
| Does your IPA organize meetings, forums, workshops, visits to plants, etc.? | | | | | |

A Survey of Support by Investment Promotion Agencies to Linkages

| Informational services | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Does your IPA collaborate with the private sector? | | | | | |
| Does your IPA prepare linkage handouts and brochures? | | | | | |
| Does your IPA constantly update its electronic databases? | | | | | |
| Does your IPA undertake linkage information seminars, exhibitions and missions? | | | | | |
| Do your IPA sponsor fairs, exhibitions, missions and conferences? | | | | | |
| Does your IPA upgrade capabilities of SME partners through training, mentoring, coaching, monitoring? | | | | | |
| Does your IPA collaborate with international agencies? | | | | | |

| Categories | 1= no, never 2= barely, seldom 3= more or less, sometimes 4= likely, quite often 5= yes, frequently | | | | |
|---|--|----------|----------|----------|----------|
| Technology partnerships & SME upgrading support | 1 | 2 | 3 | 4 | 5 |
| Does your IPA consider technology transfer a key linkages element? | | | | | |
| Does your IPA promote R&D cooperation? | | | | | |
| Does your IPA provide advice to SMEs on fiscal incentives like tax credits, tax reductions, etc? | | | | | |
| Does your IPA provide advice on funding and loan possibilities to SMEs? | | | | | |
| Does your IPA provide legal advice against unfair contractual arrangements and other unfair business practices? | | | | | |

V. FINAL COMMENTS

Have you any other comments to make regarding promotion of linkages in your IPA that have not been covered above?

ANNEX E: SELECTED UNCTAD PUBLICATIONS ON TNCs AND FDI

(For more information, please visit <http://www.unctad.org/en/pub.>)

A. Individual studies

Ten Years of World Investment Reports: The Challenges Ahead. Proceedings of an UNCTAD special event on future challenges in the area of FDI. UNCTAD/ITE/Misc.45. Free of charge. Available from <http://www.unctad.org/wir>.

World Investment Report 2005: Transnational Corporations and the Internationalization of R&D. 332 p. Sales No. E.05.II.D.10.

World Investment Report 2004: The Shift Toward Services. 326 p. Sales No. E.04.II.D.36.

World Investment Report 2003: FDI Policies for Development: National and International Perspectives. 322 p. Sales No. E.02.II.D.4.

World Investment Report 2002: Transnational Corporations and Export Competitiveness. 345 p. Sales No. E.01.II.D.12.

World Investment Report 2001: Promoting Linkages. 384 p. Sales No. E.01.II.D.12.

World Investment Directory. Vol. VII (Parts I and II): Asia and the Pacific. 646 p. Sales No. E.00.II.D.11.

World Investment Directory. Vol. VI: West Asia. 192 p. Sales No. E.97.II.A.2.

World Investment Directory. Vol. V: Africa. 508 p. Sales No. E.97.II.A.1.

World Investment Directory. Vol. IV: Latin America and the Caribbean. 478 p. Sales No. E.94.II.A.10.

World Investment Directory 1992. Vol. III: Developed Countries. 532 p. Sales No. E.93.II.A.9.

World Investment Directory 1992. Vol. II: Central and Eastern Europe. 432 p. Sales No. E.93.II.A.1. (Joint publication with the United Nations Economic Commission for Europe).

World Investment Directory 1992. Vol. I: Asia and the Pacific. 356 p. Sales No. E.92.II.A.11.

FDI in Least Developed Countries at a Glance. 150 p. UNCTAD/ITE/IIA/3. Free of charge.

Full version also available from <http://www.unctad.org/en/pub/poiteiid3.en.htm>.

Foreign Direct Investment in Africa: Performance and Potential. 89 p. UNCTAD/ITE/IIT/Misc. 15. Free of charge. Full version also available from <http://www.unctad.org/en/docs/poiteiitm15.pdf>.

International Investment Instruments: A Compendium. Vol. IV, 319 p. Sales No. E.00.II.D.13. \$55, vol. V, 505 p. Sales No. E.00.II.D.14.

International Investment Instruments: A Compendium. Vol. I. 371 p. Sales No. E.96.II.A.9; Vol. II. 577 p. Sales No. E.96.II.A.10; Vol. III. 389 p. Sales No. E.96.II.A.11; the 3-volume set, Sales No. E.96.II.A.12.

Bilateral Investment Treaties 1959-1999. 143 p. UNCTAD/ITE/IIA/2. Free of charge. Available only in electronic version from <http://www.unctad.org/en/pub/poiteiid2.en.htm>.

Bilateral Investment Treaties in the mid-1990s. 314 p. Sales No. E.98.II.D.8.

The TRIPS Agreement and Developing Countries. 64 p. Sales No. E.96.II.D.10. [Out of stock.]

TNC-SME Linkages for Development: Issues-Experiences-Best Practices. Proceedings of the Special Round Table on TNCs, SMEs and Development, UNCTAD X, 15 February 2000, Bangkok, Thailand. 113 p. UNCTAD/ITE/TEB1. Free of charge.

Handbook on Foreign Direct Investment by Small and Medium-sized Enterprises: Lessons from Asia. 200 p. Sales No. E.98.II.D.4.

Handbook on Foreign Direct Investment by Small and Medium-sized Enterprises: Lessons from Asia. Executive Summary and Report of the Kunming Conference. 74 p. UNCTAD/ITE/IIT/6 (Summary). Free of charge.

Small and Medium-sized Transnational Corporations. Executive Summary and Report of the Osaka Conference. 60 p. UNCTAD/DTCI/6. Free of charge.

Small and Medium-sized Transnational Corporations: Role, Impact and Policy Implications. 242 p. Sales No. E.93.II.A.15.

Measures of the Transnationalization of Economic Activity. 93 p. Sales No. E.01.II.D.2.

The Competitiveness Challenge: Transnational Corporations and Industrial Restructuring in Developing Countries. 283 p. Sales No. E.00.II.D.35.

Integrating International and Financial Performance at the Enterprise Level. 116 p. Sales No. E.00.II.D.28.

FDI Determinants and TNCs Strategies: The Case of Brazil. 195 p. Sales No. E.00.II.D.2. Summary available from <http://www.unctad.org/en/pub/psiteiitd14.en.htm>.

The Social Responsibility of Transnational Corporations. 75 p. UNCTAD/ITE/IIT/Misc. 21. Free of charge. Out of stock. Full version available only from <http://www.unctad.org/en/docs/poiteiitm21.en.pdf>.

Conclusions on Accounting and Reporting by Transnational Corporations. 47 p. Sales No. E.94.II.A.9.

Accounting, Valuation and Privatization. 190 p. Sales No. E.94.II.A.3.

Environmental Management in Transnational Corporations: Report on the Benchmark Corporate Environment Survey. 278 p. Sales No. E.94.II.A.2.

Management Consulting: A Survey of the Industry and Its Largest Firms. 100 p. Sales No. E.93.II.A.17.

Foreign Investment and Trade Linkages in Developing Countries. 108 p. Sales No. E.93.II.A.12.

Transnational Corporations from Developing Countries: Impact on Their Home Countries. 116 p. Sales No. E.93.II.A.8.

Debt-Equity Swaps and Development. 150 p. Sales No. E.93.II.A.7.

The Financial Crisis in Asia and Foreign Direct Investment: An Assessment. 101 p. Sales No. GV.E.98.0.29.

Sharing Asia's Dynamism: Asian Direct Investment in the European Union. 192 p. Sales No. E.97.II.D.1.

Investing in Asia's Dynamism: European Union Direct Investment in Asia. 124 p. ISBN 92-827-7675-1. ECU 14. (Joint publication with the European Commission.)

World Economic Situation and Prospects 2001. 51 p. Sales No. E.01.II.C.2. (Joint publication with the United Nations Department of Economic and Social Affairs)

International Investment towards the Year 2002. 166 p. Sales No. GV.E.98.0.15. (Joint publication with Invest in France Mission and Arthur Andersen, in collaboration with DATAR)

International Investment towards the Year 2001. 81 p. Sales No. GV.E.97.0.5. (Joint publication with Invest in France Mission and Arthur Andersen, in collaboration with DATAR)

Liberalizing International Transactions in Services: A Handbook. 182 p. Sales No. E.94.II.A.11. (Joint publication with the World Bank)

The Impact of Trade-Related Investment Measures on Trade and Development: Theory, Evidence and Policy Implications. 108 p. Sales No. E.91.II.A.19. (Joint publication with the United Nations Centre on Transnational Corporations)

Transnational Corporations and World Development. 656 p. ISBN 0-415-08560-8 (hardback), 0-415-08561-6 (paperback). (Published by International Thomson Business Press on behalf of UNCTAD)

Companies without Borders: Transnational Corporations in the 1990s. 224 p. ISBN 0-415-12526-X. (Published by International Thomson Business Press on behalf of UNCTAD)

The New Globalism and Developing Countries. 336 p. ISBN 92-808-0944-X. (Published by United Nations University Press)

B. IIA Issues Paper Series

(Executive summaries are available from <http://www.unctad.org/iaa>.)

Illicit Payments. Forthcoming.

Home Country Operational Measures. Forthcoming.

Host Country Operational Measures. 109 p. Sales No E.01.II.D.18.

Social Responsibility. 91 p. Sales No. E.01.II.D.4.

Environment. 105 p. Sales No. E.01.II.D.3.

Transfer of Funds. 68 p. Sales No. E.00.II.D.27.

Employment. 69 p. Sales No. E.00.II.D.15.

Taxation. 111 p. Sales No. E.00.II.D.5.

International Investment Agreements: Flexibility for Development. 185 p. Sales No. E.00.II.D.6.

Taking of Property. 83 p. Sales No. E.00.II.D.4.

Trends in International Investment Agreements: An Overview. 112 p. Sales No. E.99.II.D.23.

Lessons from the MAI. 31 p. Sales No. E.99.II.D.26.

National Treatment. 104 p. Sales No. E.99.II.D.16.

Fair and Equitable Treatment. 64 p. Sales No. E.99.II.D.15.

Investment-Related Trade Measures. 64 p. Sales No. E.99.II.D.12.

Most-Favoured-Nation Treatment. 72 p. Sales No. E.99.II.D.11.

Admission and Establishment. 72 p. Sales No. E.99.II.D.10.

Scope and Definition. 96 p. Sales No. E.99.II.D.9.

Transfer Pricing. 72 p. Sales No. E.99.II.D.8.

Foreign Direct Investment and Development. 88 p. Sales No. E.98.II.D.15.

C. Serial publications

Current Studies, Series A

No. 30. *Incentives and Foreign Direct Investment.* 98 p. Sales No. E.96.II.A.6. [Out of print.]

No. 29. *Foreign Direct Investment, Trade, Aid and Migration.* 100 p. Sales No. E.96.II.A.8. (Joint publication with the International Organization for Migration)

No. 28. *Foreign Direct Investment in Africa.* 119 p. Sales No. E.95.II.A.6.

No. 27. *Tradability of Banking Services: Impact and Implications.* 195 p. Sales No. E.94.II.A.12.

No. 26. *Explaining and Forecasting Regional Flows of Foreign Direct Investment.* 58 p. Sales No. E.94.II.A.5.

No. 25. *International Tradability in Insurance Services.* 54 p. Sales No. E.93.II.A.11.

No. 24. *Intellectual Property Rights and Foreign Direct Investment.* 108 p. Sales No. E.93.II.A.10.

No. 23. *The Transnationalization of Service Industries: An Empirical Analysis of the Determinants of Foreign Direct Investment by Transnational Service Corporations.* 62 p. Sales No. E.93.II.A.3.

Advisory Studies (formerly Current Studies, Series B)

Full list is available from <http://www.unctad.org/asit>

No. 17. *The World of Investment Promotion at a Glance: A Survey of Investment Promotion Practices*. 66 p. UNCTAD/ITE/IPC/3

No. 16. *Tax Incentives and Foreign Direct Investment: A Global Survey*. 180 p. Sales No. E.01.II.D.5. Summary available from <http://www.unctad.org/asit/resumé.htm>

No. 15. *Investment Regimes in the Arab World: Issues and Policies*. 232 p. Sales No. E/F.00.II.D.32.

No. 14. *Handbook on Outward Investment Promotion Agencies and Institutions*. 50 p. Sales No. E.99.II.D.22.

No. 13. *Survey of Best Practices in Investment Promotion*. 71 p. Sales No. E.97.II.D.11.

No.12. *Comparative Analysis of Petroleum Exploration Contracts*. 80 p. Sales No. E.96.II.A.7.

No.11. *Administration of Fiscal Regimes for Petroleum Exploration and Development*. 45 p. Sales No. E. 95.II.A.8.

No.10. *Formulation and Implementation of Foreign Investment Policies: Selected Key Issues*. 84 p. Sales No. E. 92.II.A.21.

No.9. *Environmental Accounting: Current Issues, Abstracts and Bibliography*. 86 p. Sales No. E. 92.II.A.23.

Investment Policy Reviews

Investment Policy Reviews. Presentation of the Investment Policy Reviews is available from <http://www.unctad.org/en/pub/investpolicy.en.htm>

Investment Policy Review of Algeria. 139 p. UNCTAD/ITE/IPC/2003/9. Full version available from http://www.unctad.org/fr/docs/iteipc20039_fr.pdf

Investment Policy Review of Benin. 147 p. UNCTAD/ITE/IPC/2004/4. Full version available from http://www.unctad.org/fr/docs/iteipc20044_fr.pdf

Investment Policy Review of Botswana. 107 p. UNCTAD/ITE/IPC/Misc.10. Full version available from http://www.unctad.org/en/docs/iteipcmisc10_en.pdf

Investment Policy Review of Ecuador. 117 p. UNCTAD/ITE/IPC/Misc.2. Full version available from <http://www.unctad.org/en/docs/poiteipcm2sum.en.pdf>

Investment Policy Review of Egypt. 119 p. UNCTAD/ITE/IIP/Misc.11. Full version available from http://www.unctad.org/en/docs/iteiipmisc.11_en.pdf

Investment and Innovation Policy Review of Ethiopia. 130 p.
UNCTAD/ITE/IPC/Misc.4. Full version available from
<http://www.unctad.org/en/docs/poiteipcm4.en.pdf>

Investment and Innovation Policy Review of Ghana. 103 p.
UNCTAD/ITE/IPC/Misc.14/Rev.1. Full version available from
http://www.unctad.org/en/docs/iteipcmisc14rev1_en.pdf

Investment Policy Review of Kenya. 126 p. UNCTAD/ITE/IPC/2005/8. Full version available from http://www.unctad.org/en/docs/iteipc20058_en.pdf

Investment and Innovation Policy Review of Lesotho. 103 p.
UNCTAD/ITE/IPC/2003/4. Full version available from
http://www.unctad.org/en/docs/iteipc20034_en.pdf

Investment Policy Review of Mauritius. 92 p. Sales No. E.01.II.D.11. \$22. Full version available from <http://www.unctad.org/en/docs/poiteipcm1.en.pdf>

Investment Policy Review of Nepal. 89 p. Sales No. E.03.II.D.17. \$20. Full version available from <http://www.unctad.org/en/docs/poiteipcm1.en.pdf>

Investment Policy Review of Peru. 108 p. Sales No. E.00.II.D. 7. \$22. Full version available from <http://www.unctad.org/en/docs/poiteiipm19sum.en.pdf>

Investment Policy Review of Sri Lanka. 89 p. Sales No. E.04.II.D.19. \$18. Full version available from http://www.unctad.org/en/docs/iteipc20038_en.pdf

Investment Policy Review of Tanzania. 109 p. Sales No. E.02.II.D.6. \$20. Full version available from http://www.unctad.org/en/docs/iteipcmisc9_en.pdf

Investment Policy Review of Uganda. 75 p. Sales No. E.99.II.D.24. \$15. Full version available from <http://www.unctad.org/en/docs/poiteiipm17sum.en.pdf>

Investment Policy Review of Uzbekistan. 64 p. UNCTAD/ITE/IIP/Misc. 13. Free of charge. Full version available from <http://www.unctad.org/en/docs/poiteiipm13.en.pdf>

Investment Guides

UNCTAD-International Chamber of Commerce Series of Investment Guides. Summary of the Series is available from <http://www.unctad.org/en/pub/investguide.en.htm>

An Investment Guide to Bangladesh: Opportunities and Conditions. 66 p. UNCTAD/ITE/IIT/ Misc.29. Free of charge. Full version also available from <http://www.unctad.org/en/docs/poiteiitm29.en.pdf>. (Joint publication with the International Chamber of Commerce)

An Investment Guide to Cambodia: Opportunities and Conditions. 89 p. UNCTAD/ITE/IIA/2003/6.29. Free of charge. Full version also available from http://www.unctad.org/en/docs/iteiia20036_en.pdf

An Investment Guide to Ethiopia: Opportunities and Conditions. 90 p. UNCTAD/ITE/IIA/2004/2. Free of charge. Full version also available from http://www.unctad.org/en/docs/iteiia20042_en.pdf

Guide d'investissement au Mali. 72 p. UNCTAD/ITE/IIA/2004/1. Free of charge. Full version also available from <http://www.unctad.org/fr/docs/poiteiitm24.fr.pdf>.

An Investment Guide to Mauritania. 75 p. UNCTAD/ITE/IIA/2004/4. Free of charge. Full version also available from http://www.unctad.org/fr/docs/iteiia20044_fr.pdf

An Investment Guide to Mozambique: Opportunities and Conditions. 109 p. UNCTAD/ITE/IIA/4. Free of charge. Full version also available from http://www.unctad.org/fr/docs/iteiia20044_fr.pdf

An Investment Guide to Nepal: Opportunities and Conditions. 97 p. UNCTAD/ITE/IIA/2003/2. Free of charge. Full version also available from http://www.unctad.org/en/docs/iteiia20032_en.pdf

An Investment Guide to Uganda: Opportunities and Conditions. 89 UNCTAD/ITE/IIA/2004/3. Free of charge. Full version also available from http://www.unctad.org/en/docs/iteiia20043_en.pdf

D. Journals

Transnational Corporations (formerly *The CTC Reporter*).

Published three times a year. Annual subscription price: \$45; individual issues \$20.
