

United Nations Conference on Trade and Development

Report

Business Linkages and the Role of IPAs in Enhancing Local Productive Capacities

*Seminar held parallel to the 2nd session of UNCTAD's Investment,
Enterprise and Development Commission*



29 April 2010
Geneva, Switzerland



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I. Seminar

The seminar *Business Linkages and the Role of Investment Promotion Agencies (IPAs) in Enhancing Local Productive Capacities* was held on 29 April 2010, parallel to the 2nd session of UNCTAD's Investment, Enterprise and Development Commission. It was organized jointly by the Investment Promotion and Entrepreneurship Sections of UNCTAD's Division on Investment and Enterprise, with the objective of presenting best practices in promoting business linkages between transnational corporations (TNCs) and local small and medium-sized enterprises (SMEs). The seminar had over 30 participants, representing 17 countries.

Mr. Paul Wessendorp, Chief of the Investment Promotion Section, and Ms. Fiorina Mugione, Chief of the Entrepreneurship Section, opened the seminar and welcomed the participants. In their opening remarks, both noted the important role of IPAs in forging linkages between TNCs and the local business community. Mr Wessendorp and Ms. Mugione further outlined UNCTAD activities conducive to promoting such linkages, including the Empretec and Business Linkage programmes.

Four guest speakers gave presentations during the seminar. With complementary backgrounds in business linkages from IPAs, the private sector, and national Empretec programmes, the speakers approached the subject from different perspectives and thus gave the participants a comprehensive overview. The sessions were moderated by Ms. Natalia Guerra from the Investment Promotion Section, and by Ms. Fulvia Farinelli from the Entrepreneurship Section.

Mr. David Lovegrove, Director of International Development Ireland Ltd., gave a presentation on best practices in business linkages. He presented some generic benefits of business linkage programmes - e.g. facilitating import substitution, and promoting corporate social responsibility - and explained through examples how such programmes have worked in practice. Drawing on Ireland's successful experiences, Mr. Lovegrove emphasized the importance of including business linkage programmes in national investment promotion strategies. He concluded on a practical note, presenting ten key elements that should be borne in mind when drawing up programmes to facilitate business linkages. In this context, he emphasized elements such as voluntariness and the need to add value for the target companies.

Ms. Prosie Kikabi from the Uganda Investment Agency (UIA) outlined how the country has succeeded in combining SME support and FDI attraction policies through a new business linkage programme, implemented jointly by Enterprise Uganda and the UIA. This programme mainly concentrates on the agribusiness sector, which employs approximately 80% of the labour force. Ms. Kikabi described policy instruments, such as tax reductions for breweries acquiring the raw material, barley, locally, and awareness-raising programmes to sensitize TNCs on business linkages. Ms. Kikabi concluded that although much remains to be done, the programme has already entailed a notable shift in attitude from short- to more long-term planning among local businesses, including farmers.

Mr. Antonio Macamo from Mozambique's Investment Promotion Center explained how the Center promotes business linkages through policy advocacy, coordination, facilitation of data collection, and SME development. He outlined some of the results achieved to date, and as a case in point, referenced "Mozlink", a collaboration scheme between TNCs located in Mozambique, the national Investment Promotion Center, and the International Finance Corporation from the World Bank. "Mozlink" began with the Mozal Aluminium Smelter and was subsequently expanded to other industries, currently including fields as varied as breweries, ports, and mining.

Mr. Ricardo Finkelsztein, Executive Director of Empretec Argentina - in which UNCTAD Empretec is a lead partner - explained in considerable detail the institutional structure and financing of the Argentine business linkage programme. Mr. Finkelsztein outlined the lessons learned from a pilot launched in the automotive sector, and highlighted in this regard steps such as identifying key programme partners, and developing a clear communication strategy. Concluding, Mr. Finkelsztein noted that Empretec Argentina will build on its pilot experience, and aim to expand the programme to other sectors and business partners.

The seminar was concluded by a short video clip on business linkages in Malaysia.

Throughout the seminar, presentations were followed by lively discussions. The participants noted the importance of SME-TNC business linkage programmes and the role that IPAs could play in helping to create such linkages. At the end of the seminar, the participants completed an evaluation questionnaire. The results showed high levels of satisfaction: 59% rated the seminar overall as "excellent", 41% as "very good". Some participants noted that the seminar could have been longer given the importance of the subject and the seminar's extensive coverage.

II. Programme

Business linkages and the role of IPAs in enhancing local productive capacities

Geneva, Palais des Nations, Room XXVII, 29 April 2010

- 09:30 – 09:50 **Introduction by UNCTAD**
- *Paul Wessendorp, Chief, Investment Promotion Section*
 - *Fiorina Mugione, Chief, Entrepreneurship Section*
- 09:50 – 10:40 **Best Practices in Promoting Business Linkages**
- *David Lovegrove, International Development Ireland*
 - Discussion
- Moderator: Fulvia Farinelli, Entrepreneurship Section
- 10:40 – 11:40 **The role of IPAs in promoting business linkages: The experience of Uganda and Mozambique**
- *Prosie Kikabi, Uganda Investment Agency*
 - *Antonio Macamo, Mozambique Investment Promotion Center*
 - Discussion
- Moderator: Natalia Guerra, Investment Promotion Section
- 11:40 – 12:30 **The role of other support institutions in promoting business linkages:**
- *Ricardo Finkelsztein, Executive Director, Empretec, Argentina*
 - Video presentation
 - Discussion
- Moderator: Fulvia Farinelli
- 12:30 – 13:00 **General discussion, wrap up, evaluation and closure**
UNCTAD team

III. List of participants (having signed the list at the event)

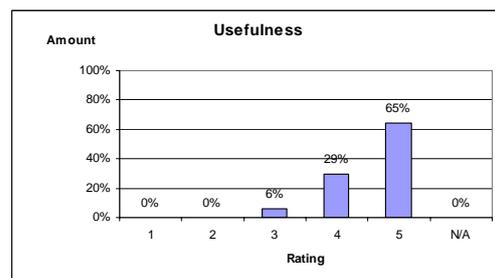
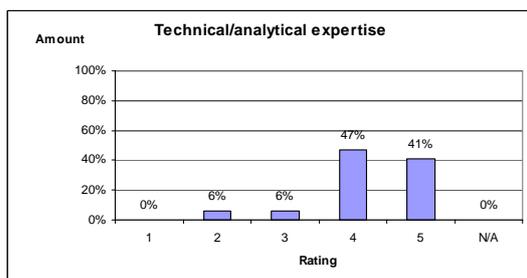
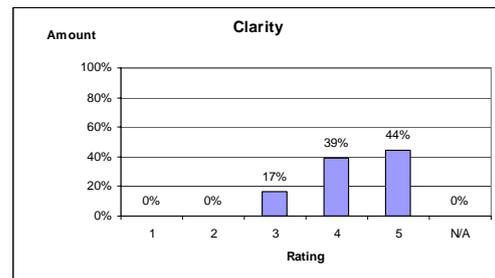
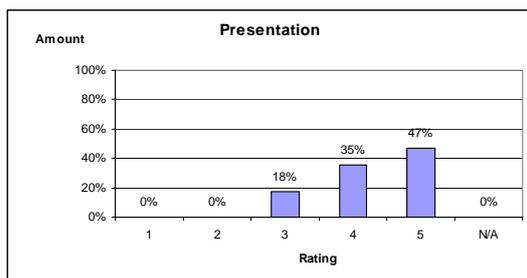
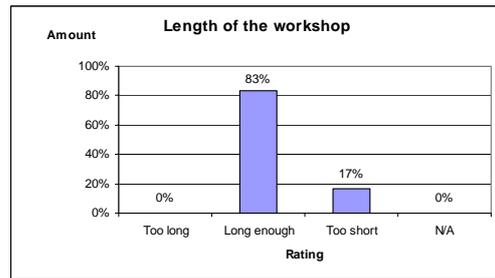
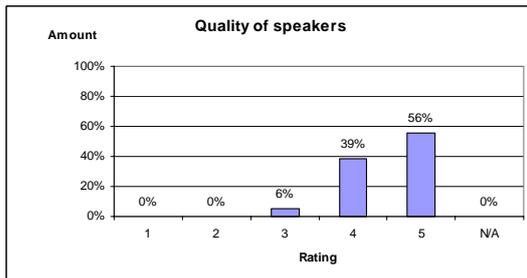
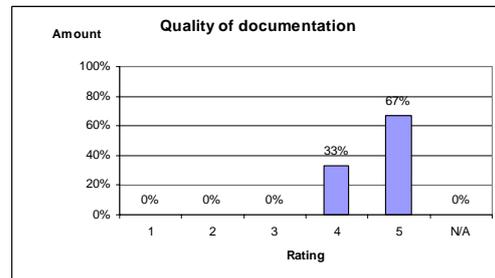
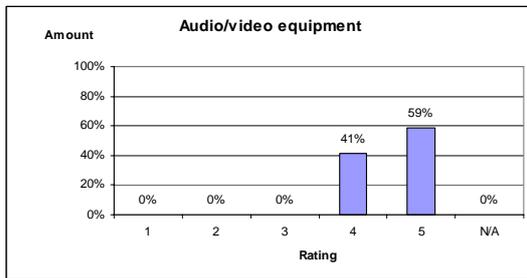
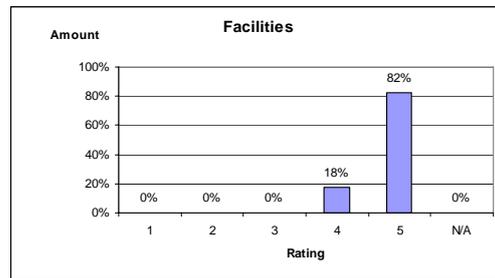
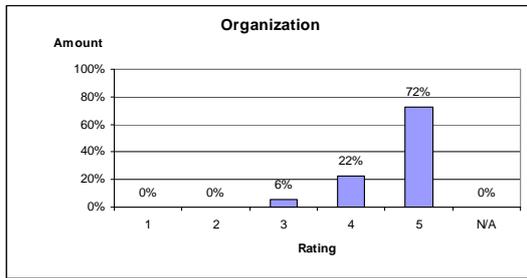
1. Mr. Ricardo Jaime Finkelsztein Executive Director, Empretec Argentina
Argentina
2. Mr. Loknath Chapagai Chief Industry Officer, Ministry of
Economic Affairs, Department of Industry
Bhutan
3. Mr. Issaka Zoungrana Chef Service Assistance et Suivi des
Entreprises, Ministry of Commerce
Burkina Faso
4. Mr. Carlos Manuel Da Luz Delgado
Rocha Executive Director, Cabo Verde
Investimentos
Cape Verde
5. Ms. Leida Santos Advisor of Investment Department, Cabo
Verde Investimentos
Cape Verde
6. Mr. Ahmed Ismail Economic Researcher, General Authority
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Egypt
7. Ms. Eman Gamal Said Under Secretary of State, Head of Int'l
Cooperation Dept., General Authority for
Investment and Free Zones (GAFI)
Egypt
8. Mr. Abi Woldemeskel Bayou Director General, Ethiopian Investment
Agency
Ethiopia
9. Mr. Yaya Pito Kassama Acting Chief Executive Officer, Gambia
Investment Promotion and Free Zones
Agency (GIPFZA)
Gambia
10. Ms. Sabine Falke Engineering Capacity Building Program,
Deutsche Gesellschaft für Technische
Zusammenarbeit (GTZ) GmbH
Germany
11. Mr. Ulrich Plein Component Manager, Sequa
Germany
12. Ms. Leonor Von Limburg Managing Director, Evtrade
Germany
13. Mr. Guy G. Lamothe Director, Centre de Facilitation des
Investissements of Haiti
Haiti
14. Mr. Jean Erick Belinette Director of Economic Studies, Centre de
Facilitation des Investissements of Haiti
Haiti
15. Mr. David John Lovegrove Director, International Development
Ireland Ltd.
Ireland
16. Ms. Catherine Waweru Principal Industrial Officer, Ministry of
Industrialization

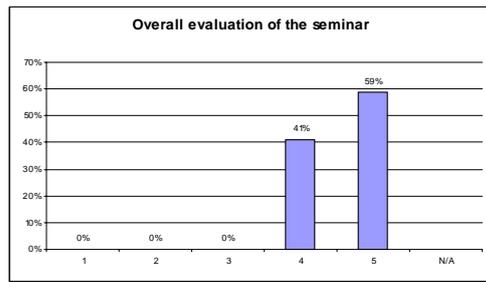
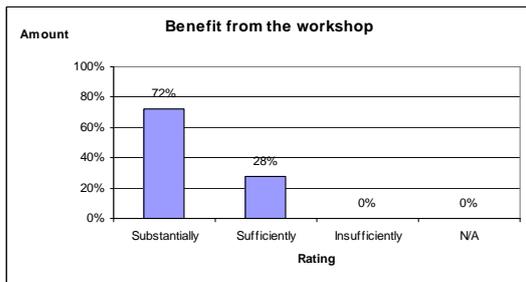
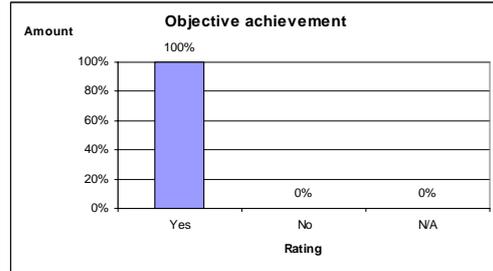
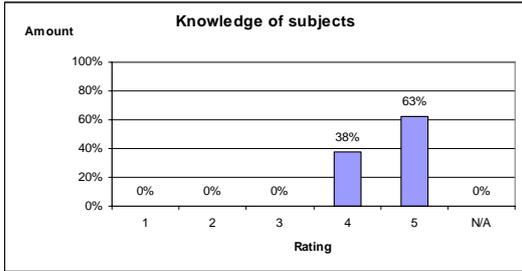
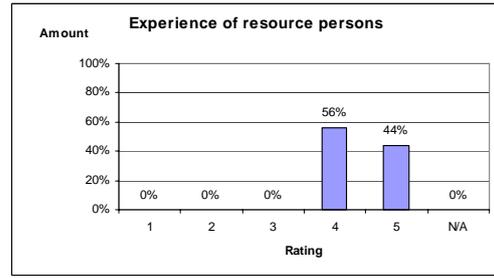
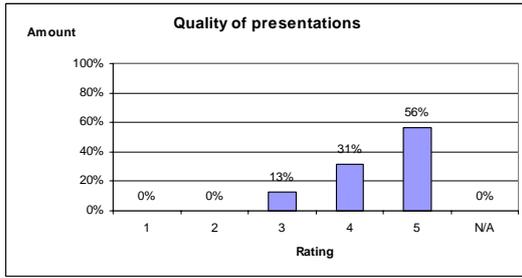
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|-----|--|---|
| 17. | Mr. Laban Mburu | <i>Kenya</i>
Manager Regional Office, Kenya
Investment Authority |
| 18. | Ms. Ruphina Sakwa | <i>Kenya</i>
Librarian, Kenya Investment Authority |
| 19. | Ms. Souphaphone Saignaleuth | <i>Kenya</i>
Technical Staff, Ministry of Planning and
Investment, Investment Promotion
Department |
| 20. | Mr. Antonio Louis Macamo | <i>Lao PDR</i>
Mozambique Investment Promotion
Center |
| 21. | Ms. Sara Emilia Costley White
Taibo | <i>Mozambique</i>
Director of Linkages, Mozambique
Investment Promotion Center |
| 22. | Ms. Rita Araújo | <i>Mozambique</i>
Director Business Development, AICEP
Portugal Global-Business Development
Agency |
| 23. | Ms. Carol Bickram | <i>Portugal</i>
Ministry of Commerce and Industry |
| 24. | Mr. Chares Ocici | <i>Trinidad and Tobago</i>
Executive Director, Empretec Uganda |
| 25. | Ms. Hope Prosie Kikabi Nakawuki | <i>Uganda</i>
Uganda Investment Agency |

Participants from Geneva-based Missions / UNCTAD

- | | | |
|-----|---------------------------|--|
| 26. | Mr. Anthony Nyame-Baafi | Minister (commercial), Permanent
Mission of Ghana |
| 27. | Ms. Claudia Lorreia Sanga | Mission of Mozambique |
| 28. | Mr. Jose Egidio Paulo | Mission of Mozambique |
| 29. | Mr. Thomas Stoeber | Uganda Investment Consulting,
Permanent Mission of Uganda to the UN |
| 30. | Ms. Irene Kalibala | Public Relations, Permanent Mission of
Uganda to the UN |
| 31. | Mr. Lindani Ndlovu | Consultant, ALDC, UNCTAD |

IV. Overall view of evaluation forms
 (5 - Excellent, 4 - Very good, 3 - Good, 2 - Poor, 1- Very poor)





V. Photo gallery



Ms. Fiorina Mugione,
Mr. Paul Wessendorp and
Mr. David Lovegrove

Ms. Fulvia Farinelli,
Mr. Ricardo Finkelsztein and
Mr. David Lovegrove



Ms. Prosie Kikabi



Mr. Antonio Macamo

