



Regional Workshop on Strategic Investment Promotion

for the Caribbean Association of Investment Promotion Agencies, CAIPA



**19 – 21 September 2011
Santo Domingo, Dominican Republic**



I. Overview

The Caribbean Association of Investment Promotion Agencies (CAIPA) was formed in 2004 with the objective of enabling collaboration among the CARIFORUM investment promotion agencies (IPAs). The membership of the Association has widened to include other member states of the Caribbean region. The Caribbean Export Development Agency (CEDA), the regional export development and trade and investment promotion organization of CARIFORUM, acts as CAIPA's secretariat. CAIPA's members include IPAs and ministries from Antigua & Barbuda, Bahamas, Barbados, Belize, Cayman Islands, Curaçao, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent & Grenadines, Suriname, Trinidad & Tobago and Turks & Caicos.

CAIPA's main *raison d'être* is to strengthen the region's visibility as an attractive destination for foreign direct investment (FDI), provide joint marketing opportunities and facilitate customized training for its members. In this context, CAIPA requested UNCTAD to organize a training programme on strategic investment promotion with special focus on investor targeting in sectors of relevance to the region.

The UNCTAD workshop programme included sessions on investment trends, social media and new communication strategies, image building, investor targeting, aftercare and the development of international business linkages. It was opened by Mr. Eddy Martínez, State Secretary and Executive Director of the Dominican Republic Center for Exports and Investment (CEI-RD), Mr. Samuel Lestroy, President of CAIPA and Executive Director of the Antigua & Barbuda Investment Authority and Mr. Paul Wessendorp, Chief of UNCTAD's Investment Promotion Section.

Through presentations, exercises and the exchange of experience, participants benefitted from practices and techniques to attract FDI that can play an important role in the sustainable development of the region. During the workshop, participants also developed a concept strategic plan for CAIPA. The workshop included a site visit to the *Cybernetic Park of Santo Domingo*, a technology free zone park with education facilities for advanced IT training.

The regional workshop was attended by 49 participants from 17 countries and territories, including small islands development States (SIDS) from the Caribbean region. Twenty-five of the participants (51%) were women. In the workshop evaluation questionnaire, 55% of the participants indicated that they sufficiently and 45% that they substantially had benefitted from the workshop (see section IV).

The regional workshop was sponsored by UNCTAD and the European Union (through the ProInvest programme), and hosted by the CEI-RD. The Caribbean Export Development Agency provided the administrative and logistical support. The workshop was back-to-back to a seminar on how to strengthen CAIPA in which UNCTAD also participated.



II. Programme

Day 1, 19 September 2011:

Latest trends in the promotion of foreign direct investment (FDI)

Morning

9:00 – 9:30

Opening addresses:

Mr. Eddy Martínez, State Secretary, Executive Director, Centro de Exportación e Inversión de República Dominicana (CEI-DR).

Mr. Lestroy Samuel, CAIPA President and Executive Director, Antigua & Barbuda Investment Authority

Mr. Paul Wessendorp, Chief, Investment Promotion Section, UNCTAD

9:30 – 10:30

FDI and non-equity modes of international production: findings of UNCTAD's World Investment Report 2011

Mr. Paul Wessendorp, Chief, Investment Promotion Section (IPS), UNCTAD

10:30 – 11:00 Coffee break

11:00 – 13:00

TNCs site selection process and web based investment promotion techniques
Mr. Douglas van den Berghe, International Investment Expert

Afternoon

14:00 – 15:00

A new potential role for investment promotion agencies: developing business linkages between TNCs-SMEs

Ms. Fiorina Mugione, Chief, Entrepreneurship Section, UNCTAD

15:00 – 15:30 Coffee break

15.30 – 16:30

Recent developments in image building and regional cooperation in investment promotion

Mr. Kai Partale, International investment expert

Evening: *Welcome/networking cocktail and folkloric show
Hotel Santo Domingo, 19 hrs.*



Day 2, 20 September 2011:

Strategic investment promotion

Morning

9:00 – 10:45

Investor targeting in the tourism sector

- Principles, best practices and competencies in targeting
- Developing a tourism investment promotion strategy
- Case studies on investor targeting in the tourism sector

Mr. Kai Partale

10:45 – 11:15 Coffee break

11:15 – 12:15

Aftercare: a core element of strategic investment promotion

Mr. Paul Wessendorp

12:15 – 13:00 Exercise: strategic planning towards regional cooperation in investment promotion for sustainable development

UNCTAD team

Afternoon

14:00 – 15:00

Leveraging foreign investment for a low-carbon economy: green investments

Ms. Natalia Guerra, Programme Officer and Training Coordinator, IPS, UNCTAD

15:00 – 15:30 Coffee break

15.30 – 16:15

Promotion of business linkages in the tourism sector: enhancing the local value chain.

Mr. Kai Partale

16:15 – 17:00

Exercise (cont.): strategic planning towards regional cooperation in investment promotion for sustainable development.



Day 3, 21 September 2011:

Investment promotion in the Caribbean

Morning

9:00 – 10:00

Investing in the Caribbean: a private sector perspective of doing business in the region
(Interactive discussion)

10:00 – 11:45

From investment promotion to aftercare: CAIPA's experience
Presentations by selected participants and interactive discussion
UNCTAD team to facilitate

10:45 – 11:15 Coffee break

11:45 – 13:00

Wrap-up and evaluation of the workshop
CAIPA and UNCTAD

Hand out of certificates of attendance and closing ceremony
CAIPA and UNCTAD

Afternoon

Site visit to the Cybernetic Park of Santo Domingo



III. Bionotes resource persons

Mr. Paul Wessendorp is Chief of the Investment Promotion Section, Division on Investment and Enterprise (DIAE) of the Geneva-based United Nations Conference on Trade and Development (UNCTAD). A national of the Netherlands, he has worked since 1994 with UNCTAD. He is responsible for a global technical assistance programme aimed at strengthening national capacities to promote and facilitate foreign investment. This programme provides advisory services and training, supports the exchange of best practices between investment promotion agencies (IPAs), and prepares a series of publications related to the work of IPAs. In 1995, Mr. Wessendorp helped found the World Association of Investment Promotion Agencies (WAIPA) as a joint initiative of UNCTAD and a number of IPAs. He also initiated an UNCTAD programme on good governance in investment promotion, which staged several international meetings and provided support to a dozen developing countries. In 2008 and 2010, he led teams that organized UNCTAD's World Investment Forums in Ghana and China. Mr. Wessendorp is author and co-author of several UN publications on investment promotion-related issues.

Before joining UNCTAD, Mr. Wessendorp worked in the area of investment and economic development with the United Nations Centre on Transnational Corporations (UNCTC) in New York, the United Nations Development Programme (UNDP) in Nairobi, and the Netherlands Directorate General for International Cooperation (DGIS) in The Hague. Mr. Wessendorp is an Economic Geographer and Development Planner and has a Master of Arts from the University of Utrecht, The Netherlands.

Ms. Fiorina Mugione is the Chief of the Entrepreneurship Section of UNCTAD's Division on Investment and Enterprise. The programme aims to strengthen the supply capacity of small and medium enterprises through entrepreneurship development and business linkages and coordinates EMPRETEC – the one stop agency for SME development- in 32 *countries around the world*. Ms. Mugione has more than fifteen years experience in international organizations, but has also worked in the private sector at the international level in marketing and export management functions. For ESCAP, OECD and UNCTAD she primarily worked in the areas of research and analysis in enterprise, investment and development issues. Responsible of the UNCTAD's investment policy reviews for Egypt, Ecuador, Peru, Ghana, and Colombia between 1996 and 2006, earned concrete experience in policy analysis and programme management.

Ms. Mugione has published a number of articles in international journals and contributed chapters to different economic publications. She is an Economist with a Master in Business Administration from ENFAPI/SOGEA of Genoa, Italy.

Ms. Natalia Guerra has been with UNCTAD's Division on Investment and Enterprise (DIAE) since 1999 serving as an Associate Economic Affairs Officer first, as Outreach Coordinator for DIAE during 2001-2003 and currently as Programme Officer and Training Coordinator at the Investment Promotion Section. Ms. Guerra has been responsible for technical assistance projects in some 15 developing countries and coordinates and delivers worldwide the training programme of the section in the areas of investment promotion, investor targeting, institutional strengthening, aftercare and policy advocacy. Over 500 investment promotion officials and diplomats have benefited of such training activities, many of them developed in cooperation with the WAIPA and regional organizations.



Prior to joining UNCTAD, Ms. Guerra worked for four years in the private sector and seven years at the Venezuelan National Council for Investment Promotion (CONAPRI). Ms. Guerra is an Economist from the Universidad Central de Venezuela, with post-graduate studies in public policies and a Master of Science in Investment Promotion and Economic Development from the Edinburgh Napier University. In addition she has followed continuous learning courses on management, marketing and communication, strategic planning and workshop/training facilitation.

Mr. Kai Partale is the CEO and founder of Partale-Consulting a firm specialized in tourism development and management, market intelligence, strategy consulting, investment promotion, destination management, human resources and sustainable development. Mr. Partale has worked in several technical assistance projects such as UNCTAD and Mozambique's Center for Investment Promotion tourism business linkages program; strategic planning and investment promotion in the tourism sector for Egypt's General Authority for Investment; business development and acquisitions within the Swiss tourism market for the European Tourism Institute (ETI) in Samedan/St. Moritz; and for the ETI in Germany, he was managing a range of tourism consulting, research and master planning projects in Europe and as Chief Representative in Xiamen, China. As a Team Leader, he was in charge for the establishment of a 7 million Euro funded hotel and tourism institute and an application hotel in Yemen. In Mongolia, he developed strategies to strengthen SME's within the hotel and tourism sector and most recently, he provided assistance to promote Mongolia as the Convention & Culture Partner of ITB Berlin 2011, a world leading tourism trade fair.

Mr. Partale has a Master of Science in Applied Tourism Geography and a bachelor degree in Business Administration and Sociology from the Universities of Trier, Germany and Murcia, Spain.

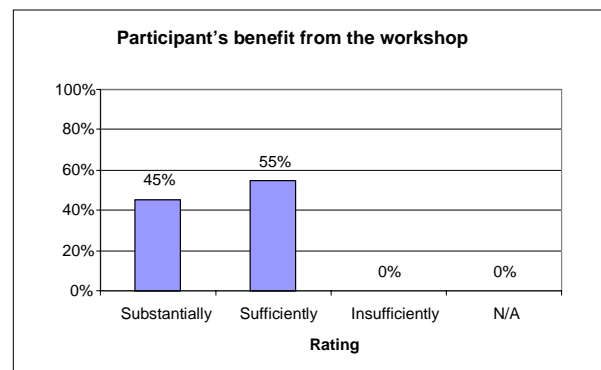
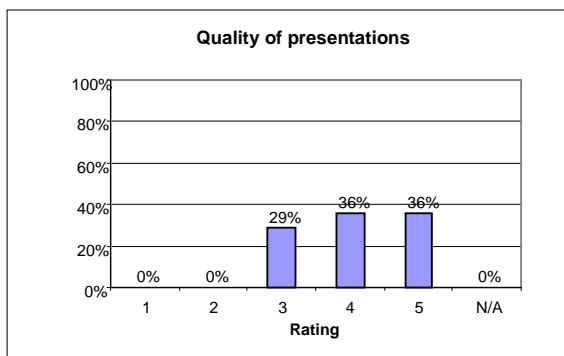
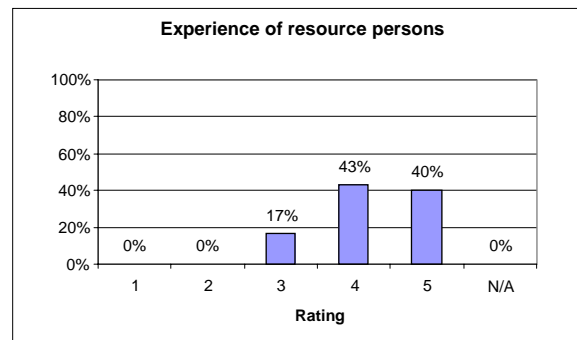
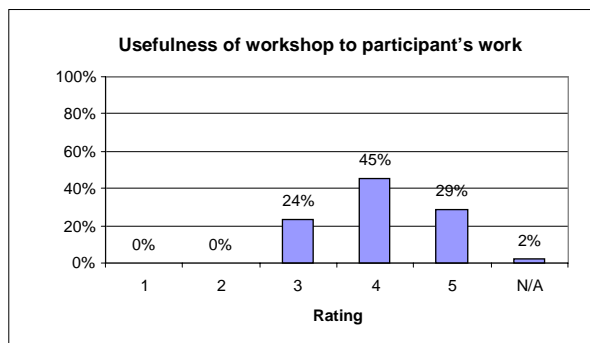
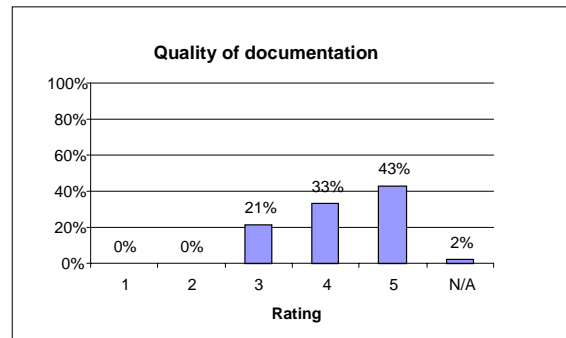
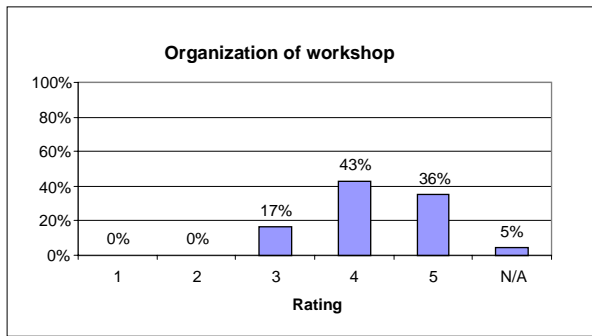
Douglas van den Berghe (PhD) is the CEO and founder of Investment Consulting Associates – ICA headquartered in Amsterdam and two web based FDI advisory products: www.locationselector.com and www.ICAINcentives.com. Mr. van den Berghe was previously the director of Ernst & Young - International Location Advisory Services (ILAS) part of the real estate group of the company. As a management and strategy consultant he has assisted many corporate clients in successfully implementing their global investment strategies, location selection as well as optimizing their global supply chains across the world. Some of his corporate clients include: Shell, Philips, Electrolux, HB Fuller, John Deere, Johnson Controls and ING.

As an Economic Advisor he also worked on issues related to foreign direct investment, economic development and competitiveness for many governments, free-zones and investment promotion agencies in numerous countries. He has also worked for various international organizations like the US State Department, UNCTAD, UNDP, Organization for Economic Co-operation and Development (OECD), European Commission and the Economist Intelligence Unit.

Mr. van den Berghe has worked in developed countries and over 15 developing countries, lectured at various universities and business schools worldwide including Harvard Business School and, published in academic journals such as: the International Business Review, the Transnational Corporations and the Business Strategy Review. He holds a PhD in Business Administration from Erasmus University Rotterdam – Rotterdam School of Management (RSM).



IV. Summary results workshop evaluation questionnaire 42 respondents



1 = Very poor, 2 = Poor, 3 = Good, 4 = Very good, 5 = Excellent, NA = Not applicable



V. List of participant to the workshop

Country	Participant	Organisation
Antigua & Barbuda	Christian, Fitzmaurice	Antigua & Barbuda Investment Authority
Antigua & Barbuda	Fields, James	Antigua & Barbuda Investment Authority
Antigua & Barbuda	Samuel, Lestroy	Antigua & Barbuda Investment Authority
Bahamas	Toote, Stephanie	Bahamas Investment Authority
Belize	Gideon, Melanie Lejia	BELTRAIDE
Caribbean Export (Barbados)	McNair, Christopher	Caribbean Export
Cayman Islands	McKenzie, Shannon	Department of Commerce & Investment
Cayman Islands	Thompson, Lesley Ann	Department of Commerce & Investment
Curaçao	Curie, Fiona	Ministry of Economic Development
Curaçao	Damiana, Steven	Curacao Chamber of Commerce
Curaçao	Kingwij-Tobi, Agnette	Ministry of Economic Development
Curaçao	Tore, Vanessa	Ministry of Economic Development
Dominica	Victor, Patrickson	Invest Dominica Authority
Dominican Republic	Arias, Nilda Patricia	CEI-RD
Dominican Republic	Bloise, Yasser	CEI-RD
Dominican Republic	Brenes, Denisse	CEI-RD
Dominican Republic	Cishek, Agnes	Sinecorp (private sector)
Dominican Republic	Conde, Emilio	CEI-RD
Dominican Republic	Ortega, Maria del Mar	CEI-RD
Dominican Republic	González, Héctor Rafael	CEI-RD
Dominican Republic	Hernández, Yessica	CEI-RD
Dominican Republic	Marmolejos, Lucia	CEI-RD
Dominican Republic	Naut, Leonel	CEI-RD
Dominican Republic	Ogando, Verónica	CEI-RD
Dominican Republic	Rodríguez, Pilar	CEI-RD
Dominican Republic	Sánchez, Jonathan	CEI-RD
Dominican Republic	Santos, Mildred	CEI-RD
Dominican Republic	Vargas, Marcelo	CEI-RD
Grenada	Francis, Najuma	Grenada Industrial Development Corporation
Haiti	Belinette, Jean	CFI en Haiti
Haiti	Naed, Jasmín	CFI en Haiti
Jamaica	Adams, Stacy	JAMPRO
Jamaica	Duncan, Claude	JAMPRO
Monsterrat	Aspin, Agatha	Monsterrat Development Corporation
Monsterrat	Farrell, Cynthia	Ministry of Economic Development and Trade
St. Kitts	Fraites, Dorieta	St. Kitts Investment Promotion Agency
St. Kitts	Jacobs, Stanley	St. Kitts Investment Promotion Agency
St. Kitts	Manchester, Cosbert	St. Kitts and Nevis Small Business Forum (Private sector)
St. Lucia	Lansiquot, Alana	Invest St. Lucia
St. Vincent & the Grenadines	Alexander, Allan	Invest SVG
St. Vincent & the Grenadines	Fraser, Tonya	Invest SVG
Suriname	Bilkerdijk, Wilgo	Billy's Automotive Group Inc. (private sector)
Suriname	Ghafoerkhan, Fiesal	Ministry of Trade & Industry of the Republic of Suriname
Suriname	Heave, Dirk	Ministry of Trade & Industry of the Republic of Suriname
Trinidad & Tobago	Chandradathsingh, Shyamal	ETECK - Investment Promotion Department
Trinidad & Tobago	Nobie, Heidi	ETECK - Investment Promotion Department (T&T)
Turks & Caicos	Butterfield, Albray	Butterfield Enterprises Ltd (private sector)
Turks & Caicos	Higgs, Conrad	Turks & Caicos Investment Agency
Turks & Caicos	Simons, Oswald McDonald	Turks and Caicos Islands Investment Agency



VI. Photo gallery



Opening session: Mr. Eddy Martínez, Mr. Samuel Lestroy and Mr. Paul Wessendorp



