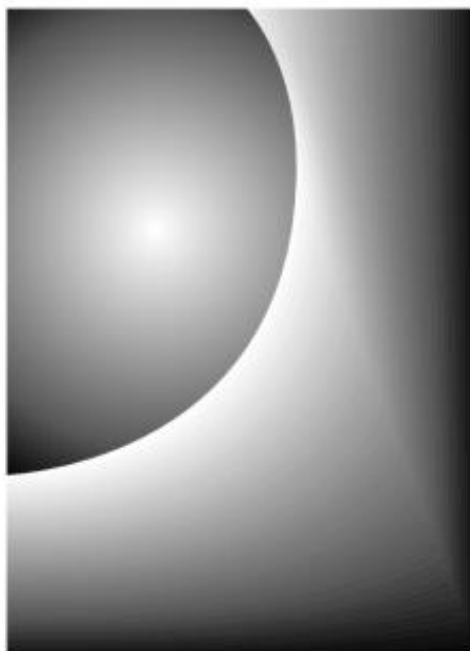


WAIPA  
ANNUAL  
REPORT  
2003



World Association of  
**WAIPA**  
Investment Promotion Agencies

## **Note**

The WAIPA Annual Report 2003 has been produced by WAIPA, in cooperation with the United Nations Conference on Trade and Development (UNCTAD). This report was prepared by Marko Stanović. A major input was received from Celia Ortega Sotés. Beatrice Abel provided editorial assistance. WAIPA would like to thank all those who have been involved in the preparation of this report for their various contributions.

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**Homepage: <http://www.waipa.org>**

UNCTAD/ITE/IPC/2004/1

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# Acknowledgements

WAIPA would like to thank the following companies for their financial support to the Event Management for the Tourism Sector Training Programme:

BHAVAL Exports  
DCM Shriram Consolidated Limited  
Essar Group  
Ray Ban Sun Optics India Limited  
Samcor Glass Limited  
VIDEOCON International Limited

WAIPA would also like to thank the IBM Business Consulting Services – Plant Location International (IBM Business Consulting Services – PLI), Ernst & Young – International Location Advisory Services (E&Y–ILAS), and OCO Consulting for contributing their time and expertise to the WAIPA Training Programme.

IBM Business Consulting Services – PLI



Ernst & Young – ILAS



OCO Consulting



# Facts about WAIPA

## What is WAIPA?

The World Association of Investment Promotion Agencies (WAIPA) was established in 1995 and is registered as a non-governmental organization (NGO) in Geneva, Switzerland. The Association currently has more than 161<sup>1</sup> member agencies from all over the world. WAIPA acts as a forum for investment promotion agencies (IPAs) to provide networking opportunities and facilitate the exchange of best practices in investment promotion. Membership is open to all agencies whose prime function is to promote any country or territory for investment.

## What are the goals of WAIPA?

WAIPA aims to improve cooperation amongst IPAs on a regional and global basis and facilitate the exchange of experiences in attracting FDI. The objectives of WAIPA, as reflected in its statutes, are to:

- Promote and develop understanding and cooperation amongst IPAs;
- Strengthen information gathering systems and information exchange amongst IPAs;
- Share country and regional experiences in attracting investment;
- Help IPAs gain access to technical assistance and training through WAIPA sponsored events or by way of referrals to relevant international or multilateral agencies;
- Assist IPAs in advising their respective governments on the formulation of appropriate investment promotion policies and strategies.

## Who are the partners of WAIPA?

WAIPA's Consultative Committee comprises the following international and multilateral organizations:

- Foreign Investment Advisory Services (FIAS) of the World Bank Group;
- Multilateral Investment Guarantee Agency (MIGA) of the World Bank Group;
- Organisation for Economic Cooperation and Development (OECD);
- United Nations Conference on Trade and Development (UNCTAD);
- United Nations Industrial Development Organization (UNIDO).

## How do WAIPA members benefit?

Membership in WAIPA involves the payment of an annual fee of \$2,000. Members benefit from three types of services: Publications, Training and Networking.

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<sup>1</sup> As of 31 December 2003.

Publications: WAIPA Members regularly receive the following:

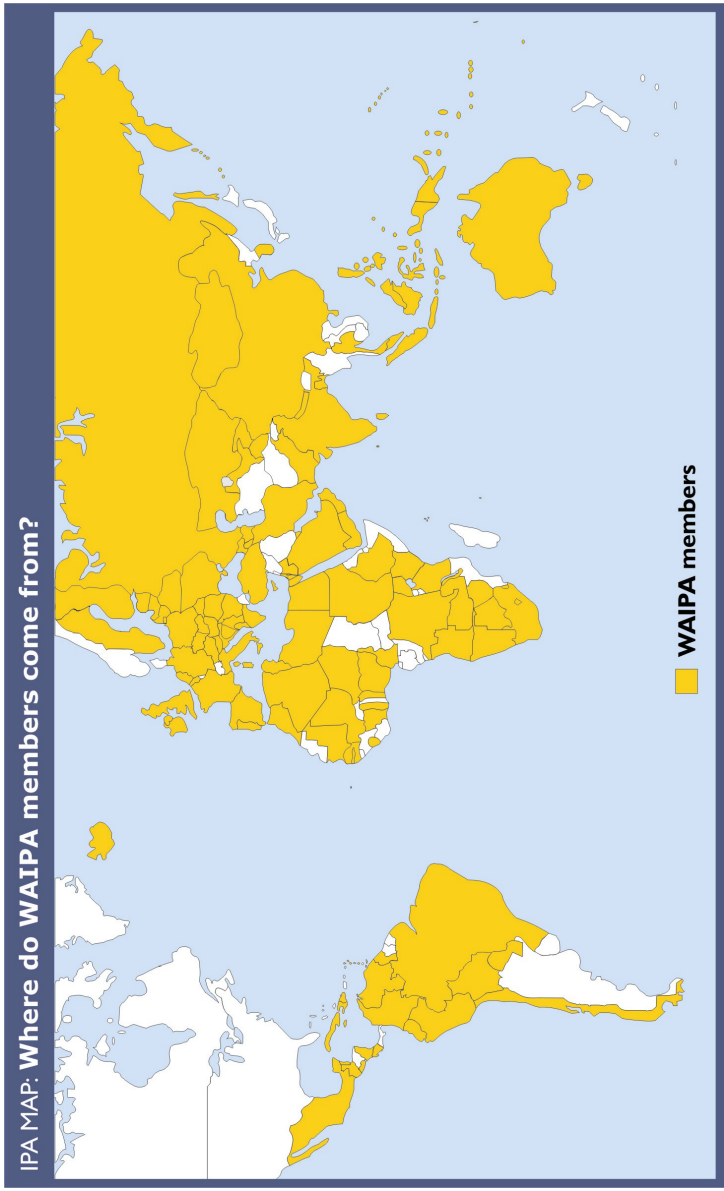
- The quarterly WAIPA Newsletter;
- The monthly WAIPA News Flash Service;
- A selection of investment-related publications made available by WAIPA's Consultative Committee members (FIAS, MIGA, OECD, UNCTAD and UNIDO).

Training: WAIPA provides a full programme of training workshops organized independently or in cooperation with other international organizations and private companies. Participation in these workshops is free of charge for WAIPA members. In 2003, WAIPA's training programme included four series of workshops on *Cluster Creation and Development, Investor Servicing and Aftercare, Event Management and Strategic Marketing*. Each workshop is custom-tailored to the industry sector or geographical area of the participating IPAs. Finally, WAIPA offers a unique opportunity, enabling the professional staff of WAIPA member agencies to spend up to two weeks training at successful IPAs worldwide.

Networking: WAIPA's Annual Meeting offers networking opportunities with corporate executives and representatives of international and multilateral organizations active in the area of foreign direct investment (FDI) and investment promotion. Additionally, WAIPA offers its members the virtual showcasing facilities of its website. The website also features a discussion forum for members and provides links to their homepages. Last but not least, WAIPA jointly represents its members at investment fairs and other international forums.

### **Where do WAIPA members come from?**

Albania, Algeria, Angola, Anguilla, Antigua and Barbuda, Armenia, Aruba, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bolivia, Bosnia-Herzegovina, Botswana, Brazil, Bulgaria, Cameroon, Cape Verde, Chile, China, Colombia, Costa Rica, Côte d'Ivoire, Croatia, Cuba, Curaçao, Cyprus, Czech Republic, Democratic Republic of Congo, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guyana, Haiti, Hungary, Iceland, India, Indonesia, Ireland, Islamic Republic of Iran, Israel, Italy, Jamaica, Jordan, Kazakhstan, Kenya, Kiribati, Kuwait, Kyrgyzstan, Latvia, Lebanon, Lesotho, Libya, Lithuania, Macedonia (The former Yugoslav Republic of), Malawi, Malaysia, Maldives, Mali, Malta, Mauritania, Mauritius, Mexico, Mongolia, Morocco, Namibia, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Oman, Pakistan, Palestinian National Authority, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Republic of Korea, Republic of Moldova, Romania, Russian Federation, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Saudi Arabia, Senegal, Serbia and Montenegro, Seychelles, Sierra Leone, Slovakia, Slovenia, Solomon Islands, South Africa, Spain, Sri Lanka, Sudan, Swaziland, Sweden, Tajikistan, Thailand, Trinidad and Tobago, Tunisia, Turkey, Uganda, Ukraine, United Republic of Tanzania, United Arab Emirates, United Kingdom, Uzbekistan, Vanuatu, Venezuela, Yemen, Zambia and Zimbabwe. ■







## Letter from the President

Dear WAIPA members,

It is my great pleasure to address you on the occasion of the WAIPA Annual Conference in São Paulo, Brazil. The year 2003 was a remarkable one for WAIPA. It allowed us to consolidate our services and expand our membership by 17 new IPAs. Indeed, during the year, WAIPA organized five workshops in Africa, the Americas, Asia and Europe. 118 professionals from 63 member IPAs attended WAIPA workshops on Investor Servicing and Aftercare, Cluster Creation and Development, Event Management and Strategic Marketing. Of the newcomers who joined the Association last year, five were from the following countries: Germany, the Netherlands, Portugal and the United Kingdom. The adhesion of these European IPAs makes our Association truly global. Therefore, WAIPA's future challenge will be to offer a selection of services of interest to IPAs at different levels of development, as well as to facilitate the exchange of experiences and best practices amongst them.



In this year of consolidation, our Association's image has been strengthened by WAIPA's newly redesigned website and a quarterly Newsletter. The website contains tools for investment managers and useful information on FDI events, as well as a directory of member IPAs. Our goal continues to be to keep our members abreast of new developments in the fast moving business of investment promotion. We hope that the WAIPA website will become a vehicle for promoting the exchange of best practices in investment promotion.

During the year, WAIPA also initiated fruitful cooperation with the European Union programme, Pro-Invest, which supports IPAs from Asia, the Caribbean and the Pacific. Around 40 WAIPA members are expected to benefit from this initiative. In the future, WAIPA will seek similar cooperation with other regional initiatives, as well as with private sector companies and the media for the benefit of its members. In addition, WAIPA has strengthened its relationship with the members of its Consultative Committee by signing memoranda of understanding (MoUs) with UNCTAD and MIGA. The MoUs stipulate the terms of WAIPA's cooperation with these two organizations, which includes joint collaboration in organizing capacity-building for IPAs, such as online resource centres, sharing of expertise, and other cooperative work in FDI-related research, as well as provision of publications to WAIPA members. MoUs with OECD and UNIDO are in the process of being finalized.

Looking into the future, WAIPA will need to diversify and increase its sources of income to include more than annual membership fees. Additional funding is also required to support WAIPA's expanded services, as well as to allow the Association to respond effectively to the needs of its increasingly large and diverse membership.

Patricia Francis  
President, WAIPA

## Message from UNCTAD

Dear WAIPA members,

It is my pleasure to address the participants of the WAIPA Annual Conference in São Paulo, Brazil. This year, the WAIPA annual meeting is taking place concurrently with the UNCTAD XI Conference. This year also marks the 40<sup>th</sup> anniversary of the foundation of UNCTAD. Since its inception, UNCTAD has been at the forefront of global efforts aimed at developing a more efficient and equitable system of international economic cooperation.



The first UNCTAD Conference, held in Geneva, Switzerland, in 1964, made a number of far-sighted recommendations relating to foreign direct investment (FDI). These included, among others, that 1) home countries should encourage outward investment, 2) host countries should create a business environment favourable to foreign investment, and 3) specialized government institutions should be established to facilitate this process. Many of these ideas have recently become reality. Indeed, investment promotion agencies (IPAs), have become commonplace only in the last decade, and outward investment agencies (OIAs) not long ago. Believing that rights also confer responsibilities, the UNCTAD Conference also called upon transnational corporations (TNCs) to facilitate the transfer of technology and know-how to host countries, rely to the extent possible on existing resources in developing countries and work within the framework of host countries' development goals. Today, many of these concerns have come to be known as corporate social responsibility.

The UNCTAD XI Conference will discuss many important issues relating to economic growth and development, including how developing countries and transition economies can build domestic productive capacity through FDI, and how local enterprises can best form business linkages with TNCs in their respective countries, thereby enhancing countries' export competitiveness. I encourage the WAIPA Annual Conference participants to take part in the UNCTAD XI programme, so that together we can continue to seek the vision formulated forty years ago at the founding UNCTAD Conference, namely that of creating and sharing in the fruits of economic and technological progress for all.

Rubens Ricupero  
Secretary-General, UNCTAD

## Message from UNIDO

Dear WAIPA members,

On behalf of UNIDO's Director-General Carlos Magariños, I would like to congratulate WAIPA for recording another successful growth year. Since its inception WAIPA has not only brought together investment promotion intermediaries around a global platform to address issues of mutual concern, but has also been a facilitator and a medium for cooperation among international organizations in the field of investment promotion.



UNIDO has always enjoyed close cooperation with IPAs at the regional and country levels through capacity building programmes and various forms of joint activities. In addition, UNIDO Investment and Technology Promotion Offices (ITPOs) work in close cooperation with IPAs in many countries on the promotion of investment and technology projects in their host countries. Many IPAs took advantage of sending their staff to ITPOs for training and targeted promotion of investment project portfolio. As a member of the WAIPA consultative committee, UNIDO has had the opportunity to further these contacts and to form alliances with other consultative group members, such as UNCTAD, OECD and MIGA.

In December 2003, UNIDO convened the second meeting of the Africa IPA Network (AfrIPANet) on the occasion of the tenth session of the UNIDO General Conference. This regional platform for articulating strategies suited to the group's particular needs and resources and for developing cooperative promotion activities is being executed in the context of UNIDO-WAIPA cooperation. AfrIPANet forms the basis for developing formal joint activities between WAIPA and UNIDO in areas of research, publication, training and information gathering. The first sub-Saharan Foreign Investor Survey was conducted and the report published for release at AfrIPANet. Subsequent analyses and reports of each biannual survey are proposed for joint publication with WAIPA.

We also anticipate cooperation during the Technology Fair of the Future, organized by UNIDO during UNCTAD XI, 14-18 June 2004, in Sao Paulo, Brazil. The aim of the Fair is to offer participating enterprises and technology institutes the opportunity to present new ideas, designs, concepts, future products and markets, as well as foresight visions in their fields of specialization. It will also offer participants a platform to forge partnerships, linkages, strategic alliances and joint ventures for improved access to markets.

I look forward to continue working together with WAIPA in sharpening the focus and deepening the substance of our interventions and in increasing operational interaction and coordination in the field of investment and technology promotion.

Haruko Hirose  
Deputy to the Director-General, and Managing Director  
Programme Coordination and Field Operations Division



## Overview of Activities

For the third year in a row, WAIPA's membership has been rapidly expanding, with 17 new members joining the Association since the publication of last year's annual report. By the end of 2003, WAIPA's membership included 161 IPAs from 139 countries, representing cities, regions, countries and free zones from all over the world. The newcomers include (in order of arrival in the Association): *Invest in Germany* (Germany); *Invest in Portugal* (Portugal); *Investment Promotion and Infrastructure Development Division, Ministry of Commerce and Industry* (India); *Kuwait Foreign Investment Bureau-KFIB* (Kuwait); *Curaçao Industrial and International Trade Development Company-CURINDE* (Netherlands Antilles); *West-Holland Foreign Investment Agency-WFIA* (Netherlands); *Melaka State Investment Centre Berhad-MSIC*, and *Kulim Technology Park Corporation Berhad* (Malaysia); *UK Trade and Investment* (United Kingdom); *Investment Promotion Authority-SIPA* (Swaziland); *Ras Al Khaimah Free Trade Zone Authority* (United Arab Emirates); *Azerbaijan Investments Promotion and Advisory Foundation-AIPAF* (Azerbaijan); *Gauteng Economic Development Agency-GEDA* (South Africa); *COMESA Regional Investment Agency* (Zambia); *Royal Commission for Jubail & Yanbu* (Saudi Arabia); *Manchester Investment Development Agency Service-MIDAS* (United Kingdom); and *Board of Investment of Mauritius-BOI* (Mauritius). By the end of 2003 most European Union IPAs had joined WAIPA, highlighting the value of WAIPA services to investment professionals at all levels of economic development.

WAIPA activities in 2003 had a good start with *The Eighth WAIPA Annual Conference* (WAIPA VIII), which took place at the Palais des Nations in Geneva, Switzerland, from 22 to 24 January 2003. The Conference was a huge success in terms of participation from IPAs and other investment professionals, and benefited from the interaction with senior-level government policy-makers who were attending UNCTAD's Commission on Investment, Technology and Related Financial Issues. The three-day Conference attracted 266 delegates from 88 countries -- 46 of which were heads of IPAs. Numerous officials of international and multilateral organizations, NGOs, as well as an increasing number of representatives from the private sector, media and academia, participated in what has become the world's largest annual gathering of senior investment promotion professionals. The Conference programme included discussions on "Export Processing Zones at Risk? The Effects of the WTO Agreement on Subsidies and Countervailing Measures", "Strengthening the Investment Promotion Effort at the National, Provincial and City Level: Selected Cases", "Best Practices in Investment Promotion", and "FDI Trends and Policy Implications for IPAs".

The Conference speakers included Ms. Christina Knutsson, Director, Invest in Sweden (ISA), UK Office; Mr. Didier Lombard, Ambassador at Large, Special Representative of France for International Investment, Chairman, Invest in France Agency; Mr. Rudolf Höhn, President, Investe Brasil; Mr. Sean Dorgan, Chief Executive, Industrial Development Agency of Ireland (IDA Ireland); Mr. M.J.T. Rowse, Director-General, InvestHK (Hong Kong); Mr. Carlos Fortin, Deputy Secretary-General of UNCTAD; Mr. Francisco Thompson-Flôres, Deputy Director-General, World Trade Organization (WTO); Mr. Enrique Camacho, Managing Director, Motorola, and many others.

This year, the Conference structure included two days of plenary sessions and a third day of workshops, regional round tables, tutorials, presentations, as well as a site visit to Procter and Gamble European Headquarters in Geneva. For the second time, WAIPA organized during the Conference the awards ceremony for those members who excelled in a particular aspect of investment promotion. The WAIPA Awards 2003 were supported by FDI Magazine (Financial Times Group), and given to those members whose advertising was deemed most innovative and attracting the largest number of investors' enquiries. The first prize went to the Austrian Business Agency (ABA), followed by the second and third awards to Ghana Investment Promotion Centre (GIPC) and CzechInvest, respectively.

In 2003, WAIPA reinforced its programme of regional training activities by forming alliances with leading consulting firms in investment promotion, such as IBM Business Consulting Services – Plant Location International (IBM Business Consulting Services – PLI), Ernst & Young – International Location Advisory Services (E&Y–ILAS), and OCO Consulting. During the year, WAIPA introduced three new training series: *Cluster Creation and Development*, *Strategic Marketing* and *Investor Servicing and Aftercare*. All workshops were organized independently by WAIPA and sponsored by the private sector.

A *Regional Workshop on Cluster Creation and Development* for Europe was held in Riga, Latvia, from 17 to 18 July 2003. The two-day workshop included presentations on the principles of strategic economic development and cluster creation, understanding TNCs' decision making, tools for attracting FDI into clusters, strategies for encouraging indigenous business start-ups, and a discussion of best practices in strategic embedding, expansion and retention of investment in clusters. The workshop included a number of group exercises and case studies, and was sponsored by OCO Consulting. The first *Regional Workshop on Strategic Marketing* for North-Africa and Middle East was held from 8 to 9 October 2003, in Dubai, United Arab Emirates. The workshop included a discussion on the importance of understanding investors' demand in formulating an IPA investment promotion strategy, ways of designing and implementing a marketing strategy for a country, and best practices in country promotion. Two *Regional Workshops on Investor Servicing and Aftercare* for Latin America and Sub-Saharan Africa were held

from 24-25 June 2003, in Mexico D.F., Mexico, and from 13 to 14 October 2003 in Dakar, Senegal, respectively. This latter workshop was conducted in English and French, and included presentations on the importance of aftercare in inward investment promotion and economic development, ways of designing an effective aftercare programme and best practices in building lasting relationships with TNCs. WAIPA's challenge in the future will be to consolidate its programme of training activities based on members' demand, and make it suitable for IPAs at different levels of development. WAIPA will also seek to maintain the high quality of its workshops, while making them affordable to the widest number of members.

Finally, the last workshop in the series *Regional Workshop on Event Management for the Tourism Sector* for Africa took place from 11 to 13 June in Durban, South Africa. The workshop programme focused on the promotion of FDI through special events, and included a discussion of important event management issues, such as finding suitable partners, infrastructure requirements, organization, networking and follow-up strategies.

For three years now, WAIPA has been cooperating with the Ministry of Commerce (MOFCOM) of China within the framework of the China International Fair for Investment and Trade (CIFIT). During the fair, which was held from 7 to 10 September 2003 in Xiamen, China, WAIPA co-organized with UNCTAD, a seminar titled: "Outward Investment Opportunities". Mr. Arvind Mayaram, Vice-President of WAIPA, participated in the seminar together with speakers from IPAs from India, Mexico and South Africa. The seminar participants discussed the latest trends in the development of the IT business, the investment climate and related policy formulation, as well as recent approaches aimed at increasing FDI in their respective home countries. WAIPA's participation in CIFIT, among other things, helped facilitate bilateral cooperation between China and IPAs from other countries. This role falls within WAIPA's mandate of promoting international cooperation in the area of investment promotion, and the Association will seek to extend this type of assistance to other countries.

During the year, WAIPA officers represented the Association at several important international events. WAIPA's President, Mrs. Patricia Francis, participated on behalf of the Association in the International Investment Summit, held in Dubai, United Arab Emirates, from 3 to 5 May 2003. She took part in a session titled: "Building the Right Grounds for Investment Attraction", which discussed the role of IPAs in advising governments in the formulation of FDI-related policies and strategies. In particular, the session focused on the effectiveness of IPAs in improving the business climate in their respective countries, and on what networks (e.g., overseas, local and expatriate) are required for this task to be successful.

Mr. Páid McMenamin, WAIPA former President and Ex-Officio Member, participated in the First World Investment Conference, held in La Baule, France, on June 26 and 27, which was jointly organized by Invest in France, the European Union Commission and Ouest Atlantique. During the two days, over 500 international decision makers, including, business managers, economists, international investors, European political leaders and development agencies executives, debated on the attractiveness of Europe as an FDI destination and strategies that could be adopted with a view to increasing Europe's competitiveness.

WAIPA Vice-President, Mrs. Maggie Kigozi, attended the second meeting of AfrIPANet, UNIDO—Africa Investment Promotion Agency (IPA) Network, held during the Tenth Session of the UNIDO General Conference from 1 to 5 December 2003 in Vienna, Austria. The meeting featured, among others, a number of Round Table discussion groups, focusing on issues relevant to the role of industry in development, and meeting the United Nations Millennium Goals. Mrs. Kigozi participated in a Round Table titled: Promoting Investment in Developing Countries: Challenges, Opportunities and Experiences, which featured discussions on the implications of FDI for industrialization and reduction of poverty, the marginalization of Africa from FDI flows, the rationale and motivations of FDI, as well as strategies aimed at exploiting these motivations to channel investment resources into developing economies.

In 2003, WAIPA continued having fruitful cooperation with private sector companies and consulting firms. In the future, WAIPA will aim to enhance its cooperation with the private sector in order to widen the array of members' services and facilitate the exchange of market information and best practices. Moreover, WAIPA intends to explore the possibility of forming strategic alliances with business providers and consultancies in order to produce WAIPA-sponsored publications on special topics of interest to its members, and obtain price reductions in services for WAIPA members.

Finally, WAIPA's image was reinforced in 2003 with the launch of its new website and newly designed quarterly Newsletter. The website features easy-to-use navigation tools and stores archives of all training activities, as well as other tools and materials of practical use to investment professionals. The website also has several areas reserved for news and upcoming FDI events with a successful track record. ■



## The Study Tour Programme

WAIPA's popular study tour programme is offered to member agencies' professional staff and allows the participants to visit and learn from experienced IPAs worldwide. The study tours are scheduled for a period of up to two weeks and include the whole range of IPA activities through hands-on experience and on-the-job training. The Programme's main features are as follows:

- Study tours are geared towards young professionals from WAIPA member agencies.
- The programme is designed to provide participants with the opportunity to gain first-hand experience in investment promotion and investor targeting from successful IPAs.
- The training is free of charge for WAIPA members, while the travel and accommodation costs are borne by the participants themselves.
- Applicants must hold a university degree in Business, Economics, Law or a related field, and have a minimum of two years of work experience in investment promotion.
- Candidates must be fluent in English, Spanish or French – depending on the host IPA working language.
- The WAIPA Steering Committee selects the programme participants.
- After completing the study tour, the trainees are requested to submit a written evaluation report to the WAIPA Secretariat.
- Upon successful conclusion of their training, the participants receive a certificate of completion. ■

## WAIPA Elected Office Bearers

President

*Jamaica*, Jamaica Promotions Corporation (JAMPRO)

**Ms. Patricia Francis**

Vice-president

*Uganda*, Uganda Investment Authority (UIA)

**Ms. Maggie Kigozi**

Vice-president

*India*, Bureau of Industrial Promotion Rajasthan (BIP)

**Mr. Arvind Mayaram**

Steering Committee Members:

*Cameroon*, Cellule de Gestion du Code des Investissements (CGCI)

**Ms. Marthe-Angeline Minja**

*P.R. China*, Ministry of Foreign Trade and Economic Cooperation (MOFTEC)

**Ms. Xiuhong Ma**

*Costa Rica*, Costa Rican Investment & Development Board (CINDE)

**Ms. Edna Camacho**

*Ecuador*, Corporación de Promoción de Exportaciones e Inversiones (CORPEI)

**Mr. Ricardo A. Estrada**

*Estonia*, Estonian Investment Agency (EIA)

**Mr. Andrus Viirg**

*Ghana*, Ghana Investment Promotion Center (GIPC)

**Mr. Kwasi Abeasi**

*Iran (Islamic Republic of)*, Organisation for Investment, Economic and Technical Assistance of Iran (OIETA)

**Mr. S. Ahmad Mortazavi**

*Italy*, Italian Institute for Foreign Trade (ICE)  
**Mr. Francesco Sereni**

*Jordan*, Jordan Investment Board (JIB)  
**Ms. Reem Badran**

*Mongolia*, Foreign Investment and Foreign Trade Agency (FIFTA)  
**Mr. Baasankhuu Ganzorig**

*Namibia*, Namibia Investment Centre (NIC)  
**Mr. David Nuyoma**

*Sweden*, Invest in Sweden Agency (ISA)  
**Ms. Christina Knutsson**

*Tunisia*, Foreign Investment Promotion Agency (FIPA)  
**Mr. Abdessalem Mansour**

Ex-Officio Member:

**Mr. Páid McMenamin**  
WAIPA President, 1995-2000

## WAIPA Consultative Committee

### FIAS - Foreign Investment Advisory Service

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E-mail: [fias@ifc.org](mailto:fias@ifc.org)



### MIGA - Multilateral Investment Guarantee Agency

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Director  
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### OECD - Organisation for Economic Co-operation and Development

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Directorate for Financial and Enterprise Affairs  
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### UNCTAD - United Nations Conference on Trade and Development

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E-mail: [karl.sauvant@unctad.org](mailto:karl.sauvant@unctad.org)



### UNIDO - United Nations Industrial Development Organization

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Investment and Technology Promotion Branch  
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E-mail: [dliang@unido.org](mailto:dliang@unido.org)



**List of participants:  
Eighth Annual WAIPA Conference  
and Training Workshops**



## Eighth Annual WAIPA Conference Geneva (Switzerland), 22-24 January 2003

### Conference Participants

#### Investment Promotion Officials and Experts:

**Albania**, *Albanian Foreign Investment Promotion Agency (ANIH)*, Mrs. Estela Dashi, Executive Director

**Algeria**, *Agence Nationale de Développement de l'Investissement (ANDI)*, Mr. Abdelkrim Mansouri, Secretary-General; Ms. Silham Nouar, Manager; Mr. Karim Zoubir, Manager

**Australia**, *State of Victoria – European Office*, Mr. Daniel Ritlewski, Marketing Manager

**Austria**, *Austrian Business Agency*, Mrs. Karin Schwind-Derdak, Public Relations Manager

**Belgium**, *Office for Foreign Investors in Wallonia S.A., (O.F.I.)*, Mr. Bernard Hanin, Managing Director; Mr. Jean-Pierre Marcelle, Communication Manager

**Bosnia and Herzegovina**, *Foreign Investment Promotion Agency (FIPA)*, Mr. Mirza Hajrić, Director General

**Bolivia**, *Bolivian Agency for the Promotion of Exports and Investment (CEPROBOL)*, Mr. Jorge Gottret, Investment Programme Coordinator

**Botswana**, *Botswana Export Development and Promotion Authority (BEDIA)*, Mrs Mmasekgoa Masire-Mwamba, Chief Executive Officer

**Brazil**, *Investe Brazil*, Mr. Clementino Frago Neto, Director Marketing and Communication; Mr. Rudolf Höhn, President

**Cameroon**, *Investment Code Management Unit (CGCI)*, Ms. Marthe-Angeline Minja, General Manager; Mr. Donatus Boma, Deputy Director

**Canada**, *Investment Partnerships Canada*, Mr. François Gauthier, Director General

**China**, *Foreign Trade and Economic Cooperation – MOFTEC*, Ms. Li Tong, Deputy Division Director; Ms. Shen Qi, Deputy Division Chief; Ms. Chen Jia Rong, Manager; Mr. Lin Ruo Chen, Manager; *Xiamen International Investment Promotion Center*, Mr. Zhi Zheng, Deputy Director; *China International Investment Promotion Agency (CIIPA)*, Mr. Qiang Zhang, Assistant Director; *Foreign Investment Bureau of Harbin Economic*, Mr. Ji Ping, Deputy Director; *State Level Business Promotion Department of Administration Committee of Xi'an*, Mr. Zhang Hong Wei, Deputy Director; Mr. Qiang Rong Jiang, Manager; *Xiamen Investment Promotion Agency*, Mr. Eric Guo, General Manager; Mr. Chen Haoying, Manager; Mr. Richard Chen, Supervisor

**Colombia**, *Invest in Colombia Corporation (COINVERTIR)*, Mr. Enrique Umana, President

**Costa Rica**, *Costa Rican Investment and Development Board (CINDE)*, Mrs. Edna Camacho, General Director; Mrs. Irene Arguedas, Deputy Director General

**Cuba**, *Centro de Promoción de Inversiones (MINVEC)*, Mrs. Anaiza R. Rodriguez, Director

**Czech Republic**, *Czechinvest*, Mr. Robert Hejzák, Director of Marketing

**Dominican Republic**, *Office for the Promotion of Investments of the Dominican Republic (OPI-RD)*, Mrs. Elka Scheker, Investment Climate Director

**Ecuador**, *Corporación de Promoción de Exportaciones e Inversiones (CORPEI)*, Mrs. Lucia Espinosa, Director, Belgium Office

**Egypt**, *General Authority for Investment & Free Zones (GAFI)*, Mr. Abd El Galil, Investment Services Chief; Mr. Hosny Soliman, Under Secretary of State Suez Free Zone

**El Salvador**, *Comision Nacional de Promocion de Inversiones (PROESA)*, Ms. Beatriz Peralta Avalos, Executive Director

**Estonia**, *Estonian Investment Agency (EIA)*, Mr. Andrus Viirg, Director

**Ethiopia**, *Ethiopian Investment Authority (EIA)*, Mr. Mohamed Seyed, Head

**France**, *Invest in France Agency (IFA)*, Mr. Didier Lombard, Ambassador at Large, Special Representative of France for International Investment, Chairman; Mr. Fabrice Hatem, Head of Study Center; Mrs. Véronique Ledru, Manager; Mr. Edouard Mathieu, Economic Advisor; Mr. Bénédicte de Saint Laurent, Anima Coordinator; *Franche-Comté Expansion*, Mr. Jean-Philippe Baklouti, Manager; Mr. Fouad Bounouidrate, Manager

**Gabon**, *Mandji Tax Free Zone*, Mr. Claude Brice Ayo, Director General

**Gambia**, *Gambia Investment Promotion and Free Zones Agency (GIPFZA)*, Mr. Sako Mboge, Chief Executive; Mr. Mohamadou Njie, Director of Investment Promotion and Marketing

**Germany**, *Federal Commissioner for Foreign Investment*, Dr. Martens-Jeebe, Director; Mr. Hans-Leopold von Winterfeld, Deputy Director

**Ghana**, *Ghana Investment Promotion Centre (GIPC)*, Mr. Kwasi Abeasi, Chief Executive; Mr. Peter Ankrah, Director, Promotion and Relations Division; Mr. Kwodo Filson, Deputy Director

**Greece**, *Hellenic Centre for Investment (ELKE S.A.)*, Mr. Elias Eliades, Communication and Marketing Executive

**Hong Kong**, *Invest HK*, Mr. Michael Rowse, Director General; Ms. Mimi Lam, Head Corporate Communications; Ms. Vanessa Tang, Manager Corporate Communications

**Hungary**, *Hungarian Investment and Trade and Development Agency (ITDH)*, Mrs. Monika Szmecana-Garai, Director Zurich Office

**India**, *Rajasthan Bureau of Investment Promotion*, Mr. Arvind Mayaram, Chairman

**Ireland**, *Industrial Development Agency (IDA Ireland)*, Mr. Sean Dorgan, Chief Executive Officer; Mr. Paul Hanratty, Director Europe

**Italy**, *Italian Institute for Foreign Trade (ICE)*, Mr. Alessio de Ponz de Leon, Head Foreign Investments in Italy, Ms. Raffaella di Emidio, Manager

**Ivory Coast**, *Côte d'Ivoire Investment Promotion Centre*, Mr. Godé Dagbo, Managing Director; Ms. Mariam Toure, Manager

**Jamaica**, *Jamaica Promotions Corporation (JAMPRO)*, Ms. Patricia Francis, President; Ms. Lisa Bell, Manager

**Jordan**, *Jordan Investment Board (JIB)*, Mrs. Sahar Hijazi, Senior Promotion Officer

**Kazakhstan**, *Kazinvest*, Mr. Banu Babayeva, Vice-President; Ms. Zulfira Sadykjanova, Head of Information and Consulting Services Department

**Kenya**, *Investment Promotion Centre (IPC)*, Mr. Julius Kipng'Etich, Managing Director; *Export Processing Zones Authority (EPZA)*, Mr. Francis Rotich, Statistics Officer

**Kiribati**, *Ministry of Commerce, Industry and Tourism*, Mr. Arimaere Tambwereti, Foreign Investment Officer

**Korea**, *Korea Trade-Investment Promotion Agency (KOTRA)*, Mr. Soon-Yong Hong, Director, Zurich Office; Mr. Sam-Sik Lee, Manager, Zurich Office; Mr. Tae Hyung Lim, Deputy Manager

**Kuwait**, *Inter-Arab Investment Guarantee Corporation*, Mrs. Mona Bseiso, In-charge, Country Risk Analysis & Investment Promotion Section

**Latvia**, *Latvian Development Agency (LDA)*, Ms. Andra Minkevica, IT Cluster Coordinator



**Lesotho**, *Investment Promotion Center (IPC)*, Mrs. Felleng Makeka, Manager; Mr. Motebang Mokoaleli, Head, Investment Promotion

**Lithuania**, *Lithuanian Development Agency (LDA)*, Mrs. Raimunda Sadauskiene, Director, Investment Department

**Macedonia**, *Privatization Agency of the Republic of Macedonia*, Ms. Emilija Belogaska, Director of Investment Promotion Department; Ms. Anela Darkovska, Advisor

**Malaysia**, *SSIC Berhad*, Mr. Jabar Ahmad Kembali, Executive Director

**Malta**, *Malta Enterprise Corporation*, Ms. Tatiana Rota, Director, Italy Office

**Mauritania**, *Direction de la Promotion*, Mr. Oumar Kelly, Director

**Mexico**, *Mexican Bank for Foreign Trade (Bancomext)*, Mr. Gabriel Barrera, Executive Vice-President

**Mongolia**, *Foreign Investment and Foreign Trade Agency (FIFTA)*, Mr. B. Ganzorig, Chairman

**Morocco**, *Ministère des Finances et des Investissements Extérieurs*, Mr. Anas El Hasnaoui, Chief Europe Promotion; Ms. Leila Sbiti, Head of Division

**Nepal**, *Department of Industries*, Mr. Bharat Thapa, Director General

**Netherlands**, *West-Holland Foreign Investment Agency (WFIA)*, Ms. Imanda Wapenaar, Managing Director

**Oman**, *The Omani Center for Investment Promotion and Export Development (OCIPED)*, Mr. Aiman Ambusaidi, Marketing Researcher

**Palestinian National Authority**, *Palestinian Investment Promotion Agency (PIPA)*, Mr. Jafar Hdaib, Director General

**Portugal**, *Invest in Portugal*, Dr. Ana Tavares, FDI Consultant

**Saudi Arabia**, *Saudi Arabia General Investment Authority (SAGIA)*, Mr. Abdulrahman bin Zarah, Deputy Governor; Mr. Abdulrahman Al-Saleh, Director, Investment Promotion; Mr. Salem Al Qahtani, Director of Studies

**Saint Lucia**, *National Development Corporation (NDC)*, Mr. Wayne Vitalis, General Manager; Mr. Carl Pilgrim, International Marketing Officer

**Senegal**, *Investment Promotion and Major Works Agency (APIX)*, Mrs. Mminat Niane, Director General; Ms. Natou Thiam, Deputy Director; Mr. Maimoina Fam, Administrative and Financial Manager

**Slovakia**, *Slovak Investment and Trade Development Agency (SARIO)*, Mr. Artur Bobovnický, President

**Slovenia**, *Trade and Investment Promotion Office (TIPO)*, Mr. Matej Kovac, Director; Mr. Robert Bolta, Senior Manager; Ms. Irena Lukac, Project Manager

**South Africa**, *Gauteng Economic Development Agency (GEDA)*, Mr. Neil Devereaux Nel, Projects Executive; *Invest North-West*, Mr. Piet Smith, Chief Executive Officer; *Trade and Investment KwaZulu-Natal*, Dr. Bandile Mkhize, Chief Executive Officer; *Trade and Investment Limpopo*, Mr. Benjamin Manasoe, Researcher

**Spain**, *Instituto Madrileño de Desarrollo (IMADE)*, Mr. David J. Gomez Barro, Foreign Investment Analyst; *Barcelona Activa*, Mr. Mario Rubert, Director; *Murcia Regional Development Agency*, Mr. Fernando Ballesta, Director, FDI Department

**Sweden**, *Invest in Sweden (ISA)*, Ms. Christina Knutsson, Director, United Kingdom Office

**Tanzania (United Republic of)**, *Tanzania Investment Centre (TIC)*, Mr. Ole Naiko, Director of Investment Promotion; *Zanzibar Investment Promotion Agency (ZIPA)*, Mr. Hamed R.H. Hikmany, Director General, Ms. Fatma Jumbe, Principal Officer; Mrs. Fatma Bilal, Senior Officer

**Trinidad and Tobago**, *Tourism and Industrial Development Company (TIDCO)*, Dr. Brian Harry, President; Mr. Vishnu Dhanpaul, Vice-President; Ms. Victoria Owusu-Afriyie, Senior Investment

Promotion Officer; Mr. Trevor Baldeo, Manager Investment Promotion; *Trinidad and Tobago Free Zones Company Ltd.*, Mr. Michael Leschaloupé, Chief Executive Officer  
**Tunisia**, *Foreign Investment Promotion Agency (FIPA)*, Mr. Abdesalem Mansour, General Manager  
**Turkey**, *General Directorate of Foreign Investment*, Mrs. Melek Us, Director General; Mr. Murat Alici, Chief of Division, *Black Sea Economic Cooperation Business Council*, Dr. Costa Masmanidis, Secretary General; *State Planning Organization*, Mr. Yilmaz Ilgin, Planning Expert  
**Uganda**, *Uganda Investment Authority (UIA)*, Ms. Maggie Kigozi, Executive Director  
**United Arab Emirates**, *Dubai Development and Investment Authority (DDIA)*, Mr. Salem Bin Dasmal, Deputy Director General; Ms. Zainab Abdullah, Client Relations Coordinator; Mr. Wasfi Abu Ghazaleh, Special Projects Manager; Mr. Essam Al Tamimi, Consultant; *Dubai Airport Freezone Authority (DAFZA)*, Ms. Shala Abdul Razak, Director; *Jebel Ali Free Zone Authority*, Mr. Sandesh Pandhare, Financial Controller  
**Yugoslavia**, *European Agency for Reconstruction*, Mr. Dejan Mijovic, Manager of Operations  
**Zambia**, *Common Market for Eastern and Southern Africa (COMESA)*, Mr. Watipaso Mkandawire, Coordinator

### **Officials from International Organizations:**

**Austria**, *United Nations Industrial Development Organisation (UNIDO)*, Mr. Jürgen Reinhardt, Manager Industrial Development; Mr. Mithat Külür, Industrial Investment Officer, Mr. Patrick Gilabert, Industrial Development Officer; Mr. Robert Novak, Informatics Expert  
**France**, *International Chamber of Commerce (ICC)*, Mr. François de Laage de Meux, Chairman; Mrs. Marie Psimenos de Metz-Noblat, General Delegate; *Organisation for Economic Cooperation and Development (OECD)*, Mr. Mehmet Ogütçü, Head, Non-Members Liaison Group and Global Forum on International Investment, Directorate for Financial, Fiscal and Enterprise Affairs; *United Nations Industrial Development Organisation (UNIDO)*, Mr. Gerard Gaveau, Director  
**Guyana**, *Caribbean Community Secretariat*, Ms. Leela Narinesingh, Deputy Programme Manager  
**Italy**, *United Nations Industrial Development Organisation (UNIDO)*, Dr. Pietro Berte, Officer, Industrial Development  
**Netherlands**, *Overseas Development Institute (ODI)*, Dr. Dirk Te Velde, Research Fellow, *European Centre for Development Policy Management*, Dr. Sanoussi Bilal, Manager  
**Switzerland**, *United Nations Economic Commission for Europe (UNECE)*, Mr. Gianluca Sambucini, Project Manager; *Exchange and Cooperation Centre for Latin America (ECCLA)*, Dr. Michel Celi Vegas, President; Kei Tomonari, Economist Coordinate; *Fédération Mondiale des Zones Franches (FEMOZA)*, Mr. Juan Torrents, President; Mr. Peter Ryan, Vice President; *World Association for Small & Medium Enterprises (WASME)*, Mr. Raul Uranga, Permanent Representative; *World Business Council for Sustainable Development (WBCSD)*, Ms. Cécile Churet, Programme Research Assistant, *World Trade Organization (WTO)*, Mr. Francisco Thompson-Flores, Deputy Director General; Mr. Marco Kassaja, Manager; *WTO-Advisory Centre of Law*, Mr. Frieder Rössler, Executive Director; Mr. Hunter Nottage, Assistant Counsellor; *Conderation Internationale des Syndicats Libres*, Mrs. Marie-Therese Bellamy, Assistant; *United Nations Conference on Trade and Development (UNCTAD)*, Mr. Rubens Ricupero, Secretary-General; Mr. Carlos Fortin, Deputy Secretary-General; Mr. Khalil Hamdani, Head, Investment Policy and Capacity-building Branch; Mrs. Nazha Benabbes Taarji, Chief, Investment Promotion Section (IPS); Mr. Masataka Fujita, Officer-in-Charge Investment Trends Section; Mr. Rory Allan, Principal Investment Advisor; Mrs. Natalia Guerra, Outreach Coordinator; Mr. Vladimir Pankov, Regional Coordinator, IPS; Mr. Kiyoshi Adachi, Regional Coordinator, IPS; Mr.

Marko Stanović, Regional Coordinator, IPS; Mr. Paul Wessendorp, Advisor, IPS; Mrs. Sandrine Prost, IPS Secretariat; Mrs. Madeleine Keyzer, IPS Secretariat; Mr. Michael Freudenberg, Senior Market Analyst; *World Association of Investment Promotion Agencies (WAIPA)*, Ms. Celia Ortega, WAIPA Secretariat Coordinator

**United States of America**, *International Finance Corporation – Foreign Investment Advisory Services (FIAS)*, Mr. Jacques Morisset, Lead Economist; *Multilateral Investment Guarantee Agency (MIGA)*, Ms. Birgit Braunwieser, Senior Manager; Mr. John Wille, Programme Manager, Information Products and Services; Mr. Bridgman David, Programme Manager; Mr. Stephan Dreyhaupt, Senior Manager

#### **Officials from Diplomatic Representations:**

**Austria**, *Permanent Mission of Austria*, Mr. Peter Storer, Counsellor

**Belarus**, *Permanent Mission of Belarus*, Mr. Vladimir Malevich, Deputy Permanent Representative

**Benin**, *Permanent Mission of Benin*, Mr. Samuel Amehou, Permanent Representative; Mr. Eloi Laourou, Second Counsellor

**Chile**, *Permanent Mission of Chile*, Mr. Rodrigo Dupouy, Counsellor

**China**, *Permanent Mission of P. R. China*, Mr. Liu Lijuan, First Secretary

**Estonia**, *Permanent Mission of Estonia*, Mr. Hene Leht, Third Secretary

**France**, *Permanent Mission of France*, Mr. François Leger, First Secretary

**Iran**, *Permanent Mission of Iran*, Mr. Mahdi Fakheri, First Counsellor; Mr. Hossein Nassiri, Advisor

**Ireland**, *Permanent Mission of Ireland*, Mrs. Mary Whelan, Ambassador; Mr. Paul Bennett, Deputy Permanent Representative; Mr. Richard Fallon, First Secretary

**Israel**, *Permanent Mission of Israel*, Mr. Joseph Akerman, Deputy Permanent Representative, Ms. Sigal Herlin, Adviser; Mr. Jerome Netter, Assistant; Mr. Haim Waxman, Counsellor

**Jamaica**, *Permanent Mission of Jamaica*, Ms. Symone Betton, First Secretary

**Russian Federation**, *Permanent Mission of Russian Federation*, Mr. Sergey Zinovkin, First Secretary

**Senegal**, *Permanent Mission of Senegal*, Mr. Papa Diop, Counsellor

**Saudi Arabia**, *Permanent Mission of Saudi Arabia*, Mr. Emad Adham, First Secretary

**Slovak Republic**, *Permanent Mission of the Slovak Republic*, Mr. Milan Majek, First Secretary

**Spain**, *Permanent Mission of Spain*, Mr. Joaquim Bellmunt, Counsellor

**Sri Lanka**, *Permanent Mission of Sri Lanka*, Mr. Prasad Kariyawasam, Ambassador; Dr. Dayarathna Silva, Minister

**Tanzania**, *Permanent Mission of Tanzania*, Mr. James, Minister Plenipotentiary

**Thailand**, *Permanent Mission of Thailand*, Mr. Arthayudh Srisamoot, Counsellor

**Turkey**, *Permanent Mission of Turkey*, Mr. Sumru Inal, Economic Counsellor

#### **Other Government Officials and Representatives from Private and Public Institutions and Associations:**

**Belgium**, *Pro Invest*, Mr. Babs Adenaike, Co-ordinator, Mr. Paolo Baldan, Co-ordinator, Mr. John Bell, Technical Adviser



The Eighth Annual WAIPA Conference opens on 22 January 2003, at Palais des Nations – the United Nations Office in Geneva, Switzerland.



WAIPA President, Mrs. Patricia Francis hands out the WAIPA Award 2003 to representatives of the Ghana Investment Promotion Centre (GIPC) for their second place in "Best Advertising" contest.

**Finland**, *City of Helsinki*, Mr. Nyrki Tuominen, Director  
**France**, *Université Dauphine*, Mr. Charles-Albert Michalet, Professor; *Ministry of Economy, Finance and Industry*, Mrs. Nadine Pare, Director Economic Relations  
**Gambia**, *Department of State for Trade, Industry and Employment*, Ms. Ada Gaye, Principal  
**Russian Federation**, *Moscow City Government*, Mr. Argo Avakov, Deputy General Director; Mr. Georgi Muradov, Head of International Relations Department  
**Switzerland**, *State Secretariat for Economic Affairs (SECO)*, Ms. Tanja Roesch, Deputy Head; *Department of Public Economy Zurich*, Mr. Stephan Kux, Head of Economic Development  
**United Kingdom**, *World Free Zones Convention (WFZC)*, Mr. Christian Lefauchaux, Communications Manager; Mrs. Sue Wake, Consultant; *University of Leeds*, Dr. Nicholas Phelps, Lecturer in Economic Geography; Ms. Roseline Wanjiru, Student; *Manchester University*, Ms. Elizabeth Afari, Assistant Accountant; *International Institute for Environment and Development*, Mrs. Liza Lort-Phillips, Associate

#### **Company Representatives and Private Persons:**

**Belgium**, *Ernst & Young*, Dr. Marcel de Meirleir, Director; Mr. Walter de Roo, Manager; *IBM Business Consultant Services*, Mr. Roel Spee, Director; Mr. Wim Douw, Senior Consultant; Mrs. Amaya Manrique, Senior Consultant  
**Costa Rica**, *GBS Procter & Gamble*, Mr. Jack Horvath, Site Leader; Mr. Randall Chinchilla, Corporate Affairs Manager; *INTACO*, Mr. Tomas Duenas L., President  
**Denmark**, *T&B Consult*, Mr. Peter Rekke, Consultant  
**France**, *Adepta*, Mr. Bruno van Eeckhout, Consultant; *Ouest Atlantique*, Mrs. Sylvie Farjon, Communication Director  
**Hungary**, *Kopint-Datorg Ltd.*, Dr. Eva Palocz, Deputy General Director  
**Ireland**, *Magnetic Solutions LTD.*, Mr. Páid McMénamin, Chairman; *MECA Intl.*, Mr. Matt Connolly, Director  
**Saudi Arabia**, *Saudi German Development and Investment Company Ltd.*, Mr. Al-Sayyari, General Manager  
**Switzerland**, *Evian Group*, Ms. Valerie Engammare, Assistant; Mr. José Morte Molina, Analyst  
**United Kingdom**, *Deloitte & Touche*, Mr. Harvey Scriven, Assistant Director; Mr. Jason Eliadis, Director Business Services; *Euromoney Plc*, Mr. Sudip Roy, Editor; Mr. Richard McBriar, Publisher; Mr. Manfredi Nulli, Sales Director; *Ernst & Young*, International Location Advisory Services, Mr. Barry Bright, Director; Mr. Jan Smit, Senior Consultant; *Financial Times Business*, Mr. Brian Caplen, Editor; Mr. David East, Regional Sales Manager; Mr. Spencer Janis, Director of Advertising; *GDP Global Development*, Mr. John Hanna, Managing Director; *Oxford Intelligence Ltd.*, Mrs. Françoise Lemagnen, Director; Ms. Emma Parsons, Key Account Manager; *Herald Tribune*, Mr. James Devereux, Conference Consultant; Mrs. Lynette Northey, Conference Consultant; *Investment Promotion Agency Resources*, Mr. Mark Simpson, Managing Consultant; *LCI Ltd.*, Mr. Richard Banks, CEO  
**United States of America**, *Motorola S.A.*, Mr. Enrique Camacho, Managing Director ■

## WAIPA on Event Management Workshop Durban (South Africa), 11-13 June 2003

### Workshop Participants

#### Investment Promotion Officials and Experts:

**Botswana**, *Botswana Export Development and Investment Authority (BEDIA)*, Mr. Anthony Sefako, Investors Services Officer; Mr. David Leepile, Investment and Export Promotion Officer  
**Cape Verde**, *Center for Tourism, Investment and Export Promotion (PROMEX)*, Mr. Silvino Castro, Investment and Planning Technician

**Congo**, *Agence Nationale pour la Promotion des Investissements (ANAPI)*, Mr. Mulung Mbuyu Mwema, Deputy Director General; Mr. Kalonji Thierry, Legal Adviser

**Egypt**, *General Authority for Investment & Free Zones (GAFI)*, Mrs. Hayam El Banna, Director of Tourism Department

**Ethiopia**, *Ethiopian Investment Authority (EIA)*, Mr. Yesuf Ademnur, Head

**Namibia**, *Namibia Investment Centre (NIC)*, Ms. Leonora Joodt, Regional Economic Planner; Mr. Franciscus Basson, Regional Councillor

**Tanzania**, *Zanzibar Investment Promotion Agency (ZIPA)*, Ms. Khadija Ali Juma, Public Relations Officer

**South Africa**, *Trade and Investment Limpopo*, Mr. Kgomotso Maaroganye, Communications Manager; Mr. Owaiz Khan, Manager Tourism & ICT Sector; Trade & Investment KZN (TIK), Ms. Zama Mncwabe, Manager Marketing & Communications; Ms. Zandile Majola, Manager; Ms. Bulenwa Nozibele Gwagwa, Trade Facilitation Officer; Mr. Armstrong Nolela, General Manager; *Mpumalanga Investment Initiative*, Mr. Justus Mohlala, Manager; Mr. Differ Mogale, Business Adviser; *Ithala Development Finance Corp.*, Mr. Paul Alvarez, Senior Business Consultant

#### Officials from Diplomatic Representations:

**Malawi**, *Malawi Consulate General*, Mr. Noah Nansongole, Vice-Consul; Mr. Clement Kumbemba, Vice-Consul

#### Officials from International Organizations:

**World Association of Investment Promotion Agencies (WAIPA)**, Mr. Arvind Mayaram, WAIPA Vice-President; Ms. Veenu Gupta, WAIPA Training Expert ■

## WAIPA Investor After Care Workshop

### Mexico City (Mexico), 24-25 June 2003

#### Workshop Participants

##### Investment Promotion Officials and Experts:

**Barbados**, *Barbados Investment and Development Corporation (BIDC)*, Mr. Ezra Catwell, Senior Business Development Officer

**Costa Rica**, *Costa Rican Investment & Development Board (CINDE)*, Ms. Edna Camacho, Director General

**Cuba**, *Centro de Promoción de Inversiones*, Ms. Lourdes Gonzalez, Business Promoter; Ms. Zaida García Castillo, Economic Advisor

**Dominican Republic**, *Office for the Promotion of Investments of the Dominican Republic (OPIRD)*, Mr. Christian José Vargas López, Investment Promoter

**El Salvador**, *Comision Nacional de Promocion de Inversiones (PROESA)*, Mr. Mauricio Infante, General Director; Ms. Alejandra Duran, Director ; Mr. Mauricio Lopez Craik, Manager Logistics and Aftercare

**Jamaica**, *Jamaica Promotions Corporation (JAMPRO)*, Mr. Michael McMorris, Executive Director Markets; Mr. Julian Robinson, Manager Investment Promotion

**Mexico**, *Secretariat of Economic Development*, Mr. Ruben Navarro, General Director of Industrial Development; Ms. Gabriela Martinez, Supply Chain Coordinator; *Secretaria de Desarrollo Economico Sustentable del Estado de Guanajuato*, Ms. Cynthia Espinosa Gonzalez, Marketing Director; *Government of State of Puebla*, Mr. Eduardo Peniche, Director Foreign Investment Division; Mr. Oscar Silva, Head of Department for Foreign Investment; *Secretaria de Desarrollo Economico de Baja California*, Mr. Arnulfo Martinez, Investment Promotion Director; *Sinaloa Investment Agency*, Mr. Aldo Gonzalez, Director of FDI Promotion, *Mexican Bank for Foreign Trade (BANCOMEXT)*, Mr. Raul Argülles, Deputy President; Mr. Gabriel Barrera, Vice-president for International Promotion; Mr. José Ceballos, Software and IT Manager; Mr. Marco Espinosa, Sector Promotion Director; Mr. Santiago Toledo, Foreign Investment Deputy Manager; *Tamaulipas State Government*, Ms. Sofia Fernandez Pier, Investment Promotion Director; *Nuevo Leon State Government*, Ms. Berenice Alvarez, Foreign Investment Coordinator; *Secretaria de Desarrollo Economico de Michoacan*, Mr. Edgar Guillaumin Ireta, Investment Promotion Director; *Secretariat for Economic Development of Veracruz*, Mr. Juan Carlos Feher, Director for Investment and Commercial Missions; *Hidalgo International Corporation*, Mr. José Pablo Maauad, Executive Director; Mr. Mario Yanez, Director Investment Projects;

**Saint Vincent and the Grenadines**, *The Development Corporation*, Mr. Theophilus Shallow, General Manager

**Venezuela**, *Consejo Nacional de Promoción de Inversiones (CONAPRI)*, Mr. Camilo Daza, Investor Services Manager

##### Company Representatives:

**United Kingdom**, *Ernst & Young*, Mr. Niger Wilcock, Senior Consultant; Mr. Jan Smit, Senior Consultant ■

## WAIPA Cluster Creation and Aftercare Workshop Riga (Latvia), 17-18 July 2003

### Workshop Participants

#### Investment Promotion Officials and Experts:

**Albania**, *Albanian Foreign Investment Promotion Agency (ANIH)*, Mr. Alket Mancka, Manager  
**Belgium**, *Office for Foreign Investors Limited (OFI Ltd) in Wallonia SA*, Mr. Bernard Hanin, Managing Director; Mr. Jean-Pierre Marcelle, Communications Manager  
**Cyprus**, *Central Bank of Cyprus*, Mr. Spyros Stavrou, Senior Manager  
**Croatia**, *Investment Promotion Division*, Ms. Katica Mesic, Head of Department for Free Zones  
**Estonia**, *Estonian Investment Agency (EIA)*, Mr. Andrus Tasa, Member of the Board of Directors; Mr. Andrus Viirg, Director  
**Hungary**, *Hungarian Investment, Trade and Development Agency (ITDH)*, Mr. Andras Kiss-Dozsai, Director; Ms. Csilla Markus, Adviser  
**Latvia**, *Latvian Development Agency (LDA)*, Mr. Ralfs Dakers, Director, Foreign Investment Department; Ms. Indra Freiberga, Project Manager; Ms. Natalie Marsans, Manager; Ms. Nika Kotovika, Export Project Manager; Ms. Mairita Coneva, Biotechnology and Chemical Industry Expert; Mr. Guntis Rubins, Wood Processing Industry Expert; Mrs. Jadviga Neimane, Light Industry Expert; Ms. Sandra Grisane, Project Manager; Mr. Alf Eric Lundgrenn, Member of the Board  
**Lithuania**, *Lithuanian Development Agency (LDA)*, Ms. Laura Sakenaite, Project Manager; Mr. Andrus Bagdonas, Sunrise Valley Cluster  
**Moldova**, *Moldovan Investment Development Agency (MIDA)*, Mr. Ion Serbusca, Investment Adviser  
**Slovenia**, *Trade and Investment Promotion Office (TIPO)*, Mr. Robert Bolta, State Undersecretary  
**Slovakia**, *Slovak Investment and Trade Development Agency (SARIO)*, Mr. Stanislav Rusinko, Head, FDI Promotion Department; Mr. Jozef Mikulec, Project Manager

#### Officials from International Organizations:

**United Nations Conference on Trade and Development (UNCTAD)**, Mrs. Nazha Benabbes Taarji, Chief, Investment Promotion Section; Mr. Marko Stanović, Regional coordinator  
**United Nations Development Programme (UNDP)**, Mrs. Gabrielle Koehler, Latvia Resident Representative; Mr. Petter Meirik, Programme Adviser

#### Officials from Diplomatic Representations:

**Estonia**, *Estonian Embassy*, Mr. Margus Solnson, Economic Affairs Officer ■



**Other Government Officials and Representatives from Private and Public Institutions and Associations:**

**Latvia**, *Ministry of Economy*, Ms. Zaiga Liepina, Deputy Secretary of State; *Free Port Authority of Ventspils*, Mr. Aleksandrs Kapusts, Director Marketing and Development; *Riga Business School*, Mr. Namejs Batraks, Associate Professor

**Company Representatives and Private Persons:**

**Belgium**, *OCO Consulting*, Mr. Henry Loewendahl, Director  
**Netherlands**, *OCO Consulting*, Mr. Siemon Smid, Associate Director  
**Latvia**, *JSC DATI*, Ms. Ieva Zicmane ■



Mr. Ainars Slesers, Deputy Prime Minister of the Republic of Latvia welcomes the participants of the WAIPA *Regional Workshop on Cluster Creation and Development* on behalf of the Government of Latvia, during the workshop opening ceremony on 17 July 2003, in Riga, Latvia.

## WAIPA Strategic Marketing Workshop Dubai (UAE), 8-9 October 2003

### Workshop Participants

#### Investment Promotion Officials and Experts:

**Egypt**, *General Authority for Investment and Free Zones (GAFI)*, Mrs. Amira Abd El Khaber, Manager Technical Office

**Iran**, *Organization for Investment, Economic and Technical Assistance of Iran (OIETAI)*, Mrs. Haleh Daneshvar Alavi, Senior Officer

**Kuwait**, *Inter-Arab Investment Guarantee Corporation (IAIGC)*, Mrs. Mona S. W. Bseiso, Acting Head of Country Risk Analysis, Studies and Investment Promotion Unit

**Lebanon**, *Investment Development Authority (IDAL)*, Mr. Antoine Choucair, Head Programmes Implementation Department

**Saudi Arabia**, *Saudi Arabia General Investment Authority (SAGIA)*, Mr. Abdulrahman Al-Saleh, Director Investment Promotion; Mr. Abdulrahman Al-Hassan, Investment Promotion Center

**United Arab Emirates**, *Dubai Development and Investment Authority (DDIA)*, Mr. Saeed Al Nabouda, CEO; Ms. Elham Abbas, Director Corporate Communications; Mr. Wadi Ahmad, Director Marketing; Mr. Santosh Hejmadi, Director Marketing; Ms. Suzzane Dagher, Senior Marketing Executive; Mrs. Alia Al Mutawa, Marketing Executive; Mr. Mohammed Amin Al Emadi, Project Manager; Ms. Shadi Soliman, Manager; *Ras Al Khaimah Free Trade Zone Authority*, Mr. Rajesh Ambikan, Manager; Mr. Robin Eyre, Marketing & PR Manager; Mr. Ruba Al Reemawi, Marketing & Administrative Officer; Mr. Oussama El Omari, Project Director General; Ms. Zainab Abbas, Marketing and IT Assistant

**Yemen**, *General Investment Authority (GIA)*, Mr. Ali-Abdul-Rahman Ali Othman, Director, Information and Statistics Department; Mr. Waheeb Abdullah Al-Sharabi, Promotion Officer ■



Participants at the WAIPA *Regional Workshop on Investor Aftercare* for Africa that took place in Dakar, Senegal, from 13 to 14 October 2003.



Group exercise participants during WAIPA's training workshop on *Investor After Care*, that was held in Mexico City, Mexico, from 24 to 25 June 2003.

## WAIPA Aftercare and Investor Servicing Workshop Dakar (Senegal), 13-14 October 2003

### Workshop Participants

#### Investment Promotion Officials and Experts:

**Benin**, *Centre de Promotion des Investissements (CPI)*, Mr. Paulin Djakpo, Chief  
**Cameroon**, *Cellule de Gestion du Code des Investissements (CGCI)*, Mr. Ebongue Ebenezer, Research Officer, Mrs. Emilienne Ebongue, Economist  
**Congo**, Agence Nationale pour la Promotion des *Investissements (ANAPI)*, Mr. Mwerna Mulungi Mbuyu, Deputy Director General; Mr. Kabongo Tshimanga, Director Investment Promotion  
**Egypt**, *General Authority for Investment & Free Zones (GAFI)*, Mrs. Fatma Mohamed Abd Elbary, Under Secretary  
**Gambia**, *Gambia Investment Promotion and Free Zones Authority (GIPZA)*, Mr. Fatou Mbenga Jallow, Director; Mr. Yaya Pito Kassama, Director Free Zones  
**Ghana**, Ghana Investment *Promotion Center*, Mr. Pius Addae Kwaku, Director Investor Services  
**Kenya**, *Investment Promotion Center (IPC)*, Mr. Rogers Amisi, After Care Service Manager  
**Lesotho**, *Investment Promotion Center*, Mrs. Marina Thebe, Investment Promotion Officer  
**Mauritania**, *Direction de la Promotion de l'Investissement Privé*, Mr. Moctar Kane, Manager Development Projects  
**Senegal**, *Investment Promotion and Major Works Agency (APIX)*, Mr. Christophe E. Kantoussan, Director; Mrs. Natou Thiam, Deputy Director; Mrs. Aissa Gau, Monitoring Manager; Ms. Marianne Ndiaye, After Care Service Manager; Ms. Rita da Costa Fall, Problem Solving Manager; Mrs. Yacine Ndiaye, Business Line Manager; Ms. Aisstoia Nelly Ndiaye, Manager;  
**Tanzania**, *Tanzania Investment Centre (TIC)*, Ms. Patricia Mhondo, Investment Promotion Officer  
**Zambia**, *Zambia Investment Centre (ZIC)*, Mr. Mabanga Chanda, Senior Consultancy and Investors Relations Officer

#### Company Representatives:

**United Kingdom**, *Ernst & Young*, Mr. Niger Wilcock, Senior Consultant; Mr. Jan Smit, Senior Consultant ■

**Statement of Income  
and Expenses - 2003**



**World Association of Investment Promotion Agencies**  
***Statement of Income and Expenses, 2003 (US dollars)***

**Income**

Subscription fees 2002 (Oct-Dec)	44,002
Subscription fees 2003	182,339
Sponsorships	54,173
Pro-Invest Study Tour Grant	42,092
Accrued interest	165

<b>Total Income</b>	<b>322,771</b>
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**Expenses**

Staff salaries	97,567
Staff travel	18,306
UNCTAD support costs	8,916
Bank charges	1,192
Travel (office bearers)	2,508
Annual meetings	27,063
Workshops	33,533
Website	5,129
Miscellaneous	667

<b>Total Expenses</b>	<b>194,881</b>
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<b>Net Income</b>	<b>127,890</b>
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NOTE: The amounts were closed as of 31 December 2003. When US\$ 170,370 cumulative net income balance from 2002 is taken into account, WAIPA's total net income to date amounts to US\$ 298,260. As of 31 December 2003, WAIPA held a current account of US\$ 126,311; a money market fund denominated in CHF of US\$ 133,613, with UBS Bank, Switzerland; and a petty cash account of US\$ 516.





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## **ANNEX: WAIPA Statute**



**STATUTE OF THE WORLD ASSOCIATION OF  
INVESTMENT PROMOTION AGENCIES**

**CHAPTER I**

**Establishment of WAIPA and Objectives**

**Article I**

1. Following the founding meeting of high-level officials of Investment Promotion Agencies held 26-27 April, 1995 under the auspices of the United Nations Conference on Trade and Development (UNCTAD), an international association of Investment Promotion Agencies is hereby established and shall hereinafter be referred to as World Association of Investment Promotion Agencies (WAIPA).

2. WAIPA is an autonomous, non-profit making organization established pursuant to articles 60 to 79 of the Swiss Civil Code.

3. The headquarters of WAIPA shall be situated in Geneva, Switzerland, or at such place as the General Assembly may decide.

**Article II**

1. WAIPA shall be dedicated to the support and advancement of the following purposes:

- a) To promote and develop understanding and cooperation amongst Investment Promotion Agencies;
- b) To strengthen information gathering systems and information exchange amongst Investment Promotion Agencies;
- c) To share country and regional experiences in attracting investment;
- d) To assist Investment Promotion Agencies to gain access to technical assistance and training through referrals to relevant agencies;
- e) To facilitate access to funding and other assistance, through referrals to relevant bilateral and multilateral agencies, for the development and implementation of investment promotion programmes;
- f) To assist Investment Promotion Agencies in advising their respective governments in the formulation of appropriate investment promotion policies and strategies.

2. The aims and purposes of WAIPA shall be accomplished through meetings, seminars and congresses, through publication of regular periodicals and special reports and through such other means as its General Assembly may determine.

## **CHAPTER 2**

### **Membership**

#### **Article III**

1. Membership of WAIPA shall be open to all agencies whose prime function is to promote any country or territory for investment.
2. An annual membership fee of \$2,000 or such other amount as may be decided by the General Assembly shall be paid by every member.
3. Members of WAIPA may, under the framework of the WAIPA Statute, associate at regional or sub-regional level and may do so under Statute that shall not be in conflict with the WAIPA Statute.
4. All Members shall have the same rights, duties and privileges.

## **CHAPTER 3**

### **Institutions**

#### **Article IV**

WAIPA shall perform its functions through the following organs:

- a) The General Assembly.
- b) The Steering Committee.
- c) The Secretariat.

## **CHAPTER 4**

### **The General Assembly**

#### **Article V**

1. The General Assembly shall be the deliberative assembly of WAIPA. It shall consist of representation from each Member.



2. The General Assembly shall establish the general policy of WAIPA; adopt a work programme; elect officials; appoint financial auditors; and establish any subsidiary body as may be required.

**Article VI**

The General Assembly shall meet at least once a year either at the time and location of the annual Session of the UNCTAD Commission on International Investment and Transnational Corporations or at such convenient place as may be decided by the Steering Committee.

**Article VII**

The General Assembly shall elect from among its members a President and two vice-presidents who shall each serve for a period of two years and who shall be eligible for reelection.

**Article VIII**

1. The General Assembly shall discuss in open session the annual report of the Steering Committee and such other matters as may be referred to it by the Steering Committee.

2. The quorum of the General Assembly shall be one third of all the Members.

3. The decisions of the General Assembly shall be taken by a majority vote of all the Members present.

**Article IX**

The General Assembly shall establish its own Rules of Procedure.

**CHAPTER 5**

**The Steering Committee**

**Article X**

The Steering Committee shall be responsible for ensuring the implementation of the decisions of the General Assembly.

**Article XI**

1. The Steering Committee shall consist of 15 members elected by the General Assembly.

2. The President and vice-presidents of the General Assembly shall be members of the Steering Committee and the President shall serve as the Chairperson of the Steering Committee.

3. At least one seat in the Steering Committee shall be reserved for representation from the African region, the Asia and Pacific region, the Central and Eastern European region, the Latin America and Caribbean region, and the North Atlantic region.

4. A Member of the Steering Committee, except an ex-officio Member, shall serve for two years and shall be eligible for reelection.

5. A retired President of the General Assembly shall be an ex-officio member of the Steering Committee for the succeeding two-year period.

#### **Article XII**

1. The Steering Committee shall convene at least twice a year at the headquarters of the Association or at such other suitable place as it may decide.

2. The decisions of the Steering Committee shall be by a majority vote.

3. The quorum of the Steering Committee will be five.

#### **Article XIII**

The Steering Committee shall formulate its own rules of procedure.

#### **Article XIV**

The Steering Committee shall have the following functions:

- a) To draw up detailed proposals for the realization of the objectives to which WAIPA is dedicated;
- b) To prepare and submit a report to the General Assembly at least once a year;
- c) To perform such other duties as may be assigned to it by the General Assembly.

### **CHAPTER 6**

#### **The Secretariat**

#### **Article XV**

1. There shall be a Secretariat, set up by the Steering Committee, which will assist the Steering Committee in the carrying out of its work.

2. The Secretariat shall also assist the Steering Committee to prepare the annual report and any such supplementary reports as are required by the activities of WAIPA, in addition to the daily management of the Association.

3. WAIPA shall seek and utilize to the extent possible support from Foreign Investment Advisory Services (FIAS), Multilateral Investment Guarantee Agency (MIGA), Organization for Economic Cooperation and Development (OECD), United Nations Conference on Trade and Development (UNCTAD), United Nations Industrial Development Organization (UNIDO) and such other bilateral and multilateral agencies as may be authorized by the Steering Committee and the General Assembly.

4. The agencies referred to in clause 3 shall be invited to the Consultative Committee, which will advise the Steering Committee in the definition and implementation of the WAIPA programme.

#### **Article XVI**

The Secretariat shall be located at the headquarters of WAIPA.

### **CHAPTER 7**

#### **Budget and Expenditure**

#### **Article XVII**

The Steering Committee shall prepare a Budget for the administration of the affairs of WAIPA and shall submit it to the General Assembly for approval.

#### **Article XVIII**

The financial resources of WAIPA will be made up of voluntary donations which it may accept in accordance with Article XIX, membership fees and payments received for services rendered.

#### **Article XIX**

The Chairperson of the Steering Committee or any other person that may be appointed by the General Assembly may accept such voluntary donations as may be offered to WAIPA, provided that no condition contrary to the aims and interest of WAIPA is attached to such voluntary donations and the donation is disclosed immediately to the Members of the Steering Committee.

## **CHAPTER 8**

### **General Provisions**

#### **Article XX**

1. Any Investment Promotion Agency, which is not a signatory to the Statute, may adhere to it by sending a notification to the Secretariat, which shall inform other Members of its adherence to the agreement.
2. Any Member who desires to renounce its membership shall forward a written notification to the Secretariat. At the expiration of one year from the date of the receipt of such notification, if not withdrawn earlier, this Statute shall cease to apply with respect to the Member that has so renounced.
3. Should a Member act in flagrant violation against the spirit, purpose and interests of WAIPA, the General Assembly may, on the recommendation of the Steering Committee, suspend the rights and privileges to be enjoyed by that Member to the extent determined by the General Assembly.

#### **Article XXI**

The Association shall cooperate with governments, business organizations and other international bodies. In particular, it is intended that besides the specific relationship with UNCTAD referred to in Article VI, and with FIAS, MIGA, OECD, UNCTAD and UNIDO referred to in Article XV.3, WAIPA shall establish working relations with other organizations in the United Nations system which have relevance to WAIPA's objectives.

#### **Article XXII**

The working language of the Association shall be English. Other languages may be used if resources permit.

#### **Article XXIII**

The liability of WAIPA shall be limited to the amount of its assets. The liability of WAIPA shall not extend to the personal liability of the officials of WAIPA.

#### **Article XXIV**

In the event that WAIPA is to be wound up, all assets shall be distributed among the members of WAIPA, proportionately to the payment of their subscription over the last three years to the Association, and shall be prorated accordingly. The proceedings shall be in accordance with the applicable laws and by the courts of the seat of WAIPA.

**Article XXV**

Any dispute between WAIPA and a Member or an officer, which is not settled amicably, shall be settled in accordance with the laws and by the courts of seat of the WAIPA.

**Article XXVI**

1. Any question which may arise concerning the interpretation or application of this Statute shall be decided by a vote of two-thirds of the Steering Committee.

2. If the Steering Committee fails to resolve such a question, the matter shall be submitted to the General Assembly, whose decision shall be final.

**Article XXVII**

1. This Statute may be amended on the following conditions:

a) A written request shall be made to the Secretariat by at least ten Members;

b) The proposed amendment shall not be submitted to the General Assembly until all the Members have been duly notified of it, at least three months prior to the date of the meeting at which it is to be considered.

2. Any such proposed amendment shall be approved by a majority of at least two-thirds of the General Assembly who shall determine the date of its adoption. ■