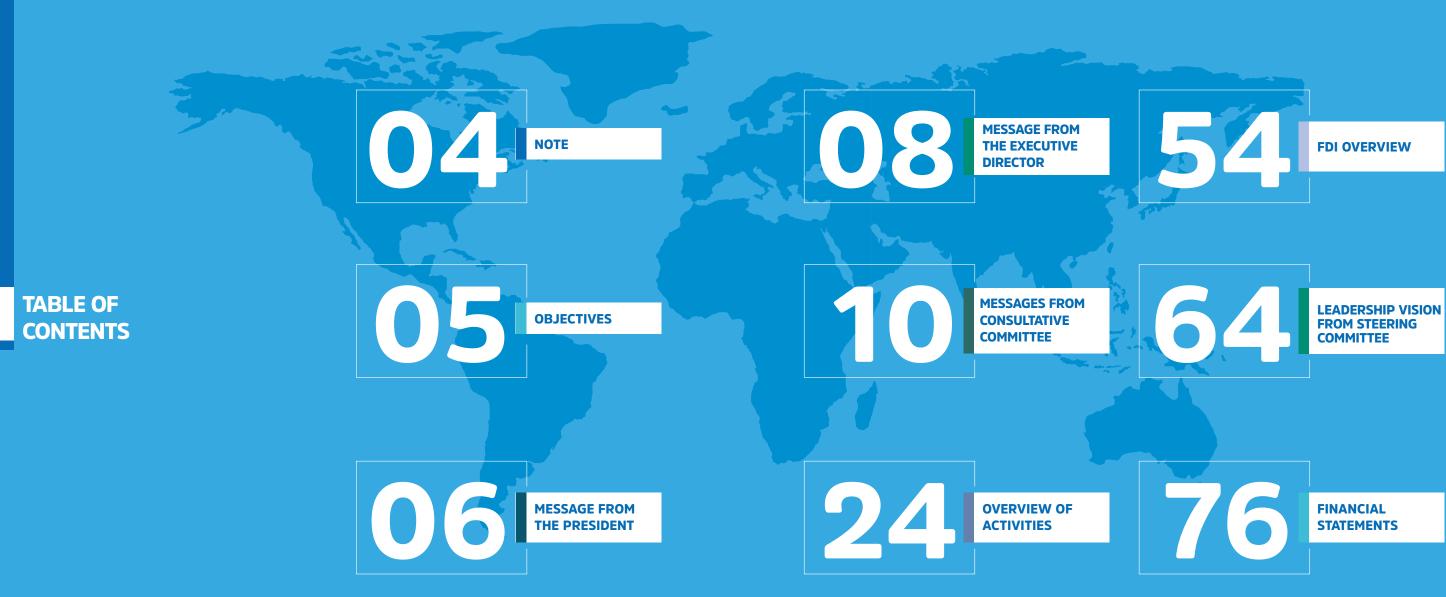
WAIPA REPORT OF ACTIVITIES



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NOTE

The WAIPA Annual Report 2018-2019 was produced by the WAIPA Permanent Secretariat. WAIPA would like to thank all those who have been involved in the preparation of this report and for their various contributions.

We would also like to thank all those who cooperated with us towards the accomplishment of the activities reported. For further information on WAIPA please contact the WAIPA Permanent Secretariat at the following addresses:

ISTANBUL

Istanbul World Trade Center Building A1, 8th Floor, No. 296-298 Yesilkoy, Istanbul – Turkey Phone: +90 212 465 00 25 Email: info@waipa.org GENEVA Maison Internationale de l'Environnement 2 (MIE2) 9, Chemin de Balexert 1219 Chatelaine, Geneva - Switzerland

info@waipa.org

Bostjan Skalar Executive Director, CEO bostjan.skalar@waipa.org The objectives of WAIPA, as broadly reflected in Article II of the Association's Statutes are to:

PROMOTE UNDERSTANDING

Promote and develop understanding and cooperation amongst IPAs.

SHARE EXPERIENCES

Share country and regional experiences in attracting investment

FACILITATE ACCESS TO DATA

Strengthen information gathering systems, promote the efficient use of information and facilitate access to data sources.

ASSIST IPAs IN ADVERTISING

Assist IPAs in advising their respective governments in the formulation of appropriate investment promotion policies and strategies.

PROMOTE TRAINING

Facilitate access to technical assistance and promote training of IPAs.

OBJECTIVES

1

MESSAGE FROM THE PRESIDENT



President. World Association of Investment **Promotion Agencies**

ARDA ERMUT

President, Investment Office of the Presidency of the Republic of Turkey During our Presidency, we have made WAIPA an increasingly credible organization. We achieved this mainly by enhancing the cooperation with our Consultative Committee members UNCTAD, UNIDO, ILO, ICC, OECD, IEDC and the World Bank, and as such by conducting numerous activities and capacity building program with them for the benefit of our member agencies. By transferring the operations to Istanbul, we have also maintained the accessibility of WAIPA as a location, expanded our team. and have primarily focused on capacity building, research, and other activities.

During our tenure in the 2017-2019 period, we have organized or participated in an ever-increasing number of conferences, workshops, and trainings alone or together with our partner institutions and members. We have for example collaborated with UNIDO for a training course on impact investment as well as held the Pilot Executive Training Program on FDI together with the World Bank in Istanbul and we are already looking forward to the 5th edition of the ILO WAIPA Training next year, which annually highlights the importance of IPAs regarding effective investment facilitation and the sustainable development goals (SDGs). Furthermore, we unveiled the "FDI Excellence Series", a hands-on training program for investment professionals and held sessions in the first series worldwide in 2018 including in Istanbul. Helsinki. Xiamen, and Budapest. Within this scope, we had this year already sessions in Istanbul, Dubai and will close this vears' courses with trainings in Warsaw, and Rome. With participants and lecturers from more than 40 countries, the "FDI Excellence Series" aims not only to be the most practical FDI training in this field but the feedback received

from our peers gives us further confidence to continue these valuable courses. Another breakthrough during our tenure, the Global IPA survey conducted with the World Bank, is underway. This survey will give us even further insight into the daily work of IPAs around the world and will help us to foresee trends and allow us to give even better services to our members.

our successful path.

I would like to sincerely thank our members for their trust in the Investment Office and for giving us the opportunity to hold the Presidency of WAIPA for two terms and to the Permanent Secretariat for their diligent work. I wish great success to the new leadership and the entire WAIPA family in the new term and I would like to express that we will accompany them with all our efforts.

After all these contributions, the Presidency of the Republic of Turkey Investment Office will be delighted to entrust the Presidency of WAIPA to another country in 2019 as per the decision of the General Assembly at this year's election. We believe in the importance of achieving financial independence of WAIPA, hence an even stronger inclusion of the members will be preferable to continue

Foreign direct investments are one of the main pillars of sustainable development, and along with domestic investments, developing economies also need more FDI in order to attract more capital and achieve higher growth rates. I believe that there is a greater need for IPAs in an increasingly competitive environment, but I also realize that their business is challenging and requires further empowerment and a clear strategy.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Executive Director - CEO. World Association of Investment Promotion Agencies Our aim as the World Association of Investment Promotion Agencies (WAIPA) is to strengthen international partnerships so we can collectively promote new opportunities in Foreign Direct Investment (FDI) and as such aim to equip our members with the right skill set in our courses to be set for a rapidly changing and evolving field.

According to the most recent UNCTAD's World Investment Report issued, estimated global FDI flows were \$1.3 trillion in 2018, which is 13% decline compared to the previous year. This is the third consecutive drop in FDI flows.

The decline is largely concentrated in the developed part of the world, where FDI inflows dropped by 27%. This is the lowest number since 2004. In the case of developing countries there is a slight increase of 2% comparing to the last year, while transition economies experienced a drop of 28% in FDI inflows.

The main factors behind the FDI slide in 2018 can be explained by several factors, mainly in terms of policies. economical as well as structural changes in the way international business is conducted.

Yet despite this, we should not forget that investment is without doubt the most powerful development tool in today's world. This assigns significant role to IPAs since often their main task is attraction of investments by targeting prospective investors and servicing current ones. And we should not forget the enormous chance the UN SDGs give us. However, even though IPAs have a very important role, they are not always given the opportunity to deploy their full potential. Inappropriate roles in government structures, weak legal frameworks and poorly

designed strategies are some of the main reasons why they might be prevented from working efficiently.

Therefore, WAIPA believes that more empowered IPAs will lead to more growth and development. Many cases show how properly empowered IPAs with a well-defined legal status and strategy can be beneficial for their countries and regions; and the way our field is changing at the moment offers great chances to IPAs from all development statuses; but this is why capacity building and equipping IPAs with the right skills sets to be set for the future is of the utmost importance.

Lastly, we believe all goals are achieved faster with a systematic and collaborative approach. WAIPA in that sense is the bridge builder and the link between the private sector and governments as well as between Investment Agencies and their own internal government structures. Therefore, we together can play an important role in this respect as by closely working with international organizations enables us to create additional linkages, to steer and assist IPAs to reach their full capacity and be the global reference point for FDI.

Thus, we have conducted numerous trainings, both with partners and alone. One of our main pillars is our "FDI Excellence Series" with participants and lecturers from more than 40 countries. Also we further boosted our research part. We had a detailed survey 2018 continuing our insightful annual surveys, which this year we conducted together with our Consultative Committee Member the World Bank for a Global IPA survey.

MESSAGES FROM CONSULTATIVE COMMITTEE



TRACYE MCDANIEL

Board Chair, International Economic Development Council (IEDC) www.iedconline.org



Secretary-General, United Nations Conference on Trade and Development (UNCTAD) www.unctad.org



Director-General,

International Labour Organization (ILO) www.ilo.org



Secretary-General, Organisation for Economic Cooperation and Development (OECD) www.oecd.org



Director-General, United Nations Industrial Development Organization (UNIDO) www.unido.org



Director of Trade, Regional Integration and Investment Climate, The World Bank www.worldbank.org

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The Power of Knowledge and Leadership



TRACYE MCDANIEL

Board Chair, International Economic **Development Council (IEDC)**

Dear WAIPA members.

On behalf of the International Economic Development Council (IEDC) I extend my sincere congratulations to WAIPA for another successful year as the global reference point for foreign direct investment (FDI). IEDC is proud of our partnership and collaboration with WAIPA. Since formalizing our partnership in 2004. IEDC and WAIPA have continuously strengthened our joint resolve to advance economic growth by empowering the global network of economic developers. IEDC is committed to continue to serve as a member of WAIPA's Consultative Committee and we look forward to the upcoming year and its many opportunities for collaboration.

As an association of over 5,000 members, IEDC is dedicated to serving economic development professionals worldwide. For over 90 years, IEDC has delivered quality programs and services that allow economic developers to build strong and sustainable communities, including opportunities to network and learn through our conferences; a well-structured professional development program and certification that unify and set the standard of excellence for the discipline: cutting-edge research published by the Economic Development Research Partners (EDRP) program; advisory services that create customized solutions for communities and federal agencies: an Accredited Economic Development Organization

program, which recognizes excellence in local economic development efforts: and the industry publications Economic Development Journal and Economic Development Now e-newsletters, IEDC succeeds by empowering our members with the knowledge they need to create high-quality jobs, develop vibrant communities, and improve the quality of life in their regions.

Similarly, WAIPA's commitment to disseminating best practices in investment promotion is needed more than ever. According to the 2019 UNCTAD World Investment Report overall FDI fell by 13 percent in 2018, the third consecutive year in FDI's decline. Yet the need to attract investment and promote exports to support industrialization, economic diversification and structural transformation is as great as ever for developing countries, especially the least developed countries. And the work of WAIPA in promoting and educating its member countries on the value of FDI is therefore even more critical now. The economic development community is committed to work with international partners and peers throughout the

economies.

world to find solutions and develop strategies that help our communities grow. Collaboration among economic development professionals at all levels and across all regions remains crucial to accelerate collective, inclusive, sustainable growth for all

IEDC is looking forward to WAIPA's CEO Boštjan Skalar speaking at our Annual Conference in October 2019 in Indianapolis, Indiana. This year's theme is "the race for talent" and explores how to work collaboratively on topics like livability, housing, infrastructure, partnerships, and developing future businesses and workers. I look forward to continuing the WAIPA-IEDC knowledge-sharing tradition by speaking at the 24th annual WAIPA World Investment Conference in Warsaw, Poland I congratulate WAIPA again on a successful past year and look forward to continued partnership and cooperation. Together we will continue to empower our members with the knowledge they need to navigate the challenges they encounter and take advantage of the opportunities they are given.





GUY RYDER

Director-General International Labour Organization (ILO)

Dear WAIPA members.

The International Labour Organization is pleased to be associated with the World Association of Investment Promotion Agencies.

Sustainable enterprise development is central to our mission to promote decent work. The ILO has long recognized the important role of foreign direct investment (FDI) in stimulating and advancing decent work, inclusive economic growth and sustainable development: and the central role of IPAs as both the entry point for foreign investors to their countries and as the bridge between these investors and policy makers.

concerning Multinational Enterprises and Social Policy (MNE Declaration) is a key tool for IPAs as they interact with both investors and policy makers. The MNE Declaration offers guidance to governments on policies to maximize the positive contribution of FDI and to minimize and resolve challenges which may arise. It also speaks directly to the investors – multinational enterprises – providing recommendations on how to enhance their contribution to sustainable development through sound social practices and linkages with local enterprises. The 2030 Agenda for Sustainable Development advocates the attraction of the The ILO Tripartite Declaration of Principles right kind of investment that supports sustainable development and inclusive growth; and the MNE least developed countries to attract FDI that will Declaration gives insights on how to make this happen.

Since the signature of the ILO-WAIPA cooperation on FDI and decent work, our organizations have collaborated in a number of areas. At the 23rdWAIPA World Investment Conference in Xiamen (China) in 2018, the ILO participated actively including through a capacity-building workshop for IPAs, highlighting the ILO's work on sustainable investment for decent work. During the 2018 World Investment Forum (Geneva, Switzerland) the ILO, WAIPA and UNCTAD co-organized a roundtable discussion on "Creating More and Better Jobs through Investment" where IPAs shared their experience in seeking FDI with greater potential to foster decent work.

Earlier this year, the ILO and WAIPA partnered with UNIDO to deliver a tailor-made course for IPAs in the ILO's International Training Center in Turin. Italy, on Investment Facilitation: leveraging FDI flows for sustainable development. The course brought together national and regional IPAs from 17 countries—as well as regional associations such as CAIPA and COMESA, export-import banks and development agencies—to learn from investment promotion and sustainable development specialists and to exchange strategies and experiences. The ILO is also collaborating with UN-OHRLLS.

WAIPA, UNCTAD and UNIDO to support IPAs in the

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contribute more effectively to realizing decent work and achieving the SDGs.

The ILO brings to the collaboration the strength of its tripartite structure and the knowledge and experience not only of governments but of the representatives of employers and workers of its 187 member States. Through social dialogue, the ILO develops normative instruments and policy guidance. Likewise, tripartite national dialogues can help to strengthen national FDI policies and broader economic development strategies. Some countries have established national focal points for the promotion of the MNE Declaration, including Côte d'Ivoire, Jamaica, Norway, Portugal, Senegal and Sierra Leone. Sierra Leone's structure also includes the Local Content Agency, to strengthen further the link between FDI and local enterprises and the prospects for their contribution to sustainable development and decent work opportunities.

WAIPA has done a tremendous job in strengthening and amplifying the role of IPAs in national and international policy dialogues. It is also to be congratulated for bringing to the fore the role of IPAs in achieving the SDGs and the importance of decent work. I look forward to continuing a fruitful partnership with WAIPA to support IPAs on this



ANGEL GURRIA

Secretary-General, Organisation for Economic Cooperation and Development (OECD)

In my message to WAIPA Members last year, I highlighted a relatively new threat to the global economy – rising trade and investment protectionism. The political and policy implications at the time were clear. With an array of headwinds already working against the twin drivers of global growth - trade and investment - it was more critical than ever that governments commit themselves to an inclusive, open, and rules-based globalisation and avoid escalating protectionism. Unfortunately, as we all know, this is not how things have played out.

Today, we are seeing signs of de-globalisation and disruption to global value chains. Firms are

responding to heightened uncertainty by holding back investment and ploughing record amounts of corporate cash into share buy-backs. Some argue that much of the current situation is due to a 'populist phase', one that will eventually pass and then everything will return to normal. I do not share this view.

Rather, we can trace the populism and nationalism we are seeing in politics around the world, the backlash against globalisation, and ultimately the return of unfettered protectionism, to the fact that we, as policy-makers, did not spend enough time addressing the distributional dimensions of globalisation. This is not to say that we did not try. For example, we have been promoting responsible business conduct globally through the OECD Guidelines for Multinational Enterprises for decades, and have made great strides through our work on Base-Erosion and Profit Shifting (BEPS) to ensure that multinationals pay their fair share in taxes. We have worked closely with our partners at the United Nations and other leading development agencies to address global challenges such as poverty and inequality, to fight climate change, and to achieve the Sustainable Development Goals (SDGs)

Yet, despite these efforts, it remains clear that we allowed some un-level playing fields to develop. We allowed race-to-the-bottom tax policies, we allowed some boats to sink and others to rise with the tide, and we did not pay enough attention to irresponsible business conduct. We have not reacted swiftly enough to climate change and the latest OECD Global Outlook on Sustainable Development shows that we are still not generating nearly enough investment to achieve the SDGs. In sum, even as we made great strides in some areas, by missing our targets in others we created a globalisation that was neither inclusive nor sustainable.

What can we, the global investment policy community, do to address these shortcomings and create a more inclusive and sustainable globalisation?

I would put forward three key areas where investment policy-makers, including those in charge of the IPAs, can take action.

First, we need to reflect on, and spend more time measuring, impact – the impact of FDI, the impact of MNEs and the impact of global value chains. In the past, we tended to 'treasure what we measured'

but now the time has come to 'measure what we treasure'. We need to better understand how globalisation is affecting people, and take corrective action where we find negative impact.

Second, we must refocus our multilateral institutions to see if they are fit for purpose when building an inclusive and sustainable globalisation. At the OECD, for example, we have been shifting the investment policy agenda towards a more balanced approach. One that places a greater emphasis on the qualities, rather than only in the quantities of FDI; one that balances the rights of investors with societal expectations concerning responsible business conduct; one that places the sustainable development goals and the fight against climate change at the heart of investment policy. We know we need to do more, but we think we are moving in the right direction.

Third, we need to get back to advocacy. This is an area where WAIPA and the IPAs have an important role to play. We need a shared narrative to better explain the benefits that globalisation can deliver, while being honest about the costs. Advocacy is also an important way of providing governments with a sense of shared purpose and a basis for constructive intergovernmental dialogue.

While these are clearly difficult times for the international investment and trade policy communities, I also feel that the current situation represents an excellent opportunity to redress some of the imbalances to which globalisation has given rise. I am confident that, through our on-going collaboration, WAIPA and the OECD will continue to play an important role in laying the foundations for a more sustainable and inclusive globalisation.





Secretary-General, United Nations Conference on Trade and Development (UNCTAD)

The decline in global foreign direct investment (FDI) flows in 2018 by 13% to \$1.3 trillion marks the third consecutive year of falling global FDI flows, continuing an underlying FDI trend that shows no significant growth during the past decade. Reasons for this slowdown include a declining rate of return on FDIs, the increase of asset-light forms of investment, a less favorable investment climate in a growing number of countries, and greater uncertainty over the development of international trade and investment arrangements.

In this environment of slow FDI growth and increased competition for the attraction of FDI, governments

and investment promotion agencies (IPAs) face novel challenges like the new industrial revolution. changing patterns of international production and the sustainable development imperative to meet the objectives of the 2030 Agenda. These profound changes require policies and instruments that maintain openness to foreign investment in order to attract capital, know-how, and technology but that also ensure environmental and social sustainability of investments and inclusiveness, balancing the introduction of new technologies with policies aimed at job creation and social assistance for those who become unemployed. IPAs can contribute to this by targeting companies that forge industrial change and by helping to create and promote new locational advantages such as modern infrastructure, broadband connectivity, and a skilled labor force.

WAIPA has been a key strategic partner of UNCTAD in supporting IPAs to meet these challenges through joint activities globally, and in joining forces to train IPA officials at the regional level. These efforts are important for exchanging best practices, enabling networking among investment promotion professionals, and ensuring that IPAs can compete in an increasingly fierce market.

UNCTAD looks forward to continuing this partnership and wishes WAIPA and its members a very successful World Investment Conference in Poland.



LI YONG

Director-General, United Nations Industrial **Development Organization (UNIDO)**

Foreign direct investments (FDI) remain imperative for developing countries to achieve the Sustainable Development Goals (SDGs), FDI projects can offer a lasting impact on technology upgrading, employment creation, skills development, global value chain integration and other development dimensions enshrined in the SDGs.

NDUSTRIAL DEVELOPMENT ORGANIZATION

UNITED NATIONS

The Fourth Industrial Revolution (4IR) is currently transforming global value chains at an unprecedented pace. There are currently two divergent views on FDI in the era of the 4IR: on the one hand, a view of abundant opportunities for investment promotion in new sectors like artificial intelligence, big data, 3D printing, e-commerce and other related areas; and on the other hand, a view emphasizing the risks of

4IR in terms of the gradual erosion of comparative advantages of many developing countries for FDI outsourcing and the related risk of FDI "re-shoring" back to developed countries.

This represents a challenge for WAIPA's members -the investment promotion agencies (IPAs)- which are expected to maximize volumes and impact of new digital FDI while mitigating the risk of re-shoring through FDI retention and aftercare strategies. Based on current data, the opportunities related to 4IR seem to offset its potential adverse effect on FDI flows in developing countries. While global FDI was declining by 13 per cent, it remained stable in developing countries.

Many of the IPAs are confronted with shrinking budgets but they are nonetheless expected by their governments to do "more with less". This raises the question how the technologies and innovations could be deployed within an IPA. How much of technological innovation makes sense and could realistically be absorbed by an IPA to improve its performance?

The findings from the WAIPA Annual Survey of 2018 show that IPAs' interest in artificial intelligence or big data solutions is rapidly growing. For instance, in relation to investor targeting, an effective IPA would be able to analyze the lead motives of a specific multinational enterprise by analyzing previous FDI transactions to extrapolate the likelihood of securing a future investment deal with that multinational enterprise.

Furthermore, an IPA could enrich its, often static websites, with geographic information systems to triangulate data related to the most important FDI location factors, such as natural resource availability. access to land, the proximity and growth of local markets and skills sets of available work force to support its work. Using geographic information systems, potential investors will have an opportunity to become aware of sites that would otherwise not have been shortlisted through "traditional" investment promotion techniques.

A distributed ledger (blockchain) could offer new ways of tokenizing information, such as the SDG impact of a specific investment project. Specialized apps could be developed to support better data collection and analysis linked to the SDGs. An IPA could then verify whether the claimed impact was

actually realized and whether the prerequisite for the receipt of a specific incentive remains valid.

These examples show that data is and will have an important role to play in the era of the Fourth Industrial Revolution. Many IPAs will therefore have to challenge the status guo of current collection. storage and analysis of investment-related data. UNIDO is reviewing its own technical cooperation products, such as the Computer Model for Feasibility Analysis and Reporting (COMFAR), the Subcontracting and Partnership Exchange (SPX) Programme and its Investment and Technology Promotion Offices (ITPOs) to make them fit to respond to the new dynamics of investment promotion in the digital age. The bundling of these UNIDO instruments with the unique mandate of WAIPA has already produced remarkable results and offers multiple pathways for further scale-up. The close cooperation between UNIDO and WAIPA, particularly during WAIPA's 23rd World Investment Conference, which took place at the China International Fair for Investment and Trade (CIFIT) in Xiamen, China, in September 2018 or joint activities at Hannover Messe 2019, are only two of many examples of this growing cooperation. I would like to take this opportunity to express my gratitude to Mr. Arda Ermut. President of WAIPA, for his strong leadership in carrying out WAIPA's vision, and also to the members of WAIPA's Consultative Committee in contributing their knowledge and expertise to boost the achievement of WAIPA's mandate as a world-class institution representing the global network of IPAs.



CAROLINE FREUND

Director of Trade, Regional Integration and Investment Climate, The World Bank

The past year has been a turbulent one for international investment and trade. Global flows of foreign direct investment (FDI) continued their downward trend for the third consecutive year, declining 13 percent in 2018. Escalating trade tensions have dampened investor confidence as new tariffs disrupt global supply chains. Firms are delaying investments due to uncertainty in supply chains, market access and global commerce, hurting prospects for development.

WORLD BANK GROUP

A key challenge facing countries is the evolving nature of global commerce. Developments in technology have impacted global production and investment, fragmenting production processes

across the globe and creating a vast network of developed and developing economies connected through GVCs. Developing countries have benefitted as GVCs allowed them to join the segment of the value chain in which they are most competitive, without having to build the whole chain of production. This allowed industrial upgrading and leapfrogging that was not possible in the past. However, participation in GVCs has been uneven and industry 4.0 is bringing new challenges and opportunities to the developing world. The factors that used to attract FDI to developing countries like the supply of cheap labor are no longer sufficient. Firms are increasingly looking for locations offering the best value proposition, including skilled labor, open markets, sound regulatory environments, investor protections, and modern infrastructure, among other things, at a competitive overall cost. Given this environment, the work of investment promotion agencies (IPAs) is more critical than ever to ensure not only the attraction of new investment but also retention and expansion of established investors. IPAs are supposed to proactively attract new quality investment in line with their development goals and competitive advantages. They must also ensure investors receive comprehensive aftercare services to support operations, resolve grievances, prevent firms from leaving and foster expansion.

As countries constantly need to improve their value proposition to investors, IPAs can also contribute by advocating key investment eco-system improvements, including FDI policy reforms. IPAs are strategically positioned as a connector between investors and governments, thus knowledgeable to influence their country's competitiveness agenda in strate that cour meeting WBG re shown th promotic quality F growth. alignmen institution of qualit investme As IPAs h navigate the WBG Understa on innov exchange IPAs and *SOURCES Freund*, F

in strategic sectors. This feedback would ensure that countries keep competing for quality FDI while meeting their development goals.

WBG research and operational experience has shown that countries with strong FDI policies and promotion do better in attracting and retaining quality FDI inflows for long-term socio-economic growth. This requires having a strong strategic alignment, mandate and sector focus, a coherent institutional framework, and a relevant delivery of quality services to investors along the entire investment lifecycle.

As IPAs have an important role in helping countries navigate through these challenging economic times, the WBG and WAIPA signed a Memorandum of Understanding in September 2018. This collaboration on innovative research, networking and knowledge exchange, and other initiatives aims at strengthening IPAs and countries to better compete for FDI.

SOURCES: UNCTAD World Investment Report (2018); Freund, Ferrantino, Maliszewska and Ruta (2018)

OVERVIEW OF ACTIVITIES

23RD WAIPA WORLD INVESTMENT CONFERENCE, XIAMEN – CHINA 7 - 9 SEPTEMBER 2018

THE FDI EXCELLENCE SERIES – "FDI LEADERSHIP" TRAINING, XIAMEN – CHINA 6 - 7 SEPTEMBER 2018

8[™] MEETING OF THE ASIA – PACIFIC FDI NETWORK, BANGKOK – THAILAND 25 - 26 SEPTEMBER 2018

IEDC 2018 ANNUAL CONFERENCE, ATLANTA – GEORGIA, USA 30 SEPTEMBER – 3 OCTOBER 2018

DUBAI INVESTMENT WEEK 2018, DUBAI – UNITED ARAB EMIRATES 9 OCTOBER 2018

WORLD INVESTMENT FORUM 2018, GENEVA – SWITZERLAND

22 – 26 OCTOBER 2018 •INVESTMENT PROMOTION WORKSHOP •INVESTMENT PROMOTION CONFERENCE •CREATING MORE AND BETTER JOBS THROUGH INVESTMENTS ROUNDTABLE

OECD REGIONAL SEMINAR, PARIS – FRANCE 22 – 23 OCTOBER 2018 WTPO CONFERENCE 2018, PARIS – FRANCE 26 OCTOBER 2018

FDI WORKSHOP AT SHARJAH FORUM, SHARJAH – UNITED ARAB EMIRATES 10 – 11 DECEMBER 2018

THE FDI EXCELLENCE SERIES – "FDI AFTERCARE" TRAINING, BUDAPEST – HUNGARY 13 – 14 DECEMBER 2018

WAIPA AT THE WORLD ECONOMIC FORUM 2019 DAVOS – SWITZERLAND

22 - 23 JANUARY 2019 •UNCTAD ROUNDTABLE ON GLOBAL INVESTMENT TRENDS •HCFI AND WAIPA ANNOUNCE "IPAS CAPACITY 2030" JOINT INITIATIVE

THE FDI EXCELLENCE SERIES – "INNOVATION IN INVESTMENT ATTRACTION" TRAINING, ISTANBUL – TURKEY 19 – 20 FEBRUARY 2019

ROUNDTABLE: INVESTMENT FACILITATION FOR SUSTAINABLE DEVELOPMENT, BERLIN - GERMANY 19 MARCH 2019

HANNOVER MESSE 2019, HANNOVER - GERMANY 1 - 5 APRIL 2019 AD7 2N17 JDP12 HAIP2 4FT



THE FDI EXCELLENCE SERIES - "INVESTMENT ATTRACTION AND FACILITATION" TRAINING, DUBAI - UNITED ARAB EMIRATES 5 - 6 APRIL 2019

ANNUAL INVESTMENT MEETING 2019, DUBAI - UNITED ARAB EMIRATES 7 - 10 APRIL 2019

2019 SDG INVESTMENT FAIR, NEW YORK - USA 17 APRIL 2019

JOINT ACP - EU PRIVATE SECTOR DEVELOPMENT FRAMEWORK, PORT LOUIS - MAURITIUS 14 - 16 MAY 2019

TRAINING FOR INVESTMENT PROMOTION AGENCIES ON IMAGE BUILDING AND INVESTMENT GENERATION, PODGORICA - MONTENEGRO 28 - 29 MAY 2019

4TH WAIPA & ILO INVESTMENT FACILITATION COURSE 2019, TURIN - ITALY 17 - 21 JUNE 2019

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23rd WAIPA WORLD INVESTMENT CONFERENCE

Xiamen – China, 7 - 9 September 2018



The 23rd annual World Investment Conference (WIC18), the flagship event of the World Association of Investment Promotion Agencies (WAIPA) was hosted by CIFIT and WAIPA Member China Investment Promotion Agency (CIPA) at Xiamen International Conference Center in China. The annual meeting held under the theme "A New Era in Foreign Direct Investment" brought together over a hundred leading investment promotion agencies (IPAs), international organization's leaders, heads of financial institutions, leading political figures, private sector representatives, prominent economists and researchers from more than 60 countries around the world.

The conference focused on empowerment and enhancement of IPAs capacities and their corporate development with the support of international bodies in global community. At last year's WIC in Dubai (WIC17), it was emphasized that foreign direct investments are vital to maintain and strengthen economic growth. FDI boost technological innovation, know-how transfer, contributes to job creation and adds productive capacity to the global economy. In recent years, we witnessed an evergrowing flow of FDI from developed into developing countries. However, also FDI from developing economies to developing ones grows steadily, creating thus beneficial spill overs through FDI all around the world contributing directly to welfare and prosperity.

First day of the conference was dedicated to WAIPA Members. In the afternoon, IPAs had the opportunity to join the workshop and sharpen their investment promotion skills from WAIPA Consultative Committee members; International Labour Organization (ILO), World Bank, Organization for Economic Cooperation and Development (OECD), United Nations Industrial Development Organization (UNIDO) and United Nations Conference on Trade and Development (UNCTAD). Best practices were presented by WAIPA Members Enterprise Greece, API Mali and Invest in Sharjah. WIC18 also included a Steering Committee meeting followed by a WAIPA General Assembly.

September 9 was specifically dedicated to the Conference where delegates listened not only from world renowned leaders, but also global companies and decision makers. Special ac Shouwen, China Int Gergawi, N James Zha at UNCTAI Departmen Celestin M African De Xiamen Mu The first se Chiffelle, H Economic Director of Conference Andrea Ge Economic Dianxun, I Agency of Industrial I



Special address and keynotes were delivered by Wang Shouwen, Vice Minister of Commerce of PRC and Deputy China International Trade Representative; Fahad Al Gergawi, Vice President of WAIPA and CEO of Dubai FDI; James Zhan, Senior Director of Investment and Enterprise at UNCTAD, Bernardo Calzadilla – Sarmiento, Director of Department of Trade, Investment and Innovation at UNIDO; Celestin Monga, Vice President and Chief Economist of African Development Bank and Meng Qian, Vice Mayor of Xiamen Municipal Government.

The first session was led by moderator Cristian Rodriguez-Chiffelle, Head of Trade and Investment Policy at World Economic Forum (WEF). Panelists James Zhan, Senior Director of Investment and Enterprise at United Nations Conference on Trade and Development (UNCTAD), Andrea Goldstein, Senior Economist at Organization for Economic Cooperation and Development (OECD), Liu Dianxun, Director General of the Investment Promotion Agency of Commerce of PRC (CIPA), Stefan Kratzsch, Industrial Development Officer at United Nations Industrial



Development Organization (UNIDO) and Githa Roelans. Head of the Multinational Enterprises and Enterprise Engagement Unit at International Labour Organization (ILO) discussed the following rationale: that both developed and developing countries are encouraging flows of FDI due to their positive effects, e.g. job creation, export increasement, capital accumulation, knowledge and technology spillovers, economic diversification, etc., contributing directly to their welfare and prosperity. Moreover. FDI can spur enterprise development in host countries. From synergies between MNE and local enterprises, to raising efficiencies and reducing costs, to spillovers in technology and human capital, this panel

aimed to closer look at the crucial link between local enterprises and FDI companies in a country, how to better connect them and what benefits these links can have. The second session under the moderation of Adrienne Klasa, Development Finance Editor at fDi Magazine and The Banker at Financial Times Group this panel explored new investment opportunities that technology is opening (AI. machine learning, block chain etc.) and the way technology is changing the day to day work of investors looking at overseas opportunities and the IPAs that work with them. Panelists included Simon Lacey, Vice President of Global Government Affairs Trade Facilitation and Market Access at Huawei Technologies Co., Ltd.: Anne Chappaz, Chief

Trade of Investment Support Institutions Strengthening Section (TISI) at International Trade Centre (ITC): Ratnakar Adhikari, Executive Director of the Executive Secretariat for the Enhanced Integrated Framework (EIF) at the World Trade Organization (WTO) and Peter Fuhrman. Chairman of the China First Capital.

Under moderation of Christina Knutsson. Director and Partner at GDP Global third session looked at the following rationale: the number of IPAs worldwide increased substantially in the last years and all countries except one have IPAs. In addition to the national IPAs, there is increasing trend in establishing regional and city IPAs. Why subnational IPAs are created are manifold, reasons range from large territories to better targeted services. The over-contribution of cities to GDP has been explained by applomeration and cluster theories, which point to the competitive advantage of having activities co-located in one geographic area. The importance of cities is being hastened by urbanization trends and cities particularly in developing countries will grow extraordinarily. Panelists Helen Hai, Founder and CEO of Made in Africa Initiative; Armando Heilbron. Global Investment Promotion Workstream Leader at World Bank Group/IFC: Liu



Zuozhang, Executive Vice President of China Council for International Investment Promotion: Chris Knight, Co-Founder and Chief Commercial Officer at WAVTEQ Ltd. and Niels Maas. Founder and CEO of Forglobal discussed the importance of subnational IPAs and their importance in the upcoming decades.

In his conclusive remarks WAIPA Executive Director Bostian Skalar thanked all participants and speakers for joining the event. He summed up the entire conference activities and concluded that collaborations of organizations and sharing knowledge among IPAs is the key to attract and promote our common efforts sustainably. He stressed that IPAs shall prepare sound value propositions to distinguish themselves from others. IPAs are unable to be experts in all fields of operation, so they shall focus on the ones they are best in. He invited the members and partners to feel free to approach WAIPA with their ideas to work together to achieve our global goals.

During the conference WAIPA signed Letter of Intent with International Trade Centre (ITC). Memorandum of Understanding with World Bank Group and International Solar Alliance (ISA) and Invest India.

THE FDI EXCELLENCE SERIES -"FDI LEADERSHIP" TRAINING

Xiamen – China, 6 - 7 September 2018

As part of the 2018 FDI Excellence Series training program run jointly by WAIPA and Andreas Dressler. FDI Leadership workshop was held in Xiamen, China just before the World Investment Conference organized by WAIPA Member Investment Promotion Agency of Ministry of Commerce of the P.R.China (CIPA) and CIFIT.

This course was designed for agency management, • Measuring and communicating results. department heads and team leaders and covered the key issues required to create and run an effective investment promotion operation, from integrating FDI with other functions such as trade, developing effective organizational and reporting systems, to building partnerships and engaging with outside stakeholders.

Topics included:

- Responding to the global trends that are shaping FDI flows and opportunities.
- Developing a comprehensive investment attraction strategy.

- Integrating investment attraction with other functions such as trade and tourism promotion.
- Working successfully with partners from the private and public sector.
- Managing key stakeholders.
- Generating new sources of funding.

IPA professionals from 7 different countries joined the course to improve their leadership skills and update their knowledge on how to create and run an effective investment promotion operation. Speakers included representatives of world's leading investment promotion agencies, among other Parana Development Agency and Invest India who presented successful approaches of establishing and managing an effective IPA.





WAIPA Executive Director Bostjan Skalar was speaking at the UNESCAP 8th Meeting of the Asia-Pacific Foreign Direct Investment (FDI) Network in Bangkok on the role of Public Private Partnerships for sustainable investments organized by International Centre for Trade and Sustainable Development, UNESCAP and the World Economic Forum. The Meeting explored current developments and challenges in FDI policy, promotion and facilitation in the region. Participants discussed ways to improve the

Development.

8th MEETING OF THE ASIA **PACIFIC FDI NETWORK**

Bangkok - Thailand. 25 - 26 September 2018

national legal frameworks and international investment agreements (IIAs) system to ensure it better supports the achievement of 2030 Agenda for Sustainable

Experiences, best practices and challenges discussed at the meeting were intended to be fed into the global discourse at UNCTADs World Investment Forum 2018 in Geneva on 22-26 October 2018.

IEDC 2018 ANNUAL CONFERENCE

Atlanta – Georgia, USA 30 September – 3 October 2018



WAIPA Consultative Committee Member IEDC hosted its 2018 Annual Conference in Atlanta, Georgia, Drawing from the Brookings Institution's report Remaking Economic Development, the conference sought to spark a conversation around how IPAs might transform economic development efforts to foster greater bottom-prosperity throughout all of our communities.

WAIPA Executive Director Bostjan Skalar took part in the panel "Cooperating Across Borders: Leveraging Relationships for Global Relevance" where panelists discussed how collaboration between EDOs and similar organizations can better connect to global markets and the global supply chains; how to construct mutuallybeneficial relationships with IPAs in other countries to create business-to-business linkages and how to find opportunities for cross border workforce development exchanges as a means of upgrading skill sets.





WAIPA was proud program partner of the 2018 Dubai Investment Week (DIW) "Investing in Future Transformations", held annually by the Dubai Investment Development Agency Dubai FDI, currently holding the Vice Presidency of the World Association of Investment Promotion Agency (WAIPA). WAIPA Executive Director Bostjan Skalar took part in the expert panel: Investing in SDGs, highlighting partnerships for promoting investment in the Sustainable Development Goals (SDGs), respectively transforming the SDGs into attractive opportunities. DIW program included a number of strategic forums

opportunities. (SDG).

DUBAI INVESTMENT WEEK 2018

Dubai – United Arab Emirates. 9 October 2018

that discussed important topics and trends of the local and global economy. The forum aimed to enhance readiness to keep pace with future transformations and provided participants with sights on "Impact FDI" and new

WAIPA signed MoU with Hamdan Centre for the Future of Investments (HCFI) during the DIW to co-ordinate and implement respective activities to the benefit of WAIPA members and the UN Sustainable Development Goals

UNCTAD - WORLD INVESTMENT FORUM 2018

Geneva - Switzerland. 22 - 26 October 2018

Investment Promotion Workshop

WAIPA was delighted to be part of the 10th anniversary of the World Investment Forum 2018, which took place at the Palais des Nations in Geneva, Switzerland.

Organized under the overall theme "Investing in Sustainable Development", the 2018 Forum addressed global challenges for international investment in the new era of globalization and industrialization. It provided opportunities for open dialogues among all investment stakeholders, brainstorming of solution-oriented initiatives and fostering global partnerships to advance prosperity for all.

On 22 October, first day of the forum a WAIPA workshop was organized. This workshop provided investment promotion officials with knowledge and skills to engage effectively in narrowing the SDG-related investment gap and contribute to the achievement of Agenda 2030.

Best practices, feedback, and insights from investment promotion agencies were incorporated in UNCTAD's investment related research and technical cooperation program.

Great insights were shared by WAVTEO's Dr. Henry Loewendahl, CAIPA's President Diane M. Edwards; Anna Falth, Senior Programme Manager at UN Women and Dubai FDI's CEO and WAIPA VP Fahad AI Gergawi. Best practices were shared by WAIPA members Dr. Anuj Joshua Mathew from Department for International Trade (DIT). Annelize Van der Merwe from the dti (Department of Trade and Industry: Republic of South Africa) and WAIPA Steering Committee members Dushyant Thakor from Invest India and Vanessa Gibson from CINDE – Costa Rica Investment Promotion Agency.





Investment Promotion Workshop

WAIPA organized in partnership with UNCTAD & CAIPA the Investment Promotion Conference 2018 Session 1: Promoting Investment in the SDGs - Connecting the Actors at the World Investment Forum 2018.

The session brought together heads of outward investment agencies (OIAs) and investment promotion agencies (IPAs) to present ways in which bankable SDG-projects can be prepared, promoted and financed, and discuss how different institutions and companies can partner to realize SDG projects.

Issues for debate were:

- Preparation of bankable SDG project proposals by IPAs and OIAs
- Marketing tools for SDG projects and solutions to finance SDG projects with relatively low returns and high risks
- Benefits of partnerships between institutions such as OIAs and IPAs and with the private sector.

Valuable expertise was shared by UNCTAD's Director of Investment and Enterprise James Zhan, Courtney Fingar from fDi Magazine; CAIPA President Diane M. Edwards: Director for Sustainable Development Hans Docter from the Dutch Ministry of Foreign Affairs; Apex-Brasil President Roberto Jaguaribe; NIPC CEO Yewande Sadiku: Banco de la Nacion Argentina Director Jorge Lawson and Invest Durban CEO Russell Curtis.

Creating more and better jobs through investments roundtable

At the final day of the UNCTAD's WIF2018 WAIPA organized a roundtable together with the International Labour Organization (ILO) and the Office of the UN High Commissioner for Human Rights (OHCHR).

Roundtable focused on "Creating more and better jobs through investment" where experienced IPAs and colleagues shared their matchmaking strategies to boost linkages with local producers, overcome labor force capacity and skills gaps and promote respect for the human rights of workers, communities and consumers. "No FDI can be attracted without skilled workforce and no job can be created without investments. IPAs play a key role in attracting and facilitating investments and ultimately in creating sustainable jobs" said WAIPAs Deputy Executive Director Ismail Ersahin underlining the critical role of IPAs and the importance of constant capacity building.

Issues for the debate were:

 What policies and strategies have helped to foster linkages between investors and local firms? How has your country addressed labour force capacity and skills gaps?

 How is your country promoting respect for the human rights of workers, communities and consumers among investors?

OECD REGIONAL SEMINAR

Paris – France. 22 - 23 October 2018



WAIPA Deputy Executive Director Yasemin Esenlik was a panelist at session 3 (EU-MED Peer-learning): Policy Advocacy: the role of MED IPAs in investment climate reforms at the OECD Regional Seminar Making investment promotion work for sustainable development: Trends and practices in the Mediterranean at the OECD Conference Centre in Paris, France.

The objective of this session was to share experiences about the role of IPAs in policymaking. Policy advocacy can be a powerful instrument to bolster reforms and enhance

the business environment by leveraging the private sector's feedback. It is a key function of many IPAs, which, through their interactions with investors, are well placed to identify bottlenecks in the investment climate and provide recommendations to address them. Suitable institutional co-ordinating mechanisms and communication channels are needed to ensure optimal government responses.

The Organisation for Economic Co-operation and Development (OECD) is a Consultative Committee member of WAIPA.



WAIPA CEO was contributing as a speaker to the ITC session "Delivering with excellence using new technologies" at the WTPO Conference held in Paris.



Panel discussion focused on:

- compete.connect and change?
- and businesses they support?
- digital age?

WTPO CONFERENCE 2018

Paris - France. 26 October 2018

 How do Trade and Investment Promotion Organizations (TIPOs) respond to new technologies to improve the ability of small and medium-sized enterprises (SMEs) to • What new partnerships are required? • How can TIPOs make "big data" work for small firms? How to use technologies to improve matchmaking between buyers and sellers, borrowers and lenders, institutions What are specific challenges TIPOs in least developed countries (LDCs) experience in the

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FDI WORKSHOP AT SHARJAH FORUM

Shariah – United Arab Emirates. 10 – 11 December 2018



WAIPA was a Knowledge Partner of the Sharjah FDI Forum in Sharjah, UAE. As such it had the pleasure to hold a pre-Conference FDI Workshop on Integrating innovative solutions to boost competitiveness.

Presenters included David East from Bureau van Dijk – A Moody's Analytics Company, Sved Husain Ouadri, Acting Director – Country Strategy and Cooperation Department, Islamic Development Bank; Sabrina Heinekey, Director of International Business, M&C Saatchi and KPMG who shared their valuable expertise and experience with participants. The Shariah FDI forum was organized under the Patronage of His Highness Sheikh Dr. Sultan bin Muhammad Al Qasimi, Member of the Supreme Council, Ruler of

Sharjah by Sharjah FDI Office (Invest in Sharjah) and Sharjah Investment & Development Authority (Shuroog) in association with CNBC Arabia. The Forum is a world leading economic and finance forum and the largest FDI and investment forum of its kind in the MENA region. The theme of the forum was "Shaping the Future of Economies".

On the first day of the Shariah Forum WAIPA CEO Bostian Skalar participated at the opening panel with H.E. Juma AlKait from the Ministry of Economy of UAE, Hanan Ahli from the Federal Competitiveness & Statistical Authority and Harald Jedlicka from the World Bank Group.

As part of the first edition of the 2018 FDI Excellence Series training program, WAIPA in collaboration with Andreas Dressler was hosting a training course on FDI Aftercare in Budapest. The course focused on how

investment promotion agencies (IPAs) can take advantage of their existing base of foreign investors to generate new investment and employment.

WAIPA was hosting investment promotion professionals from 13 different countries around the world: Cape Verde, Greece, Finland, Lebanon, Italy, Kuwait, Niger, UK,

Bangladesh, Macao, Hungary, South Africa and Slovenia. Aftercare is becoming increasingly important as foreign

direct investment slows down around the world. In addition to helping investors resolve problems so they can grow, aftercare is also crucial to helping locations move up the value chain by enhancing the activities of existing investors. The training was highly practical and provided participants with real skills and proven techniques for supporting existing investors.

- kev accounts.

• Use aftercare to enhance the advocacy role of the IPA. Special thanks to Marielle Balk Haasnoot from Netherlands Foreign Investment Agency and Dora Dweik from HIPA for sharing best practices and experiences with us and our colleagues from Hungarian Investment Promotion Agency for hosting us.



THE FDI EXCELLENCE SERIES -"FDI AFTERCARE" TRAINING

Budapest – Hungary, 13 – 14 December 2018

Participants in this course learned how to:

Select companies for aftercare and determine priority

 Develop specific services to provide to companies as part of aftercare.

• Deal with the main issues faced by investors and the challenges of providing aftercare.

 Build relationships with companies that strengthen their ties to the local community.

 Coordinate the support of other entities to develop an effective aftercare program.

 Monitor existing investors to identify companies at risk. Proactively identify opportunities for companies to grow or expand the scope of their activities.

WAIPA AT THE WORLD ECONOMIC FORUM 2019

Davos – Switzerland, 22 - 23 January 2019

UNCTAD Roundtable on Global Investment Trends

The World Economic Forum 2019 took place in Davos and provided an opportunity to address key challenges posed by the slump of global FDI flows and the stagnation of GVC growth. In this context, the United Nations Conference on Trade and Development (UNCTAD) convened a high-level Roundtable on Global Investment Trends in Davos on Tuesday, 22 January 2019.

WAIPA CEO Bostjan Skalar took part at the roundtable, which allowed business executives and policymakers to analyze the key structural, cyclical and policy factors behind the continuous sharp decline in global investment and identify effective responses at national and global levels.





HCFI and WAIPA Announce "IPAs Capacity 2030" Joint Initiative

On 23 January 2019 the Hamdan Centre for the Future of Investment (HCFI) and the World Association of Investment Promotion Agencies (WAIPA) announced a new joint capacity building program for Investment Promotion Agencies (IPAs) in Davos, Switzerland, with a vision to deliver the Foreign Direct Investment (FDI) capital, technology and talent needed for a sustainable future. Titled "IPAs Capacity 2030" and aligned with the transformative vision of the Sustainable Development Goals (SDGs), the program aims to build the capacity, skills and partnerships needed to realize a US \$ 15 trillion Impact FDI opportunity by 2030.

As part of the IPAs Capacity 2030 program, HCFI and WAIPA, are looking to forge strategic partnerships with leading global investors to establish a futurefit learning and development trajectories. A unique approach to address the current and future challenges and opportunities IPAs are facing from responding to multiple mega trends shaping new economic realities, to new business operating models, shifting demographics, climate change and increasing digitalization. Furthermore, it will determine how the enabling technologies of Industry 4.0, from Blockchain and Artificial Intelligence to

Machine Learni and prosperity. "We are commi and partners in WAIPA's memi the requirement in particular the capabilities to investment opp stated. The IPAs Capace on three areas a pipeline of in Capacity, relate effectively from Professional Ca technology, p innovations that "To realize the develop addition resources and capacity buildin concluded WA



Machine Learning and Robotics will impact social progress and prosperity.

"We are committed to actively engage various stakeholders and partners in the IPAs Capacity 2030 program to keep WAIPA's member IPAs ahead of the curve in grasping the requirements of the new development agenda, and in particular the capacity needed outside their traditional capabilities to capture the value from SDG-oriented investment opportunities", the WAIPA's Executive Director

The IPAs Capacity 2030 program's strategic focus will be on three areas namely : Absorptive Capacity, to develop a pipeline of investor-ready SDGs projects, Institutional Capacity, related to the ability to attract and benefit effectively from investments in SDG-relevant sectors and Professional Capacity, to create or access new markets, technology, products, services and business model innovations that contribute to the SDGs.

"To realize the SDGs investment opportunity, IPAs need to develop additional capacity to complement their existing resources and professional service offerings. Namely, capacity building at the market, agency and people levels", concluded WAIPA's Executive Director.

THE FDI EXCELLENCE SERIES – "INNOVATION IN INVESTMENT ATTRACTION" TRAINING

Istanbul - Turkey, 19 - 20 February 2019



UNCTAD Roundtable on Global Investment Trends

Due to demand and success of the FDI Excellence Series in collaboration with Andreas Dressler in 2018, WAIPA was delighted to continue the Series in 2019. First training course titled Innovation in Investment Attraction was held in Istanbul at WAIPA Training Center.

Investment promotion officials from 21 investment promotion agencies (IPAs) including Albania, Iran, Guinea. Bosnia and Herzegovina, Mali, Lebanon, Niger, Gambia, Kosovo, Sierra Leone, Sudan, Tunisia, Afghanistan, Algeria, Jordan, Cameroon, Uganda, Qatar, Saint Lucia, Brunei and Macao attended 2-days long program, which focused on the latest developments that are shaping foreign direct investment as well as the most exciting advances in the field of investment attraction.

The courses offered a dynamic mix of lectures and interactive sessions. Participants had a chance to learn about:

- Global FDI trends including changes in geographical investment flows and the types of projects locating in different areas of the world.
- Current drivers of FDI and the impact of geopolitical developments.
- Industry trends and the emergence of new sectors that are generating increased investment activity.
- The impact of new technologies such as automation and artificial intelligence on investment and FDI attraction strategies.
- The changing role of investment promotion agencies (IPAs) and new models for investment promotion around the world.
- Innovative approaches and best practices in different areas of investment attraction, including marketing, lead generation and aftercare.
- The growing use of technology in investment attraction and successful cases of IPAs that are applying new technological solutions.

Guest lecturers included Dr. Ratchanee Wattanawisitporn from Thailand Board of Investment who spoke about how BOI's investment attraction efforts reflect Thailand's overall innovation and diversification goals and the important role of FDI in contributing to these goals. Furthermore, Prof. Ronald Wall from the University of the Witwatersrand (WITS) revealed pioneering work on the geography of FDI flows from world cities to African cities and presented various concepts and techniques to measure urban and regional competitiveness for attraction FDI. Christian Kollinsky from WAVTEQ addressed the practical implications of sustainability for the day-to-day business of investment attraction. Moreover, Guvenc Sozen from ITÜ Cekirdek provided advice for how locations can build a successful innovation ecosystem. And last but not least, Ilker Sahin from AVL Turkey shared his insight into how corporate investors select locations for innovative centers and what they look for in terms of investment environment and government support.

Some testimonials from the training participants:

- The quality of the content and presenters made this an invaluable experience for me. The stated objectives of the course were exceeded. Well done WAIPA. By Mr. Roderick Cherry, CEO, Invest Saint Lucia
- The training was interactive and exciting and broadened my horizons in attracting investments to Gambia. By Hamey, B. Jawara, Manager, Investment Promotion &





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waipa.org

Facilitation, Gambia Investment and Export Promotion Agency (GIEPA)

• I am of the view that the workshop was interactive and comprehensive. I have learned so much from this training which I will definitely use in my organization. By Sheku Lexmond Koroma, CEO, Sierra Leone Investment and Export Promotion Agency (SLIEPA)

• Training organisation was excellent! Presented topics and lecturers deserve the best evaluation. I can say that I have learned several things on innovative approaches in FDI attraction. By Amir Kazic, Senior Advisor, Regional Representative, Foreign Investment Promotion Agency of Bosnia and Herzegovina (FIPA)

 Content of the course was very rich, useful and adapted to nowadays reality. Overall very useful and interesting course! By Liliana Santos Leong, Technical Assistant, Macao Trade and Investment Promotion Institute

• This training course was the best training I had during my work experience. The knowledge of the trainers and up-to-date information impressed us. Thank you. By Ali Hussein Qussairy, Senior Investment Promotion Officer, Jordan Investment Commission

 The course was really informative, gave me insights on thinking out of the box and I will try to incorporate new ideas in our services and implement promotional ideas.

ROUNDTABLE: INVESTMENT FACILITATION FOR SUSTAINABLE DEVELOPMENT

Berlin - Germany. 19 March 2019

WAIPA CEO Bostjan Skalar took part at the high-level roundtable on Investment Facilitation for Sustainable Development hosted by German Development Institute in Berlin. The meeting convened high-level experts on investment facilitation to develop conceptual ideas and policy proposals on how to strengthen the contribution of international investment facilitation frameworks to sustainable development in developing countries. Mr. Skalar shared his insights in the session on institutional

perspectives and investment facilitation where he talked about how can characteristics of sustainable FDI be identified and how can they be promoted, which concrete investment facilitation measures are particularly important to foster economic, social and environmental sustainability and which provisions are key to align an international investment facilitation framework and sustainable development among other.







WAIPA CEO Bostjan Skalar also also held talks with UNIDO Director General Li Yong. They discussed the modalities for engagement in joint investment promotion initiatives and technical assistance support to investment promotion agencies (IPAs). Li also informed WAIPA about the start of UNIDO's large-scale investment promotion programme titled, "Supporting business-friendly and inclusive national and regional policies, and strengthening productive capabilities and value chains" for the Africa-Caribbean-Pacific region.



HANNOVER MESSE 2019

Hannover - Germany. 1 - 5 April 2019

As institutional partners, UNIDO and WAIPA were jointly promoting their work at the world's largest industrial fair the Hannover Messe 2019. A line-up of exhibits, high-level business conferences and workshops drew attention of a record number of political and business delegations from all over the world.

The UNIDO/WAIPA booth, placed in the Global Business & Markets section, provided a platform for members and stakeholders to promote their work and exchange knowledge. In this respect, a strong presence of UNIDO's Investment and Technology Promotion Offices (ITPOs) and investment promotion agencies (IPAs) was secured.



THE FDI EXCELLENCE SERIES - "INVESTMENT ATTRACTION AND FACILITATION" TRAINING

Dubai - United Arab Emirates. 5 - 6 April 2019

The World Association of Investment Promotion Agencies (WAIPA) in cooperation with Andreas Dressler held the second course in 2019 as part of the FDI Excellence Series in Dubai. It focused on practical aspects of identifying, • Approaching investors for the first time and building a contacting and engaging with potential investors. The course covered key aspects of successful investment • Conducting due diligence on potential foreign attraction and facilitation, including:

- Developing a go-to market strategy focused on specific target sectors and geographic markets.
- Different channels for reaching investors, from setting up international offices to organizing roadshows, and

their relative effectiveness.

- Identifying potential investors based on research. industry contacts and other sources.
- relationship with decision makers.
- investors as part of a thorough gualification process.
- Providing support to investors at different stages of their decision-making process.
- Using IPA's services and support to differentiate the location and win investments.





The course brought together 22 participants from across Europe, Africa, Asia and Middle East who had a chance to learn from the leading investment promotion agencies and FDI experts and hear on the first hand experiences and best practices.

Hassan Mohalal. Director Investment Development at Dubai FDI showcased how Dubai FDI provides support to potential investors and works closely with other government agencies to ensure a comprehensive and coordinated approach to investor facilitation. Said Haddad, Vice President, EMEA Ethicon at Johnson & Johnson shared his insight into J&J's activities in the Middle East, the company's decision to invest in Dubai and the role of governments in supporting the company's investments.

Furthermore Simon Lacey, Global Government Affairs-International Trade and Investment Risk Mitigation Lead at Huawei Technologies shared his valuable insight into how one of the world's largest technology companies makes location decisions for new corporate facilities, including R&D centers and assembly plants. In this session participants were able to explore the link between

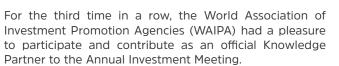
Huawei's strategy and global location footprint as well as the company's views on what IPA's should – and shouldn't - do to attract investment.

Karen Fernandes Jones, Chief Operating Officer and Ludmilla Figueiredo, Senior Investment Analyst at Apex Brasil talked about how Apex-Brasil approaches FDI attraction, including the agency's overall strategy, interaction with other ministries and the role of its foreign offices and the step-by-step process once a potential investor is identified. Last but not least, Federico Tabja, Chief of Staff at InvestChile discussed the agency's approach to attracting new investment to Chile. This includes the selection of target industries and priority geographic markets as well as the different methods that the agency employs to generate results, including foreign offices, roadshows, participation in specialized industry events and the Investment Forum in Chile.

The training provided participants with the know-how knowledge and skills they need in order to successfully compete for investment projects using different business development methods and tools.

ANNUAL INVESTMENT MEETING 2019

Dubai - United Arab Emirates, 7 - 10 April 2019



The ninth edition of AIM took place under the theme of "Mapping the future of FDI: Enriching World Economies through Digital Globalization". The meeting attracted participants from the public and private sector, ministers and government departments, international organizations, investors, chambers of commerce, industrial and economic zones, banking and financial institutions and consultants. On 7 April WAIPA organized a workshop which focused on the rapidly-changing trends within Investment Promotion Agencies (IPAs) and how their growing number of mandates impact their adaptability to remain competitive. Investment promotion professionals showcased which opportunities IPAs have to reach their full potential and how current trends might further influence and enhance their crucial role in attracting investments.

Speakers included Bostjan Skalar, WAIPA CEO, Sarah Russis, Head of Global Sales at fDi Intelligence a Financial Times company, Jorge Sequeira, Chief Executive Offices of The Costa Rican Investment Promotion Agency (CINDE) and George Campanellas, Director General of Invest Cyprus.

On 8 April, WAIPA CEO was invited to speak in the Investment Promotion Agency Roundtable on Attracting Investments in the 4.0 World. Under moderation of Henry

Loewendahl, CEO of WAVTEQ the panel explored how the technological revolution affects the investment climate in the host countries for FDI projects and what IPAs need to do to adapt to the changing dynamics of cross-border business and the emerging industry 4.0. Panelists from Invest HK, Hong Kong, Estonian Investment Agency, Ghana Investment Promotion Centre (GIPC), Ukraine Invest, The Costa Rican Investment Promotion Agency (CINDE) and Invest Cyprus discussed whether incentives are the key to FDI attraction and job creation in the digital world and how big data can help IPAs identify the right promotion strategy for the right investors for its market.

Annual Investment Meeting's Workshops

On 10 April, as part of the joint initiative by WAIPA and Hamdan Centre for the Future of Investment (HCFI) the IPAs Capacity 2030 Workshop on Building Capacity for Impact FDI Success was held as part of a wider consultation effort to identify and address key learning and development areas that will enhance the IPAs performance, from SDG project development and impact measurement at community, city and national levels to sustainable innovation. The workshop demonstrated how to engage youth and drive talented human capital into the FDI industry. HCFI and WAIPA, are looking to forge strategic partnerships with leading global investors to establish a future-fit learning and development trajectories.

At the Gala Dinner, the AIM Investment Awards 2019 were announced. WAIPA congratulates all Investment Promotion Agencies for winning the awards with great projects.

Finance	Winner	Invest in Austria
Europe	Runner Up	Flanders Investment & Trade (Be
Latin America and the Carible and	Winner	Costa Rica Investment Promotior
Latin America and the Caribbean	Runner Up	Brazilian Trade and Investment P
Middle East and North Africa	Winner	General Authority for Investment
Middle East and North Airica	Runner Up	Invest in Morocco
Control Aria, Causarus C. Dussia	Winner	Tatarstan Investment Developme
Central Asia, Caucasus & Russia	Runner Up	Kazakh Invest (Kazakhstan)
Central & Eastern Europe, and	Winner	Hungarian Investment Promotior
Turkey	Runner Up	Foreign Investment Promotion A
Coutle Foot Asia and Occasia	Winner	Invest India
South East Asia and Oceania	Runner Up	Punjab Board of Investment and
	Winner	Rwanda Development Board - Ri
East Africa	Runner Up	Kenya Investment Authority – Ke
	Winner	Investment South Africa - Invest
Southern Africa	Runner Up	Agency for Investment and Expo
	Winner	Ghana Investment Promotion Ce
West and Central Africa	Runner Up	Nigerian Investment Promotion C





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Agency - CINDE

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- GAFI (Egypt)

nt Agency

Agency - HIPA

jency - FIPA (Bosnia & Herzegovina)

Trade (Pakistan)

DВ

n Invest

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t Promotion - APIEX (Mozambique)

ntre - GIPC

ommission - NIPC



2019 SDG INVESTMENT FAIR

New York - United States of America. 17 April 2019



WAIPA CEO Bostian Skalar was a panelist at the session on "Building SDG Project Pipelines - Closing the Investment Gap" at the 2019 SDG Investment Fair which was held at the UN Headquarters in New York.

The session focused on the development of pipelines of investment-ready Sustainable Development Goal (SDG) projects and explored the gap between SDG needs, project concepts and investor requirements and expectations. Under the moderation of WAIPA Chief Strategic Advisor James Zhan, Director of the Division on Investment and Enterprise (DIAE), UNCTAD the representatives

from international organizations, development finance institutions and the private sector discussed among others perspectives on the SDG challenges in developing countries, expectations for investors in SDG-related projects, what steps can developing countries take to prepare pipelines of bankable SDG projects, how can investment promotion agencies contribute to the preparation, marketing and facilitation of SDG projects and what relevant resources are available to developing countries.





JOINT ACP-EU PRIVATE SECTOR **DEVELOPMENT FRAMEWORK**

Port Louis - Mauritius. 14 - 16 May 2019

The African, Caribbean and Pacific Group has initiated the organization of regional meetings to share information on ACP Private Sector Development (PSD) activities and contribute to advance PSD agenda in the various ACP regions.

The first ACP PSD Knowledge Sharing & Networking Event for the year 2019 for the Eastern and Southern Africa took place from 14 -16 May 2019 in Mauritius.

In the same context, a training was held on the 16 of May 2019 for all Investment Promotion Agencies (IPAs) from the Eastern and Southern Africa. The training was a side-event, by invitation only, being hosted by the Economic Development Board Mauritius in collaboration with ACP & WAIPA.

TRAINING FOR INVESTMENT PROMOTION AGENCIES **ON IMAGE BUILDING AND INVESTMENT GENERATION**

Podgorica - Montenegro. 28 - 29 May 2019



The World Association of Investment Promotion Agencies (WAIPA) organized together with Regional Cooperation Council (RCC) and World Bank under the financial support of European Union a tailormade training for Investment promotion professionals from the West Balkans on Image Building and Investment Generation in Podgorica, Montenegro.

Investment Promotion Agencies (IPAs) play an important role in attracting foreign direct investment (FDI). They are often the public face of governments seeking to increase investment, promote economic and social development and generally instrumental in negotiating investment treaties and concluding investment contracts: and manage investment relationships through after care services.

While global FDI is still under pre-crisis level it is expected to grow steadily in the upcoming years. Due to the investment gap, there is a huge demand of investments. However, there is a strong political will to mobilize resources for the United Nation's Sustainable Development Goals (SDGs), digital economies, and the industrial revolution 4.0., in short to invest into the future. This enhances the role of

IPAs and investment promotion in general to contribute decisively in achieving these goals.

WAIPA aims to promote good practices to obtain quality services and services at IPA level comparable to international standards and works as a platform for exchange of information together with partners. With constant capacity building and putting them in the focus and advocating for technical and financial assistance we can work towards even more empowered, efficient, and successful IPAs.

At the end of this course which focused on creating positive awareness, marketing plans, website and social media, as well as identifying possible investors and approaching them, participants were able to:

- Understand the basics and latest trend of investment promotion and investment generation
- Be knowledgeable of best practices in investment promotion and regional cooperation
- Gain an understanding of how to monitor and measure investment promotion



Following the successful first three editions of the Investment Facilitation Course jointly organized by WAIPA and the International Training Centre of ILO in May 2016. March 2017 and April 2018, the fourth edition was held in June 2019 at the ILO International Training Centre in Turin. Italy. Participants from Bahrain, Botswana, Brazil, Chile,

Colombia, Comoros, Dominican Republic, Germany, Ghana, Haiti, Mali, Niger, South Africa, Turkey, Uganda, UAE and the UK, as well as, COMESA RIA, Caribbean Export Development Agency and the African Export-Import Bank (Afreximbank) joined us to explore the possibilities of facilitation, aftercare services, and impact of foreign direct investment flows.

The course helped investment promotion professionals to strengthen their investment promotion and facilitation capacities, expand their after-care services, enhance their ability to leverage the development impacts of FDI flowing into their countries, particularly the creation of more and better jobs and achievement of the Sustainable Development Goals.



- Impact investment
- How leading IPAs are improving their impact and shaping national development agendas.
- How to use FDI more effectively to create jobs, boost skills development, and increase business linkages. Ways IPAs can facilitate multi-stakeholder
- communities.
- Standard operating procedures during aftercare services, which help to improve match-making with local producers and contribute to job creation.
- reputation as a good place to do business. Speakers included Emily Sims, Karl Pfeffer and Tong Cai from ILO. Andreas Hora from WAIPA. Samet Akvuz from the Investment Office of the Presidency of Turkey and Weixi Gong and Brian Portelli from UNIDO.

4th WAIPA & ILO INVESTMENT **FACILITATION COURSE 2019**

Turin - Italy, 17 - 21 June 2019

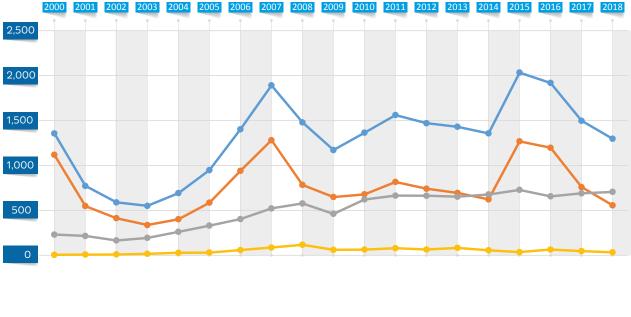
The course covered following topics:

- Investment Facilitation
- The 2030 Agenda for Sustainable Development
- Decent work and enterprise development
- Participants learned:
- dialogues between government sectors, investors, and
- How to improve investor satisfaction and boost your



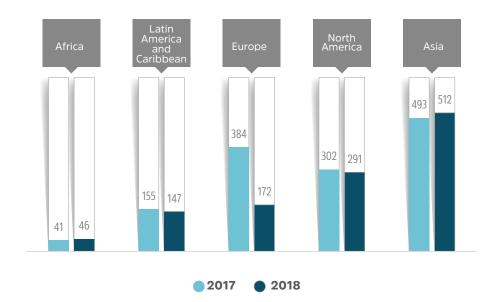
Estimated global FDI flows were \$1.3 trillion in 2018,* which is 13% decline compared to the previous year. Asia attracted \$512 billion of FDI in 2018, while Europe experienced staggering 55% decline in FDI inflows compared to the last year.*

FDI inflows, 2000 - 2018 (Billions of USD)



World Developed Developing Transition economies

FDI inflows by region (Billions of USD)



Source: UNCTAD WIR 2019

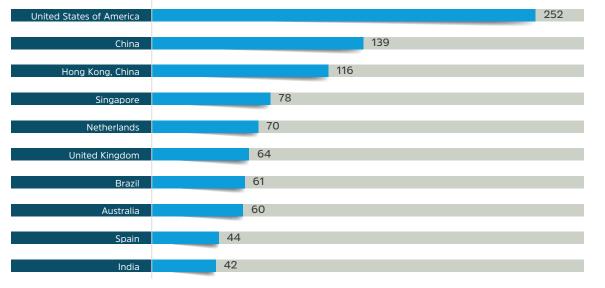
57

The global share of developing economies in FDI inflows reached 54% in 2018,* where half of the top 10 host economies are developing ones.

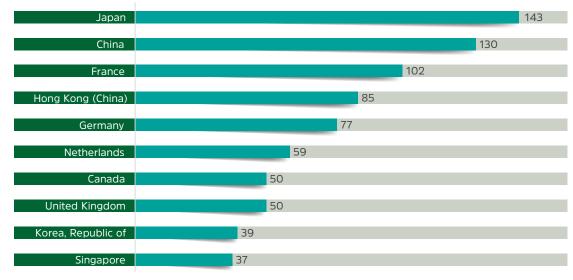
Top 10 host economies in 2018

Outflows from Asia represent 40% of global outward FDI in 2018,* where Japan and China are the largest FDI source economies in the world.

Top 10 source economies in 2018



FDI inflows (Billions of USD)



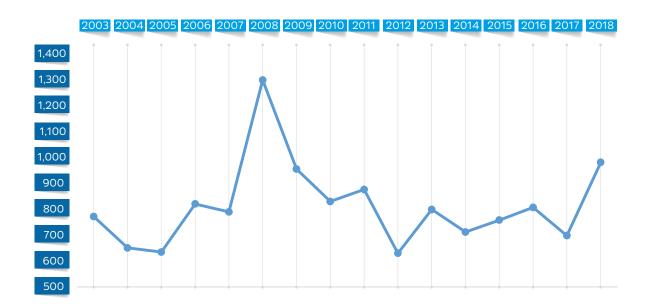
FDI outflows (Billions of USD)

Source: UNCTAD WIR 2019

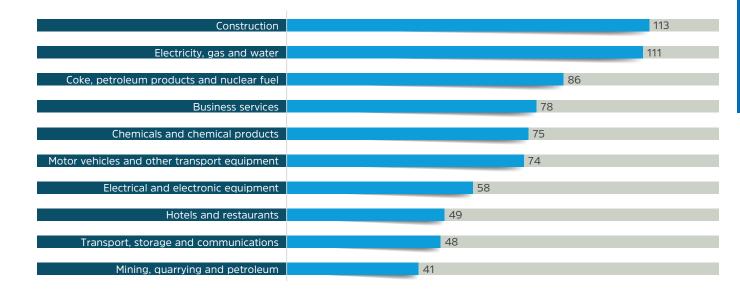
59

Glimpse of positive FDI prospects is giving the value of announced greenfield* investment projects in 2018, which increased by 41% compared to the last year. The highest value of announced greenfield FDI projects goes to construction services.*

Value of announced greenfield FDI projects, 2003 - 2018 (Billions of USD)



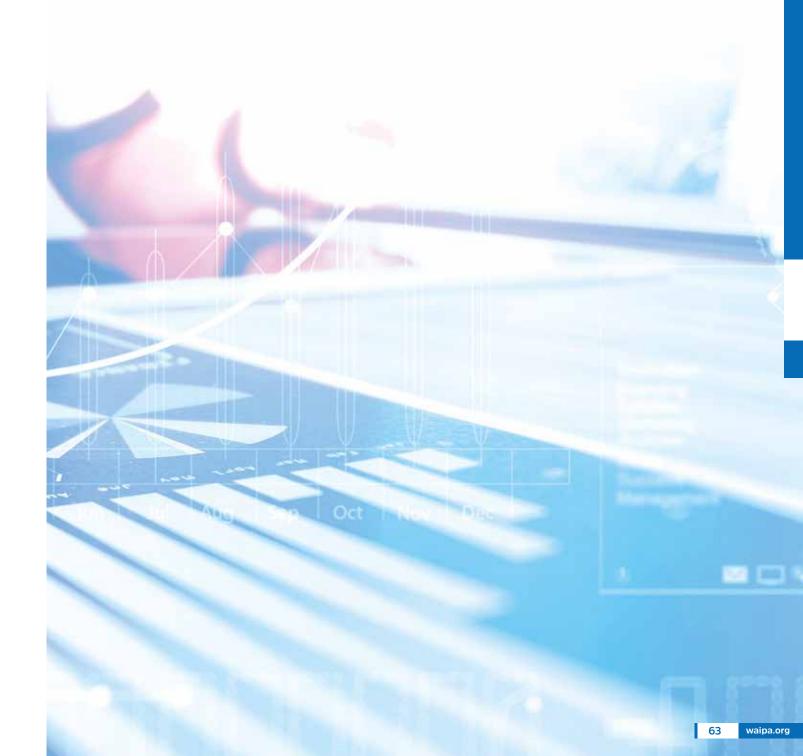




The largest number of announced greenfield FDI projects goes to business services.*

Top 10 industries with the largest number of announced greenfield FDI projects in 2018

Business services		4,686
Textiles, clothing and leather	1,542	
Motor vehicles and other transport equipment	1,131	
Electrical and electronic equipment	1,046	
Transport, storage and communications	1,018	
Trade	1,017	
Finance	969	
Machinery and equipment	919	
Chemicals and chemical products	876	
Food, beverages and tobacco	747	



Source: UNCTAD WIR 2019

LEADERSHIP VISION FROM STEERING COMMITTEE

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مؤسسة دبي لتنمية الاستثمار **DUBAI FDI**

The FDI Opportunity Challenge!

Global economic transformations have brough Foreign Direct Investment (FDI) to the forefront as a major contributor to development and the largest source of external finance for many developing countries, surpassing official development assistance, remittances and portfolio investment flows over the past few years. Moreover, a global consensus on the key role of FDI in achieving the Sustainable Development Goals (SDGs), is shared among governments, private sector and the FDI industry. Yet, overall global FDI flows are declining and investors are navigating global economic uncertainties with caution.

Investment Promotion Agencies (IPAs) pursuing new and emerging opportunities need to transform the challenges into partnerships, strengthen their institutional role and influence, advocate for reforms to create new FDI opportunities and invest in building the professional capacity needed to forge new partnerships and attract Impact FDI projects that contribute to sustainable economic development.

In this context, the work of WAIPA is crucial, not only as a forum for capacity building, knowledge sharing and cooperation, but also as a platform that fosters regional and global partnerships to achieve sustainable and inclusive economic growth. WAIPA's achievements in building global partnerships with reputed organizations have contributed greatly to advocate the critical role of IPAs, especially in retaining FDI flows during global economic shifts. Moreover, integrating peer knowledge sharing and private sector participation into the "FDI



FAHAD AL GERGAWI

Vice President, WAIPA CEO, Dubai FDI

Excellence Series" program, is another example of WAIPAs success in providing the actionable insights and tools that IPAs need to adapt and develop capacity for future SUCCESS

At Dubai Investment Development Agency (Dubai FDI), we are proud of our long-standing support to WAIPA's vision. mission and programs over the years. The "IPAs Capacity 2030" program, a joint initiative between Hamdan Centre for the Future of Investment (HCFI) and WAIPA announced earlier this year, defines our worldview of supporting private capital and IPAs to deliver Impact FDI opportunities and achieve the Sustainable Development Goals.

We look forward to support member IPAs' collective effort to further WAIPA's vision from peer and regional cooperation to lasting partnerships. We also look forward to actively support the Steering Committee efforts with the aim to further enhance WAIPA's global standing as a purpose driven organization that advocates global economic integration and openness as its member IPAs turn challenges into opportunities and shape the future of FDI and its desired positive impact on our communities, cities and nations.



As we are all aware, the world today is fast changing and Investment Promotion Agencies must adapt to the new global landscape, remain agile to their stakeholders while at the same time respond to the numerous challenges facing their countries to contribute towards attracting investment, generating growth, employment and overall prosperity of their respective nations.

It is hidden to no one that the major driver of economic growth and sustainability is FDI. The world economy has seen a surge in FDI flows over the past decades, and both developed and developing countries are working hard to develop favorable policies and incentives to attract more foreign investments.

Africa escaped the global decline in foreign direct investment as flows to the continent rose to US\$46 billion in 2018, an increase of 11% on the previous year. For the Sub-Saharan African region. FDI flows has climbed by 13% to \$32 billion, recovering ground after successive contractions in the two prior years.

As the Regional Director of the Sub-Saharan region. I would like to retaliate that the key objective of the Southern African Community should be in creating a favorable investment climate which is central to diversifying our economies and achieving regional industrialization. Investment is a a powerful vehicle which can help in creating new labour skills, empowering women, developing infrastructure, and enhancing participation of economies in regional and global value chains. And here, WAIPA plays a significant role as it is the institution which all IPAs look to for policy advocacy, peer-to-peer lending and capacity building.

Looking forward for the year 2019, we are expecting additional flows of FDI as a result of a number of instruments for attracting investment. First and foremost. the realization of the African Continental Free Trade Area Agreement (AfCFTA) which is expected to have a positive effect on FDI, especially in the manufacturing and services sector. The elimination of tariffs under the Agreement



CHARLES CARTIER

Chairman of the Board. Economic Development Board Mauritius. WAIPA Regional Directorship of Sub-Saharan Africa

could support market-seeking FDI, as foreign investors venture to tap into a market of 1.2 billion people with a combined GDP of more than \$2.2 trillion. In addition. regional integration could encourage foreign investment that targets value addition to local commodities and natural resources as well as increased intra-African investment as major economies on the continent seek a first-mover advantage. There are also the Special Economic Zones (SEZs) which have become a key driver for FDI in Africa and studies have revealed that FDI investment in Africa is expected to increase further due to established Special Economic Zones. In Sub-Saharan Africa, where the proportion of manufactured goods in total exports tends to be low, zones account for nearly 10 percent of exports in Kenva and Ghana.

Before ending, I would like to express my gratitude to WAIPA for its commitment towards all the IPAs and we in Mauritius, feel privileged to be part of such an association. Not only WAIPA represents a strong voice globally to push forward the IPA agenda, it is also today gearing up to the challenges that IPAs are facing. Mauritius remains ever more committed in this journey to bring IPAs at the forefront of economic development.



Dear WAIPA Members.

On behalf of the Egyptian General Authority for Investment and Free Zones (GAFI), I would like to convey our gratitude to WAIPA's management, Consultative Committee members, Regional Directors and valuable member IPAs, for their continued collaboration during the past years.

The Egyptian government has spared no effort since it has assumed responsibility to create an attractive environment for investment to ensure that Egypt restores once again its position on the World Investment Map. Several important measures have been already taken in that regard, which have reflected positively on the investment climate in Egypt in particular. Egypt's increasing growth rate in recent years was driven by high growth, the growth rate registered 5.3% during FY17/18, reached 5.6% during FY18/19, targeting 12% by 2030.

During the past years, Egypt has implemented the world's most successful economic reform programs "as described by the International Monetary Fund (IMF)" and building a conducive investment climate was an integral part of it. The noticeable improvement in the investors' and international institutions' confidence have led private investments to be one of the main driving forces for Equpt's GDP growth. For such trajectory to continue, the Ministry of Investment and International Cooperation (MIIC) and GAFI continue to adopt new initiatives. The interactive investment map that offers a 360-degree view of many investment opportunities across the country varying between SMEs to mega projects. the map outlines all the different zones and incentives. including free zones, as well as investment zones, industrial, technology, economic zones, and main utilities surrounding the projects, such as airports, ports, hospitals, universities, technical centers, governmental services and touristic locations, in addition to development projects categorized by the relevant development projects categorized by the relevant development partners. The map also provides the investors with case studies and information about other investors operating within the market.

At GAFI we believe it is the right time for a more collaborative and coherent approach to strengthen/enhance member IPAs' ability to overcome such challenges. We also believe that WAIPA, since its establishment, has been gaining increased momentum and is becoming an important player in the world of foreign direct investment through its carefully



Chief Executive Director.

General Authority for Investment & Free Zones (GAFI). WAIPA Regional Directorship of Middle East and North Africa

designed and executed annual plans.

In order to compliment previously paid efforts, we - WAIPA member IPAs - need to work closely and to leverage our own resources, ideas and successful FDI promotion practices that could easily be shared and adopted by other member IPAs. By doing this, we are not only encouraging our IPAs to innovate and excel, but also building a model of our own.

To achieve such vision, firstly, we need to intensify the exchange of information, expertise and technical assistance related to the promotion, facilitation and attraction of quality FDIs. Secondly, support the domestic successful initiatives adopted and implemented by IPAs or private sector in member countries, as some of such home-grown practices could become the benchmark for less developed ones. And lastly, strengthen collaboration between Member IPAs to benefit from programmes and services offered by regional and multilateral organizations specialized in providing capacity building and investment development services to further build the capacities of Member IPAs putting into consideration the commonalities and specificities of each IPA group.

Finally, we would like to renew our commitment to share these experiences and to urge WAIPA member IPAs to share theirs, as together we will not only exist, but also flourish.



These are interesting times and one must acknowledge the transformative shift in trade and investment outflows and the role of FDI taking part in the larger forces that propel the ongoing integration of the world economy. However, the recent Global FDI trends continue to show a steady decline globally from 13% in 2018 to 1.3 trillion indicating a diminished growth in cross-border investments. FDI continues to be trapped and confined to post-crisis lows across all regions. The need of the hour is for IPAs to work together to accelerate its actions and bring about an exponential change in the investment order. There needs to be an increased willingness and desire among IPAs to cooperate and exchange experiences to better target and innovate strategies to improve investor outreach. The evolving role of IPAs must look beyond Investment promotion activities and start playing a significant role in bringing together policies in tandem to provide new out of the box solutions for the new world. The changing landscape of investment and trade along with the emergence of global value chains (GVC), is one of the challenges that IPAs face today. IPAs can play a critical role in assisting companies to connect to GVCs and world markets. Trade and investment promotion agencies across the world are actively looking for cooperation to better understand the issues and opportunities that are emerging from GVCs in order to spur national development. Targeting higher quality FDI requires the proactive behaviour of IPAs and there is a dire need for new standards and effective framework to be made for the formulation of appropriate



Managing Director and CEO, Invest India. WAIPA Regional Directorship of South Asia

special relationship.

investment promotion policies, one that empowers IPA's to propose solutions to the regional governments and demonstrates the impact of the investment promotion activities in the economic development. Invest India's partnership with WAIPA is based on values of work together. learn together and grow together, thus making it a more inclusive relationship. The two-year relationship with WAIPA has given us an opportunity to exchange and determine good practices in investment promotion and facilitation. Our association with WAIPA has resulted in winning several accolades at multiple platforms like the UNCTAD award conferred on Invest India twice (2016 & 2018) in the category of 'excellence in partnering for investment promotion and promoting investments in sustainable development. Also, at the Annual Investment Meeting awards in Dubai, Invest India was presented the "Best Investment Award" for the fourth time (2016, 2017, 2018 & 2019) in a row thereby becoming the overall winner for the South, East Asia and Oceania region. We believe that WAIPA will continue to play a key and effective role in supporting the investment promotion activities of its members by facilitating the sharing of knowledge, capacity building and best practice experience. We look forward to further strengthen this



On behalf of Invest KOREA. I would like to thank the members of WAIPA for providing us with continued support throughout the year 2018. As Korea's national trade and investment promotion agency, we are always well aware of the importance of global networking and cooperation in attracting investment from foreign countries. WAIPA has not only provided diverse opportunities to develop partnerships with IPAs of other countries, but also contributed to our accomplishments in FDI inflows which East Asian and Southeast Asian IPAs-built together.

Since August of 2015. Invest KOREA has been elected every year to assume the East Asia and South East Asia Regional Directorship. It was our great honor to have the opportunity to gather the opinions of East Asian and South East Asian countries' and use our voice to deliver them, contributing to cooperation among IPAs in the area. According to the 2019 World Investment Report, global flows of foreign direct investment fell by 13 percent, to USD 1.3 trillion which is the lowest since the 2008 global financial crisis. Also, it is a bit early as of now to have an optimistic view of the scale of FDI inflows. Still, we have to take advantage of the fact that inflows to developing countries in Asia were up 4 percent (USD 512billion), and ASEAN accomplished record-high performance.



SHAWN CHANG

Head. Invest KOREA WAIPA Regional Directorship of East Asia & Southeast Asia

Particular attention needs to be paid to East Asia, which has seen the biggest increase in green-field projects by higher-skilled industries as well as a rise in investment funds into mega projects in chemical industries. We need to pay attention to these global trends and prepare for the new industrial revolution and change the patterns of international production.

As a member of the East Asia and the South-East Asian group, we are planning to promote investment led by initiatives of economic cooperation among countries in the region. I believe this will lead to an opportunity not only to overcome external uncertainties and ongoing disputes among countries in the region, but also to share the benefit of regional cooperation.

I'd like to wish WAIPA's World Investment Conference a great success, and also hope that WAIPA will continue its efforts to achieve sustainable development goals, to boost regional economies by attracting FDI, and to further contribute to building cooperative network among investment promotion agencies around the world. Invest KOREA will continue to maintain our strong partnership with WAIPA and work hard to effectively respond to the changing conditions of investment attraction to improve the quality of FDI.



Greetings from the Small Island Developing Sate of Vanuatu. As current Acting CEO of the Vanuatu Investment Promotion Authority (VIPA), it is with great honour to be invited as WAIPA Oceania Regional Director since we became a member of this important global institution. As a small country in both population and national gross domestic outputs. Vanuatu realises the importance of inward FDI and has made efforts to attract and realistically realise their benefits offered through the services of the VIPA.

Our membership with WAIPA in 2018 has made a significant difference in the way how we interact with both existing and potential investors. VIPA attended only one of WAIPA's FDI Excellence Series – FDI Attraction in 2018 and conducted in Istanbul. Turkey. Distance is a key factor for us so our participation is limited. However, from our participation, we can confirm a number of direct rewards and takeaways offered by WAIPA through its FDI training courses:

Shift to best practices to attract and win FDIs – A shift to a more focussed and targeted promotional approach is not only a big call but requires time. But VIPA's reactive approach is coupled by other factors such as financial capacity and ready real investment projects.

Ensuring a clear investment strategy is established as an essential framework to guide promotional efforts and guarantee success in winning FDIs is one topic that made an impact to our current promotional works. Since attending this course VIPA's focus has completely changed with ensuring investment policies and legislative frameworks

Acting CEO,



RAYMOND W. VUTI

Vanuatu Investment Promotion Authority (VIPA). WAIPA Regional Directorship of Oceania

are up to date including the development of strategies and other internal plans. Embarking on this route has also helped VIPA to ensure its activities and focus are correctly aligned with other sector policies. And the need and importance to build and strengthen partnerships at both national and international realised.

Improvement in internal capacity building - Ensuring a minimum research capacity is established within VIPA's our marketing division is a direct takeaway form the training attended. While this initiative is yet to realise its full outcomes, it is very encouraging to confirm that not only it is research is essential for marketing purposes, but it is an activity that has motivated the staff involved to do more because they are learning new things and are becoming more confident in the positions they occupy.

We are now progressing finalisation and approval of our polices and foreign investment bill. We believe our membership with WAIPA and participation in its FDI Excellence programs will be invaluable when we begin implementation of these frameworks.

On behalf of the VIPA Board of Directors and Management, I would like to sincerely thank the WAIPA executives for the ongoing communications with us and we look forward to a more prosperous collaborative engagements.

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Polish Investment & Trade Agency PFR Group



Executive Vice President, Polish Investment & Trade Agency (PAIH). WAIPA Regional Directorship of European Union



CEO. Foreign Investment Promotion Agency of Bosnia and Herzegovina (FIPA BIH), WAIPA Regional Directorship of Eastern Europe

That is a great honour for the Polish Investment and Trade Agency to organize this global gathering of Investment Promotion Agencies. This event is a great opportunity for Poland to share the best practices of working with investors from around the world. We will also debate the current stage of the global economy with the high-level representatives from the OECD, UNCTAD, World Bank and UNIDO.

Poland is the Central and Eastern Europe's leader in attracting Foreign Direct Investment. With the global investment being on hold, Poland is still growing its FDI stock. According to UNCTAD, the inflow of FDI into Poland in 2018 was higher by more than 25%.

The global and especially European economy is facing new challenges which directly affect the flow of FDI.

According to the latest data, the value of the FDI inflow into the EU plunged by 18,5%. This is very concerning for the European Union, but also for the other regions of the WAIPA community. We need to work together to solve this issues. And I believe that the World Investment Conference in Warsaw is a great venue for the world class speakers and panellists to come up with new solutions for the global economy.

It is my great pleasure to greet you on behalf of the FIPA Bosnia and Herzegovina and myself and share recent highlights from our region.

The Eastern Europe region has typically been a major beneficiary of foreign direct investment from the Eurozone. Thanks to highly educated population, increasingly globalizing economy, and low starting point. the EU convergence part of Eastern Europe have been consistently generating GDP growth 2-3% above Western Europe. Success stories of foreign investors confirm that our region is favourable destination for foreign investment. and that we can be optimistic concerning the FDI inflows in the coming period.

Government officials are often concerned about growing competition for FDI among countries. But around the world, interest in regional integration is growing. One way in which the nations of region can take advantage of the opportunities afforded by globalization is through regional integration and greater openness to trade and investment. Increasing contest for profitable FDI projects requires



GORDAN MILINIC

national and, more importantly, regional authorities to actively compete and promote their areas.

Also, I must highlight that I am not satisfied with the number of IPAs from the CEE that are not members of the WAIPA and we should together cooperate and actively work in order to persuade them to join us and to make them aware of the benefits. Working together we should continue to foster networking, exchange and collaboration among members to strength the role of IPAs as an instrument for growth and prosperity.

We wish a very successful 24th WAIPA World Investment Conference. This event is a unique opportunity to share experiences and best practices on policies and challenges in attracting foreign direct investments, and jointly explore how governments can effectively implement the reforms needed to raise potential growth in the region, and how IPAs can improve their activities and skills in order to attract more FDI.



RECINDE



PILAR MADRIGAL

Head of Investment Promotion and Aftercare, Costa Rican Investment Promotion Agency (CINDE), WAIPA Regional Directorship of Central America & Caribbean

As a Steering Committee member, representing Central America and the Caribbean Regional Directorship, it is my honor to address you briefly on behalf of the Costa Rican Investment Promotion Agency (CINDE).

Being the world's top investment promotion agency, according to the International Trade Centre, a joint agency of the World Trade Organization and the United Nations, we certainly assure that FDI is facing a challenging world.

Among the reasons are: the Fourth Industrial Revolution, megatrends, new competitors, and a complex international context throughout the last years.

However, our region plays a valuable role for all those companies that look for a strategic partner to conquer the North American region, serving as a bridge for key services and to promote the goods exports overseas.

Today, Central America and the Caribbean are focused on preparing an ideal platform for the new digital era. Automation will displace many jobs over the next 10 to 15 years, but many others will be created, and even more, will change. Jobs of the future will use different skills and may have higher educational requirements. By this means, foreign and local talents of multiple companies established in the region may help us to be part of this new era.

Sharing best practices among members, understanding the economic and political panorama of the markets and exchanging valuable information are the key to success and WAIPA plays a strategic role towards this goal.



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WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES Geneva

report of the statutory auditor on the limited statutory examination to the general assembly of the financial statements for the year ended December 31, 2018



Geneva, April 3, 2019

REPORT OF THE STATUTORY AUDITOR ON THE LIMITED STATUTORY EXAMINATION TO THE GENERAL ASSEMBLY OF THE WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES, GENEVA

As statutory auditor, we have examined the financial statements (balance sheet, income statement and notes) of the World Association of Investment Promotion Agencies, Geneva, for the financial year ended December 31, 2018.

These financial statements are the responsibility of the Steering Committee. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law. An employee of our company assisted in the bookkeeping during the reporting year. This individual was not involved in the limited statutory examination.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements, disclosing accumulated reserves of USD 629/652, do not comply with Swiss law and the association's statutes.

Yours faithfully,



Philippe JOERG Licensed Audit Excert Auditor in charge

Enclosure : financial statements (balance sheet, income statement, notes)

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FINANCIAL STATEMENTS

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WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES, Geneva

BALANCE SHEET AS OF DECEMBER 31, 2018

	Note	31.12.2018	31.12.2017
ASSETS		USD	USD
CURRENT ASSETS			
Cash and cash equivalents	7.1	684'818	881747
Sponsoring receivable	6	4724	125'000
Prepaid expenses		4724	3'066
TOTAL CURRENT ASSETS		689'542	1'009'813
FIXED ASSETS			
Office renovation costs and furniture	7.2	1'697	11'594
TOTAL FIXED ASSETS		1'697	11'594
TOTAL ASSETS		691"239	1'021'408
LIABILITIES AND RESERVES			
SHORT TERM LIABILITIES			
Accrued liabilities	7.3	61'587	81'475
TOTAL SHORT TERM LIABILITIES		61'587	81'475
RESERVES			
Accumulated reserves		629'652	939'933
TOTAL RESERVES		629'652	939'933

WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES, Geneva

INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2018

No

OPERATING REVENUES

Membership fees Presidency sponsorship Training fees Other sponsoring revenues Release of Dubai restricted funds Other revenues Financial revenues Exchange gain

TOTAL OPERATING REVENUES

OPERATING EXPENSES

Staff salaries and related costs Annual Conference costs and Meetings expenses Workshops and training expenses Office expenses Website and IT expenses Advertising and printing expenses Rental expenses Travel expenses Consulting expenses Legal fees Professional fees Other expenses Bank charges Exchange loss Interest expenses Depreciation TOTAL OPERATING EXPENSES

(DEFICIT) / SURPLUS FOR THE YEAR

FINANCIAL STATEMENTS

ole	2018	2017
	USD	USD
	413/248	354198
ő		500'000
	93/612	
	14'969	- 18 A.
		60'047
	345	20'393
	4'119	28
	+	2'474
_	526'293	937140
	(448'652)	(386'681)
	(16'634)	(56'270)
	(84'493)	(62775)
	(47'679)	(28'053)
	(6'560)	(17'889)
	(7155)	(25'227)
5	(15'490)	(13'041)
	(114'424)	(151'661)
	(34'216)	(49'162)
	(15'032)	(27'944)
	(13'760)	(5'989)
	(3'869)	(1°159)
	(10/833)	(8'954)
	(7'863)	
	(17)	(53)
22	(9'897)	(9'897)
	(836'574)	(845756)
	(310'281)	91'384

WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES, Geneva

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

1 GENERAL

The World Association of Investment Promotion Agencies (hereinafter «WAIPA») is a Swiss association, established in 1995 and registered as a non-governmental organization in Geneva, Switzerland. WAIPA acts as a forum for investment promotion agencies to provide networking opportunities and facilitate the exchange of best practices in investment promotion and capacity-building.

WAIPA has no capital and is not registered in the Geneva Trade Register.

The seat of WAIPA is in Geneva - Switzerland. The administrative offices of WAIPA are located in Turkey. All the employees of the association are based in Turkey.

The financial statements have been prepared in accordance with the Swiss law and in particular with articles 957 to 963 of the Swiss Company Law dealing with the commercial accounting and the presentation of financial statements.

2 ACCOUNTING PRINCIPLES

The main accounting and valuation principles used, which are not already specified by the Code of Obligations, are described as follows:

2.1 Revenue recognition

Membership fees and conference related fees are recorded on an accrual basis. Membership fees and conference fees not collected at the time of the preparation of the financial statements are not accrued for.

Other revenues such as grants and financial revenues are recorded on an accrual basis.

Donations are recorded on a cash basis except for donations for specific projects which are recognized as income when the related project expenses are actually incurred.

2.2 Foreign currency

The currency in which WAIPA operates is the US dollar. Transactions in foreign currencies are converted into the currency in which the association operates at the exchange rate on the day the transaction takes place.

The assets and liabilities in foreign currencies are converted into the currency in which the association operates at the exchange rate on the balance sheet date. Any profits or losses resulting from the exchange are recorded in the income statement.

CONFIRMATION WITH RESPECT TO THE AVERAGE NUMBER OF FULL-TIME EQUIVALENT EMPLOYEES 3

The average number of full-time equivalent employee for the year 2018 is lower than 10 (2017: <10).

WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES. Geneva

4 INCOME AND CAPITAL TAX. SOCIAL TAXES

WAIPA does not pay any income or capital taxes as it benefits from a tax exemption, which is renewed every five years. WAIPA employees are subject to personal income tax and social charges in Turkey.

5 RENTAL AGREEMENT

WAIPA has entered into a rental agreement for its Geneva office from April 1, 2015 through March 31, 2020. Under this agreement, the non-cancellable leases amount to CHF 24'062 (USD 24'408).

6 SPONSORING FUNDS AND SPONSORING RECEIVABLE

In 2017, WAIPA received a sponsoring income of USD 500'000 from Invest in Turkey to finance the running expenses of WAIPA. Invest in Turkey paid USD 375'000 in 2017 and the remaining amount, i.e. USD 125'000, at the beginning of 2018.

7 DETAILED INFORMATION ON SELECTED ACCONTS

7.1 Cash and cash equivalents

UBS Swiss francs accounts UBS US dollars accounts UBS Swiss francs - guarantee for rental agreement UBS - Short term deposit CHF

Total

7.2

The UBS Swiss francs - guarantee for rental agreement is pledged as a guarantee for the rental commitments of WAIPA.

The short term deposit in Swiss francs mature on January 22, 2019

NBV 31,12,2017	Acquisition/ disposal	Depreciation	NBV 31.12.2018
CHF	CHF	CHF	CHF
11'594	<u>.</u>	(9'897)	1'697
11'594		(9'897)	1'697
	31,12.2017 CHF 111594	31.12.2017 disposal CHF CHF 111594 -	31.12.2017 disposal CHF CHF 111594 (9'897)

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

31.12.2017	31.12.2018
CHF	OF
274'683	(838)
599'543	178 201
7'542	7'455
•	500'000
881'747	684'818
	The second se

WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES, Geneva

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

		31.12.2018	31.12.2017
7.3	Accrued liabilities	CHF	CHF
	Accrued professional fees	6'179	26'929
	Accrued office expenses and travel expenses	5'000	12'005
	Accrued social taxes and withholding tax	40'408	31'541
	Accrued audit and accounting fees	10'000	11'000
	Total	61'587	81'475



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