



Letter of WAIPA President, Mr. Kai Hammerich

Dear WAIPA members,

The last time many of us met was at the WAIPA World Investment Conference during the month of March in Geneva. I very much enjoyed the topics that were discussed, i.e. FDI in services, the interactivity of the panels, and the networking activities. It is really rewarding to have the possibility to come together with colleagues from the world of IPAs, in developing and developed countries.



The meeting in Geneva was also very satisfactory from a WAIPA business point of view. The Business Plan was adopted by the General Assembly, and a decision was taken to create a new type of membership, i.e. an Associated Member.

The Steering Committee also decided to undertake a membership drive and to encourage greater involvement by the private sector.

Parallel to the aforementioned conference, we also had a meeting with the Consultative Committee, consisting of representatives from FIAS, MIGA, OECD, UNCTAD and UNIDO. The representatives of these international organizations received the WAIPA Business Plan and they have now suggested how we can strengthen our cooperation in different fields of investment promotion.

Various activities are taking place in the forthcoming months. Here I would like just to mention some of the more important conferences in which WAIPA is taking part:

- La Baule Investment Conference, France, June 30-July 1, 2005.

- UNCTAD/WAIPA Roundtable Conference for IPAs in Xiamen during the 9th China International Fair on Investment and Trade (CIFIT), September 8-11, 2005.

- What's Next? An international conference to celebrate the tenth anniversary of Invest in Sweden Agency (ISA) and jointly organized in cooperation with UNCTAD and WAIPA, in Stockholm, September 19, 2005. The theme of the conference is what is happening in the coming years within FDI and investment promotion.

- The WAIPA Asia-Pacific Investment Conference 2005, Busan, South Korea, 15-16 November 2005, parallel to the APEC event: APEC Investment Opportunities 2005.

With respect to upcoming conferences, please note that the WAIPA World Investment Conference 2006 will take place in Geneva, on 8-10 March. The two themes we are considering for the moment are "Innovation and R&D", i.e. the subject of the next World Investment Report, and "New Forms of FDI", i.e. strategic alliances, off shoring, franchising, etc.

In March, I underlined that our work was just beginning. Now we have to "walk the talk". If we are going to get things done, then we must improve our finances, which will allow us to strengthen our Secretariat, and thus further improve services to our members. I can assure you that this task continues to be one of the highest priorities.

Each year, Waipa awards 3 member IPAs in recognition of their best practices in a subject related to investment promotion. The topic for the 2006 WAIPA Awards will be announced shortly.



Success story in FDI promotion

Nine years ago, Intel Corporation bet on Costa Rican's talent to start up a manufacturing facility to assembly and test microprocessors. Intel Costa Rica assumed this challenge with a strong commitment with the leadership and innovation that have led Intel's success around the world.

The strategy of the Costa Rican investment promotion agency, CINDE, to attract Intel was basically founded on its innate strengths; its independent, non-political and privately organized NGO characteristics, along with a twenty three-year track record in attracting FDI. In addition, CINDE's focus on main sectors, including electronics, was especially beneficial due to the fact that this concentration promoted the building up of a deep understanding of each of these sectors. At that time, Intel was looking for a high-tech A/T site out of Asia, and after CINDE helped put Costa Rica in the short list, the country was seen as an eligible low-cost export platform. At this point, CINDE's role also involved active efforts that had to be made in order to convince the local Government that the possibility of having a high-tech company such as Intel invest in the country was high. As expected with an investment of this sort, the maturity process took a relatively long time, during which CINDE conducted its first presentation on December 1995, which was followed by a first-time site visit of Intel officials on April 1996; by then, Costa Rica was included in the short list, within which Brazil, Chile and Mexico were also considered. Finally, the investment "go-ahead" was given on December 1996. It is worth mentioning that once convinced, the President himself got actively involved as part of the promotion team, and that helped boost the signal about the country's commitment to the project.



Initially, Intel Costa Rica's main focus was demonstrating operational excellence in the manufacturing of microprocessors, while at the same time exploring opportunities to increase its strategic significance in Latin America.

The vision of growth and attraction of business opportunities has been a very positive experience for the site and the country. Today, Intel Costa Rica's position as a key player for the corporation keeps strengthening thanks to its strategic geographic location, its continuous demonstration of excellence in manufacturing, strong practices in quality and controls, cost competitiveness, the value added of its workforce and social corporate responsibility programs.

Intel Costa Rica has successfully run operations beyond manufacturing microprocessors:

- The Distribution Center of finished goods exports directly to Europe, Asia, Latin America and the United States.
- Since 2002, the Latin American Engineering Services (LAES) group has provided services technology development in software, components and microprocessor design and engineering products.
- A few years ago material and technical support has been delivered to final customers in all Latin America, as well as "back office" services to corporate customers around the world.
- Last year Costa Rica became the third site to assembly and test chipsets for Intel Corporation.

The most recent business announced is the opening of a Financial Shared Service Center in Costa Rica to perform accounting transactions for the Americas Region, including the United States. This center will begin operations in early 2006, and could create almost 100 new jobs for accounting and administration professionals. The initial hiring activities started in May and will

continue during the second semester of 2005.

The corporation initiated its Financial Shared Services strategy over two years ago to improve accounting transactional efficiency, lower costs and improve controls. This one will be the second of two centers; the first one is located in Malaysia and supports the Asia Pacific Region.

This new path strengthens the foundation for new business attraction and will lead the way to continue experiencing positive growth for Intel Costa Rica, it's people and the country.



APEC Investment Opportunities 2005

Towards Co-Prosperity Through Partnership

Asia-Pacific Economic Cooperation (APEC) is the premier forum for facilitating economic growth, cooperation, trade and investment in the Asia-Pacific region. APEC accounts for 57% of world GDP, 45.8% of world trade volume and over 44.8% of the world's population.

Launched as a Ministerial Meeting with twelve founding members in Canberra, Australia in 1989, APEC has since become the main organization for promoting economic growth and prosperity of the region, and strengthening mutual ties among member economies. Since 1989, APEC has grown to include 21 members. With each annual forum, the spirit of openness and partnership among members deepens; dynamic economic growth continues; goods, services, capital and investment flow freely among economies; and people share the benefits of economic growth, thereby fulfilling APEC's vision of open dialogue and regional cooperation.

APEC's 21 Member Economies are: Australia, Brunei Darussalam, Canada, Chile, People's Republic of

China, Hong Kong, Indonesia, Japan, Republic of Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, Peru, Republic of the Philippines, Russian Federation, Singapore, Chinese Taipei, Thailand, United States of America, Vietnam.

The Asia-Pacific is proving to have tremendous investment appeal and the brightest prospects as investment inflows recorded \$166 billion in 2004, an increase of 55% compared with the previous year. Due in part to Korea's foreign investment policy, which promotes liberalization and an open-door economy, FDI is also on the rise in Korea with total inward investment exceeding \$100 billion for the first time last October. Such level of commitment is evidence of the confidence foreign investors have in Korea's dynamic and open-minded economy as well as in its vision for the future. In these exciting times, it gives me great pleasure to invite you to take part in the Investment Opportunities 2005. On the occasion of the APEC Economic Leaders' Meeting in November 2005, Korea will be host to an event that will showcase the investment environments of the Asia-Pacific economies to interested investors from around the world.

From 14 to 17 November 2005, APEC Investment Opportunities 2005 will be held in Busan, Korea's largest port and its second largest city. Under the theme of Towards Co-Prosperity Through Partnership, APEC Investment Opportunities 2005 is expected to be results-oriented for both, the APEC economies as well as the participating international investors. During this period, investors will be able to make the most of the information made available by APEC member economies, including their investment policies, current and future projects. One-on-one meetings between interested parties and networking opportunities with investment-related government and institutional representatives will be arranged.

Aside from Investment Opportunities 2005, the APEC/OECD joint seminar will also be held on 14-15 November



2005, as well as investment consultations, on 16-17 November 2005. The seminar mentioned above, whose topic will be "Investment for development", is designed to enhance the understanding that participants have in regard to investment issues. The increased knowledge and awareness will enable investors to be better prepared whenever these issues arise, contributing to better policy making. In addition, given the diversity in conditions which are found when investing in different countries, the seminar will help lower the barriers to understanding the idiosyncrasies and differences within each respective economy, thus facilitating economic partnerships between investors and their host countries.

The WAIPA Asia-Pacific Investment Conference 2005, which is to be held on 15-16 November 2005, will be hosted by Invest KOREA. The conference will be held in parallel with APEC Investment Opportunities 2005. The national investment promotion agencies (IPAs) from the APEC-region countries are kindly invited to participate in this conference to discuss recent FDI trends in the APEC region and the outlook for cross-border capital flows. This conference will provide networking opportunities and facilitate the exchange of best practices in investment promotion.

A Welcome Dinner on 16 November 2005 will be hosted by the Minister of Commerce, Industry and Energy for participating guests in order to provide an opportunity for networking between government officials from APEC member economies and investors. The participants will also be the guests of honor of the mayor of Busan at a gala dinner to be held during a cruise of Busan Port on 17 November 2005.

An industrial tour programme will be also organized and an optional tour programme will be provided. Detailed updates of tour programs will be regularly posted on the official APEC

Investment Opportunities 2005 website: www.apecio2005.org

These opportunities will provide governments, businesses, investment promotion agencies and international organizations with the possibility to exchange views and ideas that will shape the APEC economies of the future.

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Investment Opportunities in East Africa

Africa Investor Regional Focus

After years of deliberation and wrangling, east Africa's long awaited customs union came into effect on 1 January this year. "I am a firm believer that regional integration in the contemporary world is not a choice but a necessary strategy for rapid and sustainable development. Regional integration helps under-utilised and overprotected firms to adjust by increasing markets and competition without exposing them too quickly to international competition. It is my desire that East African integration be achieved in my lifetime. Our people are ready to embrace the federation because of its benefits and would welcome this move even before the 2010 calendar set out by the fast-tracking committee" said Kenya's President Mwai Kibaki.

At the recent sixth Heads of State meeting held on 26 November 2004, a proposal to fast-track the adoption of a political federation was adopted, with a starting date set for January 2010. It was also agreed that by mid-

2005, entry points and work permits for East African Community (EAC) citizens should be standardised and that East Africa should be a single airspace – both issues that are key hallmarks of the planned common market. Keen to expand, the EAC is working to admit Rwanda and Burundi by November this year. Bernard Mukuza, Rwanda's prime minister, and Domitiene Ndayizeye, President of Burundi, attended the EAC summit in March last year as observers, and are pressing for their nations to join.



The establishment of the East Africa Customs Union is a clear acknowledgement that east Africa represents a more convincing investment destination as a whole than each of the member countries do on their own. A regional playing field means cheaper operating costs for cross-border companies. Companies already operating in the east African region often come across expensive impediments to business, by dint of different rules, approaches and business conditions prevailing in each country.

Hirji Shah, Chairman of the East African Business Council (EABC), cites regulations as the key challenge to enabling a business friendly environment in East Africa. These include lengthy and bureaucratic checks and verification procedures by customs authorities; police harassment of vehicles from other partner states; high border-crossing charges; and restrictions of movement of skilled personnel across the region.

Africa investor talks to East African business leaders, examines the prospects for sectors including power,



telecoms, tourism, agriculture and transport and looks at the regulatory environment and the perspectives of the indigenous private sector on the potential benefits of the new union.

To receive the full version of the supplement or for more information visit:

<http://magazine.africa-investor.com> or contact Alison Lock on: alock@africapractice.com, tel.: +44 20 7462 7592.



TNCs expected to increase dominance of clothing and textile industries

The removal of import quotas on clothing and textiles is likely to lead to greater dominance by transnational corporations (TNCs) relying on economies of scale and consolidating production in larger factories in countries where economic fundamentals are sound, according to a new UNCTAD study.

The study, [*TNCs and the Removal of Textiles and Clothing Quotas*](#) notes that the dismantling of quotas on 1 January 2005, following the expiration of the WTO Agreement on Textiles and Clothing, is expected to increase competition for the FDI that drives production and exports in the textile and clothing industries. It predicts that the end of the quotas will lead to tougher requirements on countries that aspire to attract export-oriented FDI in such areas.

Emergence of TNC producers from East Asia

That a few very large retailing companies (based in the US, Europe and Japan) shape trade and production patterns is well known. But TNCs are also expanding their role in the production stage. In contrast to retailers, however, these TNCs are often based in East Asia, with large factories across the world (see box). In Africa, production increases in the years leading up to 2005 in Lesotho,

Madagascar, Mauritius and South Africa have been accounted for mainly by East Asian TNCs, such as Ramatex Berhad, China Garments Manufacturers and Lesotho Precious. Similarly, in Latin America and the Caribbean foreign producers dominate exports in the Dominican Republic, Honduras and Mexico. The picture varies in Asia, but in Cambodia, most members of the Cambodian Garment Manufacturers Association are headquartered in Taiwan Province of China, China and the Republic of Korea. In China, foreign affiliates account for more than a third of the country's exports of textiles and clothing.

Quota removal has sharpened competition for FDI

With the removal of quotas, sourcing and investment decisions are affected more by economic fundamentals. Low labour costs alone will not be sufficient to attract investment, UNCTAD predicts. There is likely to be more consolidation of production into even larger factories in a smaller number of locations. China and India are in a particularly strong position in this new geography of production, but various factors may also work against too much consolidation.

Proximity to markets will continue to matter for some product categories, and some producers have signalled that they will retain several production bases in order not to become too dependent on any single source country.

Remaining trade preferences will also affect the location of textiles and clothing production. This may provide opportunities for countries in Africa, Latin America and the Caribbean to develop their exports to the US and European markets. But tariff preferences tend to erode over time, and the importance of geographical proximity has to be weighed against the ability to manage overall production and distribution processes. Countries seeking to be preferred exporters will have to improve their competitiveness and capabilities.

Staying competitive in a world without quotas

Many developing countries are highly dependent on their exports of textiles and clothing. The removal of quotas generally is likely to lead to intensified competition for export-oriented FDI which is seen as the most efficient way to participate in global chains. Data on FDI projects in textiles and clothing manufacturing show that China, Bulgaria, the United States, Hungary, Brazil and India attracted the largest number of such projects in 2002–2004.

To become or stay competitive as host locations, the UNCTAD study urges countries to develop the ability to attract investment under conditions that will enable them to move up from simple assembly to "full-package" production. Key policy areas include identification of specialized niches; skills training and technological upgrading; investment in information technology; improvement of infrastructure, such as ports and export processing zones; and leveraging of existing tariff preferences in the global trading system. Investment promotion agencies could identify some of the major transnational producers as key addresses for future marketing activities.

Box: Examples of East Asian TNCs

The Esquel Group (Hong Kong, China), a cotton shirt manufacturer, employed 47,000 people in 2003 and has textile production in China and apparel manufacturing in China, Malaysia, Mauritius, Sri Lanka and Viet Nam.

Nien Hsing (Taiwan Province of China) is the world's biggest jeans manufacturer, with production plants in Lesotho, Mexico, Nicaragua and Swaziland, employing some 17,000 workers and reporting nearly \$300 million in revenues in 2001.

Top Form (Hong Kong, China) is the world's number-one producer of brassieres and has more than 8,500



employees and production plants in China, Thailand and the Philippines.

Boolim (Republic of Korea), a maker of athletic, casual and knit wear, is established in more than 25 countries.

Carry Wealth Group (Taiwan Province of China), a producer of knit tops, woven bottoms and sweater tops, has plants in China, El Salvador, Indonesia, Lesotho and Viet Nam.

Yue Yuen/Pou Chen Industrial Holdings (Hong Kong, China) is a production TNC in the footwear industry. It is the world's largest manufacturer of branded athletic and casual footwear, with 242,000 employees worldwide.

reality of their rapidly improving infrastructure by decades. For a country to appeal to multinational companies and other international organizations, it must have a positive and attractive reputation overall – in other words, a good brand image.

For all these reasons, a powerful and positive nation brand provides a crucial competitive advantage. So it is essential for governments, IPAs, tourist boards, exporters and other organisations to understand how their country is really viewed by publics around the world; how their achievements and failures, their assets and their liabilities, their people and their products are reflected in their brand image.

Every country has its brand strengths and weaknesses, so there is a different 'winner' for each point of the hexagon: Italy, for example, has the most powerful brand of our group in both the 'Tourism' and 'Culture' points, but the UK scores highest on 'People'.

The overall 'Top Nation Brand' is the one with the highest marks across all points of the hexagon. In the first quarterly edition of the Anholt-GMI Nation Brands Index, the overall winner is Sweden, followed by the United Kingdom, Italy, Germany and the United States in equal fourth place. The extraordinary power of Brand Sweden is perhaps not so hard to understand. We are living in dangerous times, faced by new and unimaginable threats and massive political and economic instability. In such times, it is hardly surprising if the nation-brands which people (at least in the West) find most attractive are the ones which seem to communicate stability, reliability, probity, integrity, trustworthiness and social justice. Sweden is, par excellence, the nation brand which stands for these values: it is a still point in a turbulent world.



The Anholt-GMI Nation Brands Index

How the world sees the world

When we express a preference for French holidays, German cars or Italian opera, when we instinctively trust the policies of the Swedish government, comment on the ambition of the Japanese or the courtesy of the British, when we admire the heritage of China and India, we are responding to brand images in exactly the same way as when we're shopping for clothing or food. But these are far bigger brands than Nike or Nestlé. They are the brands of nations.

Nation brand is an important concept in today's world and a fundamental component of every country's ability to attract foreign investment. It is well known that some countries offer a genuinely competitive and FDI-friendly environment and yet have enormous difficulty in attracting the interest of foreign investors because their national image is so poor. Developing countries and transition economies, in particular, find that their brand image, often forged under very different political, economic and social circumstances, may lag behind the

The Anholt-GMI Nation Brands Index is the first analytical ranking of the world's nation brands. Each quarter, the perception of a worldwide panel of consumers on cultural, political, commercial and human assets, investment potential and tourist appeal of several developed and developing countries is polled. This adds up to a clear index of national brand power, a unique barometer of global opinion.

The Anholt-GMI Nation Brands Index measures the power and appeal of a nation's brand image, and tells us how consumers around the world see the character and personality of the brand.

The nation brand is the sum of people's perceptions of a country across six areas of national competence. Together, these areas make the Nation Brand Hexagon:



Fig 1: The Nation Brand Hexagon © Simon Anholt 2002

Whatever the mood of the times, the concept of nation as brand is here to stay. No other model adequately captures the complexity of global public perception of entire countries; and global public perception, as never before, determines to a great extent how nations survive and prosper in today's world. A nation's brand image is its most valuable asset: it is national identity made robust, tangible, communicable, and – at its best – made useful.

It would be a wonderful thing if some of the countries which now most need growth and progress were able to harness and take control of their own images, and use them to similar effect in the chaotic and highly competitive marketplace of today's globalized world. Looking at the results of Russia and Turkey makes one realize how serious a barrier to progress a poor image can be, obscuring and even obstructing the real progress made by



such countries, and what a long way such countries still have to go before they can really prosper in the global 'marketplace' for tourists, investors, consumers, immigrants and for the respect and attention of the world's media and other governments.

The challenge for future editions of the Anholt-GMI Nation Brands Index will be to witness the rise of some developing countries as they increasingly take control of their own reputations and learn how to ensure that their nation brands keep pace with the real progress that they are making. Not least, an improvement in the nation-brand of some poorer countries will help to confirm that the investments made by the international community are paying off in terms of improved perceptions – which in the marketplace so often predict improved success.

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"Best Practice for Offshored Shared Services 2005"

A seminar on best practice for offshore shared services will take place in Prague, Czech Republic, on 8-9 September 2005 and will be sponsored, among others, by Czech Invest.

For a growing number of companies in highly competitive industries, offshoring is no longer viewed as an adventurous option, but rather as an imperative. The economies being achieved by many are so compelling that the ripple of current activity is set to become a tidal wave.

But how does this practice fit into a company's strategic armoury? What are the real risks and rewards? The 4th Annual Best Practice for Offshored Shared Services 2005, will present a practical perspective on how some of the world's leading

companies such as General Motors, Standard Chartered Bank, ABN AMRO, BT and GlaxoSmithKline are approaching the offshoring issue.

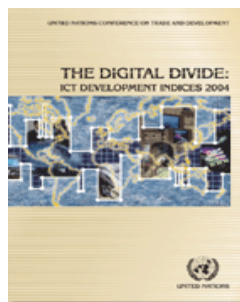
Attendance at this event will enable participants to develop strategies to encompass higher value activities in an offshore location, balance the cost savings with performance needs, deploy effective recruitment and retention strategies, discover the hotspot destinations of tomorrow and weigh up location options, including leveraging economies of scale through a global hub strategy as well as ensuring consistent, standardised and continually improving service delivery.

WAIPA members attend for 10% less by quoting WAIPA when booking. For further information and registration, please see: www.sharedservicesnetwork.com/GB-2490/WAIPA



The Digital Divide: ICT Development Indices 2004

The digital divide between nations is significant - at around twice the average levels of income inequality. There are signs, however, that it is gradually narrowing, according to a new UNCTAD report, [The Digital Divide: ICT Development Indices 2004](#). The report benchmarks information and communications technology (ICT) diffusion for 165 countries using indices of connectivity and access to ICT and monitors trends in ICT development to analyze how the divide is evolving.



The indices show considerable inequality between countries in terms of ICT infrastructure, which is a key factor limiting access to ICT. One important finding is that major gains have been made in access to mobile telephones and the Internet, measured by the degree of equality of the distribution of mobile phones and Internet users across countries. This suggests that the digital divide may be narrowing slowly, with more widespread access to mobile phones and Internet use among developing countries.

However, digital divide trends differ sharply according to the type of technology. Gains in mobile connectivity and Internet use among developing countries are not being matched by gains in other technologies, such as Internet hosts and personal computers (PCs). Strengthening public and shared access to ICT could be a key policy tool for overcoming the digital divide.

UNCTAD's measurements of technological inequality are intended to help in formulating policies for narrowing the digital divide. African and South Asian countries need 'catching-up' policies; Latin America and the transition economies need 'keeping-up' policies. The report also examines grassroots projects, such as Uganda's universal access funds and Egypt's community access points, to identify key policy lessons emerging from the experience of developing countries.

The WAIPA Secretariat welcomes comments and inputs from members for the Newsletter, and in particular for the "IPAs News" section. Contributions should reach the WAIPA Secretariat at least 15 days before the month of publication of the quarterly Newsletter.



What is WAIPA?

The World Association of Investment Promotion Agencies (WAIPA) was established in 1995 and is registered as a non-governmental organization (NGO) in Geneva, Switzerland. It currently has 178 member agencies from all over the world. WAIPA acts as a forum for investment promotion agencies (IPAs).

What are the goals of WAIPA?

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

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

Who are WAIPA partners? Official WAIPA partners include:

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

Where do WAIPA members come from?

Afghanistan, Albania, Algeria, Angola, Anguilla, Antigua and Barbuda, Armenia, Aruba, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus,

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

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Next WAIPA meetings

Regional Workshop on IPA Policy Advocacy

With the sponsorship of
UNCTAD
And hosted by
Investment Promotion Center of Kenya

11-13 July 2005, Nairobi, Kenya

Roundtable Conference for IPAs, 9th China International Fair on Investment and Trade (CIFIT)

With the sponsorship of
MOFCOM

8-11 September 2005, Xiamen, China

WAIPA Asia-Pacific Investment Conference 15-16 November 2005, Busan, South Korea,

Parallel to the APEC Investment
Opportunities 2005 event

Further information will be available soon
on www.waipa.org

Visit <http://www.waipa.org> for the preliminary programmes of each training activity, application forms and updates on forthcoming WAIPA events.