



Regional Training Workshop on Investor Aftercare for Central America and the Caribbean

Report

21-22 August 2007

Hotel Real Intercontinental
San Salvador, El Salvador

The workshop was jointly organized by the United Nations Conference on Trade and Development (UNCTAD), the World Association of Investment Promotion Agencies (WAIPA) and PROESA, El Salvador's Investment Promotion Agency with the financial support of the Government of Sweden.

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Overview

Aftercare has become a core function in investment promotion because of its importance in retaining foreign direct investment (FDI) and encouraging follow-on investment from established transnational corporations (TNCs). A survey by UNCTAD and the World Association of Investment Promotion Agencies (WAIPA), which mainly covered developing economies, found that an average of 32 per cent of inward FDI came from established investors.¹ Moreover, experts estimate that there are periods in which up to 70 per cent of FDI is linked to the existing investment base for certain regions. Consequently, aftercare is now being recognized as an important function of investment promotion agencies (IPAs) and was chosen by IPAs in Central America and the Caribbean as the preferred subject for the regional workshop.

The workshop is part of a series of regional training events organized by UNCTAD and WAIPA. In total, 24 officials from 8 countries in Central and South America and the Caribbean participated. Copies of the workshop programme and participants' list are attached.

The workshop was opened by the Vice-President of El Salvador, H.E. Ms. Ana Vilma Albanez de Escobar, and Mr. Paul Wessendorp on behalf of UNCTAD. At the opening session, Mr. Frank Grozel from UNCTAD launched an e-regulations system on investment for El Salvador, developed by UNCTAD. The two-day workshop included presentations on FDI trends, the changing role of IPAs, and aftercare as an IPA function, as well as an exercise related to aftercare activities.

In a series of special sessions, the Government of El Salvador shared some of their experiences in servicing the investor community and improving the investment climate. The former Executive Director of PROESA, Ms. Patricia Figueroa, chaired a session on the agency's aftercare programme, which is managed by a small team of professionals. This session was followed by an interactive debate on the impact of aftercare activities with high-level representatives from TNCs in El Salvador's telecommunication industry. On the first day, a presentation was also given on a Government programme that reduces bureaucracy to the benefit of the public, including the business community.

The second day of the workshop included a session chaired by El Salvador's Vice Minister for Education and Technology, Mr. Carlos Benjamin Orozco, devoted to cooperation between business, the government and academia in developing conditions for attracting skill-based industries. Another presentation by Mr. Oscar Hernandez, Director of Trade and Investment in the Ministry of Economy covered intergovernmental coordination on services to investors and the one-stop-shop concept.

UNCTAD had asked participants to complete an evaluation form. In the 16 responses received, participants indicated satisfaction with the organization and substance of the workshop and replied that they substantially/sufficiently benefited from the training. More detailed results can be found on page 6.

The workshop was organized in partnership with PROESA and WAIPA. UNCTAD takes the opportunity to thank all partners and the Government of Sweden, which sponsored the event.

¹ For further information please refer to the UNCTAD publication *Aftercare: A Core Function in Investment Promotion*, Investment Advisory Series, Series A, number 1, Geneva 2007. UNCTAD/ITE/IPC/2007/1.

Workshop Programme

Day One: Tuesday, August 21, 2007

08:00 - 08:45 Registration of participants and complimentary breakfast

INAUGURAL CEREMONY

Entry of Government Authorities

09:00 - 09:05 Welcome Table of Honor

09:05 - 09:08 National Anthem of the Republic of El Salvador

09:08 - 09:13 Opening Statement by UNCTAD Representative
Mr. Paul Wessendorp, Chief, Investment Facilitation Section, UNCTAD

09:13 - 09:17 Presentation of E-regulations programme: Expediting procedures for Investors:
Frank Grozel, UNCTAD

09:17 - 09:40 Inaugural Message
H.E. Ana Vilma Albanez de Escobar, Vice-President of El Salvador

Retreat of Government Authorities

09:40 -10:15 **Coffee break**

10:15 - 11:00 Perspectives and Competitive Intelligence for the Retention of Investments and the importance of Aftercare Programs in Investment Promotion Agencies
Ms. Patricia Figueroa, Former Executive Director of PROESA

11:00 - 12:00 Panel of established investors: Discussion on the impact of Investor Aftercare programmes
Ms. Beatriz Peralta, Operations Manager DELL El Salvador
Mr. Armando Treviño, Human Resources Manager Arnecom El Salvador

12:00 - 13:30 **Lunch Break**

13:30 – 14:00 Introduction, including presentation of resource team and participants

14:00 – 14:45 FDI Regional and Global Trends
Paul Wessendorp, UNCTAD

14:45 – 15:30 The New World of FDI: Changing Context of Investment Promotion
To what extent has the context in which IPAs operate changed and what are the implications? *Douglas van den Berghe, UNCTAD consultant*

- 15:30 – 16:00** **Coffee Break**
- 16:00 – 18:00** *El Salvador Eficiente: A Government Bureaucracy Reduction Programme*
Ms. Mayra de Morán, Executive Director of El Salvador Eficiente
Technical Secretariat to the Presidency of El Salvador

20:00 **WELCOME RECEPTION HOSTED BY PROESA**
Location: Hotel Real Intercontinental

Day Two: Wednesday, August 22, 2007

- 09:00 – 9:45** *Aftercare: A Core Function in Investment Promotion – Presentation of an UNCTAD survey*
Paul Wessendorp
- 9:45 – 10:30** IPA Client Relations Management: Retaining FDI, *Douglas van den Berghe*
- 10:30 – 10:45** **Coffee Break**
- 10:45 – 11:45** Interactive panel on cooperation between business, government and academia
Mr. Carlos Benjamin Orozco, Vice Minister for Education and Technology
Mr. Francisco Huguet, President, Universidad Don Bosco El Salvador
Mr. Carlos Cromeyer, President, Central American Technical Institute ITCA
- 11:45 – 12:30** Intergovernmental coordination for Investment Services: One Stop Shop
Mr. Oscar Hernandez, Director of Trade and Investment, Ministry of Economy of El Salvador
- 12:30 - 14:00** **Lunch Break**
- 14:00 – 14:45** Investor Servicing and Targeting Strategies, *Douglas van den Berghe*
- 14:45 – 15:45** Role-play group exercise
- 15:45 – 16:15** **Coffee Break**
- 16:15 – 17:30** Continuation of role-play. Group exercise
- 17:30 – 18:00** Wrap-up, evaluation and closing of the workshop – Certificates

Evaluation Questionnaire Results

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16 responses

1. Different aspects related to the workshop:

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

Organization:	4.6	Facilities:	4.9
Audio/video equipment:	4.8	Quality of documentation:	4.2
Quality of speakers:	4.4		

2. Evaluation of documentation distributed following scale in question 1:

Presentation:	4	Clarity:	4.7
Technical/analytical expertise:	4.6	Usefulness:	4.8

3. Evaluation of subjects dealt with in the workshop (please use the scale in question 1):

Usefulness to your work : 4.7 Time allocated: 4.5

4. The objective of the workshop was to provide participants with the opportunity to exchange best practices in investor aftercare and FDI retention. In your opinion was the objective of the workshop achieved?

Yes **15** No **0** No answer **1**

5. How much did you benefit from the workshop (please circle the appropriate answer)?

Substantially **10 (62.5%)** Sufficiently **6 (37.5%)** Insufficiently **0**

6. Suggestions to improve future similar events:

- **Motivate other IPAs, so we can have an equal inputs from everybody.**
- **Coverage of other subjects.**
- **More participants from other countries.**
- **Further focus on individual experiences, sharing ideas, sharing promotional material.**
- **Individual discussions.**

List of participants & speakers (alphabetical order)

Participants

	Name	Organization	Job title	Country	Telephone	Email
1	Ms. Aceto, Lorena	PROESA	Sector Advisor	El Salvador	503-2210-2500	laceto@proesa.com.sv
2	Ms. Aguirre de Quintanilla, Deisy	Dirección General de Migración y Extranjería	Immigration Coordinator	El Salvador	503-2210-2500	
3	Mr. Arroyo Marco	PROESA	Deputy Director	El Salvador	503-2210-2500	marroyo@proesa.com.sv
4	Mr. Artiga, Ricardo	PROESA	Sector Advisor	El Salvador	503-2210-2500	rtartiga@proesa.com.sv
5	Ms. Bandak, Vanesa	PROESA	Promotion Assistant	El Salvador	503-2210-2500	vbandak@proesa.com.sv
6	Mr. Bautista-Andreu, Fernando	PROESA	Established Investors Advisor	El Salvador	503-2210-2500	fbautista@proesa.com.sv
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11	Mr. Gonzalez, Hector Rafael	Export & Investment Center	Servicing Manager	Dominican Republic	809 530 5505 ext 510	rafael.gonzalez@cei-rd.gov.do
12	Mr. Hall, Richard	CORPEI	Vice-President	Ecuador	593-4-2681550 ext. 240	dzavala@corpei.org.ec

	Name	Organization	Job title	Country	Telephone	Email
13	Ms. Healy, Jacqueline	Pronicaragua	Aftercare Advisor	Nicaragua	505 270 6400	jhealy@pronicaragua.org.ni
14	Ms. Hernandez, Celia	PROESA	Director Assistant	El Salvador	503-2210-2500	chernandez@proesa.com.sv
15	Ms. Jaggernauth, Jamie	Evolving tecknologies and enterprise development company limited (ETECK)	Investment Promotion Assistant	Trinidad and Tobago	868 675 1989	jamie.jaggernauth@eteck.co.tt
16	Ms. Lima, Julia Rosa	PROESA	Advisor, Contact Centers & BPO's	El Salvador	503-2210-2500	jlima@proesa.com.sv
17	Mr. Martell, Ricardo	PROESA	Research Department Manager	El Salvador	503-2210-2500	rmartell@proesa.com.sv
18	Mr. Martinez, Renzo	PROESA	Established Investors Coordinator	El Salvador	503-2210-2500	rmartinez@proesa.com.sv
19	Ms. Martinez, Yolanda	PROESA	Market Intelligence Advisor	El Salvador	503-2210-2500	ymartinez@proesa.com.sv
20	Ms. Ruiz, Michelle	Green Valley Industrial Park	Marketing Manager	Honduras	504 580 5555	mruiz@greenvalleyindustrialpark.com
21	Mr. Salles, Miguel	Invest in Guatemala	Investment Advisor	Guatemala	502 5511 7919	legal@investinguatemala.org
22	Ms. Segovia, Karla	PROESA	Market Intelligence Advisor	El Salvador	503-2210-2500	ksegovia@proesa.com.sv
23	Ms. Valiente de Rosales, Luisa	PROESA	Established Investors Advisor	El Salvador	503-2210-2500	lvaliente@proesa.com.sv
24	Mr. Zuleta, Roberto	PROESA	Communications Manager	El Salvador	503-2210-2500	rzuleta@proesa.com.sv

Speakers

	Name	Organization	
1	Ms. Albanez de Escobar, Ana Vilma	Presidency of the Republic of El Salvador	Vice-President of the Republic of El Salvador
2	Mr. Cromeyer, Carlos	Instituto Técnico Centro Americano ITCA	President
3	Ms. De Morán, Mayra	El Salvador Eficiente	Executive Director
4	Ms. Figueroa, Patricia	PROESA	Former Executive Director
5	Mr. Grozel, Frank	UNCTAD	E-regulations Programme
6	Mr. Hugeot, Francisco	Universidad Don Bosco	President
7	Mr. Orozo, Carlos Benjamin	Ministerio de Educación y Tecnología	Vice-Minister
8	Ms. Peralta, Beatriz	DELL El Salvador	Operation Manager
9	Mr. Treviño, Armando	Arencom El Salvador	Human Resources Manager
10	Mr. Van den Berghe, Douglas	UNCTAD	International consultant
11	Mr. Wessendorp, Paul	UNCTAD	Chief, Investment Facilitation Section

