

*Investment Advisory Series*  
*Series A, number 4*

United Nations Conference on Trade and Development

**PROMOTING INVESTMENT AND TRADE:  
PRACTICES AND ISSUES**



**United Nations**  
**New York and Geneva 2009**

---

---

## Note

As the focal point in the United Nations system for investment, and building on three and a half decades of experience in this area, UNCTAD, through the Division on Investment and Enterprise (DIAE), promotes understanding of key issues related to foreign direct investment (FDI) and enterprise development. DIAE also assists developing countries in enhancing their productive capacities and international competitiveness through the integrated treatment of investment and enterprise development.

The term “country” as used in this publication also refers, as appropriate, to territories or areas. The designations employed and the presentation of the material do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries. In addition, the designations of country groups are intended solely for statistical or analytical convenience and do not necessarily express a judgement about the stage of development reached by a particular country or area in the development process.

The material contained in this publication may be freely quoted or reprinted with appropriate acknowledgement. A copy of the publication containing the quotation or reprint should be sent by post to the Chief, Investment Facilitation Section, DIAE, UNCTAD, Palais des Nations, Room E-10080, CH-1211 Geneva, Switzerland; by fax to 41 22 917 0197; or by e-mail to [iif@unctad.org](mailto:iif@unctad.org). Publications are available on the UNCTAD website at <http://www.unctad.org>.

UNCTAD/DIAE/PCB/2009/9
ISSN 1995-6088
United Nations Publication

## **Preface**

The *Investment Advisory Series* provides practical advice and case studies of best policy practice for attracting and benefiting from foreign direct investment (FDI), in line with national development strategies. The series draws on the experiences gained in, and lessons learned through, UNCTAD's capacity-building and institution-building work in developing countries and countries with economies in transition.

*Series A* deals with issues related to investment promotion and facilitation and to the work of investment promotion agencies (IPAs) and other institutions that promote FDI and provide information and services to investors. The publications are intended to be pragmatic, with a how-to focus, and they include toolkits and handbooks. The prime target audience for series A is practitioners in the field of investment promotion and facilitation, mainly in IPAs.

*Series B* focuses on case studies of best practices in policy and strategic matters related to FDI and development arising from existing and emerging challenges. The primary target audience for series B is policymakers in the field of investment. Other target audiences include civil society, the private sector and international organizations.

The *Investment Advisory Series* is prepared by a group of UNCTAD staff and consultants in the Policy and Capacity-Building Branch, under the guidance of James Zhan.

This study was prepared by a team of UNCTAD staff and international experts led by Paul Wessendorp, comprising Douglas van den Berghe, Andreas Wigren, Stephen Young, and Gianluca Mele, who assisted in the IPA survey. The study benefited from inputs and comments by Rory Allan, Alexandre de Crombrughe,

---

---

Quentin Dupriez and Sehoon Kwak of UNCTAD, and by Eric Buchot from the International Trade Centre. It was desktop published by Teresita Ventura.

This publication was prepared in cooperation with the World Association of Investment Promotion Agencies (WAIPA) and was made possible by generous funding from the Swedish International Development Cooperation Agency.

## Contents

Abbreviations.....	vii
Executive summary .....	viii
Introduction .....	1
<b>1. The rationale for promoting investment and trade.....</b>	<b>3</b>
1.1 The rationale for IPAs and TPOs .....	3
1.2 Possible motives for creating combined agencies .....	5
<b>2. International practices in investment and trade promotion .....</b>	<b>11</b>
2.1 An overview of IPAs worldwide.....	11
2.2 Results from a survey of selected IPAs.....	14
2.3 Drivers and challenges of integration.....	19
<b>3. A case for agencies exclusively promoting investment .....</b>	<b>23</b>
<b>4. A case for agencies promoting both investment and trade.....</b>	<b>35</b>
4.1 Policy and strategy .....	35
4.2 Operations .....	43
4.3 Outward FDI promotion and the “internationalization approach” .....	48
<b>5. Conclusions.....</b>	<b>51</b>
<b>Annex I. Survey questionnaire .....</b>	<b>55</b>
<b>Annex II. Survey participants .....</b>	<b>61</b>
<b>Annex III. In-depth interviews.....</b>	<b>63</b>
<b>References.....</b>	<b>65</b>
<b>Selected UNCTAD publications on TNCs and FDI.....</b>	<b>67</b>

---

---

### **Boxes**

1. Estonia: Creating a combined agency .....	21
2. Jamaica: A balanced scorecard to enhance coordination .....	22
3. Sweden: Different skills and clients limit collaboration .....	30
4. Hong Kong SAR: A case for a separate IPA .....	32
5. ITC: Trade data for investment promotion .....	37
6. Dominican Republic: Attracting export-oriented FDI .....	42
7. Serbia: Linkages between foreign investors and local SMEs .....	44
8. New Zealand: Multiple skills-based work teams .....	45
9. Colombia: Gaining access to overseas offices .....	47
10. Scotland: Inward and outward internationalization .....	49

### **Tables**

1. Results of the IPAs website survey, by region.....	12
2. Performance indicators.....	28
3. Advantages and disadvantages of combined agencies .....	52

## **Abbreviations**

CEI-RD	Centre for Export and Investment of the Dominican Republic
CIS	Commonwealth of Independent States
DIAE	Division on Investment and Enterprise
DTI	Department of Trade and Industry (United Kingdom)
EAS	Enterprise Estonia
EIA	Estonia Investment Agency
FDI	foreign direct investment
GDP	gross domestic product
HKTDC	Hong Kong Trade Development Council
ICT	information and communication technology
ISA	Invest in Sweden Agency
IT	information technology
ITC	International Trade Centre
IPA	investment promotion agency
JTI	Jamaica Trade and Invest
LDC	least developed country
NZTE	New Zealand Trade and Enterprise
RTA	regional trade agreement
SAR	Special Administrative Region
SDI	Scottish Development International
SIEPA	Serbia Investment and Export Promotion Agency
SMEs	small and medium-sized enterprises
TNC	transnational corporation
TPO	trade promotion organization
UNCTAD	United Nations Conference on Trade and Development
WAIPA	World Association of Investment Promotion Agencies

---

---

## Executive summary

This report focuses on a very topical issue: institutional arrangements for investment and trade promotion. The main rationale for creating institutions that promote investment as well as trade is that both functions have certain activities in common, most importantly the marketing of a country and its key industries. However, it may be argued that investment promotion differs so much from trade promotion that it is necessary to have separate institutions for the two functions.

Through a website review, this report shows that a majority (58 per cent) of the institutions promoting foreign investment at the national level do so exclusively, while 42 per cent also promote trade. The proportions of separate investment promotion agencies (IPAs) and combined agencies were quite similar for developed and developing countries. The website review further indicated that combined agencies were more common in smaller economies (measured in terms of gross domestic product). Integrating investment and trade promotion in a single agency could be a rational approach for smaller countries, where financial and human resources are often scarce and the need for international marketing is likely to be greater.

A follow-up survey was sent out to a sample of agencies to find answers to the question of why some countries have merged investment and trade promotion while others have not. Cost efficiency and potential synergies – especially avoiding duplication of work and enhancing marketing – tend to prevail as drivers for integration. For some of the agencies surveyed, it was too early to

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_9960](https://www.yunbaogao.cn/report/index/report?reportId=5_9960)

