

# Investment promotion and facilitation in African-Caribbean and Pacific countries:

## State-of-play, challenges and opportunities

9 May 2023  
11:45 - 13:15

Abu Dhabi National Exhibition Centre  
Continental Room



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# Keynote

## UNIDO-WAIPA 2022 Survey Results

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Sustainability Standards and Responsible Production Unit



# Overview



First joint **IPA survey** across the **ACP region** conducted by UNIDO and WAIPA

**41%**

Response Rate



**Timeline:** July to August 2022

**93%** of

Respondents  
were Senior Staff



**Coverage:** 61 Investment Promotion Agencies in the ACP region from 39 countries



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# Relevance

The **findings** contribute towards a **better understanding of:**

- **IPAs' profiles**
- **emerging IPAs' strategies**
- **technical assistance needs**

...with a specific focus on digital transformation.

Based on these findings we have developed:

**9 Recommendations**

and

**3 Guidelines for Implementation**

for ACP IPAs



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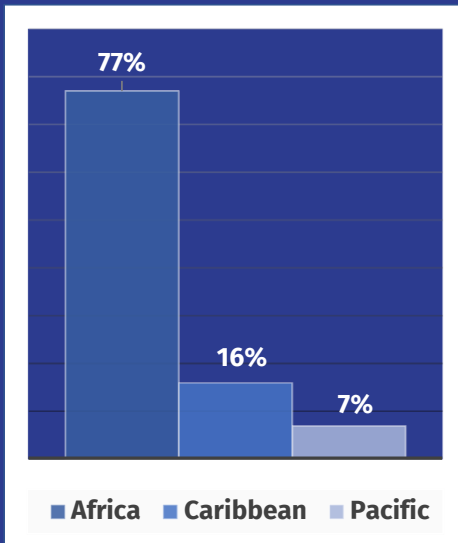
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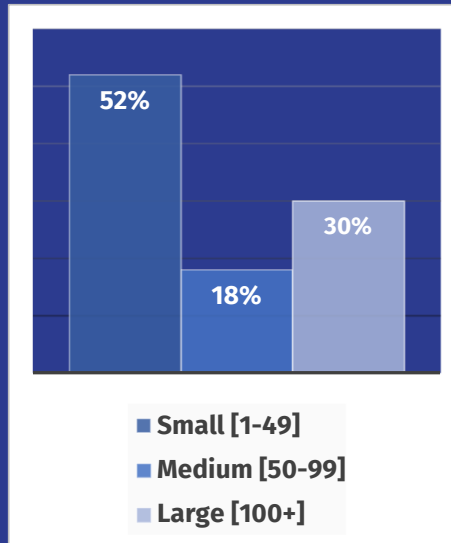


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# Survey Coverage

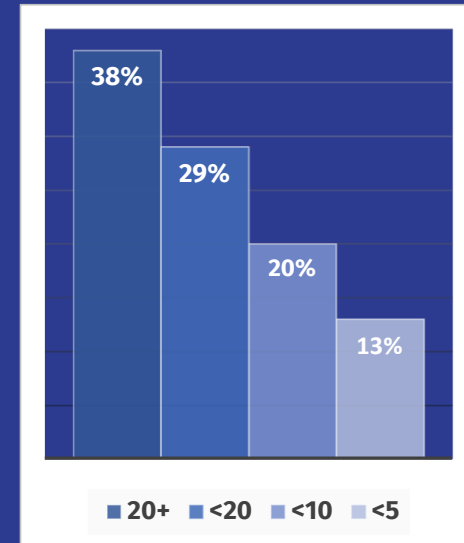


Location of IPA



Size by full-time employees (FTEs)

Mean: 85; Median: 42



Years of existence

# Governance

## Legal Status & Reporting Line

**75%**

are governmental  
IPAs

**18%**

report to a  
Committee or  
Board of Governors

Compared to 26% in  
OECD countries

## Mandate

**9.2**

mandates on  
average

Compared to an  
average of 5.7  
mandates of OECD  
agencies

## Most common Mandates

- 100% Foreign promotion (inward)
- 97% DDI Promotion (incl. outward)
- 92% Investment Climate Reform
- 90% Startup and innovation
- 88% Public-Private Partnership



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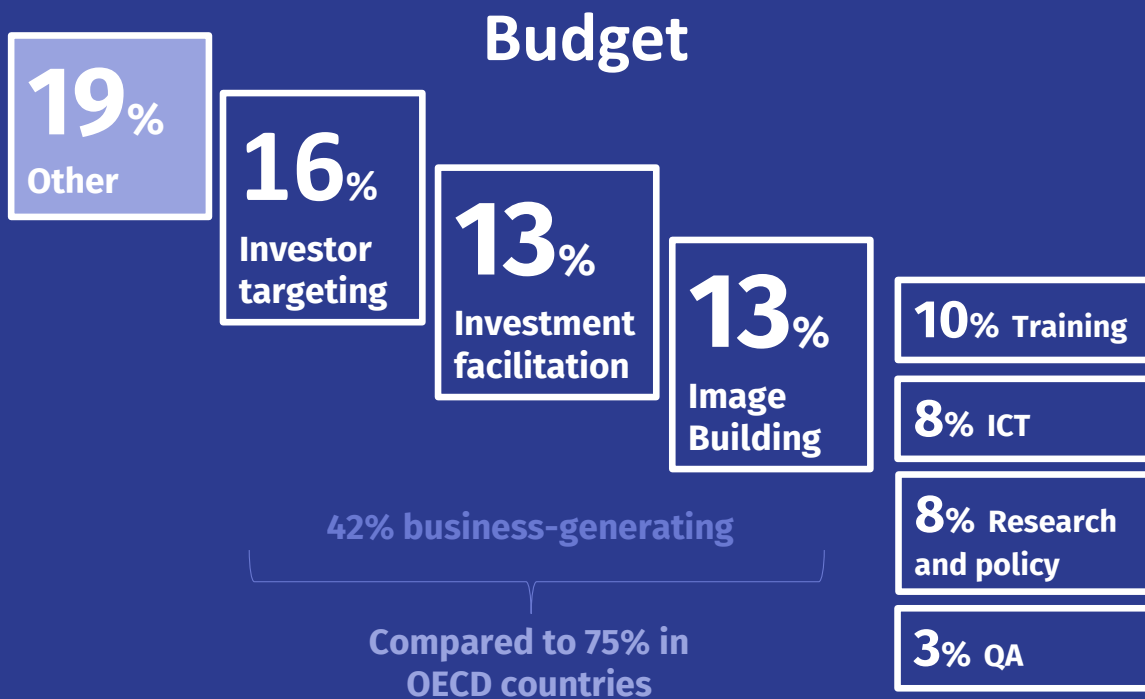
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# Operations



## Quality Management



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# Target Countries

	AFRICA	CARIBBEAN	PACIFIC
1.	China	USA	China
2.	USA	China	Australia
3.	UK	UK	New Zealand
4.	India	Canada	USA
5.	Germany	Caribbean, Spain, UAE	France, Fiji, Indonesia, Japan

# Events ACP IPAs attend

54%

Multi-sectoral Forums

34%

Sector-specific Forums

8%

Bilateral Events

### Most attended:

AIM, WIC, World Expos, COMESA-RIA Inv. Forum



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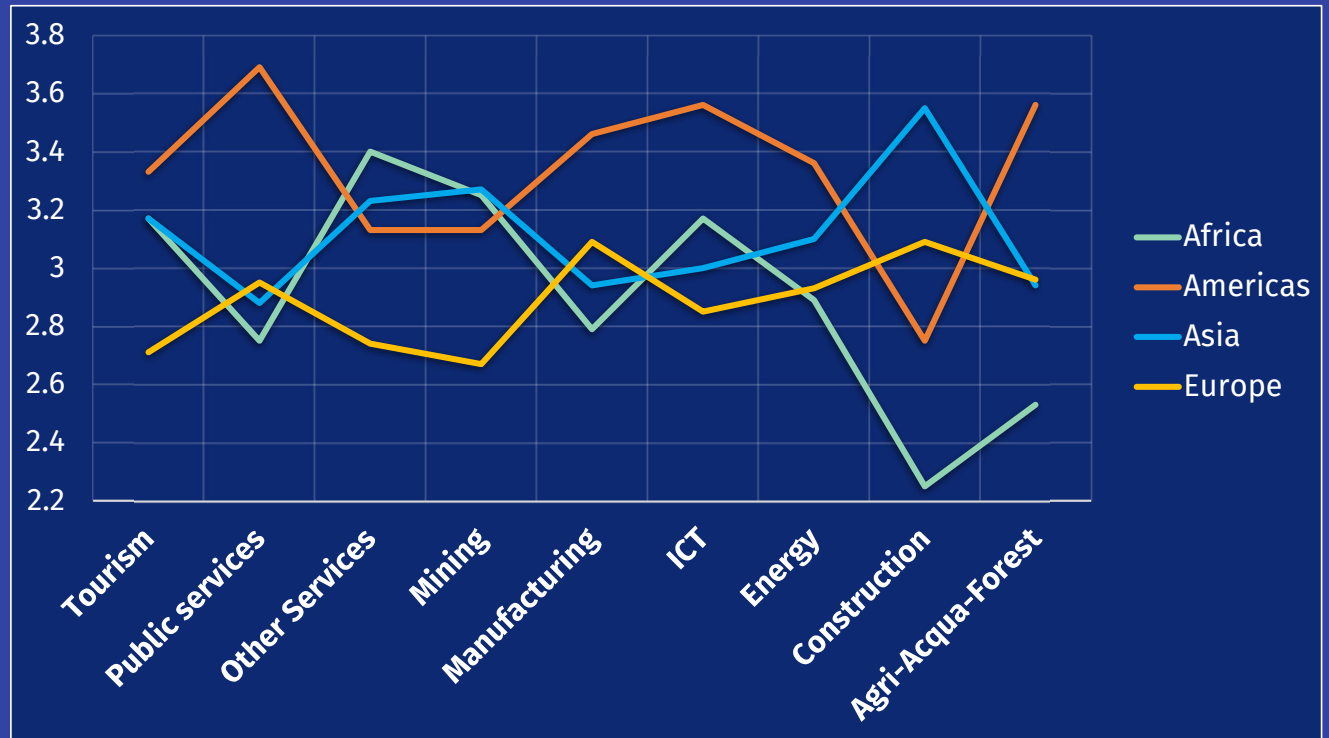
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# Key Sectors

1. Agri-/Aquaculture + Agroprocessing
2. Manufacturing
3. Tourism
4. Energy

## Source Prioritization (Sum of Average Score)

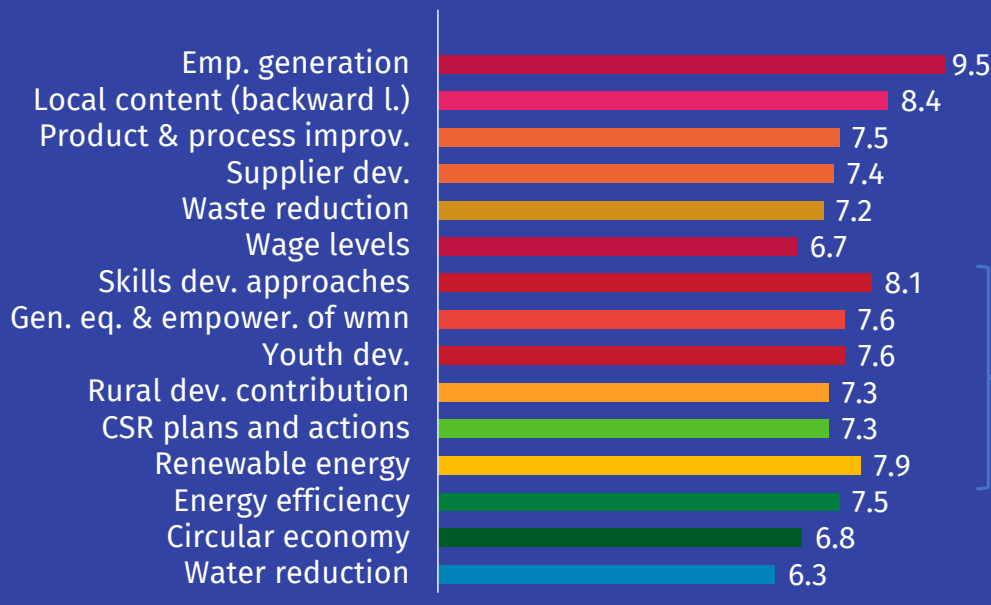


# Alignment with the SDGs

SDG Alignment

**72%**  
Mostly strategically aligned

## Tracking investors' contributions



ECONOMY

SOCIETY

BIOSPHERE



\*Score: Average of normalized score from 1 (never tracked) to 10 (tracked a great deal)

## Digitalization (1/2)

**21%**

report having necessary digital capabilities

**20%**

report having an operational digital transformation strategy

## Impact of Covid on ACP IPAs

**87%**

report accelerated digitalization

**30%**

report ITC related staff increase

- The demand for a redefined strategy has increased the most due to Covid



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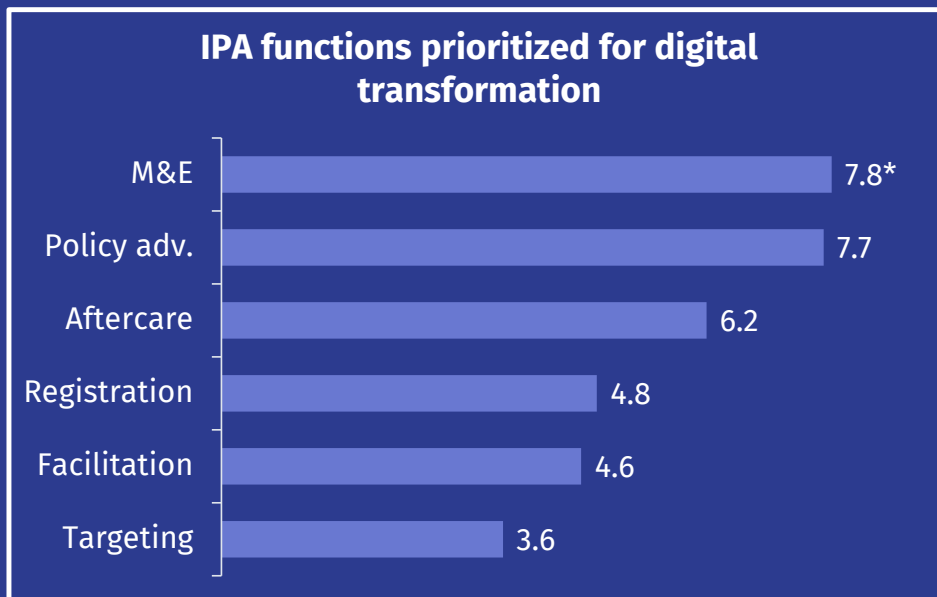
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# Digitalization (2/2)



\*Score: Average of normalized score from 1 (least important) to 10 (most important)

## Data Sharing

**86%**

share data with other parties

However, only...

**53%**

have data sharing protocols

**10%**

have information security certification



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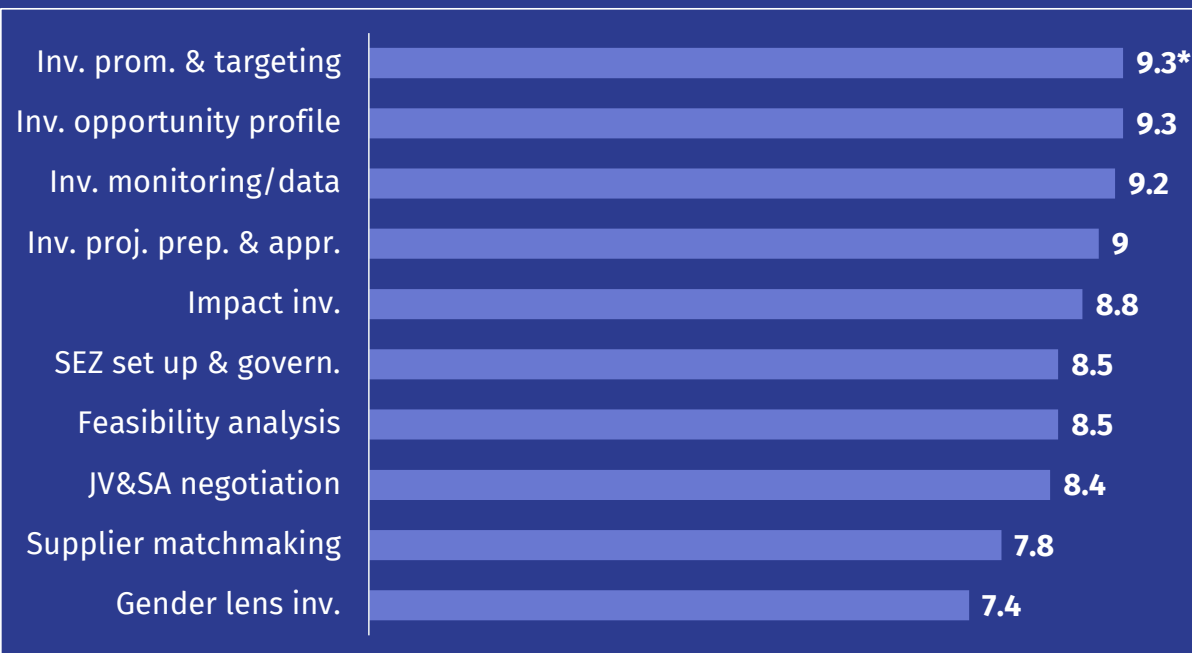
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# Technical Assistance Needs



8.6

Overall Relevance  
of Assistance  
Topics

\*Score: Average of normalized score from 1 (irrelevant) to 10 (relevant)



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# Summary

- ACP IPAs show signs of **mandate-overload**.
- They allocate a relatively small part of their budgets to **business-generating activities**.
- There are discrepancies between **targeting efforts** and key target countries.
- ACP IPAs' **digitalization** is in its infancy and in relevant areas **certification** is lacking.
- There is a need to further **integrate the SDGs** into the work of ACP IPAs, especially in terms of **tracking investors' contributions**.
- Capacity and **technical capability gaps** are large and more assistance is needed.



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# Recommendations



## Design for better Governance

### *Legal Status*

→ ACP IPAs should consider more business-like structures

### *Mandate*

→ ACP IPAs should reassess how to best deliver on multiples mandates

### *Budget*

→ ACP IPAs should review how they use their budgets

### *Quality Management*

→ ACP IPAs would benefit from having ISO certification



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## Increase Effectiveness of Targeting Efforts

### *Prioritizing Sectors*

→ ACP IPAs should work hard on targets in their priority sectors

### *Event attendance*

→ ACP IPAs should be more discerning in the events they attend

### *Tracking Investors' SDG contribution*

→ ACP IPAs need to understand how established investors are performing and contributing



## Make Digitalization a Priority

### *Best Practices*

→ ACP IPAs can build high quality digital solutions

### *Data sharing protocols*

→ ACP IPAs should introduce data sharing protocols



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# Thank you for your attention



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