

APPENDICES

Appendix A. GIPB 2009 Results

Consolidated Results for Web Site and Inquiry Handling. IPIs listed in alphabetical order in each category

IPI Name	Performance
East Asia and the Pacific (EAP)	
Brunei Economic Development Board	GOOD
Fiji Islands Trade & Investment Bureau	
Malaysian Industrial Development Authority	
Singapore Economic Development Board	
Council for the Development of Cambodia	AVERAGE
Foreign Investment and Foreign Trade Agency, Mongolia	
Philippine Board of Investments	
Thailand Board of Investment	
Vanuatu Investment Promotion Authority	
Department of Commerce, Trade and Industries - Foreign Investment Division, Solomon Islands	WEAK
Department of Economic Affairs, Micronesia	
Department of Investment Services, Taiwan, Province of China	
Indonesia Investment Coordinating Board	
Invest in China	
Invest in Palau	
Investment Promotion Authority, Papua New Guinea	
Laos Department of Domestic and Foreign Investment	
Ministry of Commerce, Industry & Labour - Industry Development and Investment Promotion Division, Samoa	
Ministry of Planning and Investment - Foreign Investment Agency, Viet Nam	
Ministry of Resources and Development, Marshall Islands	
Philippine Economic Zone Authority	
Foreign Investment Commission, Kiribati	VERY WEAK
TradeInvest Timor-Leste	

Europe and Central Asia (ECA)

Armenian Development Agency
Cyprus Investment Promotion Agency
Invest in Turkey
Invest Macedonia
Investment and Development Agency of Latvia
Lithuanian Development Agency **GOOD**
Moldovan Investment and Export Promotion Organization
Polish Information and Foreign Investment Agency
Romanian Agency for Foreign Investment
Serbia Investment and Export Promotion Agency
Trade and Investment Promotion Agency, Croatia

AlbInvest, Albania
Azerbaijani Export & Investment Promotion Foundation
Enterprise Estonia
Foreign Investment Promotion Agency of Bosnia and Herzegovina
Georgian National Investment Agency **AVERAGE**
Invest Bulgaria Agency
Montenegrin Investment Promotion Agency
Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments
Uzinfoinvest, Uzbekistan

Invest Ukraine
Kazakhstan Investment Promotion Center
State Committee on Investment and State Property Management of the Republic of Tajikistan **WEAK**

Ministry of Economic Development and Trade, Kyrgyz Republic
Ministry of Economic Development and Trade/Department of Investment Policy, Russia **VERY WEAK**
Ministry of Economy, Belarus

Latin America and the Caribbean (LAC)

Agência Brasileira de Promoção de Exportações e Investimentos
Coalición Costarricense de Iniciativas de Desarrollo, Costa Rica **GOOD**

<p>Corporación de Promoción de Exportaciones e Inversiones del Ecuador</p> <p>FIDE, Inversión y Exportaciones, Honduras</p> <p>Jamaica Trade and Invest</p> <p>Proexport, Colombia</p> <p>PRONicaragua</p>	GOOD
<p>Agencia Nacional de Desarrollo de Inversiones, Argentina</p> <p>Belize Trade and Investment Development Service</p> <p>Comisión Nacional de Promoción de Inversiones, El Salvador</p> <p>Consejo Nacional de Promoción de Inversiones, Venezuela</p> <p>Foreign Investment Committee, Chile</p> <p>Grenada Industrial Development Corporation</p> <p>Guyana Office for Investment</p> <p>Invest Dominica</p> <p>Invest in Guatemala</p> <p>Invest Trinidad & Tobago - Investment Promotion Department</p> <p>National Investment Promotions Incorporated, St. Vincent and the Grenadines</p> <p>ProInversión, Peru</p> <p>ProMexico</p> <p>Red de Inversiones y Exportaciones, Paraguay</p> <p>St. Lucia National Development Corporation</p> <p>Uruguay XXI Investment and Export Promotion Institute</p>	AVERAGE
<p>Antigua and Barbuda Investment Authority</p> <p>Bahamas Investment Authority</p> <p>St. Kitts Investment Promotion Agency</p>	WEAK
<p>Centre de Facilitation des Investissements en Haiti</p> <p>Centro de Exportación e Inversión de la República Dominicana*</p> <p>Centro de Promoción Bolivia</p> <p>Chamber of Commerce and Industry, Suriname</p>	VERY WEAK

*Centro de Exportación e Inversión de la República Dominicana has two Web sites with investment-related information: www.cepodex.gov.do and www.investinthedr.com. Following GIPB's methodology which is to mirror the process used by foreign investors to locate the country's investment promotion intermediary and its investment information sources, the former Web site was used to complete the 2008 survey. However, CEI-DR has recently carried out some development work to the latter Web site which may impact positively its facilitation to a potential investor.

Ministerio de Comercio e Industria - Dirección Nacional de Promoción de la Inversión, Panama	VERY WEAK
Middle East and North Africa (MENA)	
Invest in Israel	GOOD
Bahrain Economic Development Board Foreign Investment Promotion Agency, Tunisia Investment Development Authority of Lebanon Jordan Investment Board Saudi Arabian General Investment Authority	AVERAGE
Agence Nationale de Développement des Investissements, Algeria Agence Nationale pour la Promotion des Investissements, Djibouti Dubai Development and Investment Authority General Authority for Investment and Free Zones, Egypt Invest in Iraq Kuwait Foreign Investment Bureau Omani Centre for Investment Promotion and Export Development Organization for Investment, Economic and Technical Assistance of Iran Palestinian Investment Promotion Agency Qatar Investment Promotion Department	WEAK
General Investment Authority, Yemen Investir au Maroc Syrian Investment Agency	VERY WEAK
Organisation for Economic Co-operation and Development (OECD)	
Austrian Business Agency Invest in Canada Invest in France Agency Invest in Germany Invest in Sweden Agency UK Trade & Investment, United Kingdom	BEST PRACTICE
Agência para o Investimento e Comércio Externo de Portugal Austrade, Australia	GOOD

Board of Economic Development, Invest in Luxemburg	GOOD	
CzechInvest		
Hungarian Investment and Trade Development Agency		
Industrial Development Agency of Ireland		
INTERES, Invest in Spain		
Invest in America		
Invest in Brussels*		
Invest in Denmark		
Invest in Finland		
Invest in Iceland Agency		
Invest Korea		
Investment New Zealand		
OSEC Business Network Switzerland	AVERAGE	
OsloTeknopol, Norway*		
Invest in Greece Agency		
Invest in Italy		
Japan External Trade Organization		
Netherlands Foreign Investment Agency	South Asia (SA)	
Slovak Investment and Trade Development Agency		
Board of Investment of Sri Lanka		GOOD
Afghanistan Investment Support Agency		AVERAGE
Board of Investment, Bangladesh		
Department of Industries - Foreign Investment Division, Nepal		WEAK
Foreign Investment Services Bureau, Maldives		
Pakistan Board of Investment		
Department of Industrial Policy & Promotion, Ministry of Commerce and Industry, India		VERY WEAK
Ministry of Trade and Industry, Bhutan		

* Belgium and Norway do not have a national agency in charge of investment promotion. Therefore, the agencies of the capital cities, Brussels and Oslo have been taken as proxies.

Sub-Saharan Africa (SSA)

Board of Investment of Mauritius

Botswana Export Development and Investment Authority

GOOD

Economic Development Board of Madagascar

Ghana Investment Promotion Centre

Investment Promotion and Major Works Agency, Senegal

Kenya Investment Authority

Lesotho National Development Corporation

Malawi Investment Promotion Agency

Seychelles Investment Bureau

Tanzania Investment Centre

Trade and Investment South Africa

Uganda Investment Authority

AVERAGE

Agence Nationale pour la Promotion des Investissements, Congo Dem. Rep.

Agência Nacional para o Investimento Privado, Angola

Centro de Promoção de Investimentos, Mozambique

Ethiopian Investment Agency

Gambia Investment Promotion and Free Zones Agency

Ministry of Industry, Commerce and Promotion of Small and Medium Companies,
Equatorial Guinea

Ministry of Investment, Sudan

Namibia Investment Centre, Ministry of Trade and Industry

National Investment Commission, Liberia

Nigeria Investment Promotion Commission

Office de Promotion des Investissements Privés, Guinea

Rwanda Investment and Export Promotion Agency

Swaziland Investment Promotion Authority

Togo Free Zone

Zanzibar Investment Promotion Authority

Zimbabwe Investment Authority

WEAK

Agence de la Promotion de l'Investissement au Mali	
Agence de Promotion des Investissements Privés, Gabon	
Cabo Verde Investimentos	
Cellule de Gestion du Code des Investissements, Cameroon	
Centre de Promotion des Investissements en Côte d'Ivoire	
Centre de Promotion des Investissements, Benin	
Centre de Promotion des Investissements, Niger	
Commission Nationale des Investissements, Burundi	
Eritrea Investment Center	
Investment Promotion Bureau, Comoros	
Ministère de l'Economie, des Finances et du Budget/Commission Nationale des Investissements, Congo, Rep.	VERY WEAK
Ministère des Affaires Economiques et du Développement, Mauritania	
Ministère du Commerce, de la Promotion de l'Entreprise et de l'Artisanat, Burkina Faso	
Ministério dos Negócios Estrangeiros, Cooperação e Comunidades, São Tomé and Príncipe	
Ministry of Economy and Finance - Private Investment Promotion Office, Guinea-Bissau	
Ministry of Industry, Commerce and Promotion of Small and Medium Sized Business and Industries, Central African Republic	
Office de Promotion Industrielle du Tchad	
Sierra Leone Investment and Export Promotion Agency	
Zambia Development Agency	

Coding:

BEST PRACTICE	81-100%
GOOD	61-80%
AVERAGE	41-60%
WEAK	21-40%
VERY WEAK	0-20%

Appendix B. Acronyms

ABA	Austrian Business Agency
APEX	Agência Brasileira de Promoção de Exportações e Investimentos
BSO	Business Service Outsourcing
CORPEI	Corporación de Promoción de Exportaciones e Inversiones del Ecuador
EAP	East Asia and the Pacific
ECA	Europe and Central Asia
DCI	Development Counsellors International
FDI	Foreign Direct Investment
FIAS	The Multi-Donor Investment Climate Advisory Service of the World Bank Group
GIPB	Global Investment Promotion Benchmarking
GIS	Geographic Information Systems
IDA	International Development Association
IFC	International Finance Corporation
IPI	Investment Promotion Intermediary
ISA	Invest in Sweden Agency
IT	Information Technology
LAC	Latin America and the Caribbean
MENA	Middle East and North Africa
MIGA	Multilateral Investment Guarantee Agency
OECD	Organisation for Economic Co-operation and Development
SA	South Asia
SSA	Sub-Saharan Africa
UNCTAD	United Nations Conference on Trade and Development

Appendix C. Description and Overall Weightings of Themes and Subthemes

Web Site Assessment Themes and Subthemes

- 1 Information Architecture (10%) - the layout and organization of information in a Web site and the extent to which the site was designed using a consistent and logical structure that allows users to quickly identify key pieces of information.
 - 1a Web Friendly Structure (10%) - home page setup and appearance on standard PC screens and whether extensive scrolling is required to see information.
 - 1b Navigation Ease (70%) - whether the site uses navigation bars or prompts and whether it is easy to move from page to page.
 - 1c Web site Functionality (20%) - whether the site signposted key topics, is downloadable in a standard time, and whether its graphics and links worked.
- 2 Design (10%) - the general appearance and readability of a site.
 - 2a Look and Feel (10%) - industry terminology for the visual appeal and visual consistency of pages.
 - 2b Use of Graphics (30%) - whether the site uses graphics that enhance the IPI's image for business, and the use of maps to showcase key infrastructure in the location
 - 2c Reading Ease (60%) - whether the choice of color or text support readability, whether font sizes are consistent, headings short and "web friendly."
- 3 Content (50%) - the extent to which the site contains content that is relevant, accurate, current, and easily accessible to potential investors.
 - 3a Clarity of Purpose (15%) - whether the Web site sets out its location as a destination for foreign investment as well as the IPI's services for investors on the home page.
 - 3b Core Information Provision (20%) - provision of key information for foreign businesses that is both relevant and useful.
 - 3c Sector Information Provision (35%) - provision of sector information online and whether this information is consistent in terms of its depth and quality across multiple target sectors.
 - 3d Credibility of Information (10%) - use of statistics to support claims and whether these statistics are well sourced, dated, and from credible origins.

3e Currency of Information (10%) - use of up-to-date information on business events and investor-related news.

3f Downloads (5%) - ability to download investor reports or presentations from the site and the comprehensiveness of this information for inward investors.

3g International Accessibility (5%) - use of English and other frequently used (relevant) business language options that are accurate and consistent in terms of the level of information provided in each language option.

4 Promotional Effectiveness (30%) - refers to the extent to which the Web site is effective in its primary aim of selling the location and IPI services to inward investors.

4a Web Prominence (15%) - whether the Web site was easy to identify from an Internet search.

4b Corporate Roles and Support (15%) - whether the Web site clearly sets out the role of the organization and the services provided including clear methods for accessing further information and advice.

4c Contact Information (25%) - whether the Web site clearly sets out a good range of detailed contact options for site visitors.

4d Promotional Effectiveness (45%) - the effectiveness of the Web site at selling the location to business, and use of comparative data.

Inquiry-Handling Themes and Subthemes

1 Availability & Contactability (10%) - defined as the extent to which an investor can identify the IPI and officers within the IPI that they can contact in their search for information and also whether the IPI was easy to contact from a client perspective.

1a Web Availability and Contactability (30%) - whether the IPI had a Web site and the ease of finding that Web site.

1b Quality of Contact Details (70%) - the level of contact details available to a potential inward investor from the Web site including whether they were clearly set out, easy to identify, and accurate.

2 Responsiveness and Handling (15%) - defined as the ease with which an investor can communicate with an IPI and the IPI's ability to engage with the investor in a professional and informed manner.

2a E-mail and Phone Responsiveness (40%) - whether the IPI had good internal systems at first contact level for dealing with investor inquiries from the Web site and whether it was effective at handling clients who contacted the organization directly.

2b E-mail Handling (10%) - the way in which the IPI responded to initial e-mail inquiries to the Web site and whether e-mail correspondence was well linked to the original client project inquiry and projected a clear and professional image of the IPI for the client.

2c Call Handling (10%) - whether the IPI demonstrated that their first-level communication channels and project officers were competent and thorough at taking client inquiries.

2d Inquiry-handling Competence and Responsiveness (40%) - whether the IPI showed that their project officers were aware of the original client e-mail inquiry and were willing and able to provide a timely inquiry response. Also, whether they provided good coordinated management of the inquiry and completed work to deadline.

3 Response (55%) - refers to the actual response that the IPI provided to the investment inquiry.

3a Response Format (5%) - whether the IPI provided a final response that was presented in a clear manner, preferably as one document in an appropriate business software package.

3b Response Branding (5%) - whether the response was well branded, ensured good consistency, and projected a strong image to the client.

3c Response Organization (5%) - whether the response included a cover letter as well as a contents page, introduction, and other relevant headings relating to the project and whether the IPI addressed each of the client's issues that were raised.

3d Answer Quality (55%) - whether the IPI addressed each client issue in turn and customized their response to the client's particular needs, thereby providing information that has real value in the long-listing process.

3e Answer Credibility (10%) - whether the response made good use of comparative data, relevant and well-referenced case studies, and testimonials. Also whether the IPI response was accurate in terms of grammar and spelling.

3f Business Case (20%) - whether the IPI set out why their location was good for the client project.

4 Customer Care (20%) - the actions that an IPI takes following delivery of a client request.

4a Follow Up (100%) - the extent to which the IPI took action to follow up on the information sent to the client as well as to establish whether they could offer more help or arrange to move the project on.

Appendix D. Description of Inquiry-Handling Scenarios

Each IPI was presented with a project request, with the layout and organization for the request varying between the projects.

The request provided core project information, relating to the company's objectives and detailing the size and scale of the requirement. A good IPI would be able to pick up on this information and ask questions about key aspects; best-practice IPIs anticipate issues that may arise in later stages of the investment project decision making or implementation and discuss these with investors.

Information in all cases was requested for 12 days after the initial e-mail was sent and 10 days after the telephone call.

Inquiry 1: International beverage firm – new pilot plant & development centre

Project

A multinational soft drinks and consumer products company is seeking a new manufacturing plant, with some basic research and development capability. Within this new plant, the client wants to investigate new flavors and look at local beverages, flavors and produce with a view to assessing the potential for international marketing or regional development.

Company Background

The client is a growing international soft drinks brand. They currently have operations in 40 locations with 7 manufacturing plants in their established markets. They had a global turnover in 2006/07 in the order of \$8 billion.

Project Details

The client aims to have the pilot plant fully operational by the third quarter 2009. The plant itself will be around 50,000 sq ft/5,000 sq meters with an additional 20,000-30,000 sq ft/2,000 sq m of office and lab space. The sizes stipulated are only indicative at this stage- as the project details become more defined and plans are finalized, the scale of the plant may change. Depending on the short-listed locations, and the options available to the client they may elect to configure the plant differently, locate the plant at an existing facility with the local activity to be contained to some R&D as well as a marketing office. Although this is not the preferred option, the client may look at splitting the plant and the R&D functions, depending on what is most practical in their short-listed location. Initial staff estimates are at approximately 75 staff by Q4 2009, but we expect that staff numbers may double over following three years, depending on success and the availability and cost of labor. Local staff requirements will be as follows:

1 HR manager.

1 financial controller (5 years Financial Director experience with an international firm or food and beverage experience).

10 experienced R&D technicians (experienced in new product development, food testing, quality control).

15 graduate technicians (graduates with food science, chemistry qualifications). Some language capability.

1 computer technician (university qualified graduate or qualified with around 3 years work experience).

1 mechanical engineer (university qualified with food production experience).

1 electrical engineer (university qualified with industrial plant/ production line experience).

1 health & safety manager (5+ years experience having held similar health and safety roles).

20 general plant staff (secondary school graduates with factory experience, preferably in a food environment).

14 marketing and market testing staff (university qualified social science graduates responsible for undertaking market surveys and conducting blind tasting and testing with local panels).

7 administrative staff (trained secretarial staff or graduates able to work common office computer system such as Word, Outlook and Excel).

Required Information

- Details about the local (non-alcoholic) beverage industry (market value, annual production volumes, imports and exports) and details of any relevant agricultural produce (e.g. fruits and dairy). Ideally, we would also seek additional details about local consumer preferences and firms that currently hold significant market share.
- Please provide information about skilled labour availability and indicative annual salary costs for each position noted above.
- Employment regulations: hiring & firing laws and number of annual working days, hours of work and rules about employing expatriate workers- can our client bring in existing staff from other countries and are there any barriers to the numbers of expatriate staff or their citizenship? How long will permits take?
- Location of appropriately zoned industrial sites with excellent logistics and an indication of land costs and/ or availability or existing industrial facilities for rent on the open market.

The software inquiry was intended to be more closely aligned to the short-listing phase of a project and thus it requested more specific data. Because of the development gap between OECD high-income economies and less-developed economies, three tiers of inquiry were provided: Group A, OECD high-income economies, the specifications for the inquiry that is presented below included higher numbers of technical staff (graduates in IT or mathematics, and software developers).

Group B, middle-income economies, were asked the same questions, but the numbers of technical staff required were smaller than for Group A.

Group C, less-developed economies, were asked the same questions, but the numbers of technical staff required were smaller than for groups A and B.

Inquiry 2: Software engineering center (“Group A” example)

Project

A publicly traded software development company is actively looking for a new software development center to cater especially for international retailers. They have appointed us to carry out

more detailed due diligence on a small number of economies. We are looking at 6 locations and plan to select the two most attractive so that we can carry out site visits in August/ September.

We have short-listed your location and we are seeking your help to provide information in some additional areas of interest to our client.

Company Background

The company designs innovative online 'experiences' for a wide range of clients- mainly companies in the retail and hospitality sector. They have developed some of the most memorable corporate and consumer Web sites and have won various awards. They also develop sophisticated back end systems, including in-house data management and intranet systems, particularly for hotels. In the future, the client wishes to focus on, and develop its offering to retailers since they are experiencing strong growth in this sector.

Project Details

The client intends to recruit up to 60 recent graduates in IT or Mathematics from local Universities in Year 1 & 2 of the project but may expand in the future. These graduates will be expected to pass the client's own intensive training program before being accepted onto the latest projects.

The client also expects to source around 20 software developers with more than 5 years experience developing software, and recent experience leading teams to deliver projects. Graduates and experienced engineering staff would be expected to have experience in at least one object orientated language (preferably Java), experience in Web site design and preferably with a working knowledge of PHP and SQL. They will also look to the local market for approximately 10 administrative staff.

The client has stringent quality assurance guidelines, therefore they will only consider locating their new operation within a major population centre offering a wealth of IT literate graduates from universities with robust academic programs.

Required Information

1. A list of the location and name of key Universities for Computing and Mathematics in your region. For each University provide the average number of students graduating per year with: A Bachelors degree in Computing / Mathematics or equivalent qualification; A Masters degree in Computing / Mathematics or equivalent qualification; A PhD degree in Computing / Mathematics or equivalent qualification
2. A list of companies in your region who undertake software development or Web development. We would be grateful if you were able to provide some information on the nature of their business, especially whether there is any niche expertise in software development (e.g. animations etc) and an estimate of their software engineering workforce.
3. Salary costs for graduate software engineers and engineers with 5+ years experience, working within multinational companies.
4. Employment regulations: particularly, rules about employing expatriate workers. Can our client bring in existing experienced staff from other countries and are there any barriers to the numbers of expatriate staff or their citizenship? Are there ratios that need to be maintained and how long will permits take?

Appendix E. How Scores Are Calculated

As stated earlier, final scores were generated as a combination of an IPI’s performance in the Web site assessment and the two inquiry-handling assessments. The final score for inquiry handling is the average performance of an IPI in both inquiry-handling assessments. The overall score consisted of 50 percent Web site assessment and 50 percent inquiry handling (50 percent Web site plus 25 percent from each inquiry-handling assessment).

$$\text{Thus, the final score} = \text{Web site assessment} \times 0.5 + (\text{beverage inquiry} \times 0.25) + (\text{software inquiry} \times 0.25)$$

Performance for each assessment was scored against a survey form where each question was expressed in a binary form. An IPI either achieved a 1 or a 0 according to whether its performance complied with the question.

Web site assessment

In total, each Web site was scored against 106 individual questions. Each question was designed to test whether the Web site provided a certain type of information or allowed a user to find certain information. Individual questions were developed to test aspects relating to the four core dimensions (information architecture, design, content, and promotional effectiveness) and within this, subtheme areas such as “contact information” within the promotional effectiveness dimension.

Some dimensions have more subthemes than others, and some subthemes have more individual questions. For this reason, a weighting system was applied to ensure that, regardless of the number of individual questions a dimension or subtheme has, the final score for that subtheme or dimension related back to the actual importance of that dimension and subtheme from the investor’ perspective.

Web site	Weight
Information Architecture	10%
Web-friendly structure	10%
Navigation ease	70%
Web functionality	20%
Design	10%
Look & feel	10%
Use of graphics	30%
Reading ease	60%
Content	50%
Clarity of purpose	15%
Core information provision	20%

Sector information provision	35%
Credibility of information	10%
Currency of information	10%
Downloads	5%
International accessibility	5%
Promotional Effectiveness	30%
Web prominence	15%
Corporate roles & support	15%
Contact information	25%
Promotional effectiveness	45%
Total	100%

Weights have been attributed according to the perspective of a foreign company that is trying to obtain basic information about the location for the purposes of investment long listing and ideally to be able to progress the inquiry further (hence the requirement for accurate, current contact details). Where possible, weights have also been attributed according to more general research around Internet behaviors and preferences of Web users, along with Internet industry standards for best practice.

Because the core purpose of a site visit from the users' point of view is to obtain information about the location, content is weighted at 50 percent of the overall score. An attractive Web site that lacks useful data that can inform an investor's decision making will thus only obtain a maximum score of 50 percent. While design is important it is not critical and has been given a weight of only 10 percent. An attractive site is important but a site that is visually unappealing would not prevent a user from obtaining information.

Within design, the subtheme "reading ease" has been given a weight of 60 percent. This means that reading ease has an overall weight of 6 percent, or that it accounts for a maximum of 6 out of 100 points (that is, 60 percent of 10 percent). Reading ease was given the highest weighting in this section because the use of Internet writing conventions (short, clear sentences and short paragraphs) ensures that a user can skim the page rather than having to read a text-dense page as they would a book. While "look and feel" is very important, GIPB minimized the weight attributed to this subtheme because it sought to avoid subjective assessments of what looks good on a Web site. GIPB specifically aimed to reduce the potential for Web site reviewers to include their personal qualitative judgments of Web sites.

Information architecture refers to the navigation structure and the ease with which a user can find and navigate to key items of interest. Information architecture has been weighted at 10 percent of the overall score, meaning that an IPI could obtain a maximum of 10 points out of 100 for this dimension. In reality, having a strong architecture is critical to having a user-friendly and effective Web site. However, the weight for this was kept at 10 percent because it is the foundation on which content is accessible. As such a strong score for information architecture is required for an IPI to score well in content.

Promotional effectiveness relates to the extent to which the Web site fulfills one of its core mandates—to promote the location and facilitate investment inquiries. For this reason, the subthemes relate to the extent to which the site is ranked highly on Internet search engines, whether it provides contact details, and whether it presents a case for investment.

Many of the dimensions are interrelated—unless a site has a good information architecture, it is unlikely to be able to provide good content (or users will not be able to find content) and similarly there is a relationship between design and promotional effectiveness. Within most dimensions and subthemes, there is a progression from basic attainment towards mastery. For example, within content, unless an IPI is able to provide a good level of core content, it is unlikely to provide good sector content.

As GIPB findings have shown, there is also a very strong progression from mastery of the first two dimensions toward the level of attainment in the content and promotional effectiveness dimensions. The weighting reflects this progression and the level of attainment that competence in each theme means for the end user.

Inquiry Handling

Each inquiry-handling assessment measured IPI performance with 76 individual questions. Each question was designed to test whether a certain action was completed or whether a certain threshold had been met.

A similar approach was adopted when attributing weights to the inquiry-handling assessments. In some ways, the attribution of weights for inquiry handling was more straightforward because the inquiry-handling assessments are fundamentally evaluations of a process whereby failure at early stages of a process means failures at later stages.

For this reason, consideration was given to the cumulative performance of an IPI throughout the process, rather than simply according to the importance of individual dimensions. As such, although availability and contact-ability (that is, the ease with which an IPI can be successfully contacted) is critical, a higher weighting was not applied because an ability to be contacted presupposes an ability to provide a response.

Weights for the inquiry-handling assessment are below:

Inquiry Handling	Weight
Availability and Contact-ability	10%
Web availability	30%
Quality of contact details	70%
Responsiveness and Handling	15%
E-mail and phone responsiveness	40%
E-mail handling	10%

Call handling	10%
Inquiry-handling competence and responsiveness	40%
Response	55%
Response format	5%
Response branding	5%
Response organization	5%
Answer quality	55%
Answer credibility	10%
Business case	20%
Customer Care	20%
Follow up	100%
Total	100%

Response accounted for 55 percent of an IPI's overall score, with the majority of this relating to the quality of the answers that were provided for each of the questions that IPIs were specifically asked. As with all other aspects being measured, the quality of the answers was evaluated via use of binary questions. IPIs were assessed in terms of whether an answer to a question was provided, whether this directly addressed the specific question asked, and in terms of the thoroughness of the answer and whether evidence was provided in support of the claims made.

Another important category within the response dimension is the "business case" subtheme. This was weighted as 20 percent of the score for the dimension and as such contributed to 11 points out of the overall 100 points. There were only five questions in this subtheme making these highly important questions to the overall score of an IPI. A heavy weighting in this instance is believed to be appropriate because unless an IPI is able to provide information in a way that demonstrates the location's advantages for the investor, the IPI fails to perform a promotional function, relying instead on information that may or may not enhance the chances of the location winning the project.

Customer care relates to the IPIs' attempts to extract maximum value from the inquiry. Basically it relates to the efforts of the IPI to use the inquiry to develop an ongoing business relationship with the foreign company so as to maximize opportunities to influence the company's decision in the IPI's favor. It represents the final stage of the inquiry-handling process and is the pinnacle of inquiry-handling sophistication. IPIs should strive to use inquiries as the basis for a longer-term relationship with the foreign company whereby the IPI becomes a trusted advisor as opposed to simply an information gateway. For this reason, it has been given a weighting of 20 percent, which means that the six questions in this dimension have a substantial impact on the IPI's score. The customer care and responsiveness and handling dimensions provide a sound measure of the IPI's project management capability when read together. As such, the two themes combined are weighted at 35 percent and this 35 percent effectively measures the project management sophistication of the IPI's project managers.

Appendix F. List of Participating National IPIs by Region

East Asia and the Pacific

Country	IPI	Web site
Brunei Darussalam	The Brunei Economic Development Board	www.bedb.com.bn
Cambodia	Council for the Development of Cambodia	www.cambodiainvestment.gov.kh
China	Invest in China	www.fdi.gov.cn
Fiji	Fiji Islands Trade & Investment Bureau	www.ftib.org.fj
Indonesia	Indonesia Investment Coordinating Board	www.bkpm.go.id
Kiribati	Foreign Investment Commission	No Web site
Lao PDR	Laos Department of Domestic and Foreign Investment	www.invest.laopdr.org
Malaysia	Malaysian Industrial Development Authority	www.mida.gov.my
Marshall Islands	Ministry of Resources and Development	www.rmirnd.net
Micronesia, Federated States of	Department of Economic Affairs	www.fsminvest.fm
Mongolia	Foreign Investment and Foreign Trade Agency	www.investmongolia.com
Palau	Invest in Palau	www.palau-investment.com
Papua New Guinea	Investment Promotion Authority	www.ipi.gov.pg
Philippines	Philippine Board of Investments	www.boi.gov.ph
Samoa	Ministry of Commerce, Industry & Labour - Industry Development and Investment Promotion Division	www.mcil.gov.ws/idipd_invest.html
Singapore	Singapore Economic Development Board	www.edb.gov.sg
Solomon Islands	Department of Commerce, Trade and Industries - Foreign Investment Division	www.investsolomons.com
Taiwan, China	Department of Investment Services	www.dois.moea.gov.tw
Thailand	Thailand Board of Investment	www.boi.go.th
Timor-Leste	TradeInvest Timor-Leste	www.turismotimorleste.com/en/institutional/tradeinvest/
Tonga	Ministry of Labour, Commerce and Industry	www.mlci.gov.to
Vanuatu	Vanuatu Investment Promotion Authority	www.investinvanuatu.com
Viet Nam	Ministry of Planning and Investment - Foreign Investment Agency	www.fia.mpi.gov.vn

Europe and Central Asia

Country	IPI	Web site
Albania	AlbInvest	www.albinvest.gov.al
Armenia	Armenian Development Agency	www.ada.am
Azerbaijan	Azerbaijani Export & Investment Promotion Foundation	www.azpromo.org

Belarus	Ministry of Economy	www.economy.gov.by
Bosnia and Herzegovina	Foreign Investment Promotion Agency of Bosnia and Herzegovina	www.fipi.gov.ba
Bulgaria	Invest Bulgaria Agency	www.investbg.government.bg
Croatia	Trade and Investment Promotion Agency	www.apiu.hr
Cyprus	Cyprus Investment Promotion Agency	www.cipi.org.cy
Estonia	Enterprise Estonia	www.investinestonia.com
Georgia	Georgian National Investment Agency	www.investingeorgia.org
Kazakhstan	Kazakhstan Investment Promotion Center	www.kazinvest.kz
Kyrgyz Republic	Ministry of Economic Development and Trade	www.mvtp.kg
Latvia	Investment and Development Agency of Latvia	www.liaa.gov.lv
Lithuania	Lithuanian Development Agency	www.lida.lt
Macedonia, FYR	Invest Macedonia	www.investinmacedonia.com
Moldova	Moldovan Investment and Export Promotion Organization	www.miepo.md
Montenegro	Montenegrin Investment Promotion Agency	www.mipi.cg.yu
Poland	Polish Information and Foreign Investment Agency	www.paiz.gov.pl
Romania	Romanian Agency for Foreign Investment	www.arisinvest.ro
Russian Federation	Ministry of Economic Development and Trade- Department of Investment Policy	www.economy.gov.ru
Serbia	Serbia Investment and Export Promotion Agency	www.siepa.sr.gov.yu
Slovenia	Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments	www.investslovenia.org
Tajikistan	State Committee on Investment and State Property Management of the Republic of Tajikistan	www.amcu.gki.tj
Turkey	Invest in Turkey	www.invest.gov.tr
Ukraine	Invest Ukraine	www.investukraine.org
Uzbekistan	Uzinfoinvest	www.uzinfoinvest.uz

Latin America and the Caribbean

Country	IPI	Web site
Antigua and Barbuda	Antigua and Barbuda Investment Authority	www.investantiguabarbuda.org
Argentina	Agencia Nacional de Desarrollo de Inversiones	www.prosperar.gov.ar
Bahamas, The	Bahamas Investment Authority	www.bahamas.gov.bs
Belize	Belize Trade and Investment Development Service	www.belizeinvest.org.bz
Bolivia	Centro de Promoción Bolivia	www.ceprobol.gov.bo
Brazil	Agência Brasileira de Promoção de Exportações e Investimentos	www.apexbrasil.com.br
Chile	Foreign Investment Committee	www.cinver.cl

Colombia	Proexport	www.proexport.com.co
Costa Rica	Coalición Costarricense de Iniciativas de Desarrollo	www.cinde.org
Dominica	Invest Dominica	www.investdominica.dm
Dominican Republic	Centro de Exportación e Inversión de la República Dominicana	www.cedopex.gov.do
Ecuador	Corporación de Promoción de Exportaciones e Inversiones del Ecuador	www.corpei.org
El Salvador	Comisión Nacional de Promoción de Inversiones	www.proesa.com.sv
Grenada	Grenada Industrial Development Corporation	www.grenadaworld.com
Guatemala	Invest in Guatemala	www.investinguatemala.org
Guyana	Guyana Office for Investment	www.goinvest.gov.gy
Haiti	Centre de Facilitation des Investissements en Haiti	www.cfihaiti.net
Honduras	FIDE, Inversión y Exportaciones	www.hondurasinfo.hn
Jamaica	Jamaica Trade and Invest	www.jamaicatradeandinvest.org
Mexico	ProMexico	www.investinmexico.com.mx
Nicaragua	PRONicaragua	www.pronicaragua.org
Panama	Ministerio de Comercio e Industria - Dirección Nacional de Promoción de la Inversión	www.mici.gob.pa
Paraguay	Red de Inversiones y Exportaciones	www.rediex.gov.py
Peru	ProInversión	www.proinversion.gob.pe
Puerto Rico	Puerto Rico Industrial Development Company	www.pridco.org/portal/
St. Kitts and Nevis	St. Kitts Investment Promotion Agency	No Web site
St. Lucia	St. Lucia National Development Corporation	www.stluciandc.com
St. Vincent and the Grenadines	National Investment Promotions Incorporated	www.svg-nipi.com
Suriname	Chamber of Commerce and Industry	www1.sr.net/~t100779/
Trinidad and Tobago	Invest Trinidad & Tobago - Investment Promotion Department	www.investtnt.com
Uruguay	Uruguay XXI Investment and Export Promotion Institute	www.uruguayxxi.gub.uy
Venezuela, R. B. de	Consejo Nacional de Promoción de Inversiones	www.conapri.org

Middle East and North Africa

Country	IPI	Web site
Algeria	Agence Nationale de Développement des Investissements	www.andi.dz
Bahrain	Bahrain Economic Development Board	www.bahrainedb.com
Djibouti	Agence Nationale pour la Promotion des Investissements	www.djiboutinvest.dj
Egypt	General Authority for Investment and Free Zones	www.gafinet.org
Iran, Islamic Republic of	Organization for Investment Economic and Technical Assistance of Iran	www.investiniran.ir

Iraq	Invest in Iraq	www.investpromo.gov.iq
Israel	Invest in Israel	www.investinisrael.gov.il
Jordan	Jordan Investment Board	www.jordaninvestment.com
Kuwait	Kuwait Foreign Investment Bureau	www.kuwaitfib.com
Lebanon	Investment Development Authority of Lebanon	www.idal.com.lb
Morocco	Investir au Maroc	www.invest.gov.ma
Oman	Omani Centre for Investment Promotion and Export Development	www.ociped.com
Qatar	Qatar Investment Promotion Department	www.investinqatar.com.qa
Saudi Arabia	Saudi Arabian General Investment Authority	www.sagia.gov.sa
Syrian Arab Republic	Syrian Investment Agency	www.investinsyria.org
Tunisia	Foreign Investment Promotion Agency	www.investintunisia.tn
United Arab Emirates	Dubai Development and Investment Authority	www.emiratesfreezone.com
West Bank and Gaza	Palestinian Investment Promotion Agency	www.pipi.gov.ps
Yemen, Republic of	General Investment Authority	www.giay.gov.ye

OECD High-Income

Country	IPI	Web site
Australia	Austrade	www.austrade.gov.au
Austria	Austrian Business Agency	www.aba.gv.at
Belgium, Brussels*	Invest in Brussels	www.investinbrussels.com
Canada	Invest in Canada	www.investincanada.gc.ca
Czech Republic	CzechInvest	www.czechinvest.org
Denmark	Invest in Denmark	www.investindk.com
Finland	Invest in Finland	www.investinfinland.fi
France	Invest in France Agency	www.invest-in-france.org
Germany	Invest in Germany	www.invest-in-germany.de
Greece	Invest in Greece Agency	www.elke.gr
Hungary	Hungarian Investment and Trade Development Agency	www.itdh.hu
Iceland	Invest in Iceland Agency	www.invest.is
Ireland	Industrial Development Agency of Ireland	www.idaireland.com
Italy	Invest in Italy	www.investinitaly.com
Japan	Japan External Trade Organization	www.investjapan.org
Korea, Rep. of	Invest Korea	www.investkorea.org
Luxembourg	Board of Economic Development, Invest in Luxembourg	www.bed.public.lu
Netherlands	Netherlands Foreign Investment Agency	www.nfia.nl
New Zealand	Investment New Zealand	www.investmentnz.govt.nz

Norway, Oslo*	Oslo teknopol	www.oslo.teknopol.com
Portugal	Agência para o Investimento e Comércio Externo de Portugal	www.investinportugal.pt
Slovak Republic	Slovak Investment and Trade Development Agency	www.sario.sk
Spain	Invest in Spain	www.investinspain.org
Sweden	Invest in Sweden	www.isa.se
Switzerland	OSEC Business Network Switzerland	www.osec.ch
United Kingdom	UK Trade & Investment	www.uktradeinvest.gov.uk
United States	Invest in America	www.trade.gov/investamerica/

NB: *denotes subnational IPI evaluated in absence of a national IPI

South Asia

Country	IPI	Web site
Afghanistan	Afghanistan Investment Support Agency	www.aisa.org.af
Bangladesh	Board of Investment	www.boi.gov.bd
Bhutan	Ministry of Trade and Industry	www.mti.gov.bt
India	Department of Industrial Policy & Promotion, Ministry of Commerce and Industry	www.dipp.nic.in
Maldives	Foreign Investment Services Bureau	www.investmaldives.org
Nepal	Department of Industries - Foreign Investment Division	www.ip.np.wipo.net/foreign.htm
Pakistan	Pakistan Board of Investment	www.pakboi.gov.pk
Sri Lanka	Board of Investment of Sri Lanka	www.boi.lk

Sub-Saharan Africa

Country	IPI	Web site
Angola	Agência Nacional para o Investimento Privado	http://investinangola.com
Benin	Centre de Promotion des Investissements	www.cpi-benin.com
Botswana	Botswana Export Development and Investment Authority	www.bedia.co.bw
Burkina Faso	Ministère du Commerce, de la Promotion de l'Entreprise et de l'Artisanat	www.commerce.gov.bf
Burundi	Commission Nationale des Investissements	No Web site
Cameroon	Cellule de Gestion du Code des Investissements	No Web site
Cape Verde	Cabo Verde Investimentos	www.cvinvest.cv
Central African Republic	Ministry of Industry, Commerce and Promotion of Small and Medium Sized Business and Industries	No Web site
Chad	Office de Promotion Industrielle du Tchad	No Web site

Comoros	Investment Promotion Bureau	No Web site
Congo, Dem. Rep.	Agence Nationale pour la Promotion des Investissements	www.anapi.org
Congo, Rep. of	Ministère de l'Economie, des Finances et du Budget/Commission Nationale des Investissements	www.mefb-cg.org
Côte d'Ivoire	Centre de Promotion des Investissements en Côte d'Ivoire	www.cepici.ci
Equatorial Guinea	Ministry of Industry, Commerce and Promotion of Small and Medium Companies	www.ceiba-guinea-ecuatorial.org
Eritrea	Eritrea Investment Center	No Web site
Ethiopia	Ethiopian Investment Agency	www.ethiomarket.com/eic/
Gabon	Agence de Promotion des Investissements Privés	www.invest-gabon.com
Gambia, The	Gambia Investment Promotion and Free Zones Agency	www.gipfza.gm
Ghana	Ghana Investment Promotion Centre	www.gipc.org.gh
Guinea	Office de Promotion des Investissements Privés	www.mirinet.com/opip/
Guinea-Bissau	Ministry of Economy and Finance - Private Investment Promotion Office	No Web site
Kenya	Kenya Investment Authority	www.investmentkenya.com
Lesotho	Lesotho National Development Corporation	www.lndc.org.ls
Liberia	National Investment Commission	www.nic.gov.lr
Madagascar	Economic Development Board of Madagascar	www.edbm.gov.mg
Malawi	Malawi Investment Promotion Agency	www.malawi-invest.net/inves_opp_agri.html
Mali	Agence de la Promotion de l'investissement au Mali	No Web site
Mauritania	Ministère des Affaires Economiques et du Développement	www.maed.gov.mr
Mauritius	Board of Investment of Mauritius	www.investmauritius.com
Mozambique	Centro de Promoção de Investimentos	www.cpi.co.mz
Namibia	Namibia Investment Centre, Ministry of Trade and Industry	www.mti.gov.na
Niger	Centre de Promotion des Investissements	www.investir-au-niger.org
Nigeria	Nigeria Investment Promotion Commission	www.nipc.gov.ng
Rwanda	Rwanda Investment and Export Promotion Agency	www.rwandainvest.com
São Tomé and Príncipe	Ministério dos Negócios Estrangeiros, Cooperação e Comunidades	www.mnecc.gov.st
Senegal	Investment Promotion and Major Works Agency	www.investinsenegal.com
Seychelles	Seychelles Investment Bureau	www.sib.gov.sc
Sierra Leone	Sierra Leone Investment and Export Promotion Agency	No Web site
South Africa	Trade and Investment South Africa	www.thedti.gov.za
Sudan	Ministry of Investment	www.sudaninvest.org
Swaziland	Swaziland Investment Promotion Authority	www.sipi.org.sz
Tanzania	Tanzania Investment Centre	www.tic.co.tz

Togo	Togo Free Zone	www.zonefranchetogo.tg
Uganda	Uganda Investment Authority	www.ugandainvest.com
Zambia	Zambia Development Agency	www.zda.org.zm
Zimbabwe	Zimbabwe Investment Authority	www.zia.co.zw

Appendix G. List of Participating Subnational IPIs by Region

East Asia and the Pacific

Country	IPI	Web site
China, Anhui	Anhui Provincial Foreign Investment Promotion Bureau	www.ahinvest.gov.cn
China, Gansu	The Investment and Trade Promotion Bureau of Gansu Province	www.gsinvest.gov.cn
China, Heilongjiang	Heilongjiang Investment Promotion Bureau	www.hljszsj.com
China, Henan	Henan Foreign Investment Administration	www.hncom.gov.cn
China, Hubei	Hubei Provincial Department of Commerce	www.hbdofcom.gov.cn
China, Hunan	Hunan Provincial Department of Commerce	www.hninvest.gov.cn
China, Jiangxi	Jiangxi Provincial Investment Promotion Center	www.investjx.com.cn
China, Ningxia	Ningxia Investment Promotion Bureau	www.nxinvest.gov.cn
China, Shanghai	Shanghai Foreign Investment Development Board	www.fid.org.cn
China, Shanxi	Shanxi Provincial Department of Commerce	www.docsx.gov.cn
China, Xiamen	Xiamen Investment Promotion Agency	www.xipi.com.cn
Hong Kong (China)	Invest HongKong	www.investhk.gov.hk
Indonesia, Central Java	Central Java Investment Board	www.central-java.com
Indonesia	Investment Outreach Office	www.investinaceh.org
Philippines	Philippine Economic Zone Authority	www.peza.gov.ph

Europe and Central Asia

Country	IPI	Web site
Russian Federation, Rostov-on-Don	Investment Promotion Agency of Rostov Region	www.ipi-don.ru
Russian Federation, Tomsk	Invest in Tomsk	www.investintomsk.com
China, Heilongjiang	Heilongjiang Investment Promotion Bureau	www.hljszsj.com

Latin America and the Caribbean

Country	IPI	Web site
Colombia, Barranquilla	Probarranquilla	www.probarranquilla.org
Colombia, Bogotá	Invest in Bogotá	www.investinbogota.com
Colombia, Medellín	Agencia de Cooperación e Inversión de Medellín y el Área Metropolitana	www.acimedellin.org

OECD High-Income

Country	IPI	Web site
Australia, Queensland	Invest Queensland	www.investqueensland.com.au
Denmark, Copenhagen	Copenhagen Capacity	www.copcap.com
Germany, Bavaria	Invest in Bavaria	www.invest-in-bavaria.com
Germany, Berlin	Berlin Partner	www.berlin-partner.de
Sweden, Stockholm	Stockholm Business Region	www.stockholmbusinessregion.se
United Kingdom, London	Think London	www.thinklondon.com
United Kingdom, Manchester	Manchester Investment and Development Agency Service	www.investinmanchester.com
United Kingdom, Scotland	Scottish Development International	www.sdi.co.uk
United Kingdom, Wales	International Business Wales	www.ibwales.com

South Asia

Country	IPI	Web site
Bangladesh	Bangladesh Export Processing Zones Authority	www.epzbangladesh.org.bd
India, Bihar	Bihar State Investment Promotion Board	No Web site

Sub-Saharan Africa

Country	IPI	Web site
Tanzania, Zanzibar	Zanzibar Investment Promotion Authority	www.zanzibarinvest.org