



Public Policy Institute for Wales
Sefydliad Polisi Cyhoeddus i Gymru

Punching our Weight? International Comparisons of the Location and Staffing of Overseas Offices

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Punching our Weight? International Comparisons of the Location and Staffing of Overseas Offices

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Summary

- Overseas offices can play a valuable role in raising a country's profile and promoting trade and inward investment.
- Information about overseas offices is notoriously difficult to obtain. Countries that are competing with each other for trade and inward investment are understandably reluctant to divulge what they regard as commercially sensitive information.
- However, by using a combination of documentary analysis, interviews with and information supplied directly by a sample of offices, we were able to assemble data about the location, staffing and functions of offices operated by nine European countries/regions. Three of these (Scotland, Ireland and Portugal) are broadly comparable to Wales in terms of population size and location within Europe.
- It is difficult to make direct comparisons because the oversight mechanisms and functions of overseas offices vary widely between countries. Some countries' offices are run by government departments (usually the Ministry of Foreign Affairs); others are operated by arms-length inward investment agencies. Some are freestanding; others are located within embassies or consulates (this appears to particularly be the case in the Middle East).
- However, it seems that in general Wales has fewer offices than the other countries/regions about which we could obtain data.
- Most countries maintain fairly small offices except in those locations where they believe there are strong economic opportunities for them. These locations are often in countries with which they have strong pre-existing ties based on a common language, historical relationships, or large home country diaspora.

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Introduction

The First Minister asked the Public Policy Institute for Wales (PPIW) to provide expert advice to help inform the Welsh Government's decisions about where to site its commercial offices overseas and on staffing levels of offices. In particular, he requested expert advice on the:

- Criteria that the Welsh Government should take into account when making strategic choices between potential locations;
- Secondary data are available to inform decisions; and
- Location, staffing levels and functions of offices maintained by other European countries/regions.

The PPIW commissioned Professor Max Munday to provide expert advice about the criteria and secondary data sources that could be used to inform decisions which has been published by the PPIW and is available on its website.

This report presents the findings of primary research to discover where other European countries and regions locate offices, how many staff they have, and what functions they fulfil. It is based on an extensive documentary analysis supplemented by information supplied directly by offices by email or interviews.

Information of this kind is notoriously difficult to obtain because most countries/regions regard it as commercially sensitive. Most of the countries/regions we approached did not respond to our requests for information/interviews. In most cases it was possible to put together some information from analysis published of data, though it was not possible to confirm its accuracy.

The oversight of overseas offices varies widely. In some countries they are run by Ministries of Foreign Affairs; others by government departments with responsibility for trade; and some are operated by arms-length inward investment agencies.

Offices also vary in their functions and the nature of their bases. Some are freestanding; others are located within embassies or consulates or chambers of commerce (this appears to particularly be the case in the Middle East).

Most offices contain small staffs except in locations where countries determine that there is the greatest economic opportunity for them. These locations are often in countries where there are strong pre-existing ties based on a common language, historical relationships, or large home country diaspora (for example the Ireland Development Agency's Offices in the US and AICEP's offices in Brazil and Angola).



The remainder of this report presents the data that we have been able to assemble for each country/region, starting with the four countries (Scotland, Ireland, Portugal and Germany) which agreed to provide some information by email or interviews, followed by those who declined to do so but about which we have been able to obtain some information through analysis of published data.

Scotland

Scottish Development International

Scottish Development International (SDI) is the investment and trade promotion agency of the Scottish Government, and is a joint venture between several organisations, including the Scottish Government and economic development agencies such as Scottish Enterprise, Highlands and Island Enterprise, Business Gateway Scotland, and Talent Scotland. The primary goal of the *Scottish Development Agency* is to encourage and assist foreign companies to invest in Scotland, facilitate trade and encourage international business to Scotland, and assist Scottish companies to access international markets. The organisation operates a number of offices both within Scotland and in a number of locations around the world.

Primary functions

- Encouraging/assisting direct investment;
- Facilitating trade; and
- Helping Scottish companies to export.

'We're here to help foreign companies invest and thrive in Scotland, and local enterprises make the most of international trade and global markets.'

Number, locations and staffing

Scottish Development International maintains 26 overseas offices which employ a total of 85 staff.

The Americas:

- Boston - 10
- Brazil (Rio de Janeiro) -1
- Calgary - 2
- Chicago - 4
- Houston - 4



- San Jose - 8
- Stamford (New York) - 2
- Toronto – 2.

Europe, the Middle East and Africa:

- Copenhagen - 1
- Dubai -1
- Dusseldorf - 8
- Norway - 1
- Paris - 6
- Moscow - 3

Asia and Pacific region:

- Australia and New Zealand (Sydney) - 1
- Beijing - 5
- Hong Kong - 1
- Shanghai - 6
- Singapore - 3
- Tokyo – 7.

In addition, there is a number of staff who work in SDI offices around the world but are not employed directly by Scottish Enterprise including:

- Nine staff in India (New Delhi; Mumbai; Hyderabad)
- One in South Korea (Seoul)
- One in United Arab Emirates (Dubai)
- One in Brazil (Rio de Janeiro).

Link: <http://www.sdi.co.uk/>



Ireland

IDA Ireland

IDA Ireland is the agency responsible for overseas investment in Ireland. It focuses exclusively on the promotion and development of foreign direct investment (FDI) in Ireland, particularly in the manufacturing and international services sectors.

Resource decisions are based on the business needs of the organisation and potential employment creating opportunities that may exist in territories.

Primary functions

To attract FDI to Ireland, identifying new target companies with potential to invest and engagement with existing clients focusing on specific sector(s) (including information, consumer and technology/life sciences/consumer & business services/engineering, industrial and clean technologies/emerging companies/international financial services).

'...to attract suitable, high quality, knowledge and skills based Foreign Direct Investment (FDI) to Ireland. To place Ireland at the leading edge of the global economy in specific niche'.

Number, location and staffing North America

IDA Ireland has 20 overseas offices which employ a total of 55 staff. Almost half are located in the United States.

- United States – Six offices employing 26 staff (in Atlanta; New York; Chicago; Northern California [Mountain View]; Southern California [Irvine])

Europe - 12 staff in four offices located in:

- France (Paris)
- Germany (Frankfurt)
- United Kingdom (London)
- Belgium (Brussels)

Other - 17 staff located in 11 offices in:

- Australia (Sydney)
- Brazil (Sao Paulo)
- Russia (Moscow)
- China (Beijing; Shanghai; Shenzhen)



- Japan (Tokyo)
- India (Mumbai; Bangalore)
- Singapore
- South Korea (Seoul).

The majority of staff are employed on a full time basis. They comprise a mix of Irish nationals and local recruits.

Link: <http://www.idaireland.com/>

Enterprise Ireland

Enterprise Ireland is the government organisation responsible for the development and growth of Irish enterprises in world markets. The agency provides a range of services and is primarily concerned with achieving export sales growth from Irish-owned companies. The organisation operates a number of offices both within Ireland and in a number of locations around the world. The *Enterprise Ireland* Board is responsible for setting the broad strategy and policies of the organisation and Board members are appointed by the Minister for Jobs, Enterprise & Innovation.

The agency declined to supply information. The details given here were obtained from analysis of published documents.

Primary functions

Facilitating trade by helping Irish companies to export.

'All our services are geared toward helping Irish companies win international sales.'

Number, location and staffing

Enterprise Ireland operates 30 overseas offices in:

Americas:

- Brazil (Sao Paulo)
- Canada (Toronto)
- United States (New York; Austin; Boston; Silicon Valley [Mountain View, California]).

Europe:

- Belgium (Brussels)



- Czech Republic (Prague)
- France (Paris)
- Germany (Dusseldorf)
- Hungary (Budapest)
- Italy (Milan)
- The Netherlands (Amsterdam)
- Poland (Warsaw)
- Russia (Moscow)
- Spain (Madrid)
- Sweden (Stockholm)
- United Kingdom (London)
- Turkey (Istanbul).

Middle East and Africa:

- Saudi Arabia (Riyadh)
- South Africa (Johannesburg)
- United Arab Emirates (Dubai).

Asia Pacific:

- Australia (Sydney)
- China (Beijing; Shanghai)
- Hong Kong
- Japan (Tokyo)
- India (New Delhi)
- Singapore (Offices for Singapore and Malaysia in same location in Singapore)
- South Korea (Seoul).

Many of these offices also serve other countries in close geographical proximity. For example, the German office in Dusseldorf also serves the Austrian and Swiss markets.

Link: <https://www.enterprise-ireland.com/en/>

Portugal

AICEP Portugal Global

AICEP Portugal Global trade and investment agency is a government business entity created in 2007 to encourage direct investment in Portugal and contribute to the success of Portuguese companies abroad in their internationalisation or export efforts.

The English-language agency website appears to be very focused on encouraging foreign companies to invest in Portugal and assisting them to develop commercial relationships with Portuguese companies. The agency is managed at the top level by a Board of Directors. It has not been possible to establish if a government ministry is responsible for the agency, although it is closely integrated with the Portuguese Ministry of Foreign Affairs, and some staff are based in Portuguese embassies in respective countries.

Primary functions

Attracting, encouraging, and assisting direct investment, and assisting Portuguese companies with internationalisation and export efforts.

Offices are government funded and provide services free of charge to businesses. They act as a single point of contact in all investment phases: pre-investment, incentives negotiation, settling in and after care, providing a bespoke service for Portuguese and foreign businesses which is tailored to each company's requirements.

They are overseen by the Vice-Prime-Minister and the Minister of Economy in collaboration with the Ministry of Foreign Affairs. Their location is decided on by the Board of Directors based on the information and reports undertaken by AICEP's technical units. The importance of markets for Portuguese companies is a crucial factor in the decision-making process.

'Our Mission – To Increase Portugal's competitiveness and reputation by giving a boost to structural investment and making companies international in scope, with special emphasis on small and medium sized companies.'

Offices abroad are responsible for the identification of new potential foreign investors in their respective markets, identifying business opportunities for Portuguese companies in those same countries and providing local assistance to visiting Portuguese entrepreneurs'.

Number, location and staffing

AICEP Portugal maintains 78 overseas offices which employ a total of 148 staff. Most are located inside of embassies, and the vast majority are operated by three members of staff. The exceptions are Brazil, Angola, Spain, Germany, France, and the USA, each of which has 10 employees.

Offices are located in:

The Americas:

- Canada (Toronto)
- United States (New York; San Francisco) - 10 staff across both offices
- Mexico (Mexico City)
- Cuba (Havana)
- Colombia (Bogota)
- Venezuela (Caracas)
- Peru (Lima)
- Chile (Santiago)
- Brazil (Rio de Janeiro; Sao Paulo) - 10 staff across both offices
- Uruguay (Montevideo)
- Argentina (Buenos Aires).

Africa:

- Morocco (Rabat)
- Algeria (Algiers)
- Tunisia (Tunis)
- Libya (Tripoli)
- Egypt (Cairo)
- Cape Verde (Praia)
- Senegal (Dakar)
- Guinea-Bissau (Bissau)
- Nigeria (Abuja)
- Sao Tome and Principe (Sao Tome)
- Democratic Republic of Congo (Kinshasa)
- Angola (Luanda) - 10 staff
- Namibia (Windhoek)



- South Africa (Pretoria)
- Mozambique (Maputo)
- Zimbabwe (Harare)
- Ethiopia (Addis Ababa)

Europe:

- Ireland (Dublin)
- United Kingdom (London)
- The Netherlands (Den Haag)
- Belgium (Brussels)
- France (Paris) - 10 staff
- Luxemburg (Luxemburg City)
- Spain (Madrid; Barcelona) - 10 staff
- Switzerland (Zurich)
- Italy (Milan)
- Germany (Berlin) - 10 staff
- Czech Republic (Prague)
- Austria (Vienna)
- Slovakia (Bratislava)
- Hungary (Budapest)
- Slovenia (Ljubljana)
- Croatia (Zagreb)
- Poland (Warsaw)
- Serbia (Belgrade)
- Bulgaria (Sofia)
- Romania (Bucharest)
- Greece (Athens)
- Ukraine (Kiev)
- Russia (Moscow)
- Denmark (Copenhagen)
- Norway (Oslo)
- Sweden (Stockholm)
- Finland (Helsinki)



- Cyprus (Nicosia)
- Turkey (Ankara).

Middle East:

- Israel (Tel Aviv)
- Saudi Arabia (Riyadh)
- Iran (Tehran)
- United Arab Emirates (Abu Dhabi).

Asia:

- India (New Delhi)
- Thailand (Bangkok)
- Malaysia (Kuala Lumpur)
- Singapore
- Indonesia (Jakarta)
- East Timor (Dili)
- Macau
- China (Beijing; Shanghai)
- South Korea (Seoul)
- Japan (Tokyo).

Link: <http://www.portugalglobal.pt/EN/Pages/Index.aspx>



Germany

Germany Trade and Invest

Germany Trade and Invest is the economic development agency of the Federal Republic of Germany. The agency undertakes a range of activities with the objective of fostering the economic development of Germany through encouraging foreign direct investment, assisting German companies to develop their international business, and promoting Germany as a location for business and investment. Activities undertaken include: providing foreign trade information to German companies seeking to expand in international markets; providing market information to international companies seeking to enter German markets; and supporting international companies to establish businesses and enter markets in Germany. The organisation places a special focus on the economic development promotion of the new federal states (eastern Germany) and Berlin. Established in 2009, the agency is managed by an executive board, and overseen by a supervisory board.

Primary functions

Germany Trade and Invest has two separate headquarters covering the two elements of its work: A Berlin HQ for foreign investment; and a Bonn HQ for trade. Its roles are to promote, encourage, and facilitate foreign direct investment in Germany; assist German companies to increase their international business dealings; promote the German economy abroad.

It has no powers beyond the provision of information and advice. Staff in the overseas offices work both on trade and investment, but the majority of their work tends to be focused on the latter.

The agency reported that the value of its overseas offices cannot be quantified, but their real worth is that by being 'on the spot' they can provide easy access to information on the German economy to clients in other countries who might not otherwise seek it out. It employs a blend of German nationals, locals and people with dual nationality. All staff must have spent a significant amount of time in the country and be fluent in the local language.

There is a formal process and criteria for determining where offices are located and the amount of resources dedicated to them. We were not given details of this but were told that the primary criteria are the volume of bilateral trade between Germany and the respective county, and potential opportunity for growth of trade and investment from that country.

'The agency's goal is to promote Germany as a location for business, investment, and technology, including the acquisition of investors and the provision of support to foreign companies that want to expand their business to the German market, as well as to export-oriented German companies looking to tap new markets.'

Number, location and staffing

According to data supplied directly by *Germany Trade and Invest*, it employs a total of 64 people in 50 overseas offices. None of these offices are located in embassies or consulates but many are co-located with chambers of commerce.

The agency declined to provide details of how many people are employed by each office but its website gives some details as shown below.

The Americas:

- United States (New York - 1 staff listed; Chicago - 1; San Francisco - 2; Washington DC – 1)
- Canada (Toronto)
- Argentina (Buenos Aires)
- Colombia (Bogota)
- Mexico (Mexico City)
- Chile (Santiago)
- Brazil (Sao Paulo).

Europe

- The Netherlands (The Hague) – 1 staff listed
- United Kingdom (London) – 1
- France (Paris) - 1
- Greece (Athens)
- Belgium (Brussels)
- Finland (Helsinki)
- Spain (Madrid)
- Italy (Milan)
- Sweden (Stockholm)
- Serbia (Belgrade)
- Hungary (Budapest)
- Ukraine (Kiev)

- Russia (Moscow)
- Czech Republic (Prague)
- Poland (Warsaw)
- Croatia (Zagreb)
- Turkey (Istanbul).

Middle East, Asia, and Australasia

- China (Beijing - 2 staff listed; Shanghai)
- India (Mumbai – 2 ; New Delhi)
- Japan (Tokyo) - 2
- United Arab Emirates (Dubai)
- Israel (Jerusalem)
- Saudi Arabia (Riyadh)
- Thailand (Bangkok)
- Vietnam (Hanoi)
- Hong Kong
- Indonesia (Jakarta)
- Malaysia (Kuala Lumpur)
- South Korea (Seoul)
- Taiwan (Taipei)
- Australia (Sydney).

Africa

- Egypt (Cairo)
- Tunisia (Tunis)
- Ghana (Accra)
- Kenya (Nairobi)
- South Africa (Johannesburg).

Link: <http://www.gtai.de/GTAI/Navigation/EN/invest.html>



Denmark

The Trade Council

The Trade Council is the Danish Government's export and investment promotion organisation. The organisation comprises all governmental activities designed to promote Danish export and foreign investment in Denmark. The council is overseen by the Ministry of Foreign Affairs and a Board of Directors, active businessmen and women with international experience, who represent a variety of sectors and small and medium sized enterprises.

The agency declined to supply information. The details given here were obtained from analysis of published documents.

Primary functions

The Council promotes the internationalisation of Danish enterprises and assists them to take advantage of opportunities in export markets, and to encourage direct investment in Denmark.

'The Trade Council is the governmental export and investment promotion organisation under the Ministry of Foreign Affairs of Denmark. The organisation comprises all governmental activities designed to promote Danish export and foreign investment in Denmark under one roof.'

Number, location and staffing

The Trade Council employs 300 employees located abroad in embassies, consulates, and trade commissions in 63 locations. It is not clear from the available information whether it maintains separate offices in any of these locations. We were not able to obtain information about the numbers of staff in each location.

The Americas

- Canada (Ottawa)
- United States (Washington DC)
- Mexico (Mexico City)
- Brazil (Brasilia)
- Argentina (Buenos Aires)
- Chile (Santiago).

Europe

- Iceland (Reykjavik)
- United Kingdom (London)
- France (Paris)
- Belgium (Brussels)
- The Netherlands (The Hague)
- Luxemburg (Luxemburg City)
- Switzerland (Berne)
- Spain (Madrid)
- Portugal (Lisbon)
- Republic of Ireland (Dublin)
- Slovakia (Bratislava)
- Germany (Berlin)
- Italy (Rome)
- Sweden (Stockholm)
- Norway (Oslo)
- Finland (Helsinki)
- Estonia (Tallinn)
- Hungary (Budapest)
- Croatia (Zagreb)
- Slovenia (Ljubljana)
- Czech Republic (Prague)
- Bosnia and Herzegovina (Sarajevo)
- Serbia (Belgrade)
- Poland (Warsaw)
- Bulgaria (Sofia)
- Kiev (Ukraine)
- Lithuania (Vilnius)
- Latvia (Riga)
- Russia (Moscow)
- Greece (Athens)
- Turkey (Istanbul).



Africa

- Algeria (exact location not specified)
- Egypt (Cairo)
- South Africa (Pretoria).

Middle East

- Israel (Tel Aviv)
- Lebanon (Beirut)
- Syria (Damascus)
- Saudi Arabia (Riyadh)
- United Arab Emirates (Dubai)
- Iran (Tehran)

Asia and Pacific

- India (New Delhi)
- Bangladesh (Dhaka)
- Thailand (Bangkok)
- Vietnam (Hanoi)
- Kuala Lumpur (Malaysia)
- Singapore
- Indonesia (Jakarta)
- China (Beijing)
- Hong Kong
- Taiwan (Taipei City)
- South Korea (Seoul)
- Japan (Tokyo)
- Australia (Canberra)
- New Zealand (Auckland)
- Pacific Islands (exact location not specified).

Link: <http://um.dk/en/tradecouncil/>



Catalonia

Agency of Competitiveness for Companies in Catalonia

ACCIÓ was established in 1985 by Government of Catalonia to promote innovation, internationalisation, and investment in Catalonia throughout the world. Its three main areas of operation and service are: encouraging/assisting foreign investment in Catalonia; assisting and supporting international companies to establish commercial and strategic relationships with companies in Catalonia; and facilitating links between international parties and Catalan research and development/innovation companies.

The agency declined to supply information. The details given here were obtained from analysis of published documents.

Primary functions

Attracting, encouraging, and assisting direct investment; Facilitating commercial links between international business and Catalan companies; Linking international companies with Catalan research and development and innovation enterprises.

'ACCIÓ, either via its international offices or through its Barcelona headquarters, can assist you with your investment project, finding the right business partner, sourcing most competitive supplier or locating the state of the art technology you need in Catalonia.'

Number, location and staffing

The ACCIÓ employs approximately 115 people in its international offices around the world and maintains 33 offices in the following locations:

The Americas

- Canada (Montreal) – 2 staff
- United States (New – 5; Miami - 4); Washington DC- 2; Silicon Valley [San Jose] - 3)
- Mexico (Mexico City) - 5
- Colombia (Bogota) - 2
- Chile (Santiago) - 4
- Argentina (Buenos Aires) - 2

Asia Pacific

- China (Beijing- 4; Shanghai - 4)
- Hong Kong - 4
- India (Mumbai) - 5
- Singapore 2
- South Korea (Seoul) - 2
- Japan (Tokyo) - 7
- Australia (Sydney) - 2

Africa and Middle East

- Egypt (Cairo) - 1
- Morocco (Casablanca) -3
- Johannesburg (South Africa) - 2
- United Arab Emirates (Dubai) - 3

Europe

- Germany (Berlin) - 3
- Belgium (Brussels) - 2
- Denmark (Copenhagen) - 3
- EU Office – 3
- Turkey (Istanbul) - 3
- United Kingdom (London) - 3
- Italy (Milan) – Not known
- Russia (Moscow) – 5
- France (Paris) - 8]
- Czech Republic (Prague) – 2
- Germany (Stuttgart) - 4
- Poland (Warsaw) – 2.

Link: <http://www.catalonia.com/en/index.jsp>



Andalusia

EXTENDA

EXTENDA is the Trade Promotion Agency of Andalusia, a government business entity established by Andalusia's regional government in conjunction with the Andalusian Chambers of Commerce.

The agency declined to supply information. The details given here were obtained from analysis of published documents.

Primary functions

The primary aim of the agency is promote Andalusian products internationally and support the expansion of Andalusian businesses in foreign markets. The agency appears to concentrate less on encouraging direct investment, and focuses more on facilitating trade between international companies and Andalusian businesses. It appears to be particularly focused on the development of foreign markets and the export of Andalusian products.

'(EXTENDA is) dedicated to the international promotion of Andalusian products and the expansion of Andalusian business in foreign markets.'

Number, location and staffing

EXTENDA maintains 14 offices outside of Spain. The main office in Seville also serves a number of different locations (see below).

The Americas

- Mexico (Mexico City)
- United States (New York; Miami)
- Panama (Panama City)
- Brazil (Sao Paulo).

Europe

- Belgium (Brussels)
- United Kingdom (London)
- Russia (Moscow)
- Poland (Warsaw).

Africa and Middle East

- Morocco (Casablanca)
- United Arab Emirates (Dubai).

Asia

- China (Shanghai)
- Japan (Tokyo).

The following locations are served by *EXTENDA*'s main office in Seville:

- Colombia (Bogota)
- Peru (Lima)
- Hungary (Budapest)
- Czech Republic (Prague)
- Algeria (Algiers)
- India (New Delhi).

Link: <http://www.extenda.es/web/opencms/en/AboutExtenda.html>



Czech Republic

CzechInvest

CzechInvest is the Czech Government's Investment and Business Development Agency. It offers foreign investors and domestic businesses a broad range of free services in order to support the competitiveness of the Czech economy and help to create a favourable business environment for the inflow of foreign investments to the Czech Republic. Established in 1992, it is an agency of the Czech Ministry of Industry and Trade. It is exclusively authorized to file applications for investment incentives and prepares draft offers of grants.

The agency did not supply information. The details given here were obtained from analysis of published documents.

Primary functions

Encouraging/supporting foreign direct investment; Assisting Czech companies to increase their international business dealings; Promoting the Czech Republic abroad.

'The agency offers foreign investors and domestic businesses a broad range of free services through which it supports the competitiveness of the Czech economy and helps to create a favourable business environment for the inflow of foreign investments to the Czech Republic.... The agency generally strives to constantly increase the competitiveness of the Czech economy and supports small and medium-sized enterprises, innovation and development of business infrastructure.'

Number, location and staffing

In 2012, *CzechInvest* employed a total of 225 staff. Details of their locations are not available but it seems that the vast majority are based in the agency headquarters in Prague and thirteen regional offices across the Czech Republic.

The agency maintains six overseas offices in:

- USA (New York; San Francisco)
- China (Shanghai)
- Japan (Tokyo)
- Germany (Dusseldorf)
- United Kingdom (London).

It also employs a representative for Scandinavia who is based in its Prague office.

Link: <http://www.czechinvest.org/en>



CzechTrade

CzechTrade is the Czech government's official contact partner agency for foreign companies looking for qualified Czech-based suppliers of products, providers of services, or investors.

The agency did not supply information. The details given here were obtained from analysis of published documents.

Primary functions

Facilitating trade between international companies and Czech businesses; development of exports and opening up of foreign markets to Czech products/companies.

Established by the Czech Ministry of Industry and Trade in 1997, the agency provides business support and networking services to foreign companies interested in developing business relationships in the Czech Republic. Its activities include: introducing foreign companies to quality Czech suppliers; organising buyer's visits and meetings with Czech companies; providing assistance with local outsourcing; and providing information about doing business in the Czech Republic.

'CzechTrade is an allowance organization of the Ministry of Industry and Trade. It has been a partner for Czech companies on their way to export success for more than 15 years.'

Number, location and staffing

According to the information obtained from its website, *CzechTrade* employs at least 43 members of staff to conduct its activities in various locations around the world. It has a presence in 40 locations.

Americas

- Canada (Calgary) – 1 staff listed
- USA (New York; Chicago - 1; San Francisco - 1)
- Mexico (Mexico City) - 1
- Brazil (Sao Paulo) - 1
- Argentina (Buenos Aires) - 1

Europe

- Austria (Vienna) - 1
- Belgium (Brussels) – 2 (also serves The Netherlands)
- Bulgaria (Sofia) - 1
- Croatia (Zagreb) - 1



- Denmark (Copenhagen) – 1 (appears to be based within the Czech Embassy)
- France (Paris) – 1
- Germany (Dusseldorf) - 5
- Hungary (Budapest) - 1
- Italy (Milan) – 1 (appears to be based within the Czech consulate)
- Latvia (Riga) – 1 (also serves Estonia and Lithuania)
- Serbia (Belgrade) – 1 (also serves Montenegro)
- Poland (Warsaw) – 2 (appears to be based in the Czech embassy/consulate)
- Romania (Bucharest) – 1
- Russia (Moscow - 1; St Petersburg - 1; Yekaterinburg – 1)
- Spain (Madrid) - 1
- Sweden (Stockholm) -1
- Turkey (Istanbul) – 1 (inside the Czech Consulate); Ankara – 1
- Ukraine (Kiev) – 1
- United Kingdom (London) – 2 (inside the Czech Embassy)

Middle East and Africa

- Israel (Tel Aviv) -1
- United Arab Emirates -1
- Egypt (Cairo) -1
- Morocco (Casablanca) - 1
- South Africa (Johannesburg)- 1.

Asia

- China (Beijing - 1; Chengdu – 1)
- India (Mumbai) - 1
- Japan (Tokyo) -1
- Kazakhstan (Almaty) -1
- Vietnam (Ho Chi Minh City) -1

Link: <http://www.czechtradeoffices.com/>



France

Invest in France Agency

IFA is a public-private body which reports to the French Finance Minister and the Minister for Regional Development. The Chairman and CEO of the IFA is France's Ambassador for International Investment.

The agency did not supply information. The details given here were obtained from analysis of published documents.

Primary functions

The IFA is responsible for promoting, encouraging, and facilitating international investment in France, and well as for promoting a positive image of the country.

'The IFA network operates on an international, national and regional basis. The agency works in close partnership with regional development agencies to offer international investors outstanding business opportunities and customized services.'

Number, location and staffing

The IFA organisation employs a total of 160 people of which a sizeable proportion work in its Paris headquarters. Analysis of information on its website suggests that the agency employs a total of 94 staff in 23 overseas.

Americas

- Canada (Toronto) - 3 staff listed
- United States (New York -10; Chicago -6; San Francisco - 6 Staff)
- Brazil (Sao Paulo) – 3 (appears to be based in the French Consulate)
- Mexico (Mexico City) -1.

Europe

- Germany (Dusseldorf) – 9 (also serves Austria and Switzerland)
- Benelux - 5
- Sweden (Stockholm) – 5 (serves Scandinavia)
- Italy (Milan) - 5
- Spain (Madrid) - 4 (serves Spain and Portugal)
- Russia (Moscow) - 3
- United Kingdom (London) – 6.

Middle East and Africa

- Israel (Tel Aviv) - 1
- United Arab Emirates (Dubai) - 2
- South Africa (Johannesburg) – 1.

Asia and Pacific

- Australia (Canberra) - 1
- China (Beijing) - 7
- Hong Kong - 2
- India (New Delhi) - 2
- Japan (Tokyo) - 8
- Singapore – 2 (appears to be based in the French Embassy)
- South Korea (Seoul) - 2 (appears to be based in the French Embassy).

Link: <http://www.invest-in-france.org/us>



The Public Policy Institute for Wales

The Public Policy Institute for Wales improves policy making and delivery by commissioning and promoting the use of independent expert analysis and advice. The Institute is independent of government but works closely with policy makers to help develop fresh thinking about how to address strategic challenges and complex policy issues. It:

- Works directly with Welsh Ministers to identify the evidence they need;
- Signposts relevant research and commissions policy experts to provide additional analysis and advice where there are evidence gaps;
- Provides a strong link between What Works Centres and policy makers in Wales; and
- Leads a programme of research on What Works in Tackling Poverty.

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Author Details:

Liam Whittington is a researcher and analyst who has held positions in policy research organisations in Ottawa, Washington DC, Vienna, and the UK, and has contributed to research and development projects in a variety of policy areas, including education, local governance, security, and international development.

