

Robert C. Haywood **Selected Economic Zone Project Summary**

After being awarded a MBA with distinction from Harvard Business School, Bob engaged in the management of for-profit and not-for-profit organizations, research, policy development, teaching, and consulting in a variety of national and international settings.

Bob is an economist and financial analyst who has worked to bring funding resources to a variety of projects both here and abroad. Bob's strength is devising economic development programs that succeed in creating new and sustainable job growth. He is recognized as one of the top Free Trade Zone (FTZ) advisors in the world. He has helped FTZ's find their special marketing niche, resulting in over 1,000 new jobs for each zone.

Bob is currently working on two cross border economic zones for the Asian Development Bank.

Over the years, Mr. Haywood has been engaged directly in the following selected projects related to Special Economic Zones.

ALBANIA	Development of a Zone strategy for the country, drafting of new law, ministerial decrees, and tender documents for zone developers and operators in cooperation with the Harvard University, Kennedy School of Government, Center for International Development. (CMI-2015)
BANGLADESH	Seminars on management of EPZs and development of EPZ concepts in for EPZA. Private advisor to Chairman of EPZA on EPZ Strategy (Oct. 2006)
BULGARIA	Seminar on Free Zones in the Black Sea Region, and consultation with Minister of Industry and Office of the President on Free Zone Policy.
CARRIBEAN BASIN	Reviewed Project Development and Assistance Program of USAID on British Leeward and Westward Islands (7 islands), plus Belize.
CAYMAN ISLANDS	Consultant to Cayman Brac government on development of EPZ on the small island of Cayman Brac.
CENTRAL AMERICA	Taking Advantage of the Caribbean Basin Initiative in Central America and Panama, Report to USAID/ROCAP.
CHINA, PRC	Advisor on SEZ development and WTO regulations. Concepts used for creation of new EPZ program. Seminars in Beijing, Xiamen, and Kunshan and other places (1984-2002)
COSTA RICA	Opportunities for Expansion of Export Manufacturing in Costa Rica, 3 Volumes, USAID/Costa Rica.

	Strategy for Free Zone Development in Costa Rica, USAID.
CURACAO	High Tariff Opportunities in the U.S. Market under the Caribbean Basin Initiative, for CURINDE, N.V., Curacao
DOMINICAN REPUBLIC	Airport Industrial Park, Dominican Republic, Memorandum report on pre-feasibility to Banco de Desarrollo Dominicano.
EGYPT	Seminar on Promotion of the Public Free Zones of Egypt to General Authority for Investment and Free Zones, Cairo, Egypt.
EL SALVADOR	Education Tour of Free Zones and EPZs in the Western Hemisphere for El Salvadorian Ministerial level officials, USAID
HONDURAS	Consultation and Report to COALIANZA regarding the implementation of the new ZEDES law, including strategic, marketing, and financial aspects. (CMI-2013)
	Consulted on the development of a new “Charter City” in Honduras, with private sector developers, including advising government on changes needed in law that were incorporated in later ZEDE law. (CMI-2012)
	Develop strategy for the Creation of a Private Sector Export Processing Zone System for Honduras including drafting new legislation for FIDE and USAID/Honduras. (1987)
INDIA	Seminar on Globalization and Special Economic Zones, at Indian Council for Research on International Economic Relations (ICRIER)
	Seminar on development of SEZ program in India. Chaired entire day session upon introduction of SEZ regulations.
INDONESIA	Cross Border Economic Zones, transport corridors, and regional cooperation and integration study (ADB-2017)
ISRAEL/PALISTINE	Development of agreement between the two sides on the establishment of EPZ/Qualified Industrial Zone at several sites on West Bank and Gaza.
	Concept creation of Qualified Industrial Zones (QIZ) for US Commerce Department.
ITALY	Advisor to large consultancy on Free Zone aspects of the development of Gioia Tauro port.
IRAQ	Study for IRMO on creating Business Development Zones through five regions of the country including a detailed review of Iraqi laws and regulations; with Two Rivers Consultancy. Project included proposal to develop an innovative agricultural development zone to deal with difficult land tenure issue through a unique cooperative process.
	Senior Economic Advisor, Commander British Forces Iraq, MND(SE), 2008 with Coffey International and DFID.
KAZAKHSTAN	Planning for development of a Special Economic mineral zone.

	Consultation on development of an Economic Zone at Baikonur, the Russian launch complex, to allow joint ventures with Western countries on space programs. (Awarded Honorary Doctorate Degree from Kyzlorda State University, and official “Veteran’s Medal” of Baikonur Space Center.)
KENYA	Seminar on management of EPZs for EPZA of Kenya
KUWAIT	Pre-feasibility analysis of opportunities for an EPZ in Kuwait for Kuwait Finance House. Training program for EPZ staff on the operation and marketing of a FTZ.
LIBERIA	Recommendations and drafting of new Special Economic Zone Law. (CMI-2015)
MEXICO	Juarez/2000; Report of The Flagstaff Institute to Grupo Bermudez, Ciudad Juarez, Chihuahua, Mexico on the future of the Maquila Industry. (1984) Site survey to establish twin-plants to manufacture heavy duty lift cranes on the Mexico-U. S. Border, private client. Strategic planning for promotion; Product analysis of high margin opportunities for Mexico and Sonora, Government of Sonora, Mexico Development of a plan for SONORA/2010 emphasizing industrial development and expansion of the concept of "maquila" to other fields such as agriculture, tourism, and healthcare; for the government of the State of Sonora, Mexico. Mexico's Competitive Edge, a joint study for the State of Sonora, Mexico, and the City of McAllen, Texas Report on the Global Perspective, for the development plan of Yucatan's Maquila Industry, private client.
NIGERIA	Developed proposal for free zone development, with Louis Berger International
OMAN	Strategic review of development of Free Zone at the Port of Salalah, for private client.
PUERTO RICO	Assistance to Puerto Rico's Caribbean Basin Initiative Development Program, for PRIDCO.
PHILLIPINES	Analysis of the rules and regulations on free zones in the Autonomous Republic of Mindanao with Louis Berger International and USAID.
RUSSIA	Long term agreement to provide consulting services to Nakhodka Free Economic Zone, Nakhodka, Russian Far East, on EPZ strategy and feasibility. Engage support of political leadership in Duma (Parliament) on creation of Free Economic Zone in Nakhodka including drafting of FEZ law.

	Review of Russian-South Korean Treaty on creation of Russian-Korean Industrial Complex in Nakhodka.
TANZANIA	Master Plan for the development of an EPZ in Tanzania, sub-contract work with Louis Berger International for ADB and Central Bank of Tanzania.
TIMOR-LESTE	Cross Border Economic Zones, transport corridors, and regional cooperation and integration study. (ADB 2017)
TURKEY	Investigation of Turkey for potential site of a foreign direct investment, private client.
UNITED ARAB EMERITES	Study of Free Zone compliance with international sanctions and financial standards. (CMI-2013) EPZ Advisor to EPZ Authority of Ras al Khaimah on the creation of an active EPZ in Emirate. (1998-2013) Marketing study for RAK on potential USA investors.
USA	The Influence of Exports to Developing Countries on Manufacturing Employment in the United States, prepared for the U.S. International Trade Commission, (The Flagstaff Institute) The Influence of Exports to Developing Countries on Manufacturing Employment in the United States, update of 1987 project for the City of McAllen, Texas. (The Flagstaff Institute).
VANUATU	Determine the feasibility of an EPZ program for Vanuatu (South Pacific) and suggest strategy. Funding provided by UNESCAP.
VIET-NAM	Expert Advisor on development of "Value Added" EPZ program for Tan Thuan Export Processing Zone.