



Africare

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"Improving the quality of life in rural Africa through the development of water resources, increased food production and the delivery of health services."

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DEVELOPMENT AND RELIEF GRANT
(AID/afr-0433-Gss-00-2057-00)

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Executive Director:
C. PAYNE LUCAS

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I. INTRODUCTION

This report is submitted in accordance with the terms of the Grant. No. AID/afr-0433-GSS-00-2057-00. This report is presented as a summary review of activities undertaken under this grant through the past program year (July 1982-June 30, 1983).

The Fiscal Report (Annex A) covers expenditures through 03/31/83.

A schedule of Africare cost-sharing expenses for the 12 months ending June 30, 1983, for activities related to this grant will be included in the September 1983 quarterly report.

II. BACKGROUND

On July 1, 1982 Africare received a grant of \$1,032,000 to cover the three year period (July 1, 1982-March 31, 1985).

The purpose of the Development and Relief Grant was to provide support to certain activities which further Africare's efforts in long term development and emergency relief in rural Africa.

These activities fall into three broad categories as follows:

- Development/Technical Assistance In Rural African Development

- New Initiatives: Village Development Program; Joint Venture;

- Corporate Enterprise/Development; Senior Planners Program

- Africare Resource Information Center

This report is organized around these three categories of activities.

III. DEVELOPMENT ACTIVITIES

A. Technical Assistance in Rural African Development

The Africare Development Team is comprised of the following: Mr. Robert Wilson, Agricultural Specialist; Mr. Alan Alemian, Health Specialist; Ms. Alameda Harper, Health Specialist; Mr. Kenneth Ribyat, Rural Economist; Mr. Peter Persell, Rural Wells Specialist; Ms. Rabiyyah Dhuha, Agriculturalist; Mr. Mohammed Hamoud, Engineer; Ms. Cynthia Paige, Resource Information Assistant; Ms. Francine Johnson, Secretary; Ms. Gladys Tackie, Secretary; Ms. Sarah Jacobs, Secretary. The Development Team is headed up by Dr. Joseph C. Kennedy, Africare's Director of International Development. All of the above members are posted in Washington, D.C. An additional member of the Development Team, Mr. John Strothers, Bio-medical Technician, is stationed in Dakar, Senegal but covers the West African Countries where Africare has programs. The above personnel (with the exception of the secretaries) are supported by this grant. Under the grant another specialist was to be hired and posted to the field to provide regional coverage. Originally this person was to be a Forestry Specialist. After further review of development strategies and priorities the decision was made to hold off on this and assign an Agricultural Specialist at the appropriate time.

The Africare Permanent Representatives posted in Africa also serve as members of the Development Team. (None of these Reps are funded from this grant.) They are: Mr. R. J. Benn, Senegal; Mr. Qaadir Madyun, Mali (Mr. Jeff Gray replaced Madyun in May 1983); Dr.

Sahr Tongu, Upper Volta; Ms. Dorothy Garrison, Niger; Mr. Kevin Lowther, Zambia; Mr. Melvin Foote, Somalia; Ms. Ida Chambliss, Zimbabwe and Mr. Dan Gerber, Chad.

To carry out this activity of working with African officials and technicians to design, implement, and evaluate projects the Africare Development Team members go to Africa singly or as a group for given periods of time. What follows is a description of these field activities.

Upper Volta

From July 25-September 12, 1982, Africare's Washington based Project Manager for the Seguenega Integrated Rural Development Project, Rabiyyah Dhuha, visited Upper Volta and the site of the Seguenega project. During this time, she worked with the Africare/Upper Volta Permanent Representative, Dr. Sahr Tongu and officials and technicians of the Yatenga Regional Development Office (ORD). The major purpose was to conduct an overall review of the project including progress, implementation, budget expenditures and projections and the up coming evaluation (the 5 year 5.9 million dollar project is in its fourth year).

During this visit Dhuha worked with Stephen North, Africare Forestry Consultant, the Africare Representative and members of the Ministry of Environment and Tourism in designing a reforestation project for the south west of Upper Volta. During the month of August, Robert Wilson, Africare's Agronomist overlaped with Dhuha and North to asist their endeavors.

Wilson, Dhuha and Abdul Sadeq, engineer and former Africare staff advisor to the National Refugee Commission in Somalia, joined the members of the Yatanga ORD, members of Upper Volta/AID and villagers in the Seguenega sector in an evaluation of the Segunega Integrated Rural Develment Project. The evaluation helped assess the level of progress in the 12 major components of the project, areas of constraints and further actions to be taken. Based on the evaluation priorities for the last year of the project were set (termination date September 1984) and assessments were to be undertaken to determine the feasibility of expanding or extending the project into a sixth year. The evaluation utilized a workshop approach and included over 100 participants.

Mr. Gregory Grabinsky, Livestock Training Specialist, spent 6 weeks developing visual training aids for the livestock component of the project.

Ms. Rabiyyah Duha remained in Upper Volta to engage in a re-draft of the South West Reforestation Project. She collaborated with officials and technicians of the Ministry of Enviroment and Trade in re-designing the project.

As a followup to recommendations made during the October evaluation of the Seguenega Project, a four person Africare team visited Upper Volta in February 1982. The team consisted of Abdul Sadeq, Engineer; Dr. Omar N'Djaye, Agronomist; Leslie Pean, Rural Economist and Bruce Carpenter, Water Specialist. The team was charged with making specific assessments in their respective

disciplines and laying out a recommended plan of action for the last year of the project (October 1983-September 1984).

Senegal

In July 1982, Mr. David Jackson, Agricultural Engineer and former Director in Senegal, visited Senegal to work with USAID/Senegal and technicians of Eaux et Foret to review Africare's Reforestation Program in Deourbel and Ndindy. Later during the month Robert Wilson engaged in an assessment of all Africare projects in the country and worked with the Africare Director, R.J. Benn and Seneglese technicians to develop agricultural and reforestation projects.

In October 1982, Dr. Joseph C. Kennedy, Director of International Development, visited Senegal, accomanpied by Mr. & Mrs. Frank Kimball, who over the course of the year had solicited their friends and colleagues to support Africare projects in Senegal and Zimbabwe. The above, along with Mr. Jeff Gray, Africare's Acting Director and Monsieur Assane, Chief of the Forestry Service visited the village of Keur Assane, where the \$8,000 project supported by the Kimballs and friends is located. The project consists of constructing 6 wide diameter wells and basins, and bringing four hectares of land under vegetable production. On one of the wells an exerimental windmill will be attached (This is a seperate \$25,000 project).

When the entourage reached the village they were greeted by over 250 villagers of Keur Assane and neighboring villages. After exchanges of greetings, singing and dancing the specific fields were visited. The village women requested grinding mills to ease their

work of pounding their grains for cooking. (After researching the types of manual mills available in Dakar and determining costs, a commitment to purchase six mills was made. The Kimballs raised the required \$1,800 and later in the year the mills were placed in the village).

Mr. Leslie Pean, Africare Economist, arrived in October to undertake a study of joint venture possibilities in Senegal. (See section on Joint Ventures). Kennedy and Pean, along with R.J. Benn, worked with Senegalese technicians to develop fisheries, agriculture and reforestation projects. Kennedy, Wilson, Pean and Benn also held development discussions with the AID Mission Director, David Shears and other AID officials.

Also, Mr. John Strothers arrived in late October to take up his post as a Regional Bio-medical Technician/Mechanic. Posting of technicians to service the Francophone/West African Region had been projected in the Development and Relief Grant proposal. John Strothers' duties would include supervising the completion and testing of the locally made windmill and its installation; providing training and repair services to the hospital equipment Africare has contributed to clinics and health centers throughout Senegal (approximately one half million dollars of equipment); providing maintenance, repair and training services for pumps used in the Africare-USAID funded rice production project in Gouraye, Mauritania; maintenance and repair of pumps in the Tara, Niger, Irrigated Rice Production program; and maintenance of the pumps used in the USAID funded San Fisheries program in Mali.

Mali

Mr. David Jackson and Mr. Robert Wilson paid program visits to Mali during the summer months July-September 1982. Jackson went to confer with Malian technicians attached to the Eaux et Foret department, with USAID officials and Peace Corps officials and volunteers, about the engineering aspects of the fish ponds and pumps constructed and in use in the San Fisheries program. As part of his assessment of on-going Africare projects in Francophone/West Africa. Mr. Wilson also worked with Africare Representative, Qadir Madyun on the development of new projects.

During the months January-March 1982, as specified in the San Fisheries design, Mamadou Soumah, fisheries consultant, visited Mali to follow up on earlier recommendations that the use of fish cages be examined. In the project fish culture was to be extended to the farmers who would grow fish in their already existing rice paddies. There were problems with water levels and drainage however, in the paddies. Soumah, along with technicians of Eaux et Foret designed, and installed three fish cages which could be submersed and later withdrawn from these paddies. It was demonstrated that fish cages would work.

Toward the end of Soumah's visit Henry Van Blake, agronomist consultant, went to Mali to do a final evaluation of the San Fisheries project which would end March 1982. (The 3 year project had been extended six months from termination in September 1982 to

March 30, 1983).

Niger

David Jackson, enroute to Senegal to take over as acting Representative in Senegal, visited the Tara Irrigated Agricultural project to confer with AID technicians and Niger technicians of Genie Rural on the subject of techniques for providing adequate levels of water to the rice farmers when the Niger River is at it's lowest point. (During this time, especially when the dry season is severe, the water level drops below the intake valves of the pumping station necessitating some backup mechanism.)

Ms. Alameda Harper, Africare Health Specialist spent the months of July-August in Niger participating in the redesign of the Rural Health Improvement Project. In the late 1970's Africare had undertaken a primary health care project in the Diffa Department. This USAID funded project became the model to be instituted throughout the entire country. USAID/Niger had provided funding to the Niger Ministry of Health to carry out the program and Africare had sub-contracted with that Ministry to carry out the technical support element of the program. This new project had encountered problems thus the Ministry of Health, USAID/Niger and Africare worked together to redesign the project. Ms. Harper also participated with USAID, and Ministry of Development technicians in writing a Phase II of the Tara Irrigated Agriculture project. Phase I (\$3.5 million) which has been funded primarily through American private donors, with an additional \$1.1 million from AID/W had

terminated. A Phase II, \$750,000 project was designed.

At the request of USAID/Niger, Africare's economist, Kenneth Ribyat was in Niger during the month of May to conduct an economic analysis of Tara Phase II, and Mohammed Hamoud of the Africare staff, was in Niger in November to follow up engineering recommendations for Tara Phase II.

Mauritania

In July 1982, Robert Wilson, accompanied by R.J. Benn and Africare Agronomist, Omar N'Diaye in Mauritania, traveled to the rice production project site at Gouraye to participate with USAID/Mauritania and the technicians from Societe' Nationale Pour le Development Rural (SONADER) in evaluation of the project. Due to plane troubles however, the USAID contingent did not arrive. The valuation was post poned. In October 1982, Joseph C. Kennedy and Oumar N'Diaye, with USAID/Mauritania and Sonader traveled by road to Gouraye to conduct the evaluation.

The Gambia

In May 1982, Africare, working with the Ministry of Health in The Gambia launched a pharmaceutical management and distribution project. This \$200,000 project was supported by 13 of the major pharmaceutical firms in the United States. Mr. Alan Alemian, Africare's Health Specialist, conducted a review of the management-distribution system during the month of October 1982. He also explored with various Ministries program possibilities including the

placement of a Senior Planner in the Women's Division in the Office of the President.

In January 1983, two Indian Health Service Officers on detail to Africare traveled to Banjul to conduct an interim evaluation of the project. These officers were Mr. Thomas Ambrose and Mr. Richard Church, both pharmacists.

Somalia

In April 1982, Africare had sent a three person team to Somalia to collaborate with the Africare Representative, Melvin Foote, USAID/Somalia, the Somalia National Refugee Commission, the National Range Agency, and the United Nations High Commission for Refugees, in drawing up a "self-sufficiency" project for the refugee population. The project was to be located in four camp sites in the Jalalaqsi area and focus on reforestation and agriculture.

After USAID/Somalia had reviewed the proposal it was decided that two separate projects should be designed, one for reforestation and another for agriculture. The agricultural project would feature resettling approximately 2,000 refugee families. To conduct the redesigning, Mohammed Hamoud and Abdul Sadeq spent the month of August in Somalia.

Following further review of the proposal, it was recommended that a Social Scientist should review and add to the document preliminary analysis of the social and cultural patterns of the refugees who were to be resettled. To this end, Herb Lewis, Sociologist from the University of Wisconsin spent the month of

October in Somalia.

Mr. Alan Alemian reviewed the reforestation proposal in the field in November in conjunction with his trip to discuss, with the UNHCR, the National Refugee Commission, and the Water Development Agency an extension of Africare's Refugee Water Supply Project. Africare through \$800,000 funding from the UNHCR had provided sanitary engineers and mechanics to work with Somali technicians and refugees to provide adequate levels of clean water to the refugee camps, and to train locals in maintenance and repair of pumps which had been installed on deep bore wells.

Africare's Executive Director, Mr. C. Payne Lucas, following an African American Leadership Conference in Zimbabwe, visited Somalia in January. During this visit he reviewed Africare on-going programs, met with Africare staff, and reviewed refugee and development needs with Somalia officials and USAID and Embassy officials.

As a final followup to the Jalalasi Reforestation proposal, Mr. Leroy Duval, Africare Forester visited REDSO in Nairobi and with USAID/Somalia and the relevant Somalia agencies to put finishing touches to the project. In May 1983 this \$818,440 project was funded by AID/Somalia.

Zimbabwe

Dr. Joseph C. Kennedy, joined by Zambia's Africare Representative, Kevin Lowther traveled to Harare in September 1982 to meet Mr. & Mrs. Frank Kimball who for the past year had been

raising funds in the United States, on a volunteer basis to support warehouse construction in that country. Their efforts are part of a larger project to construct warehouses for progressive farmers. A total of eight warehouses are to be constructed in the various regions of the country. These warehouses will enable the farmers to exercise greater control over when they sell their produce and thus enable them to get better prices. The warehouses, constructed with self-help labor will also serve as a community meeting place. This \$100,000 project is supported by five individual private U.S. donors. The above team, accompanied by Mr. Hungwa, of the Progressive Farmers Association traveled overland to visit the site of the Ngundu warehouse (The warehouse, through the Kimball's intervention is being funded by the Hyman Construction Company). Meetings were held with the local farmers who are participating in the construction of the warehouse.

In January 1983, Africare opened its first office in Zimbabwe. For the past year and a half, Kevin Lowther, Zambia Representative has also covered Zimbabwe. The new office is headed up by Ms. Ida Chambliss, former Africare Social Welfare Planner/Advisor to the Somalia National Refugee Commission. The Government of Zimbabwe, Ministry of Community Development and Women's Affairs has provided Africare with free offices.

Executive Director, C. Payne Lucas was present for the opening of the new Africare office having gone to Harare to attend the African American Leadership Conference. During the conference, Mr.

Lucas, as part of a six person black American leaders group met with Prime Minister Mugabe. Kevin Lowther, Zambia Representative, was also present in Harare. He had set up program meetings with Zimbabwean officials and technicians who are involved in Africare's four projects there. These projects are resettlement, fisheries, womens savings clubs and warehouse construction.

Zambia

Mr. Wilson, Kevin Lowther and Africare's Agricultural Specialist assigned to the Chama Rice Project, Harold Schmucker participated along with USAID/Zambia and Ministry of Rural Development officials in the evaluation of the Chama project. The \$1,166,224 project funded by USAID/Zambia began in 1981.

C. Payne Lucas, after visiting Zimbabwe, went to Zambia where he had a working luncheon with President Kaunda of Zambia, who is also Africare's Honorary Chairman of the Board. Lucas and Lowther also visited Africare projects (Africare has ten programs in Zambia - one funded by AID) and met with other officials and technicians.

Chad

In response to the needs growing out of the devastating Chadian Civil War and the repatriation of hundreds of thousands of refugees, Africare sent it's Agricultural Economist, Kenneth Ribyat to Ndjamena for an exploratory visit in February 1983. Based on his

findings, Africare sent Dennis Hynes, former Africare Representative in Mali and current Fullbright Scholar, to Chad to establish short term emergency programs and hold discussions with John Woods, USAID Mission Director regarding middle and long term programming possibilities which USAID/Chad might fund. Hynes departed Chad in March, but returned again for the months of April and May. During those two visits the following activities were undertaken:

- Assistance of \$9,230 to the CAMAN, Ministry of Agriculture and Rural Development, for the renewal of its vegetable and fruit gardens project in the area of N'Djamena;
- Assistance of \$4,861 to the Ministry of Public Health for the renovation of the anti-tuberculosis clinic, Central Hospital, N'Djamena;
- Assistance of \$4,861 to the Ministry of Public Health for repairs to the Medical Center in Amtiman (Salamat District); -assistance of \$5,353 to the Direction of Pharmacies, Ministry of Public Health, for the immediate purchase of emergency and highly necessary medicines; - Assistance of \$10,000 to repair 12 wells.

These emergency activities were made possible through an anonymous private gift of \$100,000 Africare had received for refugee assistance.

In June 1983, Africare appointed Dan Gerber as its first Representative to Chad. (From 1974 to 1979 Africare had programs in

Chad but never had set up an office). Gerber was to follow up the emergency programs, to support additional ones and work with USAID/Chad in developing a mechanics project, a food for work project and an agricultural project in Abeche.

Rwanda

Responding to the needs generated by the influx of nearly 40,000 refugees from Uganda, and following discussions with USAID/Rwanda Mission Director, Gene Chiavaroli, Africare prepared a scope of work and was awarded a \$10,000 reimbursable contract. The contract provided for a one person exploratory-needs identification visit. In February 1983, Kenneth Ribyat, Africare's Rural Economist, spent three weeks in Rwanda carrying out the mission. On Ribyat's return Africare submitted a report to AID/Washington and USAID/Rwanda which reviewed the needs of the refugees, assessed possible solutions and recommended that a project design team be sent to Rwanda. This report, along with the recommended plan of action and scope of work was viewed as a Project Identification Document (PID).

In May 1983, Africare was awarded a \$60,000 reimbursable contract to field a four person team. The team comprised of Kenneth Ribyat, Dr. Richard Downs, Anthropologist, University of New Hampshire; Henry Van Blake, Agronomist and Gaetan Thibault, Engineer, Quebec Engineering Firm. The team spent nearly six weeks in Rwanda designing a project with a major focus on livestock management and potable water development. Beneficiaries would be about 2,800

refugees who will be resettled and nearly 10,000 Rwandian citizens. The project is proposed as a four year \$3.5 million program with funding coming from AID.

Congo

In January 1983, WHO/Geneva contacted Africare/Washington to determine whether Africare would have an interest in providing special assistance to the WHO Central Drug Program of the African Region. After providing a statement of interest and a capability statement, Africare was issued an invitation to visit Brazzaville, Congo (WHO/Africa Regional Headquarters) to explore possible collaboration. In March, Alan Alemian, Africare Health Specialist and Leslie Pean, Africare Economist visited Brazzaville for one week. In May 1983, a report, Report and Recommendations - WHO African Region Pool Procurement Program was submitted to WHO/Geneva, WHO/Brazzaville and UNICEF/New York. The report included an analysis and recommended courses of action. In June 1983, WHO/Brazzaville issued a technical service contract of \$55,000 to Africare to provide two people (Alemian and Pean) to be part of a six person team. This team will visit Niger and Zambia for approximately one month during July and August 1983.

Malawi

Dr. Joseph C. Kennedy and Mr. Robert Wilson traveled to Malawi in March 1983 to design an indigenous private enterprise project. They were met by Kevin Lowther and joined later by Leslie Pean.

This team worked with USAID/Malawi Mission Director, Sheldon Cole and Program Office, David Garmes, and met with over 30 Malawian officials and technicians in the various ministries and with individual entrepreneurs. The team was joined later by two AID hired consultants, Mabratu Tsegie, Credit Union Specialist and Don Parker, Program Development Specialist. After 5 weeks, the project design was completed. This program, projected as a five year, 6.5 million dollar project has been submitted to AID for funding.

Sudan

Since August 1982, Africare has been assisting the Domestic and Foreign Society of the Protestant Episcopal Church in the United States of America with its Southern Sudan Refugee Assistance Project. Africare's assistance has been in the areas of staff recruitment and orientation and project implementation advice. The Project Coordinator and Construction Supervisor were recruited and underwent predeparture orientation at Africare Headquarters. A short-term agricultural consultant was also given an orientation by Africare before his departure for Sudan. Implementation advice included data on procurement of brick presses and information on other appropriate technologies as well as general project implementation planning techniques. Mr. Peter Persell has been monitoring this program.

B. Village Development

In addition to its on-going development activities; Africare proposed to undertake several new initiatives during the three year

life of the grant. These initiatives would represent additional efforts to be more effective in responding to the needs of the people in rural Africa.

One proposed new initiative is the Village Development Program. This program is intended to facilitate rapid evaluation and approval of small scale projects that will allow American donors to directly communicate with and support a specific African village, over an extended period of time.

The program is based on the premise that village life in Africa must be made more attractive in order to stem the counter-productive migration of people from rural to urban areas. Opportunities for health-care, economic development and education must improve at the village level if African countries are to develop their agricultural sectors to achieve food self-sufficiency.

The Village Development Program is expected to attract support from US-based churches, corporations, and community groups for individual villages selected for small-scale assistance on an ongoing annual basis. Each supporter will "adopt" a village in the 500 to 5,000 population range and provide annual funding of \$1,000 to \$5,000. Many Americans have been unable to identify with Third World problems as too remote, and have thus declined to support Africare and similar development assistance organizations. The Village Development Programme solves this problem by putting the donor in touch with real people and places, and by encouraging a sense of long term commitment to the village being assisted.

Since its inception, Africare has focused on improving the

quality of life in the villages of Africa, especially in the areas of food production, water resource development and rural health delivery service. These programs have placed heavy emphasis on the participation of the people and the self-help concept. This Village Development Program continues in this same vein but with three notable innovations.

American donors are being asked to adopt a specific village and provide support to that village over a period of several years. Thus a commitment will be made to support the activities of selected villages on a sustained basis, so long as they are involved and finishing the designated project on time. Africare has provided support to hundreds of villages over the years but rarely has Africare provided this kind of continuing support to the same village. (The exception to this is where small pilot projects have led to larger projects in the same area.)

A second feature is that the approval and funding process for these projects have been streamlined so that funds will be available for the project within three weeks of submission by the Africare country Representative to Africare/Washington.

To this end \$150,000 was set aside in August 1982, \$75,00 for Francophone West Africa Region and \$75,000 for the East and Southern Region. It is anticipated that these funds will be replenished by donors annually.

To date three Village Development Projects have been approved and funded, although the Africare Representatives in each of the countries where Africare has offices (Senegal, Mali, Upper Volta,

Niger, Zambia, Zimbabwe and Somalia) have made numerous contacts with various villages as part of the selection process. Also Africare/Washington has held discussions with various potential donors about "adopting" several villages, donors such as the Zeta Phi Beta Sorority, the United Methodist Committee on Relief, the Links, Inc., and the National Association for Colored Women's Clubs.

These three programs are as follows:

1. SENEGAL

A. Mahoua, Zinguinchor Department, Casamance

This is a \$8,238 project designed to assist 40 women and their 280 family members. Project components will include the construction of one wide-diameter hand dug well (work done voluntarily by the villagers); the construction of two concret basins; the cultivation of 2.5 acres of land with potatoes, onions, eggplants and okra; the purchase of insecticides and fertilizers; and the purchase of a millet grinding mill.

2. ZAMBIA

Mugurameno, Lusaka Rural District

A. This \$4,500 project involves financing of fuel and building material costs for the self-help construction of 3 teachers' houses and repairing the existing two, at a primary school damaged during the liberation war in 1979. The Department of Social Welfare will provide overall supervision of the project, which will be implemented by a project committee and local towns

people and completed by October of 1983. Initial work has begun (committee formed, molding of bricks) and the Africare Representative reports that there appears to be a strong spirit of self-help and no important constraints for this project.

B. Kavkalamanja, Luangwa District

This \$4,900 project (conditionally approved) involves the construction of a clinic and housing for medical staff, for a long-desired clinic to serve this isolated area, involving a cluster of 10 villages. The people regard a clinic as extremely important because of the great difficulty their sick have in reaching the nearest medical facility in Luangwa, about 20 kilometers away. The project is to be reviewed by the District Council and by the Lusaka Provincial Council, and the Ministry of Health must also endorse the project and agree in writing to provide the necessary staff, equipment and supplies before work can begin.

C. Joint Venture; Corporate Enterprise/Development Assistance

During the life of the grant Africare proposed to bring to fruition one joint venture which would involve Africare, a U.S. corporation and a host country economic unit. As stated in the grant agreement "The full model for this venture will be developed and all arrangements for actually launching the venture will be completed during the term of the grant". To launch this effort after considerable discussion within Africare a set of guidelines was drawn up. (See Annex B).

In October 1982, Mr. Leslie Pean, Africare Economist Consultant, traveled to Senegal where he would spend 16 days in Senegal and the Gambia determining the possibilities of undertaking joint ventures in those countries. Pean held approximately 35 meetings with government officials, international organizations representatives, commercial attaches of diplomatic missions, development bank managers, and private businessmen. Out of these meetings and site visits, twenty-one potential joint venture projects were selected. Among them five are agriculture, one fisheries and the others combined manufacturing and industrial ventures.

Following a full review of Pean's report a series of recommendations were made in reference to undertaking joint ventures in Senegal and Africa in general. (See Annex C for the full report).

D. Senior Planners Program

During the course of the grant, Africare proposed to assist African Governments in program planning, design and evaluation, by providing senior planners on two year assignments to various

ministries such as agriculture, rural development and planning. Since these planners would be assigned only after the ministry had identified its needs and made a specific request to Africare, a specific number of placements was not projected.

Ms. Ida Chambliss, Africare Representative for Zimbabwe is serving a dual role as Country Director and Senior Planner and Advisor to the Ministry of Community Development in Zimbabwe. Her office is in the Ministry of Community Development. Her salary is paid by Africare and the United Methodist Church on Relief.

The Gambia made a request for an advisor to the Director of the National Women's Bureau which is within the office of the President but Africare has not raised the funds to support this position.

IV. THE RESOURCE INFORMATION CENTER

A. Overall Activities

Africare established its Resource Information Center in 1975 as a source of information for use by Africare's Development Team, Africare's associate international development and assistance organizations, the Washington metropolitan community, area universities, and all those subscribing to Africare membership.

The Resource Center incorporates a number of activities, namely a library of published documents; an audio-visual library, a collection of project evaluations; and a student intership program. Under this grant these activities were to continue and be expanded upon. Additional activities to be placed under the umbrella of the Center were the development of a seminar series for African Diplomats, (a new activity) and the Community Response/Development

Education Program.

Originally, the Resource Information Center's documents were representative of rural development and assistance in the Sahel countries of Africa. It has since broadened its scope, and presently includes information on Southern and East Africa, including Somalia, Kenya, Ethiopia, Zimbabwe, Zambia, Malawi, Chad and Rwanda.

The number of documents contained in the Center continues to expand through its quarterly acquisition of new and continuous subscriptions. (See Annex D for acquisitions). Presently, the Resource Information Center carries approximately 3,400 shelved volumes, 72 periodicals/magazines, 48 newsletters/bulletins, three United States daily newspapers, and five African newspapers.

In addition to the shelved volumes, there is also represented a broad "Vertical File," containing articles of interest on subjects ranging from Appropriate Technology to World Bank Projects. Also found in Vertical File are folders on all developing nations, containing background information on each along with newspaper articles. The essence of these folders is to provide up-to-date information to the staff members on virtually all issues affecting these countries on a global basis.

There is a repository of audio-visual materials in the Resource Information Center. These include slides, slide presentations, photographs, and films documenting Africare project development and assistance in Africa and Washington.

Most of the slides are taken by Africare staff during their on-site consultations to projects in the field. The audio-visual

materials are offered for viewing to the community, and to all those interested in enhancing their awareness and understanding of Africare's goals toward development assistance in Africa. Both Dr. Joseph Kennedy and Ms. Rabiyyuah Dhuha used the audio-visual equipment during the Africare-sponsored African Development Workshop at the Carnegie Endowment Building in May of this year. Mr. Peter Persell gave slide presentations to the Donnor Foundation on Hospital Support Units, and on Water problems in the Sahel for the Links, Inc. Mr. Alan Alemian used the slides for a development session on Africa to 5th and 6th graders at the Owl School. In January, Ms. Dhuha, Ms. Alameda Harper, and Ms. Camerica Nchami gave slide presentations to all District of Columbia Public High Schools on various aspects of African life and development. The presentations were to educate and encourage the students to participate in Annual Africare-sponsored District of Columbia Public High School Essay Contest on Africa.

The Resource Center continues to provide a language laboratory to the staff, consisting of comparators, Foreign Service institute and Berlitz language tapes. These materials are used by the staff to reinforce their knowledge of French--an important and necessary skill and link toward understanding their associates and the citizens in Francophone Africa.

The Student Internship Program is an adjunct of the Resource Information Center. This program continues to provide area and national university students the opportunity to gain insight into international development and assistance, as well as professional

experience. Africare in turn, receives valuable help from the students as they research and present papers on topics of interest to the organization. The interns assist in the Center by providing substantive and routine help, i.e. cataloging books, posting and logging new acquisitions, and clipping news articles of importance, and undertaking research projects.

Africare/Washington Interns, February 1982 to June 1983

1. Francis M. Cromwell -- Summer, 1983

Grinnell College

Grinnell, Iowa 50112

2. Wordy Weans -- Summer, 1983

Howard University

Washington, D.C. 20059

3. Jonathan Evans -- Spring, 1983

John Hopkins, School of Advanced International Studies

Washington, D.C.

4. John G. Kaiser -- Spring, 1983

Georgetown University, School of Foreign Service

37th and O Street, N.

Washington, D.C.

5. Lori Thomas -- Fall, 1982

American University

Massachusetts and Nebraska Avenues, N.W.

Washington, D.C. 20016

6. Heather Taylor

Johns Hopkins, School of Advanced International Studies

Washington, D.C.

7. Victoria Dougherty -- Spring, 1982

Cornell University

Ithaca, New York

B. The Seminar Series for African Diplomats is a new initiative to be undertaken during the term of the grant. It is designed to address the information requirements of African diplomats new to the U.S., to increase their impact as promoters of Assistance to and economic involvement in their home country. The seminar series will also benefit decision-makers in the U.S. community groups and corporations by creating regular forums for discussions with the African diplomatic corp on a range of issues including: details of development priorities and strategies; interpretation and amplification of investment goals, opportunities and restrictions; host country pricing and resource allocation policies.

This project is based on the recognition that ambassadorial staff sizes and resources are quite limited in contrast to the absolute size and complexity of the U.S. economic, social, technological and political landscape. The project will draw on senior officials from government, corporations, the universities, and non-profit organizations for a scheduled series of briefings to diplomats. Africare's staff will prepare and update briefing papers on topics of concern and also prepare basic reference materials of use to African officials in the United States.

During the months of August - October 1982, the project proposal to be submitted to prospective donors for funding was refined and put into final form. This proposal requested \$71,000 to support the seminar series over one year (10 seminars). In November 1982, the proposal was submitted to prospective donors such as the John D. and Catherine T. McArthur Foundation, the Carnegie Corporation of New York, the Spencer Foundation, the Charles Stewart Mott Foundation, and the United Methodist Church. In June 1983 Africare received its first contribution of \$5,000 for the project from the United Methodist Church. When the total required funding is raised the program will be launched.

C. Community Response: During the course of the year, Africare receives requests from various groups--church and social groups, national voluntary organizations, professional associations--for information about Africa and African development, and requests for Africare staff participation: on radio, television, panels etc.. Africare produces a newsletter which is circulated to Africare members across the United States and also publishes an occasional "Special Report" which provides analytical coverage of development related events.

Some of the activities undertaken by Africare are as follows:

JULY 1982

Society for International Development

25th Anniversary World Conference

Baltimore, MD

Attending: C. Payne Lucas and Dr. Joseph C. Kennedy

73rd Annual Convention of the NAACP
Boston, MA
Panel Member: C. Payne Lucas

AUGUST 1982

Institute for Educational Leadership
Peace Corps Intern Program
Washington, D.C.
Speaker: Michael Miller

I.B.M. Loaned Executives Conference
Washington, D.C.
Speaker: Michael Miller

National Association of Colored Women's Clubs
43rd Biennial & 86th Anniversary Convention
Anchorage, Alaska
Speaker: Dr. Joseph C. Kennedy

International Service Agency - Combined Federal Campaign
(Loaned Executive Reception)
Embassy of Thailand
Washington, D.C.
Speaker: Dr. Joseph C. Kennedy

SEPTEMBER 1982

Los Angeles World Hunger Event

Panel Member: Michael Miller

OCTOBER 1982

Policy Refugee Group

Washington, D.C.

Attending: Dr. Joseph C. Kennedy

NOVEMBER 1982

Refugees in Africa, African Studies Association

Washington, D.C.

Panel Member: Dr. Joseph C. Kennedy

DECEMBER 1982

Dollars for Somalia Banquet

Nashville Committee for Refugee Relief and Development

Nashville, Tenn

Speaker: Dr. Joseph C. Kennedy

Africare International Affairs Dinner/Auction

Zeta Phi Beta Sorority, Zeta Beta Zeta Chapter

Flint, Michigan

Speaker: Dr. Joseph C. Kennedy

JANUARY 1983

Shaw Project Area Steering Committee

Washington, D.C.

Speaker: Michael Miller

National Association of Colored Women's Clubs

Washington, D.C.

Speaker: Dr. Joseph C. Kennedy

FEBRUARY 1983

District of Columbia Public High Schools (12 High Schools)

Slide Presentation/Talk

Presenters: Camerica Nehammi, Rabiyyah Dhuha and Alameda Harper

MARCH 1983

Advisory Committee on Voluntary Foreign Aid Conference

Jamaica

Attending: Michael Miller

Loyola College

Baltimore, MD

Speaker: C. Payne Lucas

Links Consultation III

Washington, D.C.

Speakers: C. Payne Lucas and Peter Persell

APRIL 1983

Council on Foundations

Los Angeles, CA

Panel Member: C. Payne Lucas

Ethical & Moral Principles in U.S. Refugee Policy

Washington, D.C.

Speaker: Peter Persell

MAY 1983

Cosmos Club Noon Forum

Washington, D.C.

Speaker: C. Payne Lucas

Private Agencies in International Development Forum

Washington, D.C.

Speaker: C. Payne Lucas

Close-Up Foundation

Washington, D.C.

Speaker: C. Payne Lucas

Oakcrest School

Washington, D.C.

Speaker: C. Payne Lucas

Refugee Policy Group

Washington, D.C.

Speaker: Dr. Joseph C. Kennedy

Black Women in Sisterhood for Action

Washington, D.C.

Speaker: Dr. Joseph C. Kennedy

International Development Conference

Washington, D.C.

Panel Member: C. Payne Lucas

Council on Foreign Relations

New York, NY

Attending: C. Payne Lucas

Predising Bishop's Fund for World Relief

New York, NY

Speaker: C. Payne Lucas

Brooking's Institute Conference

Washington, D.C.

Speaker: C. Payne Lucas

Africare D.C. Public High School Essay Contest

Washington, D.C.

Africare Development Workshop

Carnegie Building

Washington, D.C.

Africare Day

Howard University School of Law

Washington, D.C.

JUNE 1983

World Development in Perspective

Washington, D.C.

Panel Member: Dr. Joseph C. Kennedy

V. HEALTH SUPPORT PROGRAM

During the fiscal year 1983 Africare continued to supply African hospitals and clinics with equipment and supplies through its Hospital Support Program. Under this program Africare identifies and secures packaged disaster hospitals which at one time were part of the U.S. Civil Defense program but have been declared surplus federal property. This equipment has been turned over to the states and local communities where they are stored. The equipment, while outdated by modern American hospital standards, is in brand new mint condition and is of great value to foreign exchange starved Ministries of Health in Africa.

Ethiopia received three units from Massachusetts and a half unit from Mississippi. A unit from Natick, Massachusetts shipped late in fiscal year 1982 arrived in The Gambia in fiscal year 1983. A unit from Groton, Massachusetts was shipped to Lesotho in fiscal year 1983 but arrived in the first week of fiscal year 1984.

Three new packaged disaster hospitals were acquired during fiscal year 1983 from the Louisiana communities of DeRidder, Oblousas and Jennings.

Throughout the year, Mr. John Strother, Africare's Bio-medical Equipment Technician, based in Dakar, Senegal has been assisting in the installation of packaged hospital equipment and training African

hospital technicians in Senegal, Gambia and Upper Volta.

Best Available Document

10.		STATUS OF FUNDS						TOTAL (g)
PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a) Personnel	(b) Travel and Allowances	(c) Equipment	(d) Supplies	(e) Training	(f) Construction		
a. Net outlays previously reported	\$ 142,884.48	\$ 64,757.69	\$ 17,648.38	\$ 794.82	\$ 4,914.54	\$ -0-	\$	
b. Total outlays this report period	60,935.22	25,579.70	902.00	246.81	1,892.28	-0-		
c. Less: Program income credits	-0-	-0-	-0-	-0-	-0-	-0-		
d. Net outlays this report period (Line b minus line c)	60,935.22	25,579.70	902.00	246.81	1,892.28	-0-		
e. Net outlays to date (Line a plus line d)	203,819.70	90,337.39	18,550.38	1,041.63	6,806.82	-0-		
f. Less: Non-Federal share of outlays	-0-	-0-	-0-	-0-	-0-	-0-		
g. Total Federal share of outlays (Line e minus line f)	203,819.70	90,337.39	18,550.38	1,041.63	6,806.82	-0-		
h. Total unliquidated obligations	-0-	-0-	-0-	-0-	-0-	-0-		
i. Less: Non-Federal share of unliquidated obligations shown on line h	-0-	-0-	-0-	-0-	-0-	-0-		
j. Federal share of unliquidated obligations	-0-	-0-	-0-	-0-	-0-	-0-		
k. Total Federal share of outlays and unliquidated obligations	203,819.70	90,337.39	18,550.38	1,041.63	6,806.82	-0-		
l. Total cumulative amount of Federal funds authorized	510,501.00	171,076.00	16,000.00	9,000.00	121,108.00	-0-		
m. Unobligated balance of Federal funds	306,681.30	80,738.61	(2,550.38)	7,958.37	114,301.18	-0-		

11. INDIRECT EXPENSE	a. TYPE OF RATE (Place "X" in appropriate box) <input checked="" type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input type="checkbox"/> FIXED	13. CERTIFICATION I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.			SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL SEE NEXT PAGE	DATE REPORT SUBMITTED
	b. RATE SEE NEXT PAGE	c. BASE	d. TOTAL AMOUNT	e. FEDERAL SHARE		
12. REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.						

Best Available Document

FINANCIAL STATUS REPORT <small>(Follow instructions on the back)</small>			1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED United States Agency for International Development		2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER AID/Afr-04430G-SS-00-2057-00		OMB Approved No. 80-RO180	PAGE OF 2 2
3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code) AFRICARE, INC. 1601 Connecticut Avenue, N.W. Washington, D.C. 20009			4. EMPLOYER IDENTIFICATION NUMBER 23-7116952		5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER 7550 thru 7557		6. FINAL REPORT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
			7. BASIS <input type="checkbox"/> CASH <input checked="" type="checkbox"/> ACCRUAL		8. PROJECT/GRANT PERIOD (See instructions)		9. PERIOD COVERED BY THIS REPORT	
			FROM (Month, day, year) 07/01/82	TO (Month, day, year) 03/31/85	FROM (Month, day, year) 01/01/83	TO (Month, day, year) 03/31/83		
10. STATUS OF FUNDS								
PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a) Other Direct	(b) Indirect Costs	(c)	(d)	(e)	(f)	TOTAL (g)	
a. Net outlays previously reported	\$ 15,128.90	\$ 50,811.98	\$	\$	\$	\$	\$ 296,940.79	
b. Total outlays this report period	65.88	19,100.40					108,722.29	
c. Less: Program income credits	-0-	-0-					-0-	
d. Net outlays this report period <small>(Line b minus line c)</small>	65.88	19,100.40					108,722.29	
e. Net outlays to date <small>(Line a plus line d)</small>	15,194.78	69,912.38					405,663.08	
f. Less: Non-Federal share of outlays	-0-	-0-					-0-	
g. Total Federal share of outlays <small>(Line e minus line f)</small>	15,194.78	69,912.38					405,663.08	
h. Total unliquidated obligations	-0-	-0-					-0-	
i. Less: Non-Federal share of unliquidated obligations shown on line h	-0-	-0-					-0-	
j. Federal share of unliquidated obligations	-0-	-0-					-0-	
k. Total Federal share of outlays and unliquidated obligations	15,194.78	69,912.38					405,663.08	
l. Total cumulative amount of Federal funds authorized	15,000.00	189,315.00					1,032,000.00	
m. Unobligated balance of Federal funds	(194.78)	119,402.62					626,336.92	
11. INDIRECT EXPENSE			13. CERTIFICATION			SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL		DATE REPORT SUBMITTED
a. TYPE OF RATE (Place "X" in appropriate box) <input checked="" type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input type="checkbox"/> FIXED b. RATE 10.7% 21.45% c. BASE \$ 1,148.81 88,473.08 d. TOTAL AMOUNT \$ 122.92 18,977.48 e. FEDERAL SHARE \$ 19,100.40 by in compliance with			I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.			C. Payne Lucas C. Payne Lucas Executive Director		7/11/83 TELEPHONE (Area code, number and extension) (202) 462-3614
12. REMARKS: Attach any explanations of governing legislation.			15. TOTAL AMOUNT \$ 19,100.40 16. FEDERAL SHARE \$ 19,100.40					

GUIDELINES:
PROPOSED COMMERCIAL JOINT VENTURE

Over the coming three years, Africare will bring to fruition an initial cooperative venture involving Africare, a U.S. corporation, and a host country entrepreneur group as investors and operators of the venture. The formal "business plan" for this venture will be developed under the Development and Relief Grant (DRG). The venture should be in operation by January 1, 1984.

The goal of the venture will be to develop a highly profitable commercial operation (defined by return on investment) in a "basic needs area," which over the long term can be replicated in various markets under the management of citizens of the host country.

The host country entrepreneurs provide cash, land, buildings, and/or equipment to meet their share of the required investment.

The U.S. corporate partner must own technology or possess expertise which would be useful in the host country environment and must invest capital in the project on a 50/50 basis with Africare for machinery and/or working capital. The corporate partner will be free to repatriate its share of net earnings.

Africare will lead in the design of the project, and will bring together the host country and U.S. corporate partners on terms in which all can perceive a clear self-interest in the project and its success. Africare's share of the return from the venture will be reinvested in the project as needed, with the balance going to create a revolving fund to cover the recurring costs of Africare's other development projects in the host country.

This project will encourage development of an entrepreneurial class in-country. Africa is currently dependent upon, but not fully integrated into, the international monetarized economy. The technical experience of Africare, its staff's cross-cultural skills, and understanding of financial and managerial techniques equip the organization to act as catalyst for ventures to allow Africa to develop its productive capabilities through entrepreneurship.

Listed below are more concise criteria for the proposed venture:

1) Number of Ventures

Only one venture will be undertaken under the initial joint venture program. However, at least three potentially viable ventures will be thoroughly evaluated as a final stage of the selection process.

2) Size

The project should be large enough to justify the kind of sophisticated planning and technical support which Africare intends to arrange. The three parties' combined investment should be no less than equivalent \$150,000 and no more than \$400,000 over the first few years.

3) Location

The base location could be in any rural area or any town except for the capital city. However, a retail outlet may be set up in one or more urban areas.

4) Staffing

Expatriates would participate with local citizens during the first few years in managing the key areas of a) production management, b) marketing and c) financial controls. Expatriates would be supplanted by citizens over the long term.

5) Country

The initial venture will be located in one of the following countries: Senegal, Niger, Upper Volta, or Gambia, which are viewed as the most favorable investment sites among those countries currently hosting active Africare programs.

6) Product Lines

The initial venture will produce and sell a tangible product. Possible products are unprocessed food, processed foods, seafood, shoes, clothing, firewood, soap, containers, bicycles, replacement parts, hand tools, farm implements, home building materials, home repair items.

7) Markets

The initial focus will be on products which can be sold to urban or rural residents of the host country or neighboring countries. Emphasis on export to "developed" countries is not ruled out but is considered inherently more risky and less desirable as a short-term goal.

8) Ownership

Ownership control and division of profits (losses) must follow on a "dollar for dollar" basis the equity investment of participants. Individual or incorporated entrepreneurs who are citizens of the host country will invest, along with Africare and a private U.S. company.

9) Loans and Insurance

Overseas Private Investment Corporation (OPIC) insurance will be sought. The initial venture should be debt free due to the high risk nature.

10) Return on Investment

The return on investment (R.O.I.) should be 20% after tax. This is a very modest R.O.I, considering the inherent risk of doing business in the specified countries and given the inflation and currency exchange risks. Projections should predict profitability within three years.

11) Reinvestment and Repatriation

All participants should be committed to at least an 80% reinvestment rate over the first five years. However, this should be a corporate agreement only. The government should assure complete repatriation rights for the U.S. company's earnings. Africare earnings would remain in-country to support activities sponsored there.

12) Other Criteria

Ventures in the extractive industries, importing, mass communications, entertainment, and health services will not be considered. Ventures that are entirely urban will not be considered.

13) Start-Ups vs. Going Concerns

Ventures that already exist or that have not yet been tried will both be considered.

B. Joint Venture: Corporate Enterprise/Development Assistance

Over the coming three years Africare will bring to fruition an initial cooperative venture involving Africare, a U.S.A. corporation, and a host country economic unit. The full model for this venture will be developed under the general support project and all arrangements for actually launching the venture will be completed during the coming three years.

The project selected will reduce the participating country's food import requirements and may, in addition, generate foreign exchange. One approach could be "poultry production for protein and income." The table below reflects a possible breakdown of inputs by source.

<u>Input/Source</u>	<u>Host Country Partner</u>	<u>U.S. Corporate Partner</u>	<u>Africare Private Funds</u>	<u>Africare Gen. Support Project</u>
Land	X			
Building	X			
Building Modifications		X	X	
Raw Materials		X	X	
Operating Costs	X	X	X	
Design				X
Selection of Partners				X
Site Selection				X
Staffing	X	X	X	
Training		X		X
Install Management Systems	X	X	X	X
Marketing	X	X	X	
Evaluating				X
Value of Investment	\$50,000	\$75,000*	\$50,000	\$75,000

*Corporate investment to be insured by the Overseas Private Investment Corporation

The host country must provide the land and original building, and participate in operating and marketing costs. Host country earnings would be reinvested in the project.

The U. S. corporate partner must own technology which could function in the host country environment and must devote capital to the project on a 50/50 basis with Africare for machinery and working capital. The corporate partner will be free to repatriate its share of net earnings.

Africare will use its private restricted funds to match the corporate partner's cash investment. Africare will lead in the design of the project, and will bring together the host country and corporate partners on terms in which all can perceive a clear self-interest in the project and its success. Africare's return from the venture will be reinvested in the project as needed, with the balance going to create a revolving fund to cover the recurring costs of Africare's other development projects in the host country.

Staffing would be drawn originally from Africare, the corporate partner, and the host country. Training of host country nationals would be given high priority to facilitate a phase-out of all but a representative level of expatriate staffing.

Site. This commercial venture would be established in a rural setting not far from urban markets and appropriate transportation.

This project will encourage development of an entrepreneurial class in-country. Africa is currently dependent upon, but not fully integrated into, the international monetarized economy. The technical experience of Africare, cross-cultural skills, and understanding of financial and managerial techniques equip the organization to act as a catalyst for ventures to allow Africa to develop its productive capabilities through entrepreneurship.

Final Report of Leslie Pean, Consultant
to Africare. on Determination of Joint Venture
Potentials in Senegal and Gambia

November 5, 1982

Summary and Conclusions

Purpose

The purpose of the trip to Senegal and Gambia was to determine, explore, and assess potential joint ventures in these West African countries. Altogether, 16 days were spent in Senegal between Dakar and Ziguinchor, and three days were spent in Banjul, Gambia. The final report which follows sets out the findings and the recommendations of the consultant to Africare on further actions which might be taken.

List of Persons Contacted

To help determine local conditions, approximately 35 meetings were held with government officials, international organizations representatives, commercial attaches of diplomatic missions, development bank managers, and private businessmen. These meetings contributed to give an appreciable view of the market and to develop suitable contacts to ensure project identification. One of the points made by several officials is that American participation is welcomed and that Senegal is not a french domain. Many discussed the tax and tariff incentives offered by the Investment Code, especially if a project is situated in the Zone Franche (Free Trade Zone).

Highlights of Meetings

The large majority of persons contacted gave some ideas about one or several projects. However, the number of suitable ones diminished quickly as the preliminary criteria for consideration set out by Africare and developed by the consultant were specified.

Due to the low availability of small business financing, most proposals advocate some form of equity and/or working capital financing. In several cases, administrative management and technical capability are also being sought as essential contributions from the partners. The information gathered in the meetings has been compiled and subsequently presented in a format allowing prompt assessment.

Projects Considered

Twenty-one projects had the minimal requirements to be incorporated into the list developed i.e. at one point or another, preliminary data were gathered, feasibility studies conducted or they were going concerns with a track record available for examination. Among these twenty-one, there are five (5) agricultural projects, one (1) fishery project and the rest are composed of manufacturing and industrial ventures. Using a different classification, fifteen (15) are new projects and six (6) going concerns. Two projects are located in The Gambia, another in Mauritania, and the rest (18) are in Senegal.

U.S. 2200

Total Invest

New Projects

	<u>Amount</u>	<u>Time</u>
1. Pecherie de Casamance	2,500,000,000	N.A
2. Societe Agro-Pastorale de Casamance	157,391,000	5 years
3. Brick factory - St. Louis	509,200,000	5 years
4. Tire Recap Factory	141,000,000	5 years
5. Societe Industrielle de Coton Pharmaceutique (SICOPHAR)	750,000,000	10 years
6. Societe Industrielle de Produits Hygieniques (SIPH)	166,190,000	5 years
7. Fonderie d'Alliage leger d'Aluminium	35,000,000	5 years
8. Fonderie de Fonte et d'Amer	500,000,000	N.A
9. Agricultural tools factory in Mauritania	500,000,000	N.A
10. Charcoal briquettes factory ^{Gambia}	4,225,140 (Dollars)	10 years
11. Manufacture of Electrodes for welding	351,400,000	N.A
12. Herbal tea bag factory	578,000,000	5 years
13. Soft Drink Factory of DAGANA	205,000,000	5 years
14. Ice Factory in Thies	233,000,000	N.A
15. Mixed Farming in Gambia	50,000 Dollars	3 months

Going Concerns

	<u>Amount</u>	<u>Time</u>
16. Developpement Integre de Sine Saloum	118,671,538	5 years
17. Maison de l'Eleveur Vet Afrique	106,000,000	5 years
18. Societe Nouvelle pour l'Industrie du Vetement	446,000,000	5 years
19. KNITTING FACTORY	59,000,000	N.A
20. Petites Industries Senegalaises Reunies	61,000,000	N.A
21. Societe d'Agriculture et d'Elevage (SAGEL)	98,200,000	6 years

Project Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21		
Criteria	Fishing in Casamance	Livestock in Casamance (SAPCA)	Brick Factory	Tire Recap Factory	Band Aid & Pharmaceutical cotton	Hygenic Products (Tampons)	Aluminium Smelting	Iron and Steel smelting	Agri. Tools in Mauritania	Charcoal Factory	Electrodes for Welding	Herbal Teas	Soft Drink Dagona	Ice factory Thies	Mixed farming (Gambia)	Rural Farm in Sine Saloum	Veterinary Clinics	Clothing Factory	Knitting factory	Broom and Brush Factory	Vegetable growing proj. (SAGEL)		
Africare's Knowledge of	N.A	2	N.A	N.A	N.A	N.A	N.A	N.A	1	N.A	N.A	N.A	N.A	N.A	2	2	1	N.A	N.A	N.A	2	2 good 1 fair	
Data Availability (1)	1	1	2	1	2	2	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	2 satisfacto 1 not satisfacto
Priority Assessment for Africare 2	1	2	1	1	2	2	1	1	1	2	1	1	1	1	2	2	1	1	1	1	2	2 high 1 low	
Priority Assessment for Host Country 3	2	2	1	1	2	2	1	2	N.A	2	N.A	1	1	1	N.A	2	1	2	1	1	2	2 high 1 low	
Profitability	N.A	1	2	N.A	2	2	N.A	N.A	N.A	2	2	2	N.A	N.A	N.A	N.A	N.A	N.A	1	N.A	2	2 accep- table 1 not accep- table	
Investment Risks (Promoter's know how)	N.A	N.A	1	1	2	1	N.A	2	N.A	2	2	1	1	1	1	1	N.A	1	1	1	2	1 maximal 2 minimal	
																						N.A.	

- (1) This is an index of the 20 variables based on information contained in profile sheet
(2) This reflects Africare's preference to invest in basic need industries
(3) Based on conformity with five-year plan

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Conclusion and Recommendations

Considering the world recession and the economic difficulties affecting the Senegalese state provoked by years of drought and financial mismanagement, it is safe to say that the coming years will be marked by slow growth and stabilization. The food sector, at this juncture, seems to offer some of the best opportunities, once solid agricultural practices are established. Africare staff appears to have the largest expertise in this area and would most likely have the greatest impact on management, output and, hence forth, profitability. The capital necessary to conduct an experiment on 2 ha and even 10 ha would be small enough to warrant the risk involved. In this instance, it is also recommended that Africare diversify its investment portfolio and consider other African countries for possible joint-ventures. In addition, a sound food project is more in line with the vocation of Africare as a developmental organization and would contribute to boosting its best asset, i.e., its image. To be farsighted in Africa in terms of investment is to realize the potential of the food or energy sector. Since the scale of investment is too large in the latter for Africare possibilities, the former deserves all its attention. In this endeavor, Africare is strongly urged to look into the projects like vegetable growing of SAGEL, livestock (poultry, cattle, etc.) of SAPCA, etc. There is a huge unsatisfied global demand for food and it is suggested that Africare begins its first joint-venture in this area.

The purpose of the mission has been met. Investment opportunities exist for joint-ventures. However, a word of caution is warranted considering the constraints of the general macro-economic

conditions evidenced by the rigorous austerity program (disinvestment in joint ventures) that the government is undergoing. The preliminary examination conducted here will necessitate additional particulars in terms of cost estimation, quotation, market studies (distribution, promotion, competition), etc. to complete the original dossier before a final selection is made for implementation. The specific profile on each project indicates the missing information required to be obtained in a subsequent visit.



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Highlights of Meeting

1. City Bank was very cordial. Because of actual bank policy restricting from participating in financing small business, no project could be identified. Mr. Diagne advised to discuss with Chamber of Commerce.
2. Chamber of Commerce provided a list of projects in need of financing. However, most of them were too large for Africare participation.
3. The Zone Franche director gave some useful insights on the activities of the zone. One potential project was identified i.e. a joint venture involving some Korean businessmen for manufacturing hair products in Senegal. This project is outside the "basic needs area" of Africare. In any case, more information will be supplied on the project to Africare by Mr. Sidibe, the representative of the zone in New York.
4. The Canadian commercial attache was very helpful. He presented two projects for Africare's consideration. Contact has been established with the promoters. The first is MR. DE HEUG of SISMAR and the second is Mr. Carvaiho.
5. The meeting with Mr. Amar was mostly formal. No specific project surfaced. However, it was important to secure Mr. Amar's point of view on investment possibilities and the availability of line of credit from the World Bank to the Senegalese development banks. Mr. Amar was particularly helpful in getting through to the managers of these banks to set appointments for further discussions.
6. The American commercial attache took some time to explain the problems of Senegalese economy. He did not indicate any specific project worth consideration. However, he outlined the sectors of the economy in which investment could be profitable such as fishing, transportation (mopeds, bicycles) and fertilizer.

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Minutes of Meeting Cont'd

7. The (B.N.D.S.) Banque Nationale De Developpement Du Senegal submitted approximately nine projects for consideration. Four of them were retained for further analysis. A profile of them has been prepared to be inserted in the final report.
8. The Commercial Director of the Societe Industrielle Sahelienne de Mecaniques, de materiels agricoles et de representation (SISMAR) expressed interest to work with Africare in developing a joint venture. Several ideas were presented for further discussions. SISMAR sees in Africare a partner with potential as an eventual consumer of the various agricultural tools that it manufactures; such as pumps, mills, silos, pickers, stump pullers, etc. Africare could participate either in an expansion of the firm or in the creation of a new firm such as a foundry.
9. The meeting with the Societe Nationale d'etudes et de promotion industrielle (SONEPI) was very informative. Mr. Sakho and Mr. Dioum presented six projects for consideration. Several working sessions had to be arranged to collect informations to make the profiles of these projects.
10. No project surfaced from that meeting. The entrepreneur was looking more for a loan to finance acquisition of new equipment.
11. The Minister of Peches Maritimes outlined the opportunities existing in the fishing sector especially in Casamance. He advised Africare to contact Dr. Omar Badji for more details.
12. The Minister of Planning, Mr. Toure and his assistant Mr. Sow reviewed the priority sectors of the new five-year plan and pointed to some private entrepreneurs such as Mr. S. N'Diaye, Mr. Y. Wade and Mr. A. N'Diaye for further discussions.
13. Size of investment is too large to be handled alone by Africare.
14. Dr. Omar Badji was very enthusiastic to discuss possibilities of collaborating with Africare in a business venture. He presented three schemes:
 - a) expansion of his present veterinary clinic and pharmacy
 - b) a fishing project in Casamance
 - c) a livestock project in CasamanceSeveral meetings were held subsequently to develop the profiles of these projects. They are presented in the final report.
15. See number 12
16. Mr. Guy de Heug, director and general administrator of SISMAR started by giving us a tour of the plant at POUT. Then he presented the project of a foundry in cooperation with a third partner. A profile of the project is presented in the final report.
17. Mr. Diouf is the principal promoter of a project to make pharmaceutical cotton. He was referred to us by the SONEPI. See 9. A profile of his project is presented in the final report.

Minutes of Meeting Cont'd

18. Mr. Diabang who was referred to us by Mr. S. N'Diaye presented a "get-rich-quick" project. He wants Africare to put up the whole capital while at the same time he does not have any experience in the line of business (fishing).
19. See number 12.
20. See number 12
21. No project was presented. Mr. Thiam discussed the actual problems of the Senegalese economy focusing on the difficulties of the government and its disinvestment policy in many companies.
22. Mr. N'Diaye referred to the same projects presented by the SONEPI and the B.N.D.S. See 7 and 9. But he also presented some new ones in which the Societe Financiere Senegalese Pour le Developpement de l'Industrie et des Tourisme (SOFISEDIT) wanted to reduce its participation. The profiles of these projects are presented in the final report. Also a new project (an ice factory in Thies) has been discussed. A profile is also presented.
23. A meeting was also held with the General Secretary of GOPEC, Mr. Racine Kane, but no specific project (joint venture) was discussed. The GOPEC is mostly interested in securing financing from NGO and AID-type organisations to help community gaps.
24. Mr. Maurice Carvalho presented an agricultural project for consideration. He owns 2 hectares at POUT and is looking for financing to grow six or seven kinds of vegetables and to expand his farm to 20 hectares. A profile of the project is presented in the final report.
25. Mr. Malick Diop of Societe Internationale Afrique-Canada (SIAFCA) introduced Mr. Serigne Abdul Aziz Sy Junior who presented an integrated rural development project for consideration. The project is located near Kaolack. A profile of the venture is presented in the final report.

GAMBIA

1. Mr. Sagnia of the Agricultural Development Bank expressed willingness to collaborate with Africare in developing profiles of several projects in the agricultural sector. However, he did not give any data to allow for developing profiles of potential projects.
2. Mr. Gopal presented three projects: a fruit juice canning operation, a hand made paper factory and a charcoal plant. A good profile was only developed on the last one. The other projects are only ideas and it was not possible to get information within the time available to make a profile.
3. Mr. Cortes presented a project of appropriate technology to provide a tool bank for farmers and artisans.
4. Mr. Sanya and Mr. Taal are professionals in the Ministry of Economic Planning and Development who accompanied us to the meetings mentioned above or discussed with us general issues of business development in their country.

Resource Information Center
Acquisitions List
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AGRICULTURE

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