

# THE AFRICA PROJECT DEVELOPMENT FACILITY



Report on Operations  
for the Twelve  
Months ended  
December 31, 1994



## ACRONYMS AND ABBREVIATIONS

<b>AfDB</b>	African Development Bank
<b>AEF</b>	Africa Enterprise Fund
<b>APDF</b>	Africa Project Development Facility
<b>BESO</b>	British Executive Services Overseas
<b>BITS</b>	Swedish Agency for International Technical and Economic Cooperation
<b>CDC</b>	Commonwealth Development Corporation (United Kingdom)
<b>CESO</b>	Canadian Executive Services Overseas
<b>CFD</b>	Caisse française de développement
<b>DANIDA</b>	Danish Ministry of Foreign Affairs
<b>DEG</b>	German Finance Company for Investments in Developing Countries
<b>ESSA</b>	Enterprise Support Services for Africa
<b>FINNFUND</b>	Finnish Fund for Industrial Development Cooperation, Ltd.
<b>FMO</b>	Netherlands Development Finance Company
<b>GTZ</b>	German Technical Assistance Agency
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>IFC</b>	International Finance Corporation
<b>PROPARCO</b>	Société de promotion et de participation pour la coopération économique
<b>SAC</b>	Sponsoring Agencies Committee
<b>SwedeCorp</b>	Swedish International Enterprise Development Corporation
<b>UNDP</b>	United Nations Development Programme
<b>USAID</b>	United States Agency for International Development

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**A Message from  
Mr. Jannik Lindbaek,  
Executive  
Vice-President  
of the International  
Finance Corporation,  
Executing Agency**

**APDF II** ends on June 30, 1995. Therefore, the 1994 Annual Report is the last one to be fully devoted to APDF II. Fiscal Year 1994 was rich in economic and political events and was also another banner year for APDF.

Eleven days into the year and for the first time since its creation, the CFA Franc, the currency of 13 African countries, was devalued by 50%. Although the impact of the devaluation is yet to be fully assessed, early signs show a renewal of economic activity in certain countries in the CFA Zone.

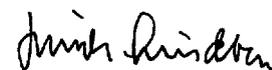
In April, the democratization process in South Africa was further enhanced with the swearing in of the first multiracial government. The recognition that small and medium-scale enterprises will have to play an important role in job creation within South Africa led to the opening of an APDF Office in Johannesburg in late 1994.

In June, the findings of the independent evaluation of APDF, requested by the donors, were discussed at the Paris Donors' Meeting. The overall conclusion was very positive and the donors expressed their continued support to the Facility. This led to a special Donors' Meeting in Madrid (October 1994) where a Paper for APDF III was discussed. Almost all APDF donors have indicated their support for APDF III and some of them have already disbursed part or the whole of their commitments.

For Fiscal Year 1994, APDF completed 39 projects, its best output ever. This was achieved with a 23% reduction in staff and amid political strife in some of our active countries. Productivity has greatly improved since the 1992 UNDP Mid-Term Review. Projects that received APDF's assistance during the last two years account for about 36% (72 out of 202) of all deals completed by the Facility.

Demand for APDF services remains strong and many more challenges lie ahead. The Enterprise Support Services for Africa (ESSA) is to be implemented in Ghana on a pilot basis. Its successful implementation should solidify one of the Facility's revised objectives, i.e., post-funding assistance until the project is fully operational. Other objectives have also been included in APDF's mandate and, together with the expected increase in productivity, reduction in operating costs and a renewed effort to build local capacity, APDF is poised to meet these challenges.

Undoubtedly, APDF's performance would not have been possible without the moral and financial support from the donor community and sponsoring agencies. As the Facility is entering its third cycle, this is an opportune time for IFC Senior Management to sincerely thank all donors for their support. We are confident that they will continue to be on our side to meet the challenges that lie ahead.



Jannik Lindbaek



Polytex Ltd.  
Accra, Ghana

## BACKGROUND

APDF was established in 1986 to respond to the long-felt need for project preparation and fund mobilization assistance for African entrepreneurs. It assists them with market, technical and other feasibility studies necessary for project preparation. The Facility does not provide financing; its mandate is to work with entrepreneurs in an advisory capacity throughout the project preparation cycle until the project is implemented. The creation of APDF was also viewed as a means of enhancing both local capacity and institution building for project preparation and financing through the hiring and training of local consultants and consulting firms.

APDF typically supports projects with investment costs in the range of US\$0.25 million to US\$7 million, but also considers smaller projects, depending on the economic conditions

in the entrepreneur's country and the socio-economic impact the project might have. Table 1 gives a more detailed statement of APDF's objectives.

The establishment of APDF was the result of a joint effort by the African Development Bank (AfDB), the United Nations Development Programme (UNDP), and the International Finance Corporation (IFC). The Facility operates as a UNDP project, with IFC as the executing agency responsible for managing the project, and the AfDB as the regional sponsor. APDF's activities are funded with contributions from the three sponsoring agencies (AfDB, IFC and UNDP) and fifteen (15) donor countries. Some of these donors and other countries also provide technical assistance in kind.

APDF has three regional offices (Abidjan, Harare and Nairobi) and three country offices (Accra, Douala and

Johannesburg). The field offices are supervised from Washington D.C.

From its inception in 1986 to December 31, 1994, the Facility has completed financial arrangements for 202 projects in 29 countries, for an estimated total investment cost of US\$315 million. In the process, APDF helped raise a total of about US\$210 million equivalent (or 67% of total investment costs) in both equity and loan financing. These 202 projects are expected to create or preserve about 16,600 jobs. The Facility is now in its second phase which covers the five-year period from July 1, 1990 to June 30, 1995. APDF III starts on July 1, 1995 and almost all APDF donors have indicated that they will continue to support the Facility for a third cycle.

# Table 1

## OBJECTIVES OF APDF

- The objective of APDF is to promote private African entrepreneurs and enterprises which make a significant contribution to African national economies by:
  - assisting entrepreneurs to screen and, if appropriate, to formulate project ideas into business plans and to obtain local or foreign financing for their projects;
  - providing guidance and, on a selective basis, making consultancy services for technical and managerial assistance available to entrepreneurs in order to prepare and implement a project until it is fully operational;
  - assisting African entrepreneurs with management, including the designing and implementation of a management information system, human resource development and team building;
  - assisting African entrepreneurs in finding local or foreign project partners for equity financing and/or technical cooperation and advising private foreign investors and financial institutions on identifying investment opportunities and/or local partners in Africa;
  - being a catalyst in the process of privatization of public enterprises by assisting African entrepreneurs interested in acquiring local parastatals, including buying shares from foreign shareholders; and
  - enhancing the African consultancy capacity to prepare projects for entrepreneurs by using local professionals as investment officers and recruiting local consultants for short-term assignments.
-

## THE YEAR'S HIGHLIGHTS

- Thirty-nine projects were completed in 1994.
- Cost per completed project was US\$162,000, a 49% reduction, and already 27% below the target set for 1995 in the Management Action Plan.
- APDF helped raise about US\$22 million in loan and equity financing in 1994, or 50% of expected capital costs.
- Average project size was US\$1.1 million (same as in 1993).
- More than 2,000 jobs are expected to be created from the 1994 projects.
- Fee income amounted to about US\$378,000, a 45% increase when compared to 1993 (US\$261,000).
- FMO provided technical assistance to 5 projects located in 4 countries. FMO also increased its technical assistance fund by US\$0.6 million, bringing the total fund to US\$1.1 million.
- Six women entrepreneurs received financial assistance from the Norwegian Fund.
- Out of a total of 261 consultants retained in 1994, 171 or 66% were Africans.
- At the request of the donors, an independent evaluation of the Facility was undertaken in 1994. Its overall conclusion was positive and it strongly recommended an extension of APDF for another five years and an expansion of its services to include post-funding assistance.
- The CFA Franc, the currency of 13 African countries, was devalued for the first time in January 1994 by 50%.
- The Danish Ministry of Foreign Affairs (DANIDA) and APDF signed a Consultancy Trust Agreement in April 1994 whereby DANIDA will provide a grant of about US\$2.0 million.
- The Swiss Ministry of Foreign Affairs and IFC signed an agreement in December 1994 whereby the Ministry will provide a grant of US\$3.1 million for APDF III.
- USAID extended its agreement with APDF for technical assistance to certain export-oriented projects in Uganda for another year (up to June 1995) and increased its total grant contribution from US\$700,000 to US\$800,000.
- The South Africa office in Johannesburg was opened in September 1994.



**Precision Air Services**  
Arusha, Tanzania

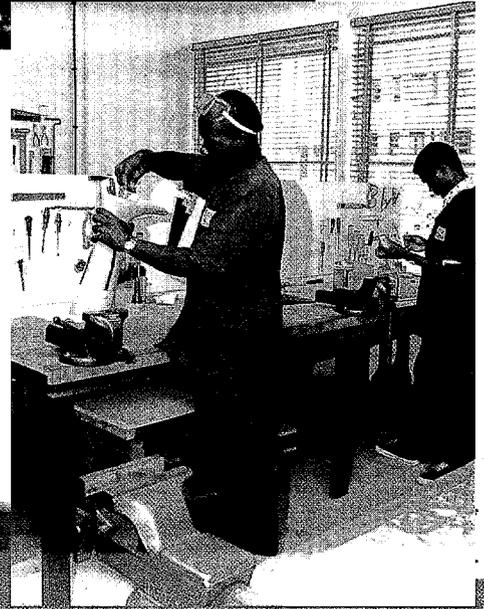
Hoopoe Adventure Tours  
Lake Manyara,  
Tanzania



Gloca Mushrooms  
Kabale, Uganda



Isis Osiris  
Center  
Project,  
Cameroon



Pineapple Plantation DAM,  
Côte d'Ivoire



## REVIEW OF APDF ACTIVITIES

### **(a) Project Completions.**

Thirty-nine projects were completed during fiscal year 1994. APDF was able to raise about US\$22 million equivalent in equity and loan financing for these projects, or 50% of the expected total capital costs. Average project size was about US\$1.1 million. The completed projects are expected to create more than 2,000 jobs. Annex 1 summarizes (sector, category, and financial data) the projects completed in 1994; Annex 2 gives detailed information (description and economic benefits) on the completed projects for 1994; and Annex 3 provides an overview of all completed projects since APDF's inception. This information is also summarized in Tables 2 through 4.

Table 2 shows an increase in each category between 1993 and 1994. Projects completed increased by 18%, capital costs by 22%, funding raised by 4%, jobs created by 19% and foreign exchange sales by 5%.

Table 3 shows that 18 (46%) of the projects completed in 1994 were in the "new" category, 15 (39%) projects in the "expansion" category and 6 (15%) projects in the "other" category. So, unlike last year, where expansion projects (18) accounted for 55% of the deals completed, new projects occupied the first place in 1994. "New projects" have accounted for 52% of all the transactions completed by APDF since its inception in 1986. This shows that APDF is fulfilling its developmental role by aiding new entrepreneurs who otherwise would not likely see their business ideas translate into projects.

As in the past, manufacturing (33%) and agro-industry/agriculture (36%) were the dominant sectors with a combined total of about 69% of the projects completed in 1994. This compares to 79% for 1993. These sectors have accounted for 81%

of the total transactions completed by APDF since its inception in 1986. Table 4 gives the breakdown of projects by sector for 1993 and 1994.

### **(b) Country Coverage.**

The completed projects were located in 16 different countries, thus again showing a good geographic diversity. APDF completed more than one project in Ghana (8), Tanzania, Uganda and Zimbabwe (4 each), Madagascar and Nigeria (3 each), and Gambia, Guinea and Kenya (2 each). Ghana continues to be the main source of APDF projects, thus reinforcing the notion that led to the establishment, in 1993, of the Accra Office which is fully funded by the USAID and is solely devoted to promoting projects located in Ghana. Figure C gives a summary of APDF projects by region since inception.

# Table 2

## SUMMARY OF OPERATIONS

	1994				Total 1993	Inception to 1994
	Abidjan	Harare	Nairobi	Total		
Projects Completed	19	7	13	39	33	202
Capital Costs (US\$ millions)	22.4	4.0	18.4	44.8	36.6	315.0
Funding Raised (US\$ millions)	12.6	1.9	7.6	22.1	21.2	209.8
Jobs Created	983	178	880	2,041	1,717	16,588
Foreign Exchange Sales (US\$ millions)	15.2	1.8	5.9	22.9	21.9	118.7

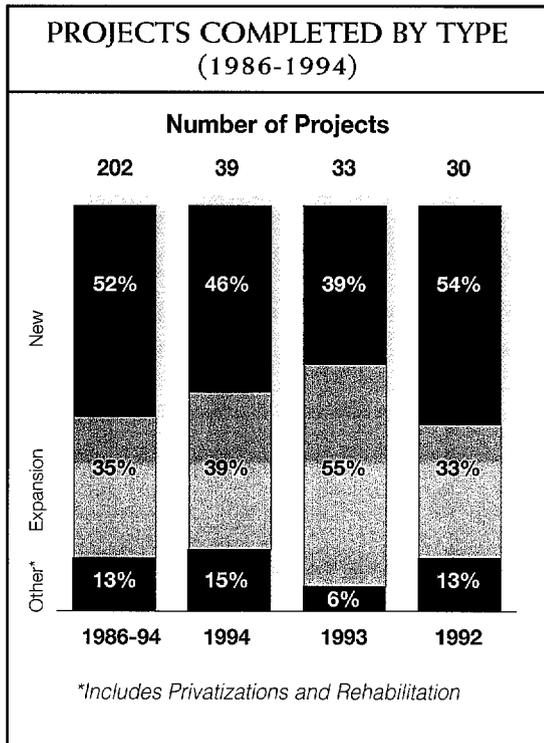
# Table 3

## PROJECTS COMPLETED BY TYPE

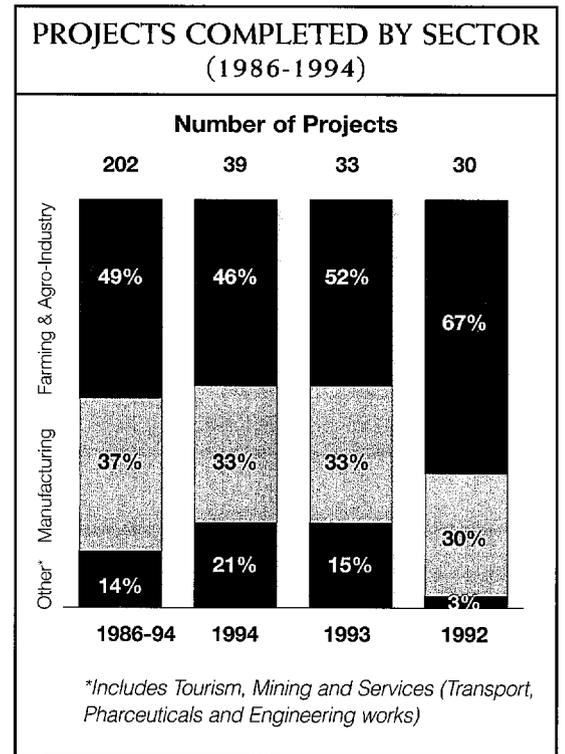
Type	1994				Total 1993	Inception to 1994
	Abidjan	Harare	Nairobi	Total		
New	8	1	9	18	13	105
Expansion	8	5	2	15	18	70
Other*	3	1	2	6	2	27
<b>Total</b>	19	7	13	39	33	202

\* Includes privatizations and rehabilitations

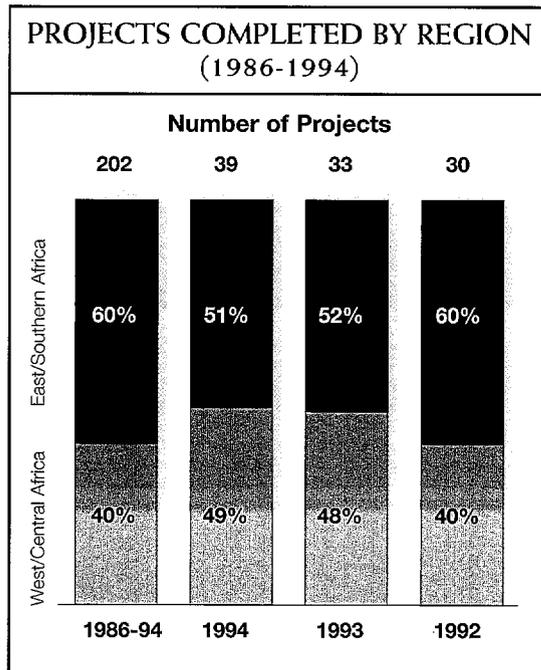
# FIGURE A



# FIGURE B



# FIGURE C

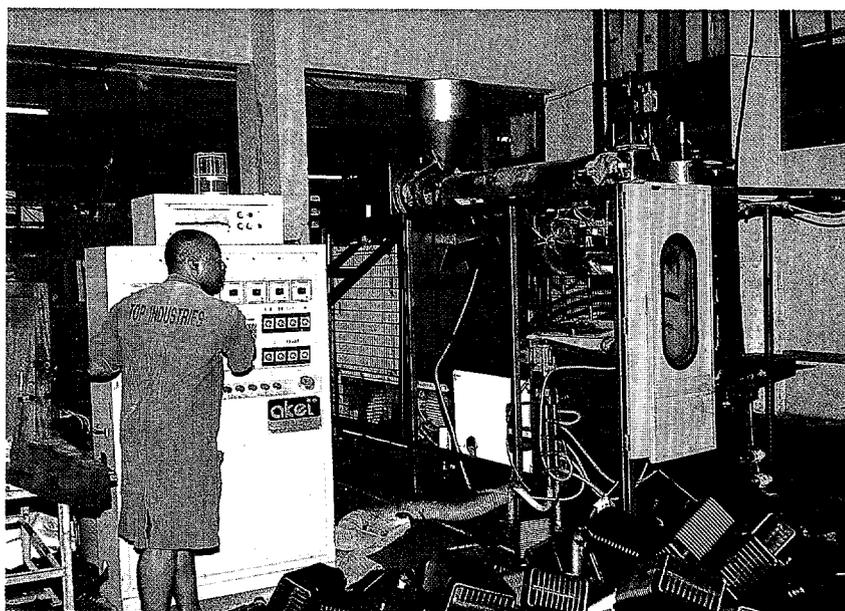


# Table 4

## PROJECTS COMPLETED BY SECTOR

Sector	1994				Total 1993	Inception to 1994
	Abidjan	Harare	Nairobi	Total		
Manufacturing	9	3	1	13	11	74
Agro-Industry	1	1	3	5	5	45
Agriculture	2	2	5	9	10	45
Fishing	3	–	1	4	2	9
Tourism	3	1	2	6	2	15
Other*	1	–	1	2	3	14
<b>Total</b>	19	7	13	39	33	202

\* Includes Mining and Services (i.e. Transport, Pharmaceuticals and Engineering works).



Topack,  
Ghana

**(c) Cost-Sharing.**

APDF was not expected to be a financially self-supporting operation and, at its early stages, did not charge fees for its services. In 1989, the Facility established a cost-sharing policy for users of its services at the recommendation of the APDF Advisory Board. The policy formally took effect in 1990 and was revised in 1994. Table 5 below lists APDF cost-sharing arrangements.

The cost-sharing arrangements are used as guidelines. APDF management exercises flexibility in the

application of this policy so that entrepreneurs who are worthy of APDF assistance but unable to share cost are not eliminated. APDF donors understand that the Facility cannot attain commercial viability while serving its target market, since most small and medium-sized enterprises are unable to afford the full cost of such services. In fact, these services are subsidized in most industrialized countries as an investment in future economic development.

For fiscal year 1994, APDF collected about US\$378,000 in fees.

This is a 45% increase in fee collections (US\$261,000 in 1993) but a 16% shortfall when compared to the amount set in the Management Action Plan. This variance stemmed from the fact that, except for the Kenyan shilling, all sub-Saharan currencies experienced a depreciation vis-à-vis the US dollar and, in the case of the CFA Franc, a 50% devaluation took place in January 1994. Table 6 details fee income by office and by category.

## Table 5

### APDF COST-SHARING POLICY

- A front-end fee equivalent to 0.75 percent of project cost or US\$3,000 (whichever is higher);
  - a project document delivery fee equivalent to at least 1.0 percent of project cost; and
  - a success fee equivalent to 0.5 percent of the project total debt, payable only if financing is mobilized.
-

# Table 6

## FEES COLLECTED

	(US\$ equivalent)				
	Front-End Fees	Report Fees	Success Fees	Other	Total Fees
Abidjan	81,984	16,940	30,650	-	129,574
Harare	34,582	14,282	4,603	11,872	65,339
Nairobi	128,710	26,741	18,900	8,300	182,651
<b>Total</b>	<b>245,276</b>	<b>57,963</b>	<b>54,153</b>	<b>20,172</b>	<b>377,564</b>

### (d) Consultants.

Two hundred sixty-one (261) consultants undertook assignments for APDF during the fiscal year 1994. The breakdown between African consultants (171) and non-African consultants (90) shows a ratio of 66:34. The total number of person-days was 2,076 of which 1,073 (52%) were assignments to African consultants. This is the first time that African consultants have accounted, during the same period, for the majority of assignments as well as person-days.

Total consultant costs amounted to about US\$1.1 million, of which 31% were payments to African consultants. Average cost per day (excluding lump sum payments) of an African consultant amounted to US\$192 or 33% of the average cost per day (US\$590) of a non-African consultant. These data underline the need for a greater use of African consultants, as recommended in the APDF Management Action Plan. This will not only result in cost reductions but also will meet one of the Facility's objectives, i.e., capacity building and training.



**Dimples Inn,  
Ghana**

# Table 7

## USE OF CONSULTANTS

January 1 to December 31, 1994

	Number	Person-days	Avg. Cost per day (US\$)	Total Cost (US\$)	Lump Sum Contract (US\$)	Grand Total (US\$)
African	171	1,073	192	206,037	129,544	335,581
Non-African	90	1,003	590	591,542	159,662	751,204
<b>Total</b>	261	2,076	384	797,579	289,206	1,086,785

### (e) Technical Assistance.

The FMO Fund (Netherlands) provides management, technical, marketing and training assistance to projects assisted by APDF. For FY94, 5 projects located in 4 countries qualified for FMO assistance amounting to US\$93,000. They are Afariwaa Farms in Ghana, Shad Bakery in Mauritius, Tanzania Tea Packers and Malik's Refractory Bricks in Tanzania and Surgimed in Zimbabwe. This brings to a total of 17 projects in 9 countries which received technical assistance from the Fund at the end of 1994. Also in 1994, FMO

increased its technical assistance fund by US\$0.6 million bringing the total fund to US\$1.1 million. Annex 4 gives data on the projects which benefited from the FMO Fund.

### (f) Women Entrepreneurs.

APDF has been able to expand its assistance to African women entrepreneurs through funds provided by the Norwegian government under the Norwegian Fund for African Women Entrepreneurs. The Norwegian Fund has so far provided funds to 34 African women entrepreneurs for a total of about

US\$613,390. For fiscal year 1994, six African women entrepreneurs from six different countries received assistance totalling US\$81,820 through this fund for the projects listed in Table 8.

### (g) Relations with Bilateral Institutions and Local Banks.

Many bilateral institutions from donor countries have been providing financing to APDF projects. These include institutions such as CFD of France, CDC of the United Kingdom, DEG of Germany, FMO of the Netherlands, FINNFUND of Finland, PROPARCO

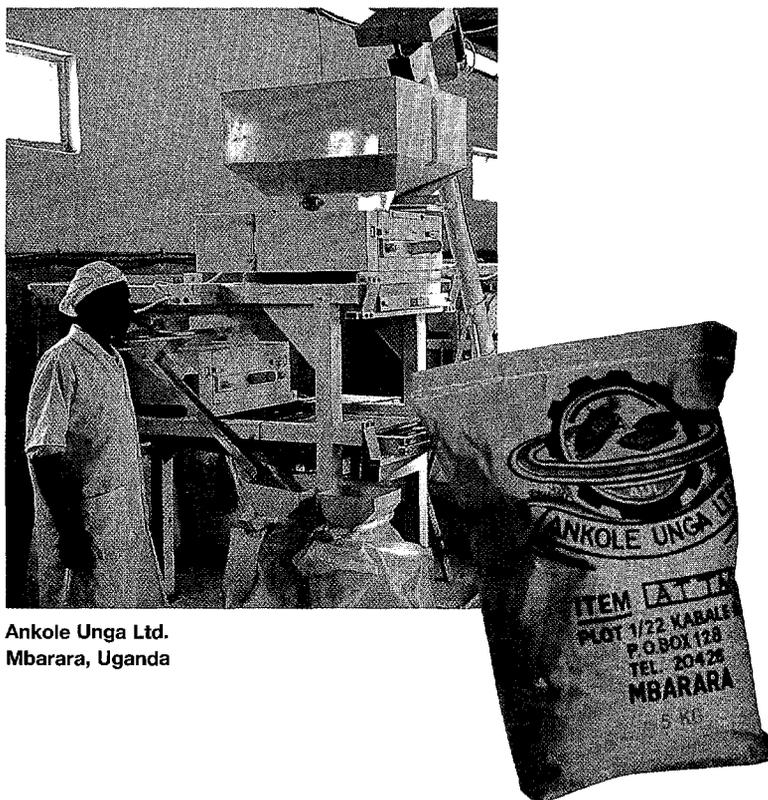
# Table 8

## NORWEGIAN FUND FOR AFRICAN WOMEN

(US\$ equivalent)

Project	Country	Sector	Amount
ETEM-CI	Côte d'Ivoire	Pharmaceutical	12,000
FEMETEX	Ghana	Pharmaceutical	3,500
Shad Bakery	Mauritius	Agro-Industry	7,820
Kombe Roses	Tanzania	Agriculture	35,000
Kata Ltd.	Zambia	Manufacturing	2,500
Ngezi Chrome	Zimbabwe	Mining	21,000
<b>Total</b>			<b>81,820</b>

of France, SwedeCorp of Sweden, and USAID of the United States. APDF has also used the services of development institutions such as BITS of Sweden, CESO of Canada and BESO of the United Kingdom. Also, an increasing number of local financial institutions are providing financing to APDF projects. Annex 5 lists the financial institutions which provided funding for APDF projects in 1994.



**Ankole Unga Ltd.**  
Mbarara, Uganda

## **INDEPENDENT DONORS' EVALUATION**

At the donors' request, an independent evaluation of the Facility took place in May 1994. The evaluation report indicated that APDF's achievements were not limited to completing projects and that the Facility was undertaking many activities which were contributing to private sector development in Africa. Only 57% of investment officers' time was devoted to project analysis. APDF staff was also involved in post-investment assistance, general market studies (such as studies of the market for African cut flowers and vanilla), assistance to donors' trade missions, etc. According to the report, APDF's contribution was not only shown "by the amount of investments, but also by the quality of the investments". The report also indicated that, "based on the limited evidence available, APDF projects were showing a significantly better performance than non-APDF projects. (...) The objectives of APDF are even more relevant today than they were in 1986", when the Facility was created.

## **ENTERPRISE SUPPORT SERVICES FOR AFRICA (ESSA)**

The objective of ESSA is to provide post-funding assistance on a formal basis. At present, post-funding assistance is provided formally by APDF, but on a limited basis, to APDF projects through the FMO Fund and the Norwegian Fund for Women Entrepreneurs and on an informal and ad hoc basis. ESSA will provide its services to APDF projects as well as to non-APDF projects. This will increase its revenues as well as allow it to play a bigger role in private sector development in Africa.

ESSA is being established in Ghana as a three-year pilot operation, with the possibility of shortening the duration if sufficient experience has been gathered. The pilot phase will be evaluated by an independent team and recommendations for its extension to other geographical areas made accordingly. ESSA will be part of APDF and will be implemented under the supervision of the APDF regional office in Abidjan.

## **DEMAND FOR APDF'S SERVICES**

Demand for APDF's services remains strong. By the end of 1994, 2,438 business proposals (2,257 in 1993) had been submitted to APDF, from which 320 reports (262 in 1993) were prepared and 202 projects (163 in 1993) successfully completed, i.e., funded.

## **PIPELINE**

The APDF pipeline remains strong despite the fact that many projects located in the Gambia, Nigeria and Sierra Leone have been put on hold as a result of the political situation in these three countries. As at December 31, 1994, the Facility had 127 projects listed in its pipeline: 76 in Abidjan, 26 in Harare and 25 in Nairobi. Annex 6 gives more details on the APDF pipeline.

## SPONSORSHIP, OPERATING BUDGET AND FUNDING

### **(a) Sponsorship and Funding.**

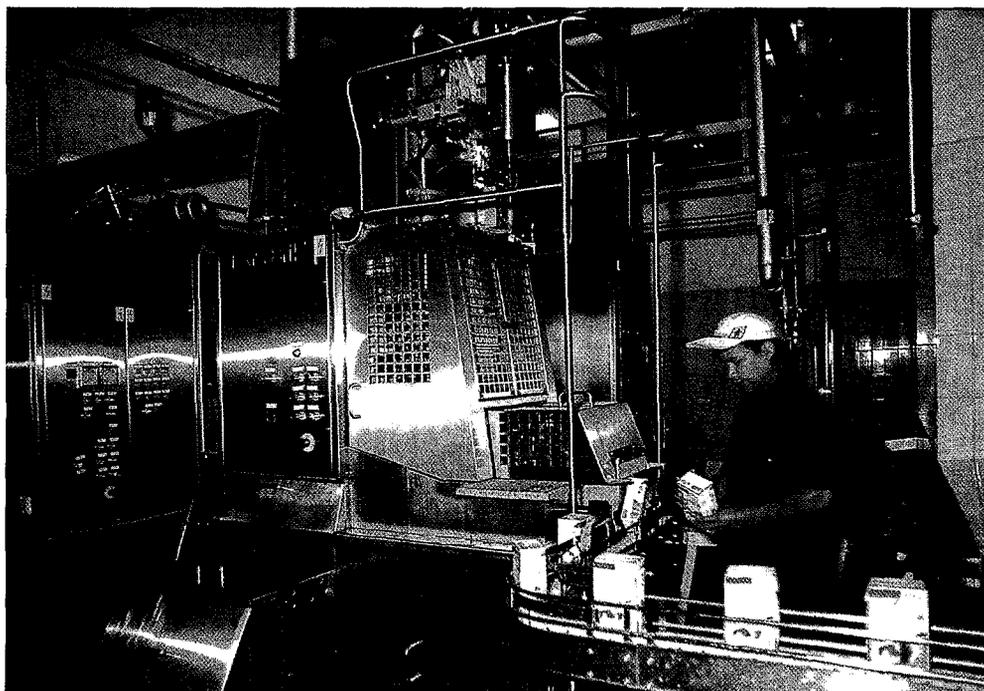
UNDP, AfDB, and IFC are co-sponsors of the APDF. In addition to funding from these three sponsoring agencies, the governments of 15 countries have provided financial support to APDF. Total donors' commitments during APDF II amounted to US\$46.5 million, of which US\$37.1 million, or 80%, were paid as of December 31, 1994. Annex 7 gives the status of Donors' commitments and payments to APDF I and APDF II. The government of Brazil and the Export-Import Bank of India also provide APDF

with technical assistance by making experts available to serve as short-term consultants. In such cases, APDF covers the consultants' travel and subsistence costs, while the donor agencies pay their fees.

### **(b) Operating Expenses.**

APDF is expected to achieve its 1994 results at a total operating cost of US\$6.3 million, or 5% lower than in 1993. The preliminary expenditures for 1994 should translate into an average project cost of about US\$162,000, or 49% lower than the average project cost of

US\$320,000, included in the UNDP Mid-Term Review and calculated on the basis of total expenditures incurred by APDF from the Facility's inception in 1986 to December 31, 1992. The objective set in the APDF Management Action Plan was to achieve an average unit project cost of US\$220,500 by fiscal year 1995. Therefore, the 1994 average project cost is 27% below the objective set for 1995. Annex 8 provides expenditures for fiscal year 1994 as well as actual expenditures for the same period in 1993 and from inception to December 31, 1992 for comparative purposes.



Tiko Elvak  
Antananarivo, Madagascar

## ORGANIZATION, MANAGEMENT AND STAFFING

### (a) APDF Board.

The APDF Board is made up of 9 members chosen from the sponsoring agencies (3 members), the donor countries (3 members), the African private sector (2 members) and the private sector of the donor countries (1 member). It meets twice a year and serves as a forum for strategic review of the Facility's policies. In addition to the Board meetings, the annual Donors' Meeting will be held once a year.

### (b) Executing Agency.

APDF is a UNDP project with IFC as the Executing Agency. As such, IFC is responsible for the day-to-day management of the Facility and is accountable for its performance. APDF is able to draw on IFC financial and technical expertise and contacts to do its work, thus ensuring that quality is maintained. APDF has benefited from this association through access to IFC's resources, both at headquarters and in the field offices.

### (c) Staffing.

As of December 31, 1994, APDF field offices' staff totalled 44 (17 higher level and 27 support staff). In addition, the APDF Washington Office has 1 higher level staff (the Coordinator) and 3 support staff (an Operations Assistant, an Administrative Assistant, and a Senior Staff Assistant). Annex 9 gives the breakdown of higher level staff by office and by nationality. Table 9 gives the breakdown of APDF staff in the field offices.

### NEW AGREEMENTS AND FUNDS RECEIVED

A Consultancy Agreement between APDF and the Government of Denmark was signed in April 1994 at the Danish Embassy in Washington. The signatories were Ms. Helle Degn, Minister of Cooperation for Denmark and Mr. Macodou N'Daw, APDF Coordinator. Under this agreement, the Government of Denmark will establish a DKR14 million (US\$2 million equivalent) fund to be used for the hiring of Danish consultants (80%) and local consultants (20%) for APDF projects located in 9 countries (Benin, Burkina Faso, the Gambia, Ghana, Mozambique, South Africa, Tanzania, Uganda and Zimbabwe).

The USAID grant in support of APDF's activities in Uganda, which was to expire on June 30, 1994, was extended by one year. The extension will allow APDF to complete ongoing activities covered by the grant which amounts to

Appiah-Menka,  
Ghana



# Table 9

## STAFFING

	Abidjan	Harare	Nairobi	Total
Higher Level	9 <sup>1</sup>	3	5	17
Support Staff	8	7	12	27
<b>Total</b>	17	10	17	44

<sup>1</sup> Includes three (3) Investment Officers in Accra and one (1) Investment Officer in Douala.

US\$700,000. In October 1994, USAID Uganda increased the amount of the grant to US\$800,000 to fund certain local consultant budgets, technical assistance and support services in Uganda.

In July 1994, GTZ of Germany agreed to provide an additional DM1 million (US\$600,000 equivalent) to APDF. This followed an agreement for the same amount signed in December 1993.

In August 1994, FMO of the Netherlands agreed to provide an additional DFL1.2 million (US\$680,000 equivalent) to the FMO

Technical Assistance Fund bringing the total fund to DFL2.1 million (US\$1.1 million equivalent). The agreement for this additional fund was finalized in October 1994.

In December 1994, the Government of Switzerland agreed to provide SFR4.1 million (US\$3.1 million equivalent) for APDF III for the third cycle starting on July 1, 1995. The funds will be available for general expenditures of APDF.

Eleven (11) donors have disbursed part of their commitments to APDF for a total of about US\$7.5 million during the twelve-

month period ended December 31, 1994. They are: African Development Bank (US\$241,023), Belgium (US\$144,592), Canada (US\$146,981), Denmark (US\$744,789), IFC (US\$1.3 million), Japan (US\$400,000), the Netherlands (US\$591,716), Portugal (US\$100,000), UNDP (US\$1,652,727), the United Kingdom (US\$268,656) and USAID (US\$1,889,843).

# Annex 1

## LIST OF PROJECTS COMPLETED

January 1 to December 31, 1994

(US\$ thousands except Jobs Created)

Country	Project Name	Sector	Category	Project Cost	Financing Raised through APDF			Jobs Created	Estimated Export Sales
					Equity	Loans	Total		
Angola	Flecol Lda.	Mfg	Expansion	300	0	30	30	10	-
Cameroon	Isis Osiris Center	Mfg	New	209	0	148	148	20	-
Cape Verde	Cabtur Hotel	Tourism	New	706	0	471	471	25	420
Gambia	Kerr Kande Poultry	Agri	Expansion	547	0	350	350	15	-
Gambia	Lyefish Company	Fishing	New	900	0	510	510	60	2,300
Ghana	Divine Seafood	Fishing	Expansion	1,320	33	879	912	85	5,600
Ghana	Polytex II	Mfg	Expansion	539	0	342	342	27	350
Ghana	Insu Water	Mfg	New	420	0	147	147	30	200
Ghana	Topack	Mfg	Expansion	2,300	0	1,000	1,000	97	150
Ghana	Alugan	Mfg	Restructuring	1,100	0	414	414	10	-
Ghana	Birim (New Match)	Mfg	Restructuring	2,174	0	800	800	130	1,200
Ghana	Camelot	Mfg	Expansion	478	0	478	478	62	400
Ghana	Rab Timber	Other	Expansion	510	0	400	400	54	1,000
Guinea	Hotel Cora	Tourism	New	890	0	560	560	23	-
Guinea	Delicia S.A.	Agro-Ind	New	1,304	0	784	784	57	595
Kenya	East African Coast Fisheries	Fishing	New	450	0	100	100	32	-
Kenya	Jacaranda Hotel	Tourism	Rehabilitation	6,500	0	2,500	2,500	-	1,600
Madagascar	Karib Hôtel	Tourism	New	1,169	85	620	705	53	-
Madagascar	Indosuma I	Agro-Ind	Rehabilitation	3,906	0	810	810	287	-
Madagascar	Ecosam	Agro-Ind	Expansion	442	0	192	192	6	-
Mali	SMPH (Grand Hôtel)	Tourism	Privatization	2,900	0	1,910	1,910	90	1,000
Mozambique	Emplama	Mfg	Privatization	800	712	0	712	87	-
Nigeria	Thermoframes	Mfg	New	2,500	0	1,365	1,365	105	-
Nigeria	Yakooyo Farm	Agri	Expansion	943	0	727	727	57	-
Nigeria	Abplast	Mfg	Expansion	1,320	227	545	772	10	-
Senegal	Promel	Fishing	New	1,320	0	463	463	26	2,000
Tanzania	Malik's Refractory	Mfg	New	470	140	50	190	40	-
Tanzania	Tanzania Tea Packers	Agro-Ind	New	577	250	77	327	95	2,000
Tanzania	Songhoro Marine	Other	Expansion	670	204	100	304	17	-
Tanzania	Contiflora Flowers	Agri	New	1,497	387	550	937	80	600
Uganda	Tropical Flowers	Agri	New	1,284	100	600	700	114	500
Uganda	Gloca Investments	Agri	New	119	57	0	57	10	70
Uganda	Joseph Motovu & Co.	Agri	New	222	84	0	84	28	600
Uganda	NBA Roses	Agri	New	1,067	0	740	740	118	500
Zambia	Casda International	Agro-Ind	New	700	0	400	400	30	-
Zimbabwe	Chira Flora Flower	Agri	Expansion	800	0	300	300	15	800
Zimbabwe	Sable Safaris	Tourism	Expansion	900	0	400	400	-	1,000
Zimbabwe	Barkus Plastics	Mfg	Expansion	300	0	100	100	16	-
Zimbabwe	Zimunhu	Agri	Expansion	200	0	0	0	20	-
<b>TOTAL (39 projects in 16 countries)</b>				<b>44,753</b>	<b>2,279</b>	<b>19,862</b>	<b>22,141</b>	<b>2,041</b>	<b>22,885</b>

# Annex 2

## DESCRIPTION OF PROJECTS COMPLETED

January 1 to December 31, 1994

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### ANGOLA

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#### **FLECOL LDA.**

Establishment of a facility to manufacture disinfectant, soap and detergents in two phases. The first phase consists of implementing a dry-mix detergents unit.

#### **Economic Benefits**

The project will provide products which will promote hygiene, health and personal care. New technology will be introduced into the country, employment of 37 people will be generated and manufacturing skills will be developed.

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### CAMEROON

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#### **ISIS OSIRIS CENTER**

The Isis Osiris Center (IOC) will manufacture prostheses and orthoses to be used by the handicapped. The IOC will be located in downtown Douala. Initially, the center is expected to help about 6,000 persons per year, and that number is expected to grow to 14,000 persons in 10 years.

#### **Economic Benefits**

The IOC will create 20 full-time jobs and generate foreign currency savings of CFAF 345 million p.a. In addition, the IOC will help thousands of handicapped and facilitate their reintegration into society.

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### CAPE VERDE

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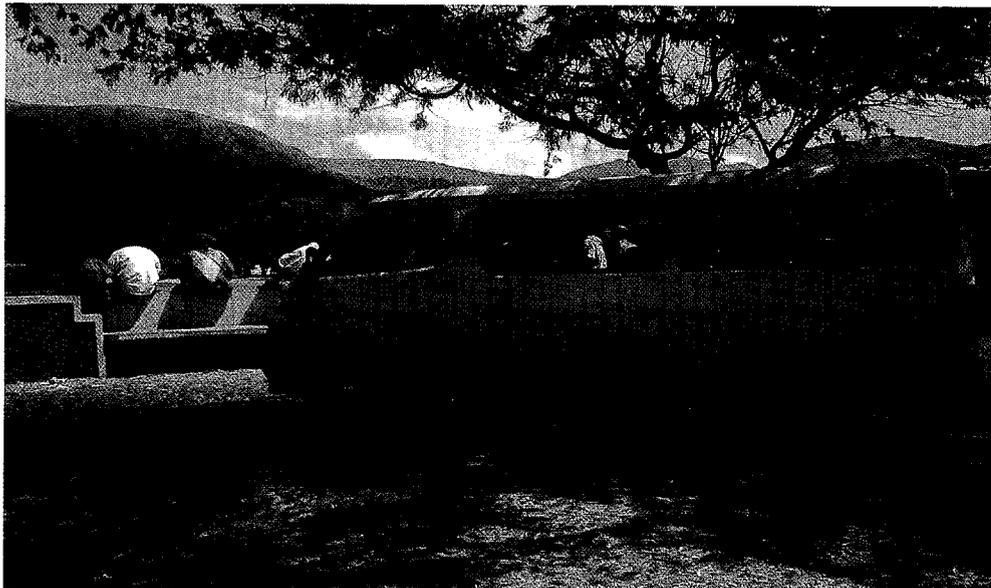
#### **CABTUR**

The project is to build a 19-room resort hotel in Tarrafal, a coastal town on the northern side of Santiago Island. The resort will accommodate foreign tourists on excursion packages as well as local tourists seeking relaxation away from Cape Verde's capital.

#### **Economic Benefits**

The proposed investment will create 25 new jobs on Santiago Island, one of the outlying islands in Cape Verde. In addition, it is expected to generate some US\$120,000 equivalent annually in local purchases.

Cabtur,  
Cape Verde



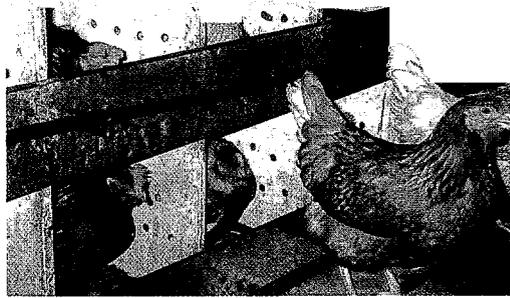
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### THE GAMBIA

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#### **KERR KANDE FARM LTD**

Presently, Kerr Kande Farm is the largest poultry farm in the Gambia. Kerr Kande is proposing to expand its egg production from 2 million to 5 million eggs per year. To do so, it will need to invest in additional structures and equipment and to hire a full-time farm manager.



**Kerr Kande Poultry,  
the Gambia**

#### **Economic Benefits**

At the present time, the Gambia imports a large proportion of the eggs consumed domestically. Having a cheaper and fresher local source of supply will be important for Gambian residents as well as for the growing tourist industry. About 15 new jobs will be created as a result of Kerr Kande's investment.

#### **Economic Benefits**

Lyefish is expected to have export sales of over US\$2 million annually. Furthermore, the company will employ about 60 persons and provide income generating opportunities for many rural Gambian families that will be selling fish and seafood to Lyefish.

#### **Economic Benefits**

DSL will provide a major outlet for local fishermen who have had difficulty in processing their catch suitably for export. The project also fits well with the Government of Ghana's export promotion program. The company expects that about 85 new jobs will be created in Tema.



**Divine Seafood Ltd. (DSL),  
Ghana**

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## **GHANA**

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#### **DIVINE SEAFOOD LTD. (DSL)**

DSL is a complete restructuring and expansion of an earlier APDF project, Divine Seafood. Project size will now be approximately twice as large as originally designed. The project is located in Tema, Ghana's main port about 20 km east of Accra. At capacity, DSL plans to export annually 750 tons of frozen fish and seafood products and 120 tons of fresh lobster and chilled fish. In addition, the plant will produce up to 1,800 tons of flake ice annually. Export sales are expected to exceed US\$4.0 million by 1996.

#### **LYEFISH COMPANY LTD.**

Lyefish is establishing a seafood processing plant with a production capacity of 425 tons of processed seafood and 1,500 tons of flake ice. The seafood will be collected from surrounding coastal fishing communities and also from villages along the banks of the Gambia River.

#### **POLYTEX II**

Polytex is a medium-sized manufacturer of plastic packaging materials in Ghana. In 1992 and 1993, it undertook a major expansion program that approximately tripled its capacity. Subsequently, the company found that its facilities to recycle scrap and rejects were inadequate and that its electrical capacity was not sufficient. APDF's second project with Polytex involved installing new reprocessing equipment and a larger transformer.

### **Economic Benefits**

The new reprocessing unit will solve an important potential environmental problem for the company as well as make it more competitive in local markets because of its use of reprocessed scrap. About 27 new jobs will be created by the new investments to be undertaken.

### **INSU WATER**

Astek Water Company Ltd. is a newly established company that will produce bottled water in Ghana. The brand name of the water will be "Insu". The company will buy reconditioned machinery from the U.K. and will initially produce 500 cases (12 bottles x 1.5 litres) of bottled water per day, with a target of 1,000 cases per day within one year.

### **Economic Benefits**

Ghana is the only major West African country without a local water-bottling operation. Locally bottled

clean water will provide Ghanaians with a much cheaper alternative to the imported bottled water presently available. This will be important for the large number of Ghanaians for whom obtaining clean water has been a problem. In addition, the project will directly create about 30 new jobs in Nsawam and at Astek's Winneba Road distribution depot.

### **TOPACK**

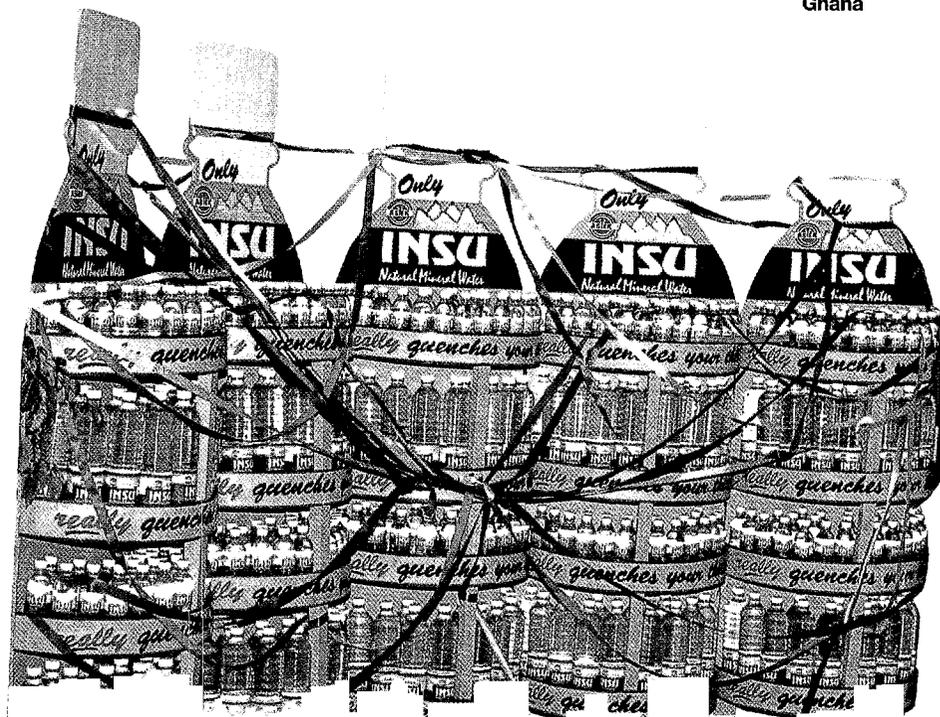
Topack is a leading manufacturer of plastic packaging materials and housewares in Ghana. In order to deal with increasing orders, Topack decided to increase capacity in its housewares division. The

expansion program will essentially double the company's overall production capacity to about 4,000 tons p.a.. The project also involves the installation of a waste recycling unit.

### **Economic Benefits**

The project will create 97 new jobs in addition to the 126 existing ones at Topack. Presently, many plastic housewares in Ghana are imported and production from this investment will substitute for these imports. Finally, by adding the recycling unit, the company will be able to keep waste to a minimum and reduce production costs.

Insu Water,  
Ghana



### **ALUGAN**

Restructuring and rationalization of the operations of a long-established local metal processing company. The company has accepted APDF's recommendations to rationalize its production operations and expansion program.

#### **Economic Benefits**

The project has saved approximately 60 jobs and 20 additional jobs will be created.

### **BIRIM MATCH**

This project involves the rehabilitation and modernization of a recently privatized factory to make wooden matches. The original company was established in the late 1960s and is the only such factory in Ghana. It has not been in operation for over 10 years. Once refurbished, Birim Match will sell both match splints and matches to the local, regional and possibly overseas markets. At full production the operation will produce 210 million boxes of matches and 10,000 million splints. The wood used in the production will be locally sourced

from secondary species which are currently of no economic value in processing operations.

#### **Economic Benefits**

The match factory will create 130 jobs and will involve significant skills development for the plant's technicians. It will also have a positive impact on Ghana's balance of payments by reducing the import bill for matches as well as generating export earnings.

### **CAMELOT**

Camelot is a printing company established in Accra in 1977. The company produces ordinary and customized continuous computer forms and security and normal booklet forms. Camelot is a leader in the domestic market for these products and in recent years has been exporting to neighboring countries. Because of strong sales and new export market opportunities, Camelot will order some new equipment to remove certain production bottlenecks. In addition, Camelot will seek to restructure a foreign

currency loan undertaken in 1990 to purchase additional equipment. The rapid depreciation of the cedi since 1990 has jeopardized the company's financial situation, thereby necessitating a restructuring of the loan balance.

#### **Economic Benefits**

The project will help maintain 62 full-time jobs in Accra, and the new equipment will allow Camelot to increase its export sales to US\$400,000 per year.

### **RAB TIMBER**

Rab Timber operates a sawmill located in the Obuasi region of Ghana. The company has been operating since 1972, processing and exporting sawn lumber and logs. In 1994, its sales were approximately US\$700,000. Rab Timber is now rehabilitating its equipment and will expand its operations into the processing and export of teak wood. In particular, it needs to buy a new log skidder, to move logs to loading points. The project will enable the company to do this as well as to renew some of its old equipment.

### **Economic Benefits**

The proposed investment will continue to support 54 jobs in Ghana's Central Region. In addition, it will give the company the capacity to undertake more serious testing with teak, a common plantation wood in the region. This will enable the company to diversify away from using only indigenous forests for timber supply.

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## **GUINEA**

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### **HOTEL CORA**

Hotel Cora will be built in Kissidougou, a provincial center some 300 km from Conakry. The hotel will have 20 rooms and a 3-star standard. At present, there is no suitable accommodation in the region, despite the fact that there is quite a large number of business travelers.

### **Economic Benefits**

Hotel accommodation in the interior of Guinea has been a perennial problem for travelers and one of the impediments to further business development in

the region. Hotel Cora will be one of the only modern hotels outside Conakry and its presence should attract new opportunities to the Kissidougou region. The hotel is expected to create 26 new jobs.

### **DELICIA S.A.**

Delicia S.A. is a new company that will produce semi-candied tropical fruits for export to Europe. The factory will be established in Kindia, in the heart of the Guinean fruit-growing region. The main fruits processed will be pineapple and papaya, with mango as a secondary fruit. Semi-candied tropical fruits are used primarily by the food products and snack foods' industries. Annual exports are expected to reach 600 tons p.a. (export sales of about \$1.3 million), compared to an estimated European market size of 20,000 tons p.a..

### **Economic Benefits**

This is the first time the semi-candied fruits will be produced for export in Africa. The world market (60,000 tons) is dominated by South-East Asian

producers and this project represents an important attempt to establish a market share for African producers.

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## **KENYA**

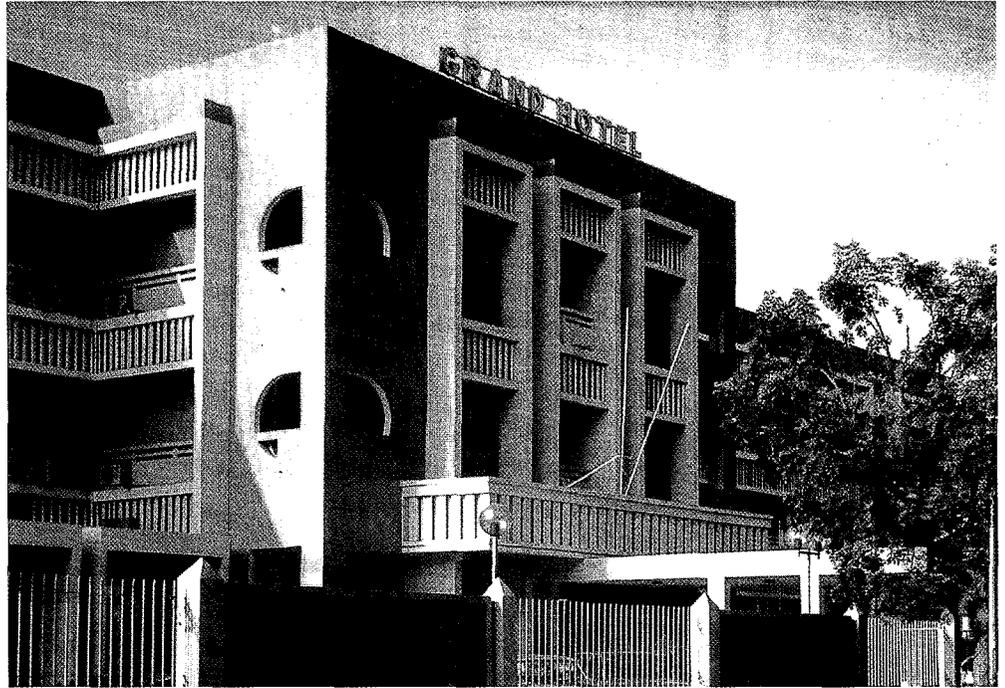
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### **EAST AFRICAN COAST FISHERIES LTD.**

Joint venture involving shrimp and demersal fish trawling, processing and export. The Company will fish along the Kenya coastline waters. Somalia is also targeted once civil order is achieved in that country.

### **Economic Benefits**

Annual net foreign exchange earning estimate: US\$350,000. Jobs created: all Kenyans, 32 initially and increasing subsequently. Technology/skills transfer: ARL/Interpral will transfer marine trawling expertise and skills to Kenyans. Value added: project will exploit a local resource.



**Grand Hôtel de Bamako  
Bamako, Mali**

**JACARANDA HOTEL  
LTD.**

Refurbishment and upgrading of an existing 124-room hotel from 3 to 4-star level.

**Economic Benefits**

Employs 242 people and is expected to earn US\$1.6 million a year in net foreign exchange.

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**MADAGASCAR**

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**KARIB HOTEL**

To establish a 27-room hotel in the city center with associated restaurants and other facilities.

**Economic Benefits**

The project will add to the economic infrastructure of the country and will create 53 full-time jobs.

**LES INDUSTRIES  
OLEAGINEUSES DU  
SUD MALAGASY  
(INDOSUMA)**

Rehabilitation and expansion of a vegetable oil and laundry soap plant at Tulear.

**Economic Benefits**

The rehabilitation will sustain 287 full-time jobs in the town of Tulear and will maintain the incomes of about 20,000 farmers in the Tulear province. These farmers grow oil bearing seeds, such as groundnut,

cottonseed, castor and atrata. The project also adds value to locally available raw materials and supplies a much needed product.

**ENTREPRISE  
COSMETIQUE DE  
SAMBAVA (ECOSAM)**

Plans to expand the production of laundry soap from 300 tons to 1,200 tons p.a..

**Economic Benefits**

The project adds value to local resources, and transfers technology. It will also increase the availability of an essential product. Six additional jobs will be created.

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## MALI

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### **GRAND HOTEL DE BAMAKO**

In March 1994, Bally S.A., a Malian company, purchased the Grand Hôtel de Bamako which was being sold as part of the government's privatization program. Located in the center of Bamako, the hotel has 70 rooms and 4 suites as well as a restaurant and bar, a swimming pool and tennis courts. The hotel will be completely renovated to a 3-star international standard.

#### **Economic Benefits**

This project is the first major privatization in Mali. Once renovated, the hotel will provide much needed accommodation for both business and vacation travelers to Mali. Estimates are that the hotel will provide employment for 89 local persons.

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## MOZAMBIQUE

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### **EMPLAMA (C.I.P)**

The proposal is to privatize Unit No.5 of Emplama E.E. This unit is engaged in manufacturing plastic pipes, crates and household products. The new company will be called Companhia Industrial de Plasticos, (CIP).

#### **Economic Benefits**

This is a privatization of one unit of a large parastatal. This privatization will promote private sector involvement in the economy. Employment for 87 people will be assured.

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## NIGERIA

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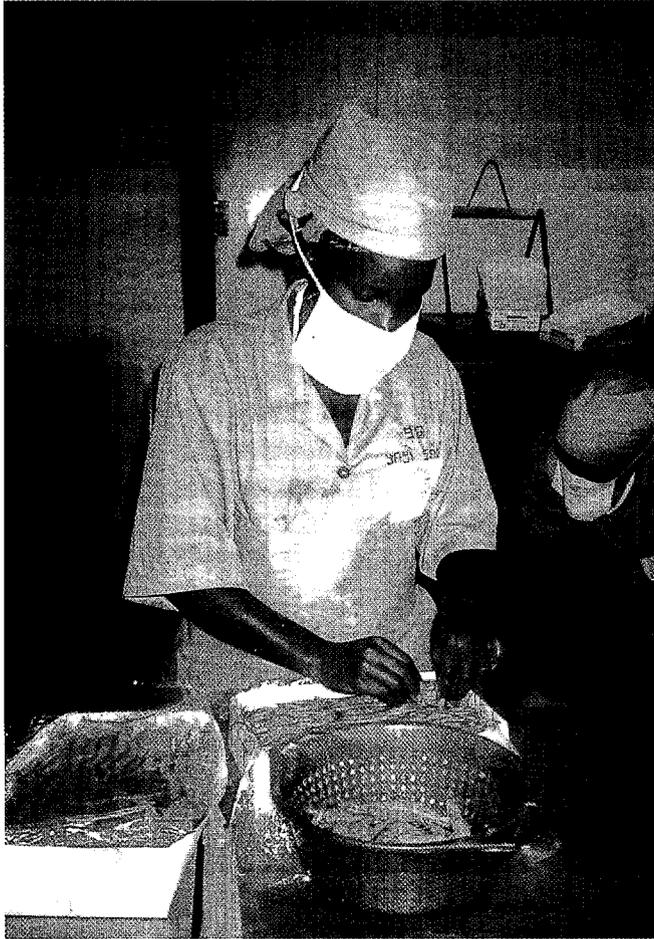
### **PLASTIC WINDOWS AND PRODUCTS (NIGERIA) LTD.**

This is a new company that will make plastic products for the construction industry. The company is

based in Abuja, Nigeria's capital. PWP will extrude PVC profiles and pipes. The profiles will be used mainly to make plastic window frames, substituting for aluminum frames and the pipes will be used for electrical conduit, water and sewage.

#### **Economic Benefits**

In recent years, plastic building materials have offered construction contractors cheaper and more durable solutions to building accessories. Plastic materials have captured a large market share in developed countries, but are now just starting to be introduced to developing country markets. With its high level of construction planned for the next decade, Abuja should be an ideal place to benefit from the new technology. PWP expects to create some 89 new jobs once it becomes operational.



Promel, Senegal

### **YAKOOYO AGRİK LTD**

Yakooyo Agrik Ltd. (YAL) is a large commercial farm located in Oyo State, some 340 km north of Lagos.

The farm was purchased in 1983 from the French oil company, Total, by local investors who have since been operating the farm. APDF helped the company devise an expansion/diversification program. Under this program, maize production will expand from 1,000 ha to 1,500 ha, new varieties will be introduced, and a cattle fattening project will be started. As part of the project, YAL will buy some new machinery and rehabilitate its existing equipment.

### **Economic Benefits**

One of YAL's objectives will be to raise maize yields by introducing new sub-soiling techniques, which could help the crop through difficult dry periods in June and July. This could raise the typically low Nigerian yields of around 2.5 t/ha to about 3.5 t/ha. The cattle fattening project will ensure the delivery of better quality beef to local markets. In

total, some 57 new full-time jobs will be created by the expansion project, in addition to opportunities for casual laborers.

### **ABPLAST**

Abplast PLC is an established producer of plastic products for both the household and industrial markets in Nigeria. The company undertook a modest expansion program in 1993 using funds from the World Bank SME line. However, there are new market opportunities for larger products, especially large jerrycans, and the company is proposing to buy a new blow-moulding machine and associated molds. The company will also buy a larger capacity generator and enlarge its workshop.

### **Economic Benefits**

Abplast's factory is located in Ogun State, north of Lagos. The company's investment program will increase employment in a rural area where there is little other industrial activity. In

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## SENEGAL

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### **PROMEL S.A.**

PROMEL is a new company established in Dakar that will process seafood for export to European markets. In August 1994, PROMEL purchased the assets of a company that was being liquidated in the Dakar Free Zone. By buying raw seafood from local fishermen, PROMEL expects to process and sell some 540 tons of seafood in 1995, rising to 825 tons by 1997. Export sales by 1997 are expected to reach US\$2.9 million.

### **Economic Benefits**

With this project, PROMEL will create 26 new full-time jobs in the Dakar area, and between 70 and 115 part-time jobs, depending on the season. With export sales expected to be nearly US\$3.0 million annually, the company will be one of the major exporters from the Dakar region.

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## TANZANIA

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### **MALIK'S REFRACTORY BRICKS LTD.**

A start-up venture to produce a range of high quality building products, starting with concrete roof and floor tiles, with possible subsequent diversification.

### **Economic Benefits**

The project is expected to create approximately 40 new jobs.

### **TANZANIA TEA PACKERS LTD.**

A start-up venture to blend, package and market Tanzania tea for the domestic and export markets.

### **Economic Benefits**

The project is expected to generate net foreign exchange earnings of approximately US\$2 million per year and to create approximately 95 jobs in a rural area.

### **SONGORO MARINE**

Expansion of an existing passenger and cargo transport business on Lake Victoria, involving the introduction of new routes.

### **Economic Benefits**

The project will greatly improve the movement of people and goods in the area. This will result in increased commercial activity, particularly in agricultural products, and a general improvement in economic development. The project will also create 17 jobs.

### **CONTINENTAL FLOWERS LTD.**

This is a start-up venture to produce 2 ha of roses initially, expanding to 3 ha in the third year, for export to the European Union. The project will produce 4.3 million stems a year of three proven varieties of high quality flowers.

### **Economic Benefits**

Net foreign exchange earnings: US\$9.6 million per year. Employment generated: approximately 30 permanent new jobs. Women in development: about two thirds of the jobs would be for women.

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## UGANDA

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### **TROPICAL FLOWERS LTD.**

This is a start-up venture to produce 3 ha of roses for export to the European Union. The project will produce 4.4 million stems of three proven varieties of high quality flowers.

#### **Economic Benefits**

Net foreign exchange earnings US\$0.5 million p.a.  
Employment generated:  
114 permanent jobs;  
another 200 temporary jobs during peak periods.  
Women in development:  
more than 60% of the jobs would be for women.  
Two of the sponsors are women, one of whom will be actively involved in the project management.

### **GLOCA INVESTMENTS LIMITED**

Development of facilities for the growing of oyster mushrooms for export to Europe. The project would also involve supplying planting material and extension services to outgrowers and buying and marketing the produce.

#### **Economic Benefits**

Project will create 10 permanent jobs. In addition it will provide income and job opportunities to more than 1,000 outgrower families. The Managing Director is a woman and the other 9 employees will also be women. Practically all the outgrowers will be women. The developmental impact on these rural, very low income women will be quite substantial. Foreign exchange earnings has been estimated at about US\$74,000 per year.

### **JOSEPH MATOVE & CO. LTD.**

The aim here is to expand and upgrade the operations of a company involved in buying bird's eye chilies from outgrowers and exporting them to Europe. Outgrowers will be provided with inputs and extension services and will produce for the company.

#### **Economic Benefits**

The project will provide approximately 800 families in the Resettlement Scheme with a source of income. Annual foreign exchange earnings of US\$600,000 are expected. The project will

assist in re-establishing Uganda as a producer of high quality chilies and in diversifying the country's non-traditional exports.

### **NBA ROSES**

This is a start-up venture to initially produce 2 ha of roses for export to the European Union. When fully operational, the project will produce 5 million stems of three proven varieties of high quality flowers.

#### **Economic Benefits**

Net foreign exchange earnings US\$0.5 million p.a.;  
employment generated:  
118 permanent jobs;  
another 200 temporary jobs during peak periods.  
Women in development:  
most of the jobs would be for women.

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## ZAMBIA

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### **CASDA INTERNATIONAL LTD**

Construction of ponds for the farming of freshwater crayfish and tilapia. Initially 5 ha of ponds will be developed. At full capacity the project will produce about 14 tons of crayfish and 40 tons of tilapia annually.

**Chira Flora Flower Project,  
Zimbabwe**



**Economic Benefits**

At full production, the project will earn about US\$280,000 in foreign exchange and provide employment for about 30 people in a rural area. The project will spearhead a new industry in Zambia.

**ZIMBABWE**

**CHIRA FLORA FLOWER PROJECT**

Expansion of a 1 ha flower garden to grow 1 additional ha of roses. Two new varieties of roses are proposed to be grown for export to Holland.

**Economic Benefits**

1. Export of agricultural produce (flowers).
2. Introduction of new variety of roses to the country.
3. Creation of 15 new jobs.
4. Promotion of a woman entrepreneur.
5. Foreign exchange earnings of approximately US\$800,000 per year at full capacity.

**SABLE SAFARIS (PRIVATE) LIMITED**

The upgrading of two existing safari camps and the construction of two new camps. These camps are located in both government and privately-owned game parks and have a total of 70 beds.

**Economic Benefits**

80 people will be employed, including 10 at the Head Office. Once the 70% foreign occupancy rate is achieved, Sable is projected to reach foreign exchange earnings of US\$1 million per annum and to play a significant role at the upper level of Zimbabwe's tourist market.

**BARKUS PLASTICS**

Expansion of an existing blow-molding operation by acquiring four additional blow-molding machines and upgrading the utilities.

**Economic Benefits**

The project will provide additional jobs for 10 people and contribute about US\$1.0 million by way of taxes over a ten year period.

**ZIMUNHU FARM**

Expansion of existing farming activities including the cattle farm and the start-up and development of a piggery.

**Economic Benefits**

The project will provide employment for about 60 workers and contribute to the development of the national cattle livestock that was depleted by the drought in 1992/93. At full production, the project will generate sales of US\$0.286 million per year through the trade of pigs, cattle, cotton, maize, tobacco, paprika and sorghum.

# Annex 3

## SUMMARY OF PROJECTS COMPLETED BY COUNTRY

From Inception to December 31, 1994

Country	No. of Projects	Project Cost*	Financing Raised through APDF			Jobs Created	Estimated Export Sales*
			Equity*	Loans*	Total*		
Angola	2	0.9	0.0	0.1	0.1	25	0.0
Benin	2	2.5	0.1	1.4	1.5	252	3.3
Botswana	9	45.6	7.9	30.2	38.1	915	9.5
Burundi	2	1.6	0.4	0.7	1.1	105	0.0
Cameroon	2	5.2	0.0	3.7	3.7	104	3.0
Cape Verde	3	4.6	0.1	2.7	2.8	41	0.4
Côte d'Ivoire	17	18.4	2.7	9.1	11.8	1,049	8.0
Comoros	1	0.8	0.0	0.5	0.5	19	0.0
Ethiopia	2	2.7	0.0	1.8	1.8	304	4.3
Gabon	2	2.8	2.4	0.3	2.7	21	0.0
Gambia	5	7.5	1.1	3.9	5.0	509	5.5
Ghana	28	49.9	1.0	30.9	31.9	3,724	35.3
Guinea	6	4.2	0.1	2.6	2.7	191	4.4
Kenya	25	61.5	5.3	33.2	38.5	2,463	8.2
Madagascar	15	17.3	0.7	6.6	7.3	784	2.1
Malawi	9	3.8	0.3	2.4	2.7	563	3.0
Mali	3	4.2	0.0	4.3	4.3	271	1.0
Mauritania	3	3.4	0.0	2.2	2.2	78	0.9
Mauritius	4	2.5	0.5	1.6	2.1	213	0.9
Mozambique	3	3.5	1.7	1.5	3.2	366	0.1
Nigeria	8	10.4	0.2	6.4	6.6	414	1.0
Rwanda	2	2.0	0.2	0.7	0.9	74	1.7
Senegal	2	1.9	0.0	0.9	0.9	66	3.4
Sudan	3	7.0	1.2	4.1	5.3	305	4.2
Swaziland	1	0.7	0.3	0.3	0.6	21	1.0
Tanzania	14	18.5	4.8	8.3	13.1	1,399	8.2
Uganda	15	15.7	2.9	7.4	10.3	2,018	4.0
Zambia	4	7.7	0.2	3.3	3.5	84	1.9
Zimbabwe	10	8.2	1.3	3.3	4.6	210	3.4
<b>TOTAL (29 countries)</b>	<b>202</b>	<b>315.0</b>	<b>35.4</b>	<b>174.4</b>	<b>209.8</b>	<b>16,588</b>	<b>118.7</b>

\* in US\$ millions equivalent

# Annex 4

## PROJECTS FUNDED BY THE FMO TECHNICAL ASSISTANCE FUND

From Inception to December 31, 1994

(in US Dollars)

Project Name	Sector	Country	APDF Office	Technical Assistance Budget		
				Gross	Funded by Sponsor	Funded by FMO
DOCI-Fabrica de Drops & Caramelos, Lda.	Agro-Industrial	Cape Verde	Abidjan	36,000	17,700	18,300
Meskel Flowers	Agriculture	Ethiopia	Nairobi	49,000	25,700	23,300
Astek Fruit Processing	Manufacturing	Ghana	Abidjan	74,000	36,430	37,570
Vims Farms Ltd.	Agriculture	Ghana	Abidjan	30,000	15,000	15,000
BMK Ltd.	Manufacturing	Ghana	Abidjan	159,500	105,000	54,500
Afariwaa Farms	Agriculture	Ghana	Abidjan	43,300	31,500	11,800
Gabeli Farm Ltd.	Agriculture	Kenya	Nairobi	30,000	21,040	8,960
Hôtel Halima	Tourism	Mauritania	Abidjan	85,000	42,500	42,500
Shad Bakery	Food Processing	Mauritius	Nairobi	60,000	30,000	30,000
Best Foods	Manufacturing	Nigeria	Abidjan	108,000	54,000	54,000
Abplast Products PLC	Manufacturing	Nigeria	Abidjan	97,000	48,500	48,500
Diamare Yankari Natural Spring Water Co. Ltd.	Manufacturing	Nigeria	Abidjan	184,000	134,000	50,000
Hoopoe Adventure Tours	Tourism	Tanzania	Nairobi	84,000	49,000	35,000
Tanzania Tea Packers	Agro-Industrial	Tanzania	Nairobi	48,000	24,000	24,000
Malik's Refractory Bricks	Manufacturing	Tanzania	Nairobi	50,000	25,000	25,000
Retrofit	Manufacturing	Zimbabwe	Harare	11,000	5,500	5,500
Surgimed	Medical	Zimbabwe	Harare	5,400	3,070	2,330
<b>TOTAL (17 projects in 9 countries)</b>				<b>1,154,200</b>	<b>667,940</b>	<b>486,260</b>

# Annex 5

## SOURCES OF FINANCING RAISED BY APDF

For Projects Completed from January 1 to December 31, 1994

### NAIROBI OFFICE

Country	Project	Source: Institution	Amount (US\$ thousands)
Kenya	East African Coast Fisheries	Kenya Commercial Bank	100
Kenya	Jacaranda Hotel	Dev. Finance Company of Kenya	2,000
		PTA Bank	500
Madagascar	Karib Hotel	IFC/AEF	360
		BTM Bank	260
		NY Havana Insurance Co.	85
Madagascar	Indosuma I	BTM Bank	810
Madagascar	Ecosam	BTM Bank	192
Tanzania	Malik's Refractory	Tanzania Venture Capital Fund	140
		Shareholders' Loan	50
Tanzania	Tanzania Tea Packers	Tanzania Venture Capital Fund	250
		Standard Chartered Bank	77
Tanzania	Songhoro Marine	Tanzania Venture Capital Fund	240
		Shareholders' Loan	64
Tanzania	Contiflora Flowers	East African Development Bank	550
		Tanzania Venture Capital Fund	387
Uganda	Tropical Flowers	Dev. Finance Company of Uganda	350
		East African Development Bank	350
Uganda	Gloca Investments	USAID/EPADU	57
Uganda	Joseph Matovu & Co.	USAID/EPADU	84
Uganda	NBA Roses	Uganda Development Bank	500
		Greenland Bank	240
<b>TOTAL (13 projects)</b>			<b>7,646</b>

### HARARE OFFICE

Country	Project	Source: Institution	Amount (US\$ thousands)
Angola	Flecol	FAEN	30
Mozambique	Emplama	Gov't. of Mozambique	712
Zambia	Casda International	Development Bank of Zambia	400
Zimbabwe	Barkus Plastics	ZimBank	50
		Barclays Bank	50
Zimbabwe	Sable Safaris	IFC/AEF	400
Zimbabwe	Chira Flora Flowers	Zimbabwe Development Bank	300
Zimbabwe	Zimunhu	-	0
<b>TOTAL (7 projects)</b>			<b>1,942</b>

Continued on next page

# Annex 5

Continued

## SOURCES OF FINANCING RAISED BY APDF

For Projects Completed from January 1 to December 31, 1994

### ABIDJAN OFFICE

Country	Project	Source: Institution	Amount (US\$ thousands)
Cameroon	Isis Osiris Center	CCAR	80
		CCEI, DEG (guarantee)	36
		Supplier's Credit	32
Cape Verde	Cabtur Hotel	CECV (Caixa Economica de Cabo Verde)	471
Gambia	Kerr Kande Poultry	IFC/AEF	250
		Continental Bank	100
Gambia	Lyefish Company	IFC/AEF	360
		Standard Chartered	150
Ghana	Divine Seafood	DANIDA	579
		CDC	333
Ghana	Polytex II	Standard Chartered	342
Ghana	Insu Water	Merchant Bank	147
Ghana	Topack	DEG	1,000
Ghana	Alugan	IFC/AEF	264
		Merchant Bank	150
		Barclays Bank	800
		Econbank	48
		Leasafric	48
Ghana	Rab Timber	Gov't. of Ghana	382
		NIB (National Investment Bank)	400
		UIBG	280
Guinea	Hotel Cora	BPMG	280
Guinea	Delicia S.A.	IFC/AEF	359
		PROPARCO	170
		UIBG	255
		IFC/AEF	955
Mali	SMPH (Grand Hotel)	PROPARCO	367
		BDM	588
		BOA & BIAO (Bridge Financing)	
		NIDB (Nigerian Ind. Development Bank)	1,365
Nigeria	Yakooyo Farms	NACB (Nigerian Agric. and Cooperative Bank)	727
Nigeria	Abplast	Ventures & Trusts/EIB	772
Senegal	Promel	CBAO	463
<b>TOTAL (19 projects)</b>			<b>12,553</b>

# Annex 6

## NAIROBI AND HARARE OFFICES: PROJECT PIPELINE

	December 31, 1994			Dec. 31, 1993
	Active (1)	Pipeline (2)	Total	Total
<b>Nairobi Office</b>				
Burundi	0	0	0	1
Comoros	0	0	0	0
Djibouti	0	0	0	1
Ethiopia	0	2	2	5
Eritrea	0	0	0	1
Kenya	3	1	4	5
Madagascar	6	1	7	8
Mauritius	2	0	2	1
Rwanda	0	0	0	0
Seychelles	0	0	0	2
Somalia	0	0	0	0
Sudan	0	0	0	0
Tanzania	4	0	4	5
Uganda	3	3	6	9
<b>Total Eastern Africa</b>	<b>18</b>	<b>7</b>	<b>25</b>	<b>38</b>
<b>Harare Office</b>				
Angola	0	0	0	1
Botswana	0	0	0	0
Lesotho	2	0	2	2
Malawi	2	0	2	0
Mozambique	3	3	6	6
Namibia	0	1	1	1
Swaziland	0	0	0	1
Zambia	2	1	3	4
Zimbabwe	10	2	12	10
<b>Total Southern Africa</b>	<b>19</b>	<b>7</b>	<b>26</b>	<b>25</b>
<b>TOTAL EASTERN AND SOUTHERN AFRICA</b>	<b>37</b>	<b>14</b>	<b>51</b>	<b>63</b>

(1) Active projects are those on which APDF is currently working.

(2) Pipeline projects are those which appear viable but which have not yet received APDF assistance due to staff constraints.

Continued on next page

# Annex 6

Continued

## ABIDJAN OFFICES: PROJECT PIPELINE

	December 31, 1994			Dec. 31, 1993
	Active (1)	Pipeline (2)	Total	Total
<b>Western Africa</b>				
Benin	1	0	1	1
Burkina Faso	1	0	1	0
Cape Verde	0	3	3	1
Côte d'Ivoire	4	1	5	7
Equatorial Guinea	0	0	0	0
Gambia	0	1	1	3
Ghana	16	12	28	22
Guinea	2	0	2	4
Guinea Bissau	0	0	0	0
Liberia	0	0	0	0
Mali	2	1	3	3
Mauritania	0	0	0	0
Niger	0	0	0	0
Nigeria	10	3	13	14
Sao Tome and Principe	0	0	0	0
Senegal	0	0	0	2
Sierra Leone	1	2	3	0
Togo	0	0	0	1
Zaire	0	0	0	0
<b>Total Western Africa</b>	<b>37</b>	<b>23</b>	<b>60</b>	<b>58</b>
<b>Central Africa</b>				
Cameroon	4	8	12	7
Central African Republic	0	0	0	0
Chad	0	2	2	0
Congo	0	1	1	0
Gabon	1	0	1	1
<b>Total Central Africa</b>	<b>5</b>	<b>11</b>	<b>16</b>	<b>8</b>
<b>TOTAL WESTERN AND CENTRAL AFRICA</b>				
	<b>42</b>	<b>34</b>	<b>76</b>	<b>66</b>

(1) Active projects are those on which APDF is currently working.

(2) Pipeline projects are those which appear viable but which have not yet received APDF assistance due to staff constraints.

# Annex 7

## DONORS' COMMITMENTS AND PAYMENTS TO APDF

At December 31, 1994

(US\$ millions)

Agency/Country	APDF 1 (Note 7)	APDF 2					
		Commitments			Payments		
		Untied (Note 8)	Tied (Note 9)	Total	Untied (Note 8)	Tied (Note 9)	Total
UNDP (Note 1)	2.5	7.6	–	7.6	6.7	–	6.7
AfDB	1.0	3.0	–	3.0	3.0	–	3.0
IFC (Note 2)	2.0	6.4	–	6.4	6.4	–	6.4
Belgium*	0.7	0.7	–	0.7	0.6	–	0.6
Canada*	0.8	1.7	–	1.7	1.7	–	1.7
Denmark (Note 3)	0.5	1.0	2.0	3.0	1.0	0.5	1.5
Germany*	1.7	–	0.6	0.6	–	0.2	0.2
Finland	0.5	1.2	–	1.2	1.2	–	1.2
France*	1.6	2.5	–	2.5	1.9	–	1.9
Italy	1.0	0.0	–	0.0	0.0	–	0.0
Japan	1.2	2.0	–	2.0	1.6	–	1.6
Netherlands* (Note 4)	0.7	1.4	1.1	2.5	1.4	0.5	1.9
Norway* (Note 5)	0.5	0.9	1.1	2.0	0.9	1.1	2.0
Portugal	0.0	–	0.4	0.4	–	0.4	0.4
Sweden	0.5	1.2	–	1.2	0.5	–	0.5
Switzerland	0.5	0.6	–	0.6	0.6	–	0.6
United Kingdom*	0.5	1.5	–	1.5	1.2	–	1.2
United States (Note 6)	2.1	6.0	3.6	9.6	4.6	1.1	5.7
<b>GRAND TOTAL</b>	<b>18.3</b>	<b>37.7</b>	<b>8.8</b>	<b>46.5</b>	<b>33.3</b>	<b>3.8</b>	<b>37.1</b>

\* Commitments were made in national currencies.

### Notes

(1) Commitments to APDF II includes US\$0.6 million APDF user fees returned to the Facility.

(2) Commitments to APDF II includes US\$0.4 million excess investment/interest income returned to the Facility.

(3) Commitments to APDF II includes US\$2.0 million Danish Technical Consultants Fund.

(4) Commitments to APDF II includes US\$1.1 million (NLG 2.1 million) FMO Technical Assistance Fund.

(5) Commitments to APDF II includes US\$1.1 million intended for assistance to African women entrepreneurs.

(6) Commitments to APDF II includes US\$0.7 million for Uganda and US\$2.9 million for Ghana.

(7) All commitments were fully paid in October 1992. In November 1992, IFC submitted a final report to the UNDP declaring APDF I financially closed.

(8) Untied commitments are funds available for APDF's general expenditures.

(9) Tied commitments are funds tied for use for specific countries, activities or consultants.

# Annex 8

## OPERATING EXPENDITURES FOR THE 12 MONTHS ENDED DECEMBER 31, 1994

At December 31, 1994

(US\$ thousands)

	1994		Expenditures	Expenditures
	Budget	Expenditures	1993	Inception to Dec. 31, 1992
		(Note 1)	(Note 2)	(Note 3)
<b>Salaries and Benefits</b>				
Core Staff	3,145	3,053	2,929	15,300
Support Staff	578	463	539	2,693
Total Salaries and Benefits	3,723	3,516	3,468	17,993
<b>Consultant Costs</b>	1,286	1,580	1,429	11,745
<b>Operating Costs</b>				
Operational Travel	539	411	531	3,261
Agency Costs	559	497	447	3,083
Equipment	52	43	155	1,355
Office Expenses	636	270	630	4,194
Total Operating Costs	1,786	1,221	1,763	11,893
<b>GRAND TOTAL</b>	<b>6,795</b>	<b>6,317</b>	<b>6,660</b>	<b>41,631</b>
Of Which:				
Field Offices' costs	6,061	5,620	6,011	37,260
Headquarters' costs	734	697	649	4,371
Total	6,795	6,317	6,660	41,631
<b>NO. OF PROJECTS COMPLETED</b>		<b>39</b>	<b>33</b>	<b>130</b>
<b>AVG. COST PER PROJECT COMPLETED AT FULL COST</b> (in US\$ thousands)		<b>162</b>	<b>202</b>	<b>320</b>

### Notes

(1) These figures are still subject to review and approval by the UNDP.

(2) Based on expenditure figures submitted to and approved by the UNDP.

(3) The figures in this column are based on the figures indicated in the UNDP Mid-Term Evaluation Report dated April 1993 and are presented here for purposes of comparison with APDF's effort to reduce the average cost of completing a project.

# Annex 9

## APDF HIGHER LEVEL STAFF AT DECEMBER 31, 1994

### *Project Coordinator*

Macodou N'DAW (Senegalese)

### **Abidjan Office**

Robert SHAKOTKO (Canadian), *Regional Manager*

Caroline BENTLEY (British)

Bernard NGASSA-BATONGA (Cameroonian)

Sékou SOUMAHORO (Ivorian)

Thanh VAN TRAN (Canadian)

### **Accra Office**

Thomas DAVENPORT (Canadian)

Henry RABARIJOHN (Malagasy)

Francis TANDOH (Ghanaian)

### **Douala Office**

Claude F. ROUGEOT (French)

### **Harare Office**

John J. THOMPSON (Irish), *Regional Manager*

Robin M. KIMOTHO (Kenyan)

Anil SINHA (Indian)

### **Nairobi Office**

John JAMES (Zimbabwean), *Regional Manager*

Eric A. BAFFOUR (Ghanaian)

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Misheck B. NGATUNGA (Tanzanian)

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