



partner for prosperity

**TICAD V/UNIDO**

***“Investment and Technology Promotion in  
Africa: Case Studies”***

***Yokohama, Japan***

**UNIDO Business and Investment Activities and Networks  
in Africa**

**02 June 2013**



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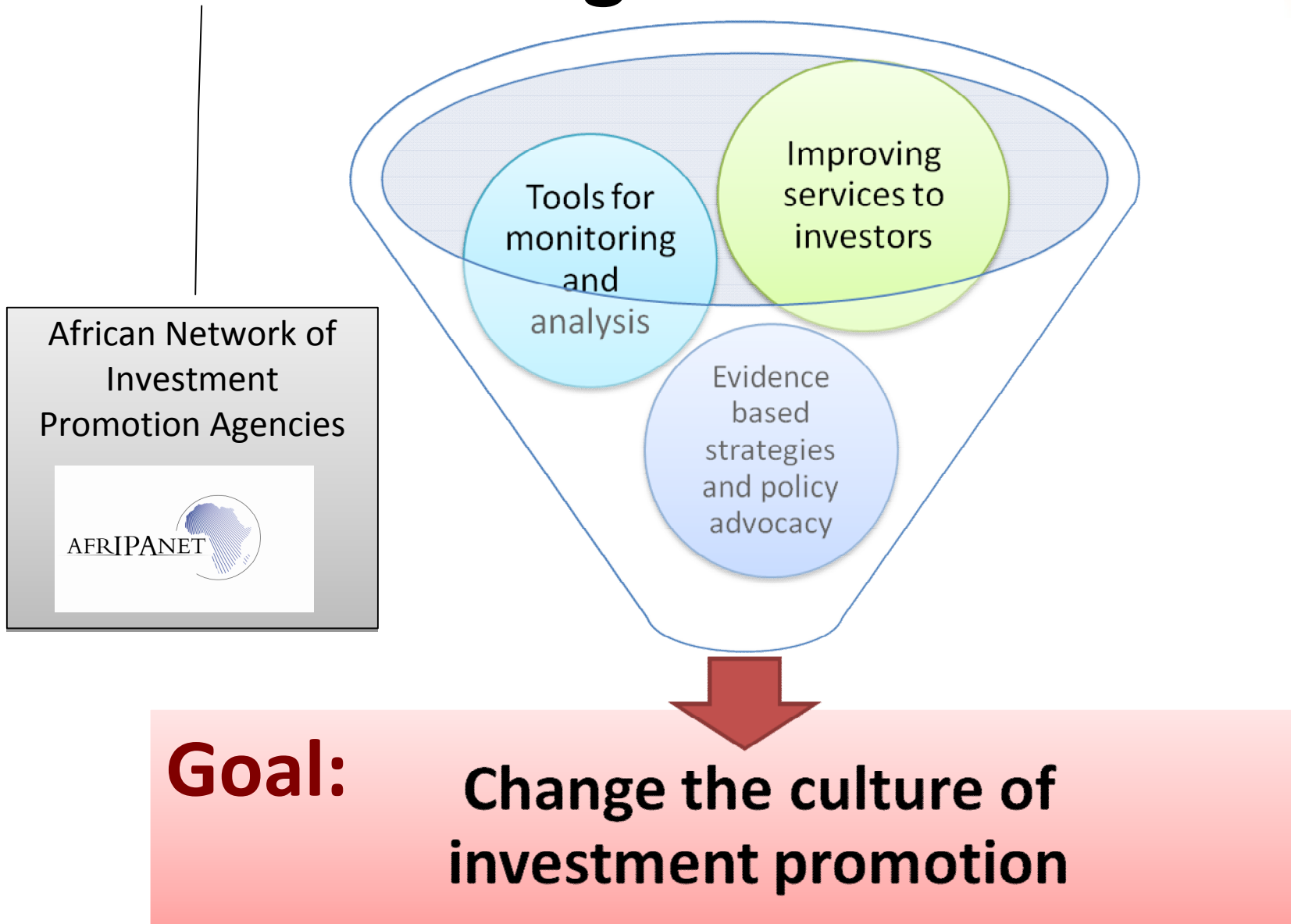
**Regional Investment Promotion  
Programme in Africa**

# WHY this Programme?



- **Diversification** and industrial **structural change**, leading to wealth, **depends on investment**, but on **quality investment with impact**
- **Flow of investments** into productive sectors in many African countries are **below expectations**
- Anticipated **development impact** from foreign investments **not realized**
- National **institutions** involved in investment promotion **not effective**
- **Lack of involvement of private sector**

# AfrIPANet Programme

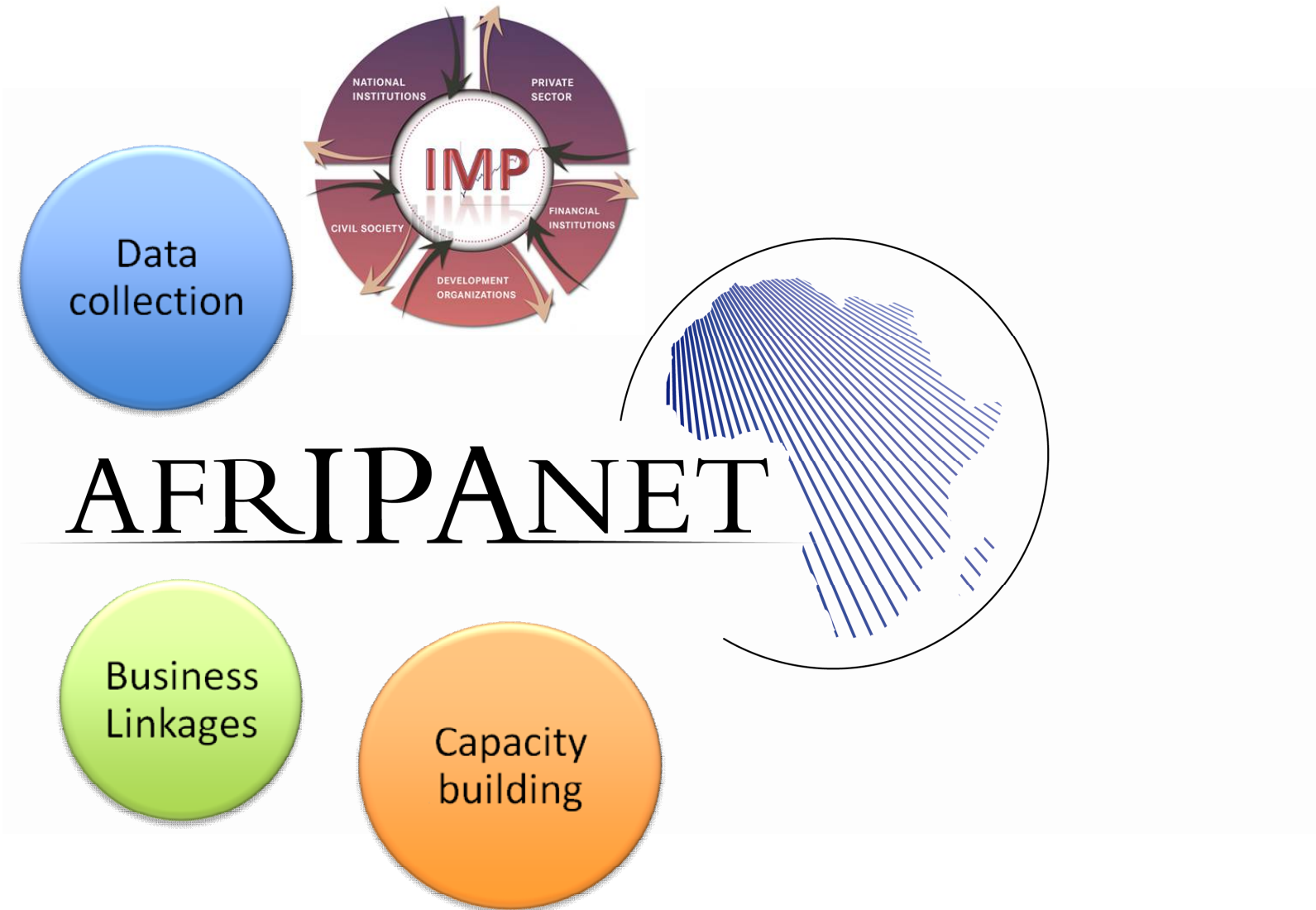




# Programme Validation

- CAMI identified the programme as central to implementation of industrialization strategy (CAMI Declaration 2008)
- EU-Africa Business Forum, 2010 recommended expanding Programme to all of Africa
- CEO conference called it “priority programme” that can facilitate and inform other projects.

# Programme Components





# Types of data available

Investor Characteristics	Performance Measures	Impact Indicators
Size (employment, sales, assets)	Profit, Profit rate before taxes	Employment
Motivation to invest (raw materials, markets, low cost & export)	Growth (investment, employment, sales, exports)	Wages
Market orientation/intention (local, regional, global)	Capacity utilization	Local partners
Ownership (foreign, domestic, JV)	Past and future investment	Local content
Investor Origin (North vs. South, region, country)	Labor and capital productivity	Supplier development
Type of Organization: Transnational corporation (TNC), foreign entrepreneur (FE), Diaspora	Input costs	Training
Sector (main & disaggregated as ISIC)		R&D
		Technology transfer
		Taxes



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**Investment Monitoring Platform**



# Investment Monitoring Platform (IMP)



... to quickly research different types of investors, their performance and development impact.



The screenshot displays the UNIDO Industrial Development Organization's Investment Monitoring Platform. The interface includes a navigation bar with the UNIDO logo, system language settings (English), and a login button. Below the navigation bar, there are links for Home, About, FAQs, and Knowledge base. The main content area is divided into several sections:

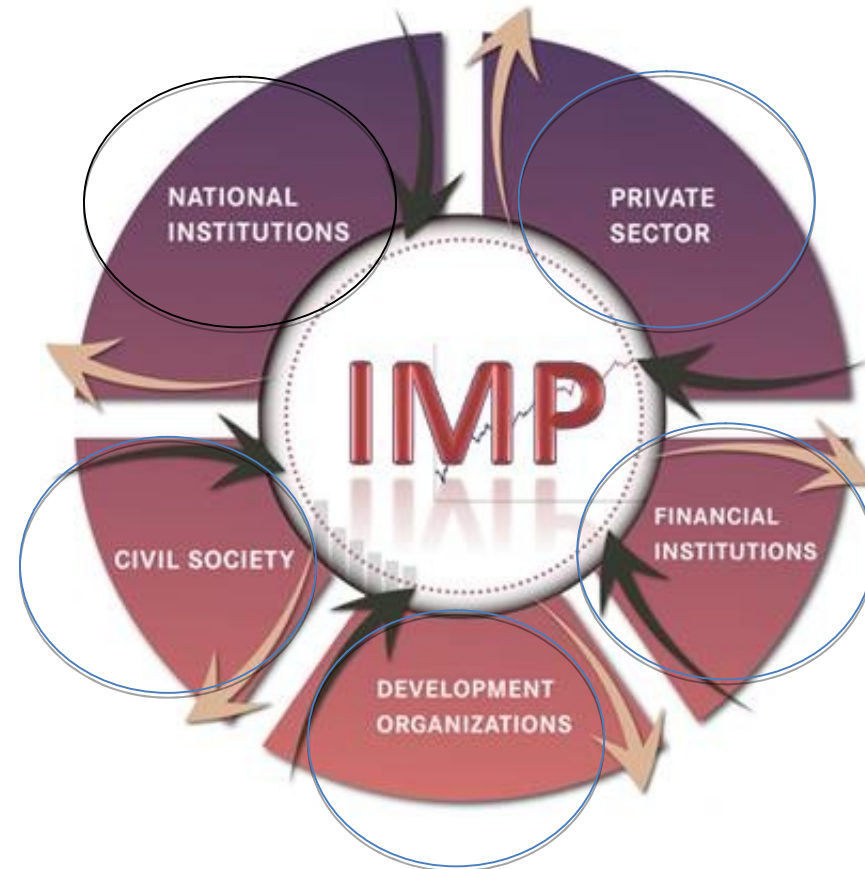
- Survey Group:** Africa Investor Survey. A note indicates that data refers to a surveyed sample only.
- Heatmap:** A map of Africa showing investment data by country. A legend below the map indicates values: 532.1M, 3,514.2M, 6,496.2M, 9,478.3M, and 12,460.3M.
- Filters:** A section for filtering data, including a checkbox for "Do NOT use weights", a "Numeric Variable" dropdown (set to "(Sum) Sales two financial"), and an "Add More Filters" section with a "Select a Variable" dropdown. It also shows "Selected Filters (Reset)" and "No filters applied".
- Country:** A dropdown menu set to "All Countries".
- Ordering:** Options to "Order by Creation Date", "Order by Rating", and "Order by Number of Comments".
- Data Visualizations:** A grid of eight charts and maps, each with a title, creation date, and a star rating. The visualizations include: "Company age and planned new investment of small/medium/large companies", "chart-1", "Cross country comparison of employment growth in Africa", "Country of origin for recent FDI arrivals", "Ethiopia, food and beverage", "Average Tax Payments/Planned new investment/Wage Bill of Domestic and Foreign Companies", "study on employment generation for food and beverage in ethiopia", and "mukera1".
- Right Sidebar:** A section for user interaction, including a "Tour" button, the "Investment Monitoring Platform" logo, "Login" and "Register" buttons, and a "UNIDO Abstracts" link. A "NEWS" section at the bottom states: "There are no news for the countries selected and for the languages you stated you can read."

# Investment Monitoring Platform (IMP)



... to establish a **common data source** for the different stakeholders in the arena of investment;

... and **unite them** around a common shared vision to promote investment



# What is the IMP?



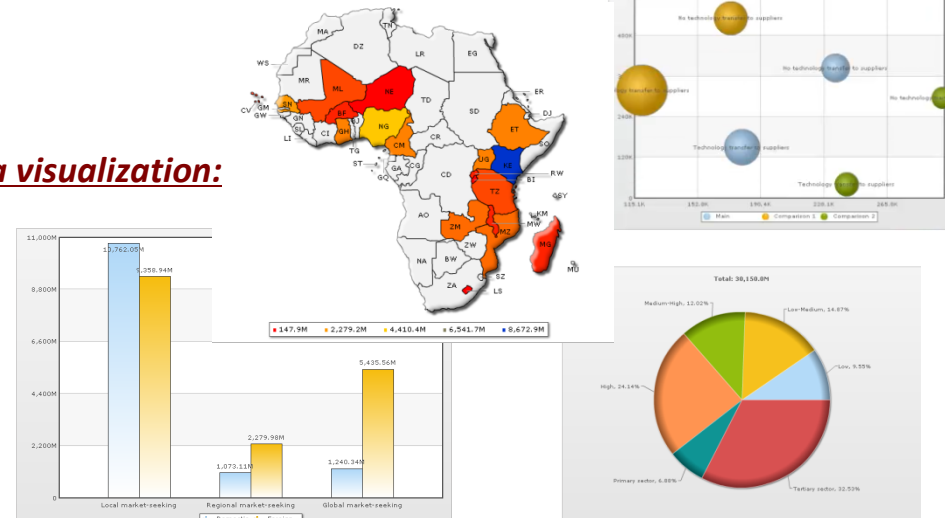
✓ Data **visualization** toolkit (histograms, bar-, pie-, bubble charts, heatmaps).

✓ Platform to **share findings and exchange ideas** on investment; for inter-institutional and public-private dialogue.

✓ **Business Directory** (currently thousands of verified companies and investors operating in Africa).

✓ Service efficiency tools: **Investor Inquiry Messenger, On-line report generator, Newscast**, etc.

## Data visualization:



## Business Directory:

Company Name	Country	City	Web Site	Contact Name	Company Phone	Contact Email	Hot SPA
JAREVIC EXPRESS COURIER LIMITED	Nigeria	UNIKOVAN	www.jarevic.com	OLUWOLE FAYAN	23481812 92319	info@jarevic.com	True
JAS ALUMINIUM CY REPAIRAL	Senegal	UNIKOVAN		OSSE AMY NDIAYE	33827217	abidj@orange.sn	True
DAIRY BUILDERS	Tajikistan	UNIKOVAN		POORHAI	256 22 286352	info@dlc.com	False
DIWISARL	Senegal	UNIKOVAN	www.enh.sn	WILLIAM ROUSE	33827277	contact@enh.sn	True
2 Friends (U) Ltd	Uganda	UNIKOVAN	www.2friends.info	MARK WEDGARY	864 237115	post@2friends.info	True
Africa's Greatest Share Company	Ethiopia	UNIKOVAN		Gulakia Zaccato		addinfo@invest.et	True

## Digital Library/ Knowledge Base:

Showing 1 - 8 of 60 Next Last

**Investissements Prévus et Incitations octroyées à Madagascar par la Structure de Propriété - Partie I**

By plotting planned investment against incentives received and grouping the 230+ interviewed companies in Madagascar according to ownership structure (only foreign, domestic, JV), we observe the expected positive relationship between incentives and planned investment. However, JVs are noticeably ahead of foreign and domestic companies in terms of both variables.

Chart created by: Frederik The  
Creation Date: 10/30/2011

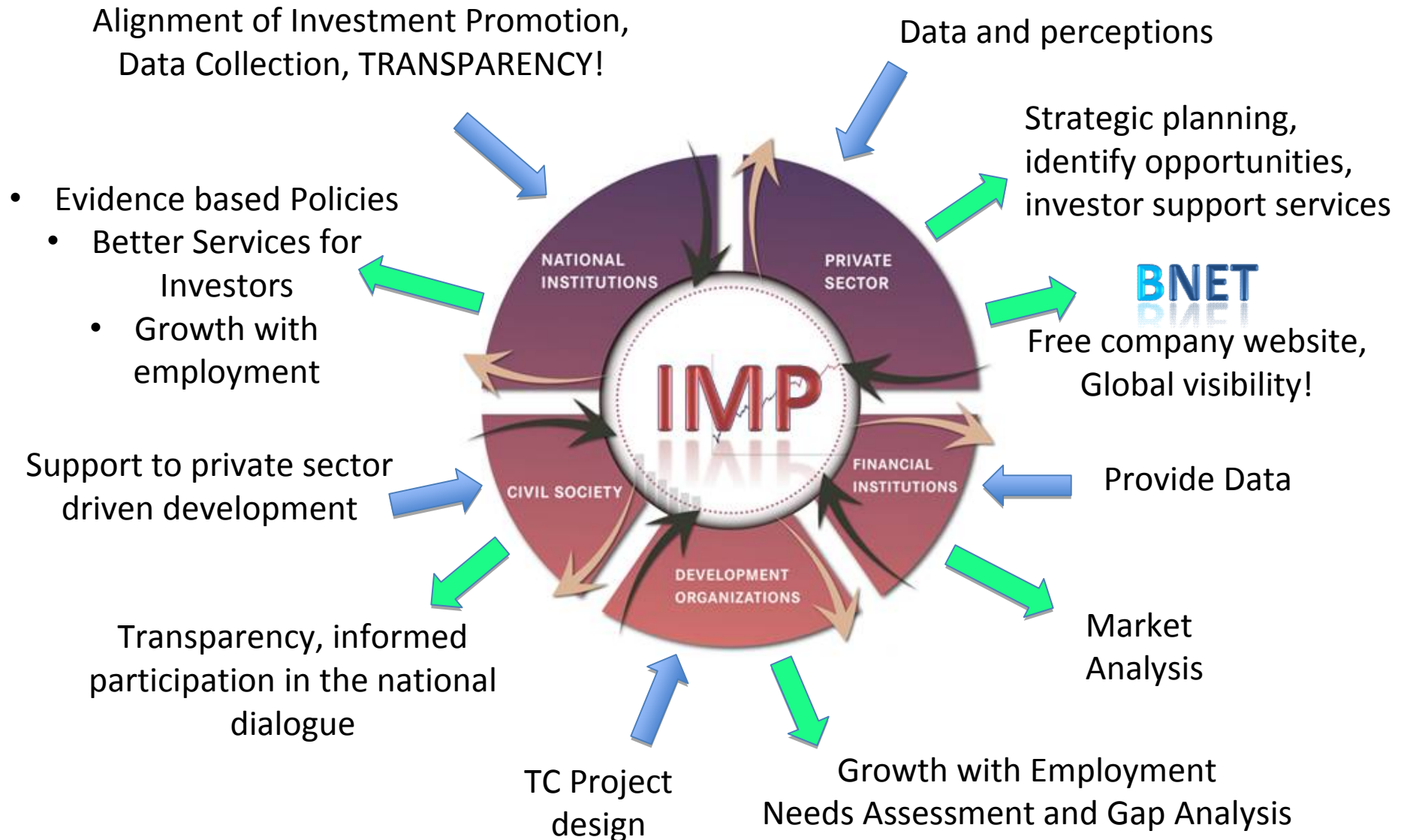
Rating of 4.0 - Rated by 1 users



# Investor as user of IMP

- **Understand differences between countries**
  - Who is going where
  - Which policies are benefiting investor performance
  - Productivity, cost, profitability, incentives, quality of support services
  - Which sectors are strong and developing quickly
  - What attracted other investors to a location
- **Identify business partners**
- **Benchmark their operational indicators against averages**
- **Identify gaps that can provide investment opportunities**
- **Get to know investor perceptions and needs**
- ***CASE STUDY: Japanese companies in Africa***

# Benefits and Inputs of IMP Stakeholders





# Finding business partners

IMP Business Directory

# Access the Business Finder

Click the link top right...



**UNIDO UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

System Language: English Languages I Can Read

cpaparella Logout

Home My Account Companies Administration Use Guides FAQs Knowledge base About

**Explore Survey Data**  
Use our data explorer to analyze over 288 variables for more than 6373 companies, for 19 countries.

**Create Information**  
Upload your files or generate reports with our tools.

**Tanzania (40)** agribusiness (26) capital intensity (1) RECs (2) pumps (1) Berlin ag (3) Investor inquiries (1)  
Food and Beverage Sectors (4) **Mozambique (27)** Kenya comparisons Employment Growth (1) East Africa (4) domestic (3)  
New Investments (1) Kenya (4) Recent investments (1) major investments (1) kenya comparisons (1) agro (1)  
Critical incentive for investment (1) supply chain (1) **Lesotho (27)** Methodology (1) Tanzania Exports (1) Sales (2) Hig tech (1)  
water transport (1) Tanzania technology performance (1) **Madagascar (27)** **Malawi (36)** Food and Beverage Sector (1)  
agriculture (1) Exporters Workshop (9) **SADC (27)** Sample (2) employment growth (6) Testing (1) Uganda (1) COMESA (9)  
number of suppliers (1) Structural Change (3) Productivity (6) Company age (2) Local vs Foreign (1) Company size (2) em (1)  
Total Exports in USD (mean of the sample) (1) Water supply (1) solvency (1) **Zambia (27)**  
Major investment by economic activity in Tanzania (1)

Survey Group: Africa Investor Survey Country: All Countries Search within charts, reports, and others: Search

**Order by Creation Date** Order by Rating Order by Number of Comments

<b>Africa: Country wise sales growth average [%]</b> Creation Date: 5/31/2012 ☆☆☆☆	<b>Export share to India</b> Creation Date: 5/30/2012 ☆☆☆☆	<b>Distribution of the Africa Investment Survey</b> Creation Date: 5/30/2012 ☆☆☆☆	<b>Total Exports by Country</b> Creation Date: 5/30/2012 ☆☆☆☆
Number of companies by Country, Technology and Size	Agribusiness 11: Sales Growth vs. Employment Growth	Agribusiness 11 B: Sales Growth vs. Employment Growth	Agribusiness 11 C: Sales Growth vs. Employment Growth

**Business Directory**  
Our powerful Business Directory lists 4317 suppliers and service providers worldwide.  
[Business Finder](#)

**ABOUT ZAMBIA**

In this text box IPAs can insert text for promotion purposes!  
For more information, please contact: [impsupport@unido.org](mailto:impsupport@unido.org)

**MY PENDING REQUESTS**  
[Request List](#)  
There are no pending requests to be answered  
[Contact an IPA](#)

# Text Search



Simply enter a text string, e.g. **Pharmaceuticals**

UNIDO UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

System Language: English Languages I Can Read cpaparella Logout

Home My Account Companies Administration Use Guides FAQs Knowledge base About

BUSINESS FINDER

[Back to Main Page](#)

Our business directory has 4317 company records and you can search this business directory by entering a company name, a country, a company activity or sector, or any other text in the search field below. If you wish to be more specific about your search you can click on the advanced search button to specify exactly what you're looking for.

Contact Email :

Search :  [Advanced Search](#)

Company Name	Country	City	Web Site	Contact Name	Company Phones	Contact Email	Has IPA
--------------	---------	------	----------	--------------	----------------	---------------	---------

The system retrieves all companies with “Pharmaceuticals” in their name, company description, product descriptions...



# View companies



Click the magnifying glass on the left for details ...

	Company Name	Country	City	Web Site	Contact Name	Company Phones	Contact Email	Has IPA
	Abacus Pharma(africa)ltd	Uganda			B.S Gamesh K	+256/414-25077		Yes
	Agony Pharmaceuticals Ltd	Nigeria			Ubajaka Callitus	+234/1 7915873	calitus_ubajaka@yahoo.cc	Yes
	Amponsah-efah pharmaceuticals ltd	Ghana	KUMASI	<a href="http://www.a-efah.com">www.a-efah.com</a>	Dzifa Amestimey	+233/322061170		Yes
	Asma pharmaceuticals limited	Nigeria			Asma Begum Mirza	+234/802741327	abmirzanignig@yahoo.com	Yes
	Aspee pharmaceuticals ltd	Ghana			Kwame Agyeman	+233/32090443	aspeel@yahoo.com	Yes
	Biodeal Pharmaceuticals	Kenya		<a href="http://www.biodealkenya.com">www.biodealkenya.com</a>	Michael Okumu	+254/20-557808	info@biodeal.co.ke	Yes

# View companies



... and retrieve information through different tabs

COMPANY EDIT

[Return to Company List](#)

This company has been approved and is currently listed in the UNIDO database.

Basic Information | **Contacts** | General Information | Sectors and Products | Logo

**Company/Institution:**  
Amponsah-efah pharmaceuticals ltd

**Company Description :**  
Efpac, Rowex syrup antitussif, Citro-c

**Address :**  
KUMASI, 6462, BEHIND GHANA WOOD SAWMILL LIMITED

**City :**  
KUMASI

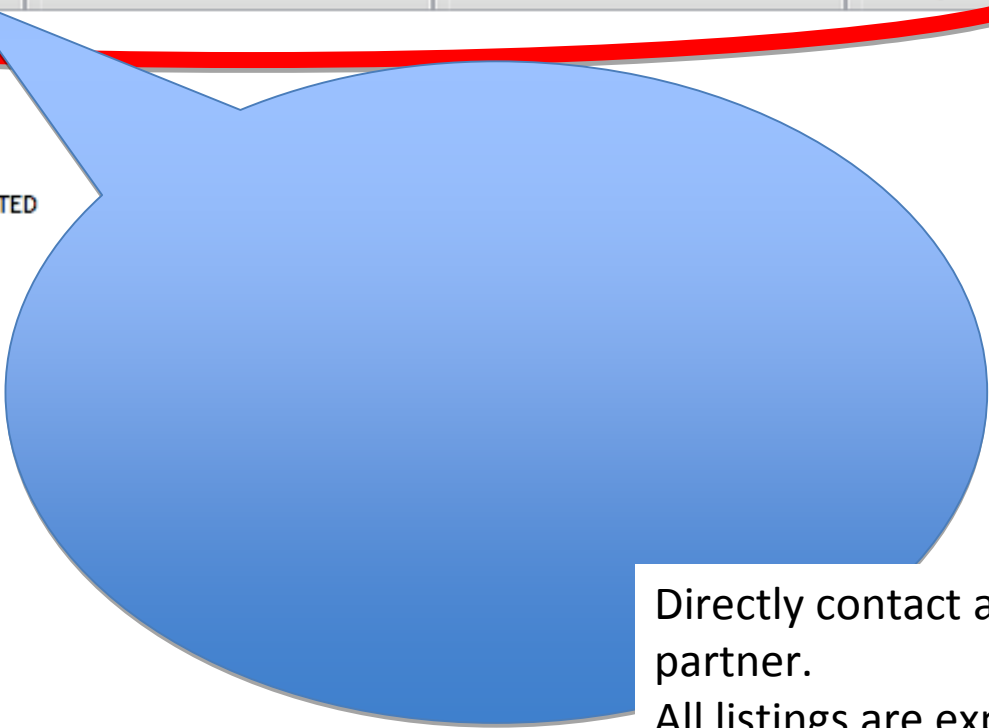
**State :**  
UNKNOWN

**Postal Code :**  
00000

**Country :**  
Ghana

**Web site :**  
www.a-efah.com

**State :**  
Approved




Directly contact a business partner.  
All listings are explicitly approved through the survey.

# Advanced Search



Click the link next to the search box

 UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

System Language: English Languages I Can Read  
cpaparella Logout

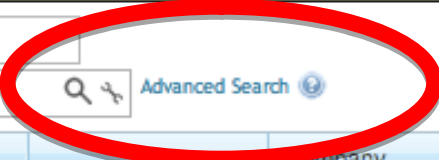
Home My Account Companies Administration Use Guides FAQs Knowledge base About

**BUSINESS FINDER**

[Back to Main Page](#)

Our business directory has 4317 company records and you can search this business directory by entering a company name, a country, a company activity or sector, or any other text in the search field below. If you wish to be more specific about your search you can click on the advanced search button to specify exactly what you're looking for.

Contact Email :

Search :   Advanced Search

Company Name	Country	City	Web Site	Contact Name	Company Phones	Contact Email	Has IPA
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# Advanced Search

Select various criteria: company size, sectors, ownership

**ADVANCED SEARCH**

Company/Institution:

Company Description :

Company Country :  
Uganda

City :

Contact :

Total Number of Employees :  
80

Year Established :  
1999

Total Assets :  
Equal To

Ownership Type :  
Joint Venture

Stock Market Listing :  
 None Specified

Company Exports :  
 None Specified

General Company Sector (ISIC) :  
Type ISIC Code or description...

Specific Company Sectors (ISIC) :  
(D154) Manufacture of other food products

General Company Product (UNSPSC) :  
(50323445) Dried italia grapes

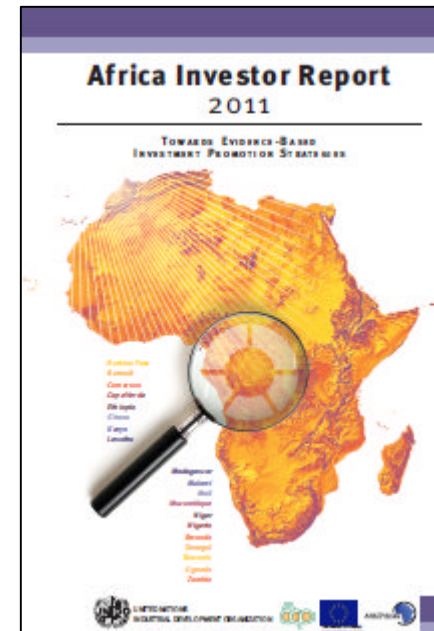
Specific Company Products (UNSPSC) :  
Type UNSPSC Code or description...

**The system retrieves all companies that match all selected criteria.**

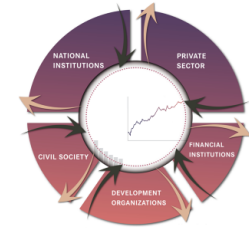


Burkina Faso  
Burundi  
Cameroon  
Cape Verde  
Ethiopia  
Ghana  
Kenya  
Lesotho

Madagascar  
Malawi  
Mali  
Mozambique  
Niger  
Nigeria  
Rwanda  
Senegal  
Tanzania  
Uganda  
Zambia



# Findings about Investment in Africa

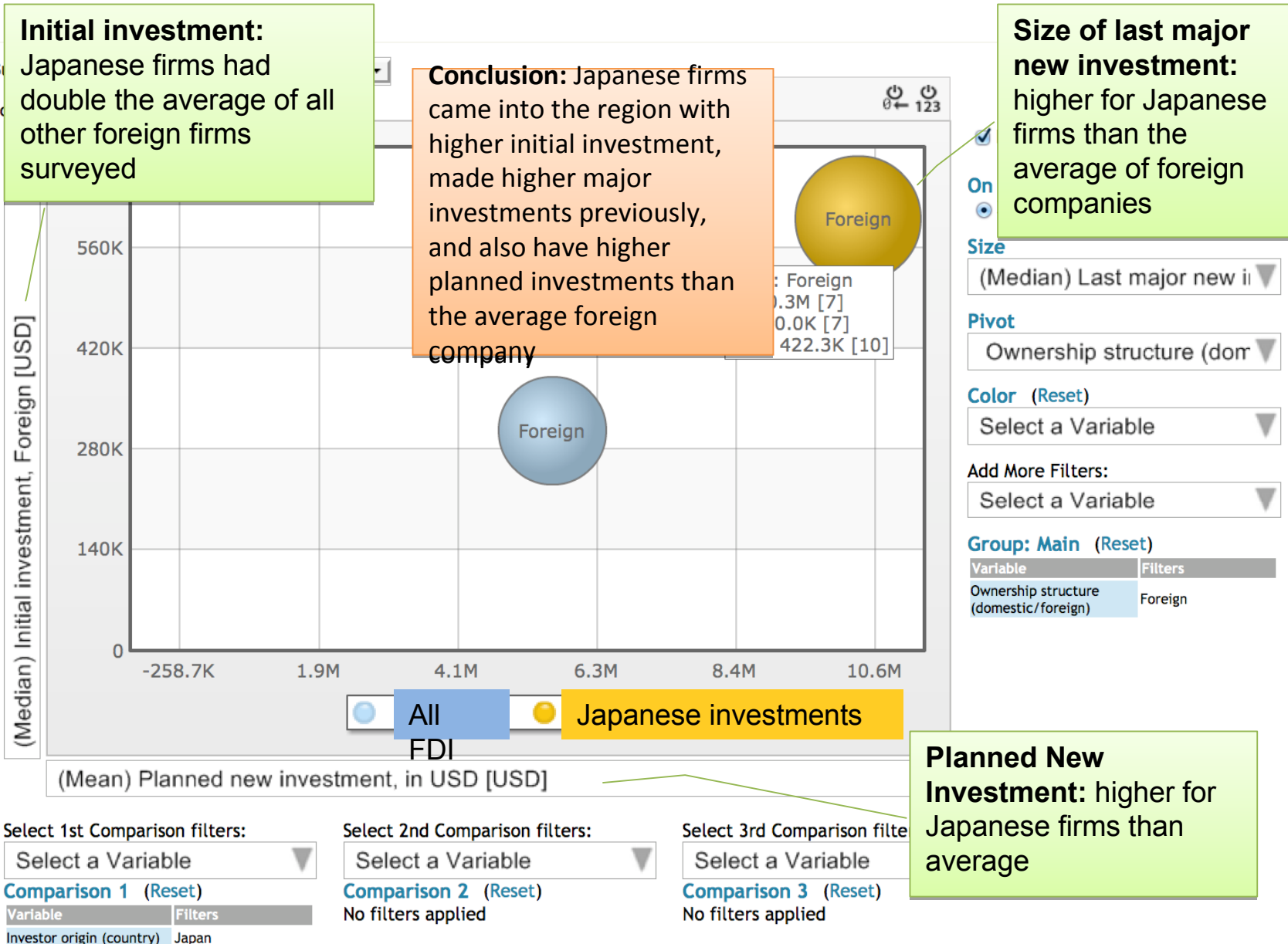


# Japanese Investors in Africa

Discoveries from UNIDO's  
Africa Investor Survey

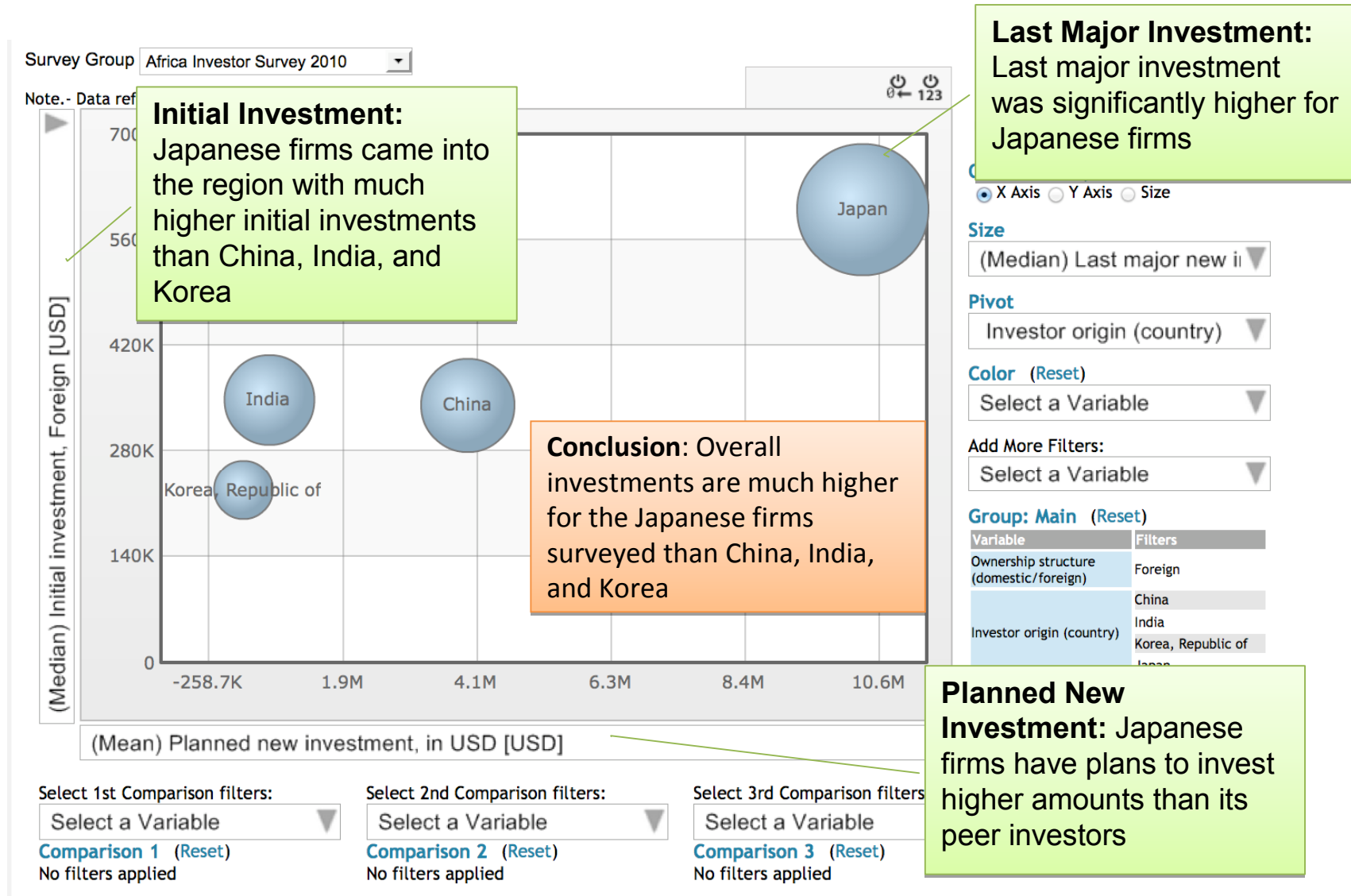
<b>Company Characteristics</b>	<b>Count</b>
<b>Country Locations</b>	
Tanzania	3
Zambia	2
Kenya	2
Uganda	2
Cameroon	1
Malawi	1
Nigeria	1
<b>ISIC Subsector groups</b>	
Food, beverages and tobacco products	1
Paper and paper products	1
Rubber and plastics	1
Automobile, machinery and equipment	1
Office and electrical machinery; communication equipment; medical instruments	1
Trading companies	4
Hotels and restaurants	1
ICT	1
Consultancy and other services	1
<b>Company age</b>	
0-5 yrs	1
6-10 yrs	3
11-20 yrs	3
21 yrs	4
<b>Company size, Fixed assets</b>	
Small (< 100,000 USD)	2
Medium (100,00 to 1,000,000 USD)	4
Large (> 1,000,000 USD)	5
<b>Organizational structure</b>	
Wholly-owned Enterprises - TNC	6
Wholly-owned Enterprises - Foreign Entrepreneurs	4
Joint Ventures - Foreign Entrepreneurs	2

# Investment: Initial, Last Major, Planned

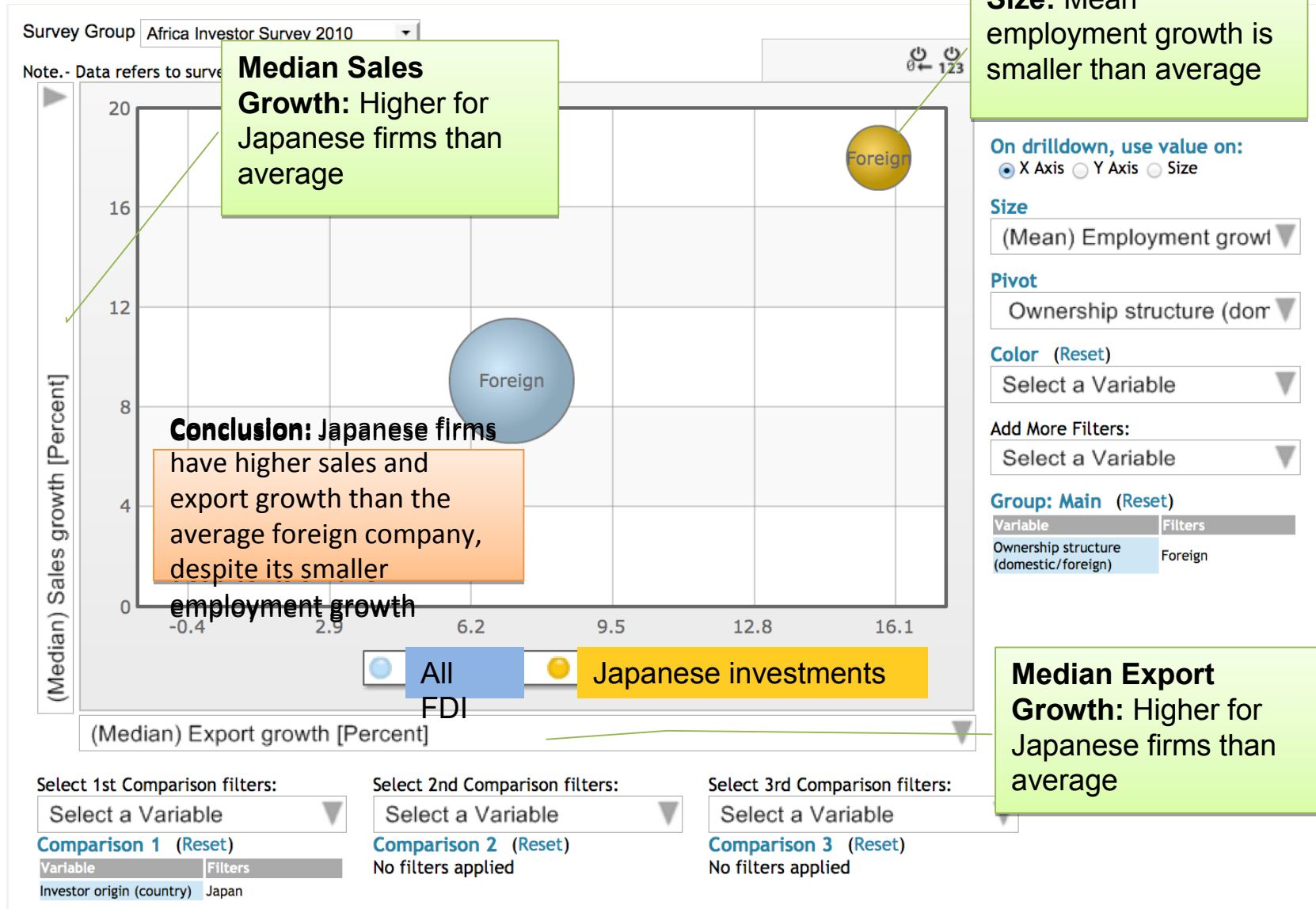




# Investment Comparisons



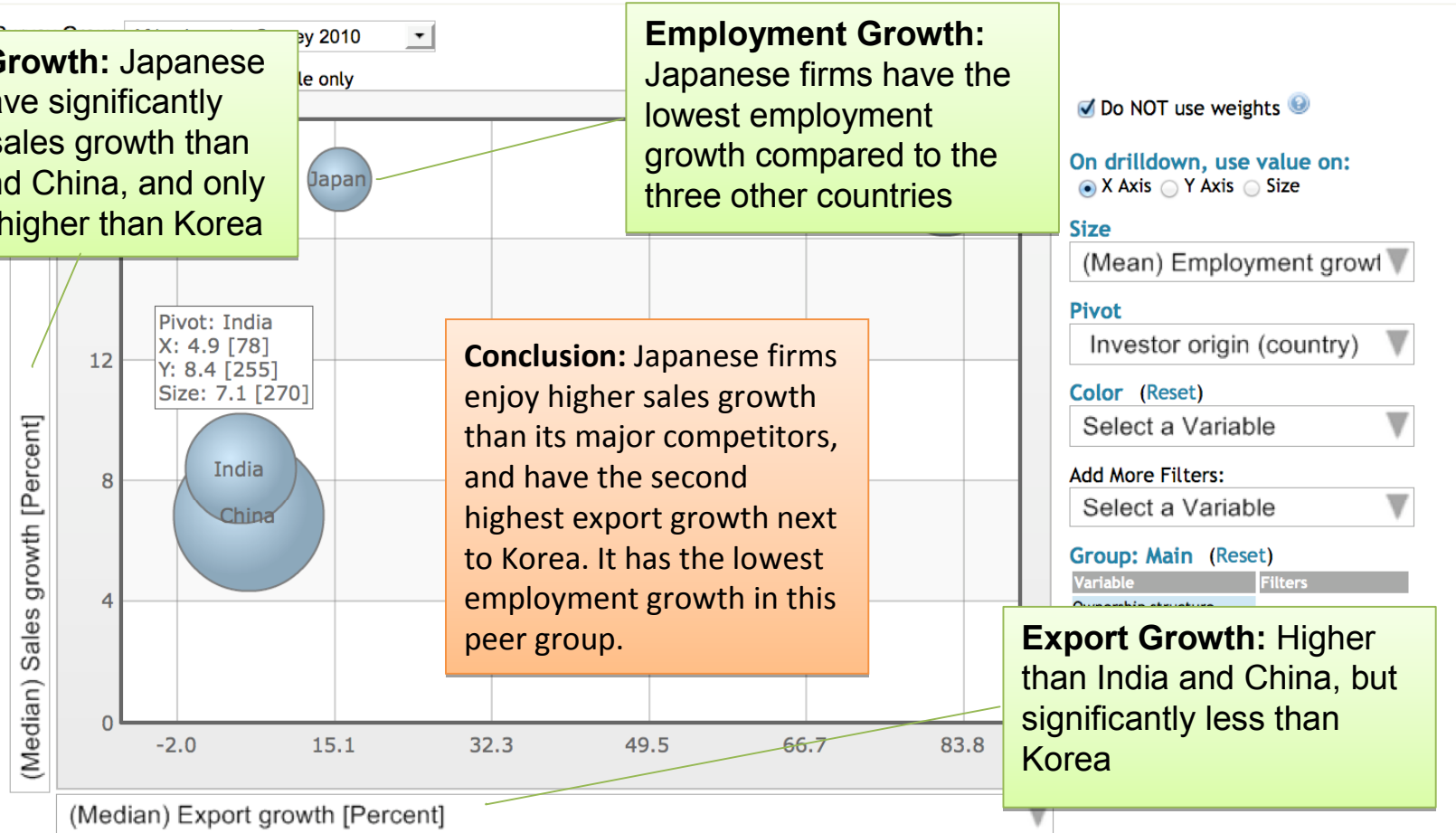
# Business Growth



# Business Growth Comparisons

**Sales Growth:** Japanese firms have significantly higher sales growth than India and China, and only slightly higher than Korea

**Employment Growth:** Japanese firms have the lowest employment growth compared to the three other countries



**Conclusion:** Japanese firms enjoy higher sales growth than its major competitors, and have the second highest export growth next to Korea. It has the lowest employment growth in this peer group.

**Export Growth:** Higher than India and China, but significantly less than Korea

Do NOT use weights

On drilldown, use value on:  
 X Axis  Y Axis  Size

Size  
 (Mean) Employment grow

Pivot  
 Investor origin (country)

Color (Reset)  
 Select a Variable

Add More Filters:  
 Select a Variable

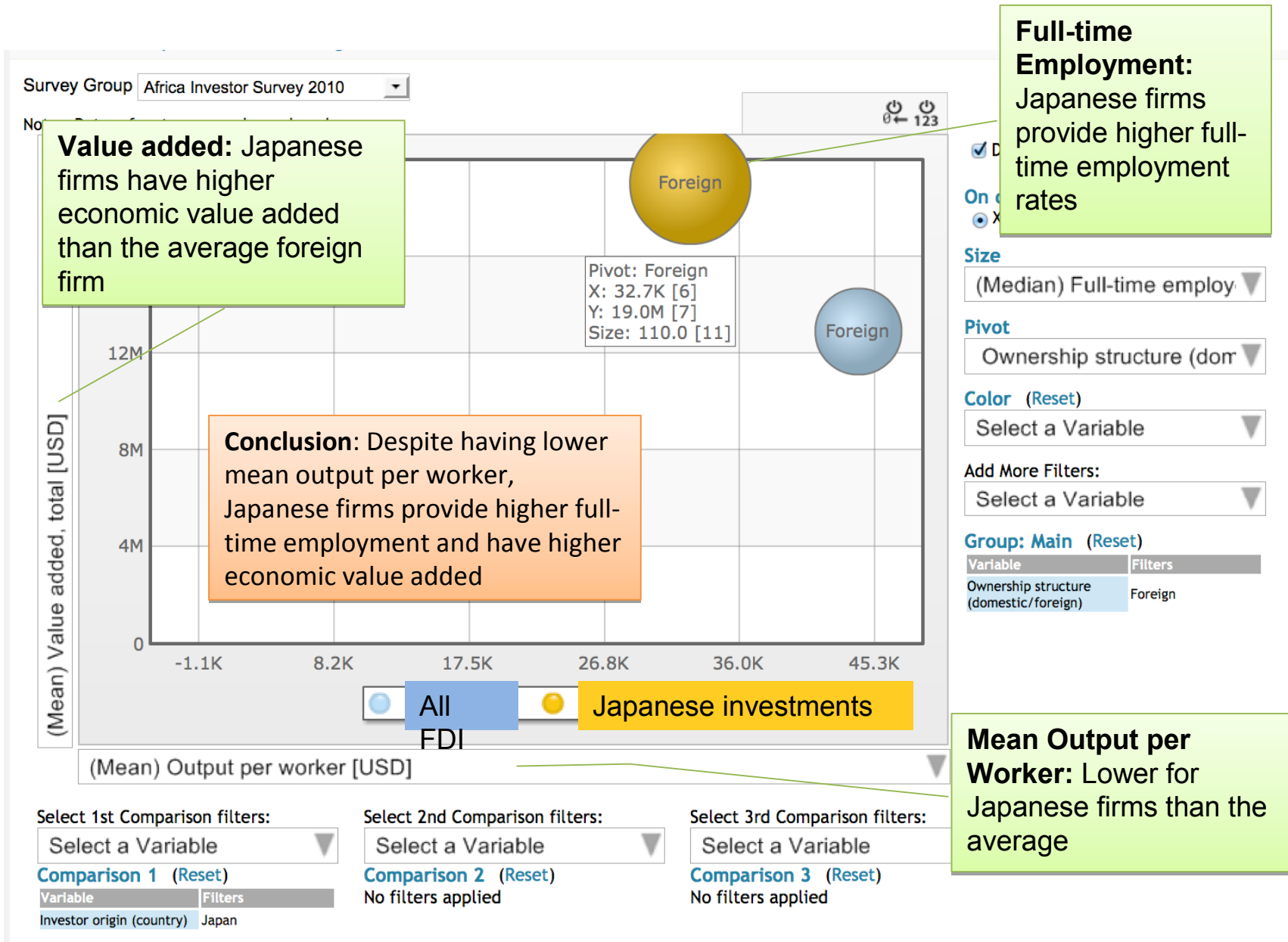
Group: Main (Reset)  
 Variable Filters

Select 1st Comparison filters:  
 Select a Variable  
 Comparison 1 (Reset)  
 No filters applied

Select 2nd Comparison filters:  
 Select a Variable  
 Comparison 2 (Reset)  
 No filters applied

Select 3rd Comparison filters:  
 Select a Variable  
 Comparison 3 (Reset)  
 No filters applied

# Value Added, Employment and Productivity

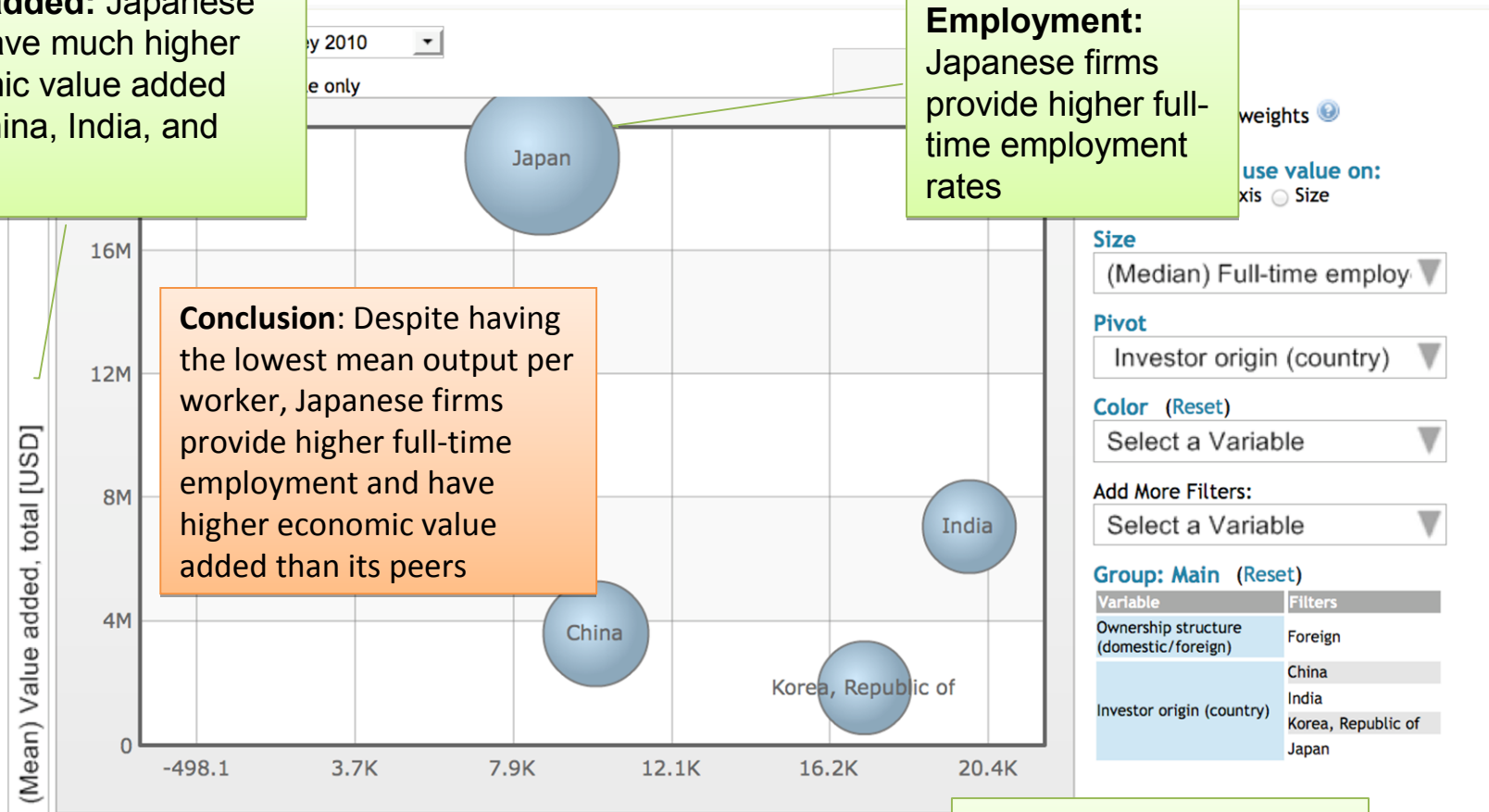


# Value Added, Employment and Productivity

**Value added:** Japanese firms have much higher economic value added than China, India, and Korea

**Full-time Employment:** Japanese firms provide higher full-time employment rates

**Conclusion:** Despite having the lowest mean output per worker, Japanese firms provide higher full-time employment and have higher economic value added than its peers



**Mean Output per Worker:** Lower for Japanese firms than its peers

Select 1st Comparison filters:  
 Select a Variable  
 Comparison 1 (Reset)  
 No filters applied

Select 2nd Comparison filters:  
 Select a Variable  
 Comparison 2 (Reset)  
 No filters applied

Select 3rd Comparison filters:  
 Select a Variable  
 Comparison 3 (Reset)  
 No filters applied

Size: (Median) Full-time employ

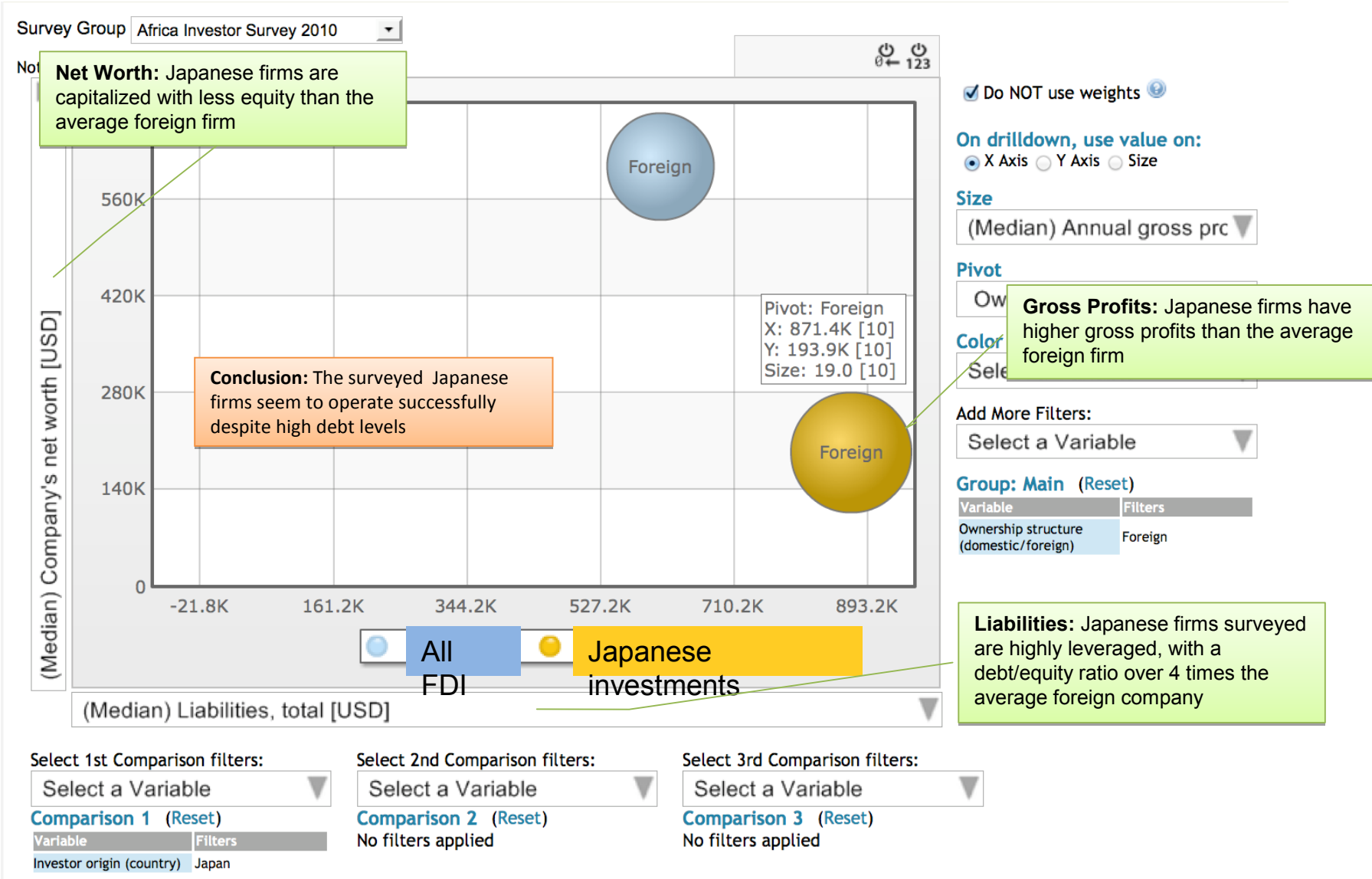
Pivot: Investor origin (country)

Color (Reset): Select a Variable

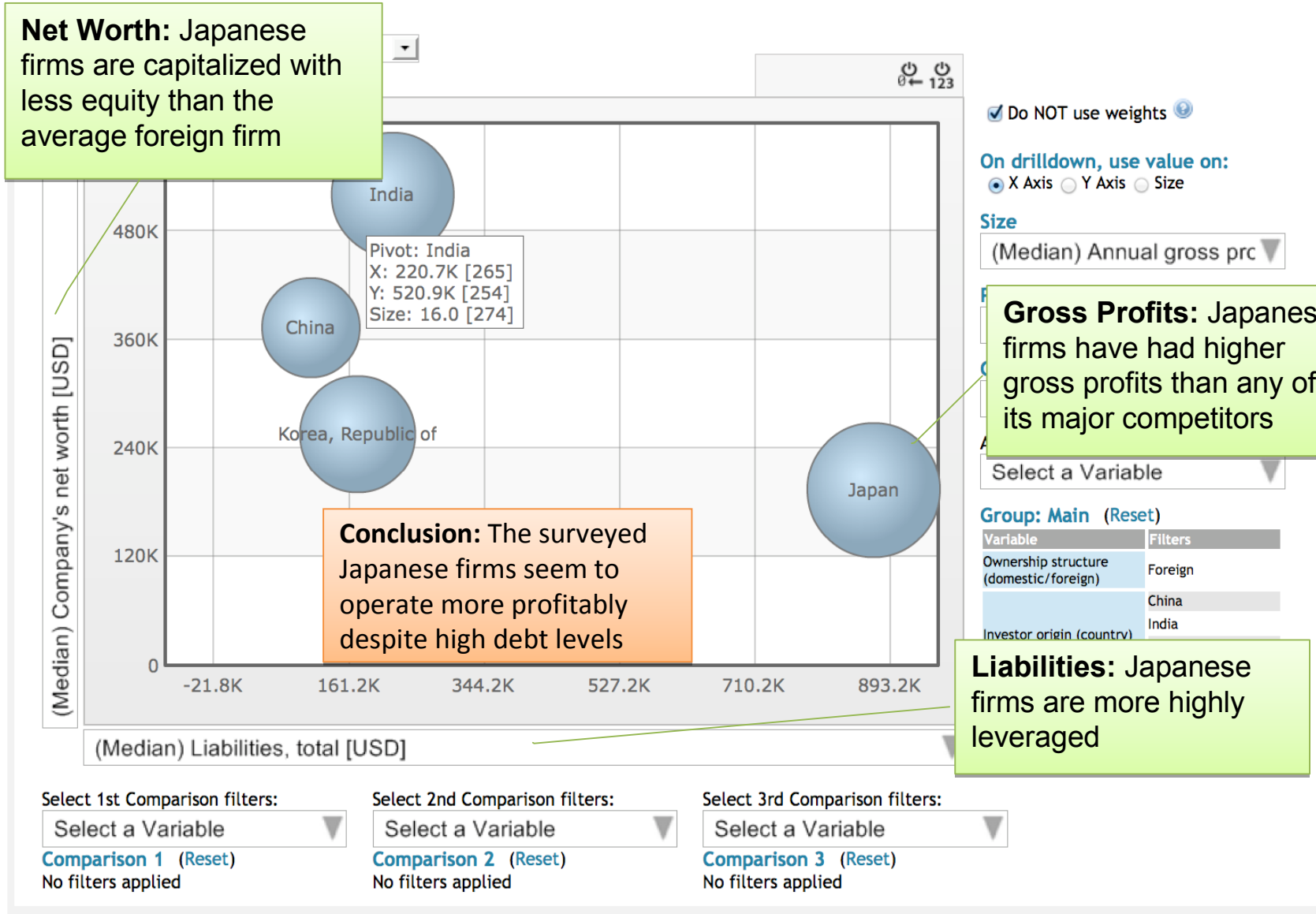
Add More Filters: Select a Variable

Variable	Filters
Ownership structure (domestic/foreign)	Foreign
Investor origin (country)	China
	India
	Korea, Republic of
	Japan

# Sustainability: Profits, Liabilities, and Net-Worth



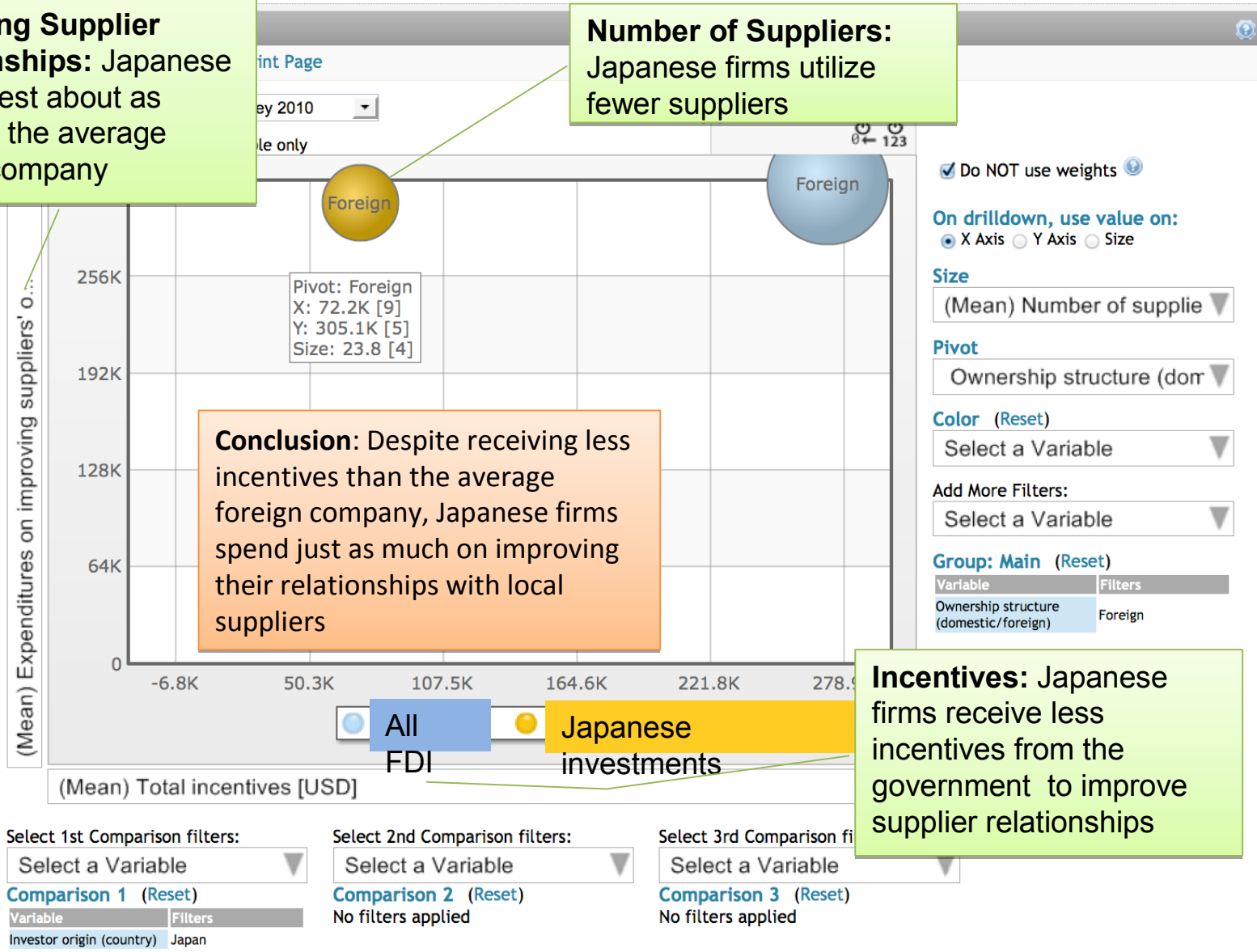
# Sustainability: Profits, Liabilities, Net Worth



# Supplier Development

**Expenditures on Improving Supplier Relationships:** Japanese firms invest about as much as the average foreign company

**Number of Suppliers:** Japanese firms utilize fewer suppliers





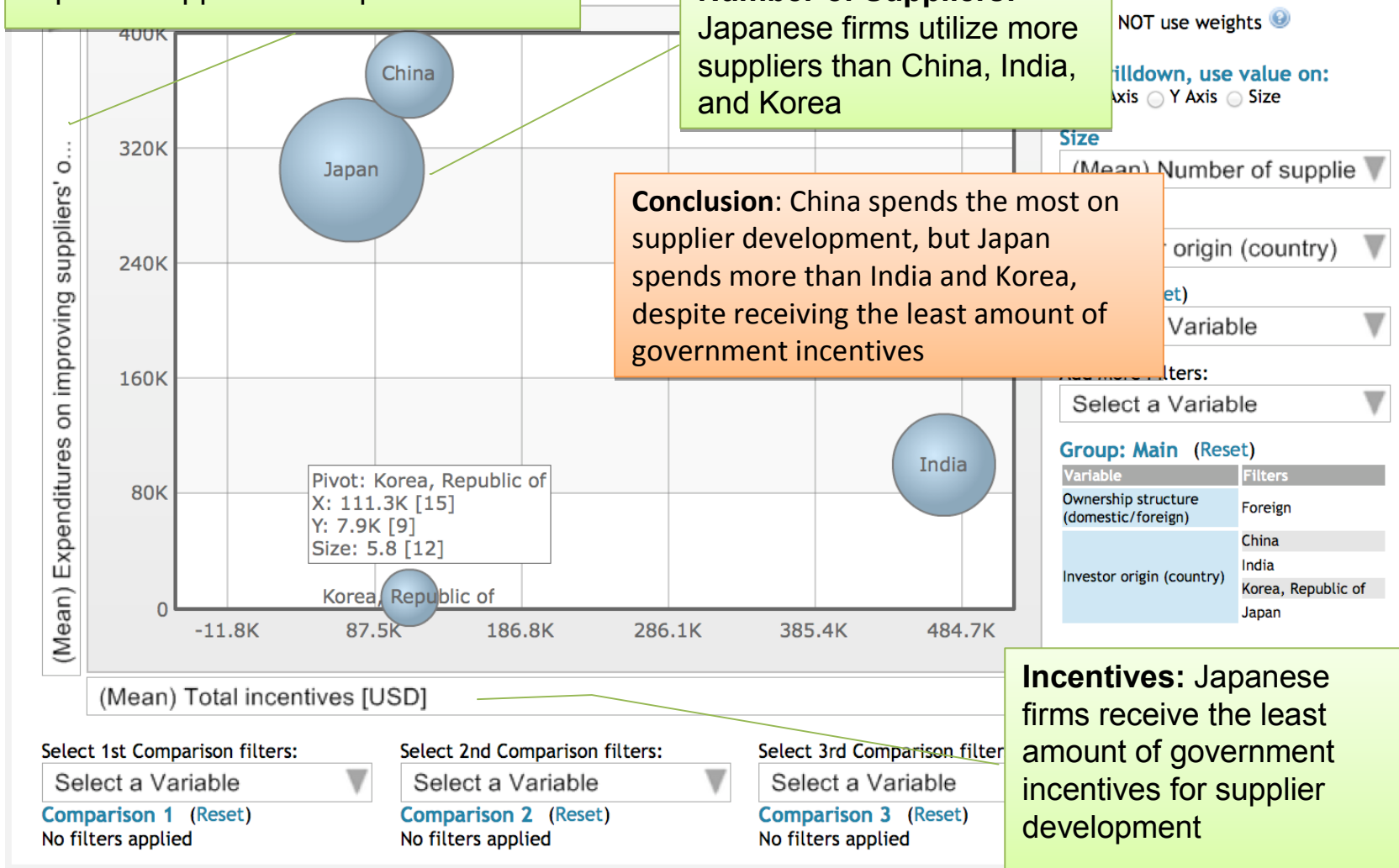
# Supplier Development

**Expenditures on Improving Supplier Relationships:** China outspends Japan in supplier development

**Number of Suppliers:** Japanese firms utilize more suppliers than China, India, and Korea

**Conclusion:** China spends the most on supplier development, but Japan spends more than India and Korea, despite receiving the least amount of government incentives

**Incentives:** Japanese firms receive the least amount of government incentives for supplier development





# Agro and Agro- Processing

Are there investment opportunities  
in Africa?



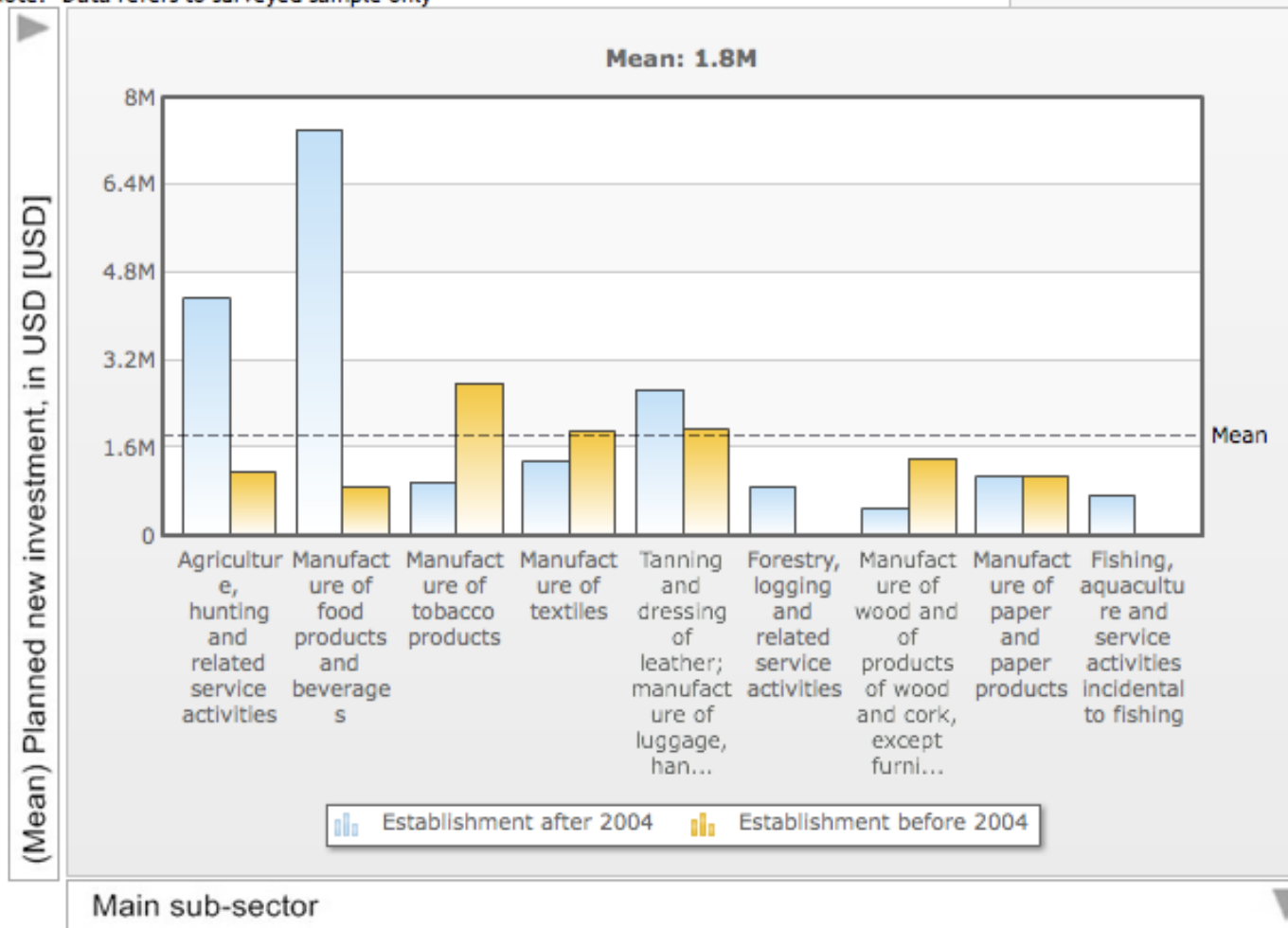
# Which sectors got surveyed?

## Planned New Investments, by Subsector & Establishment era

Survey Group **Africa Investor Survey**

Note.- Data refers to surveyed sample only

123



Do NOT use weights

Series Selector (Reset)

Recent establishment

Add More Filters:

Select a Variable

Selected Filters (Reset)

Variable Filters

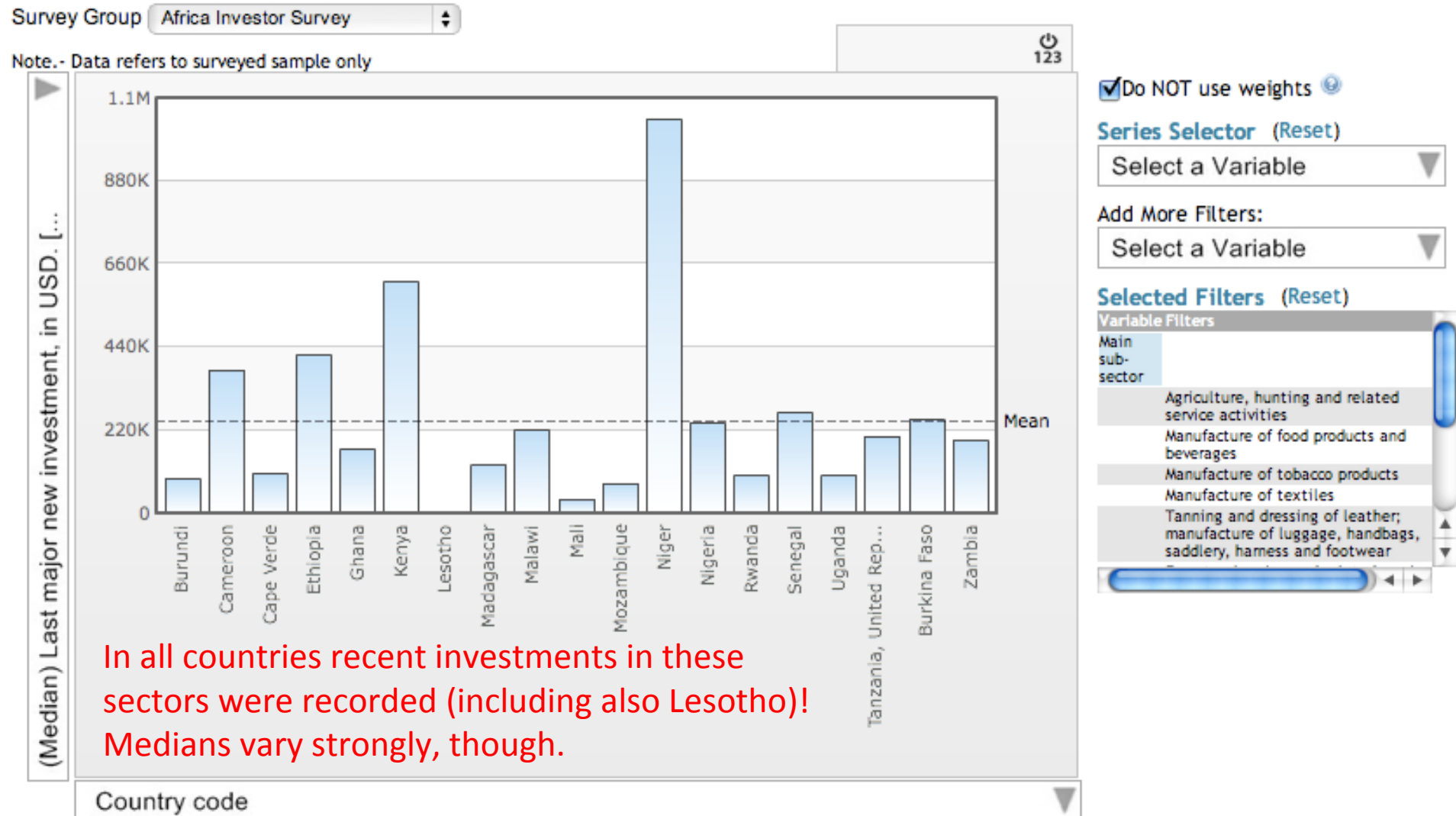
Main sub-sector

- Agriculture, hunting and related service activities
- Manufacture of food products and beverages
- Manufacture of tobacco products
- Manufacture of textiles
- Tanning and dressing of leather; manufacture of luggage, handbags, saddlery, harness and footwear



# Where are the investments?

## Median Last Major Investments, by Country



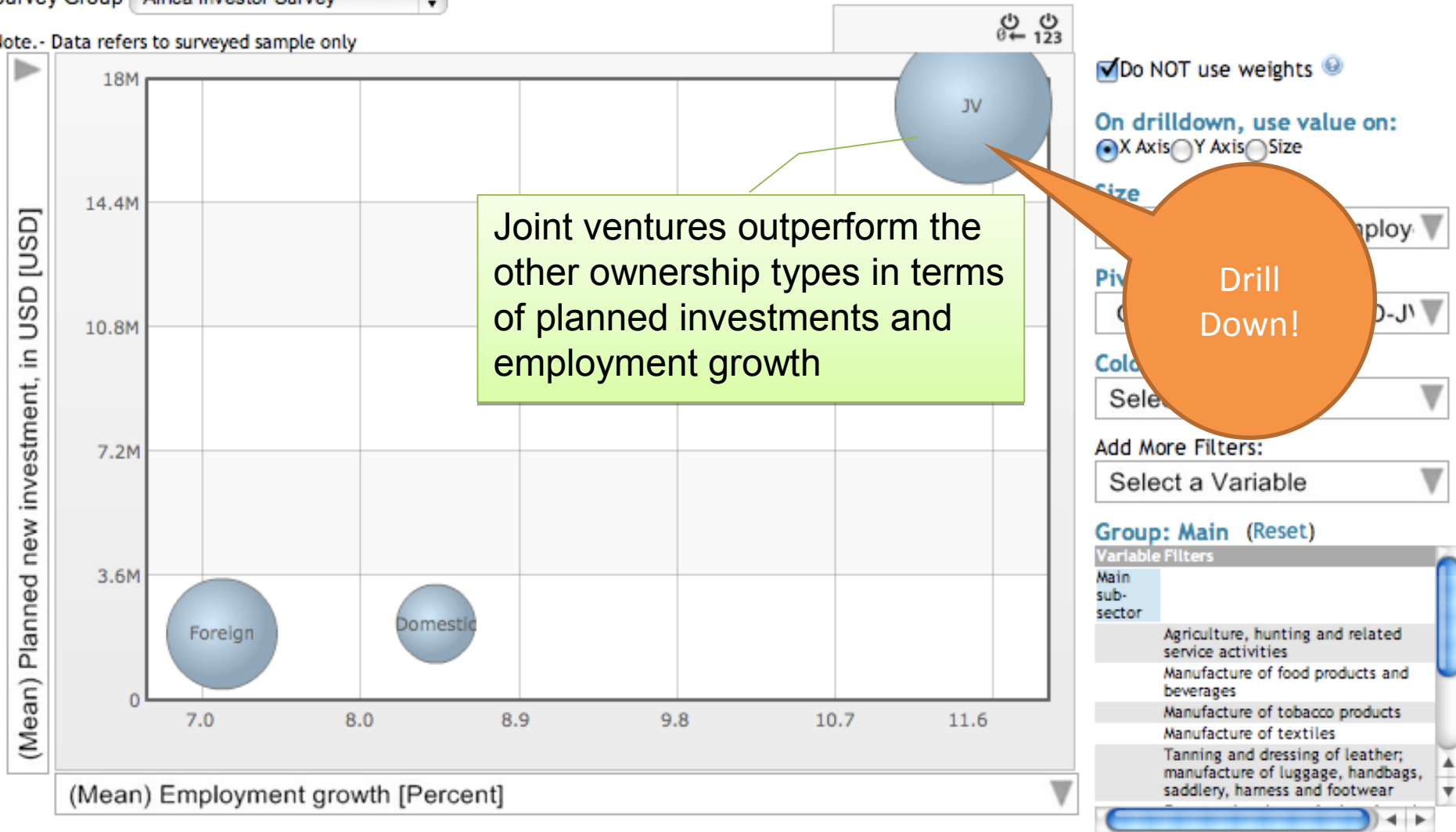
# Performance of Ownership Types



## Planned New Investments and Employment Growth

Survey Group Africa Investor Survey

Note.- Data refers to surveyed sample only



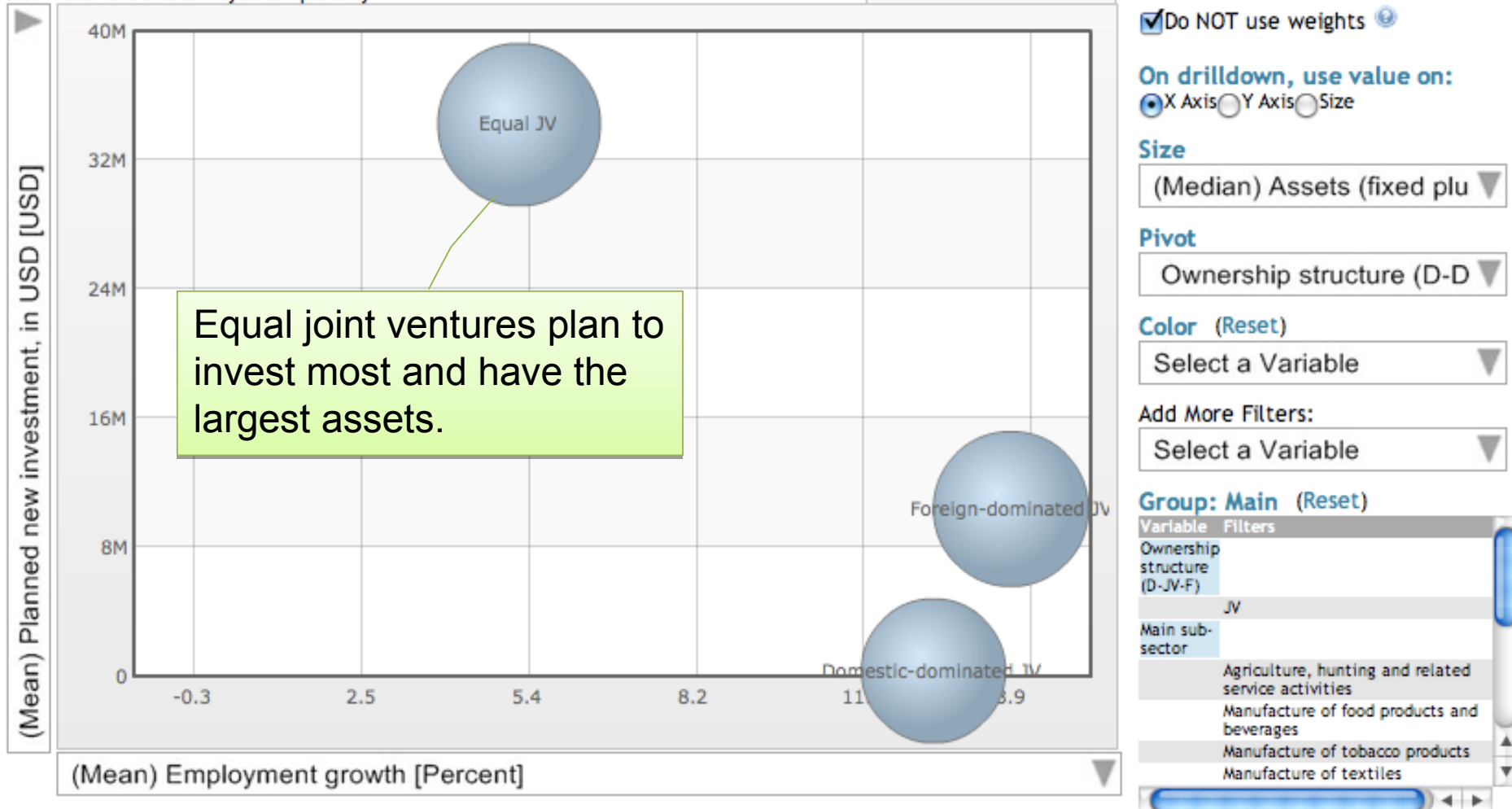


# Joint Ventures: Types

## Planned New Investments and Employment Growth

Survey Group Africa Investor Survey

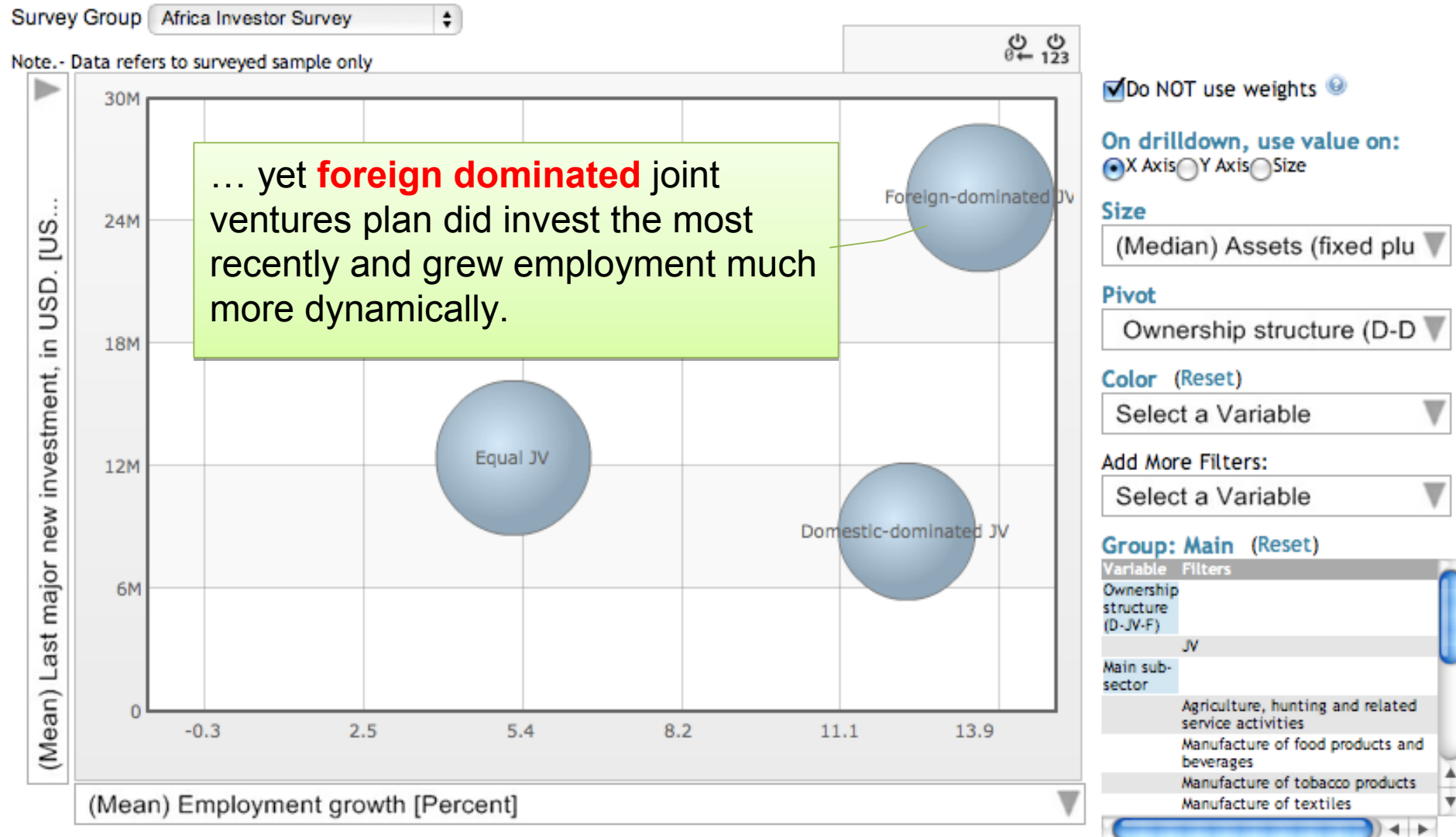
Note.- Data refers to surveyed sample only





# Joint Ventures: Types

## Last Major New Investments & Employment Growth



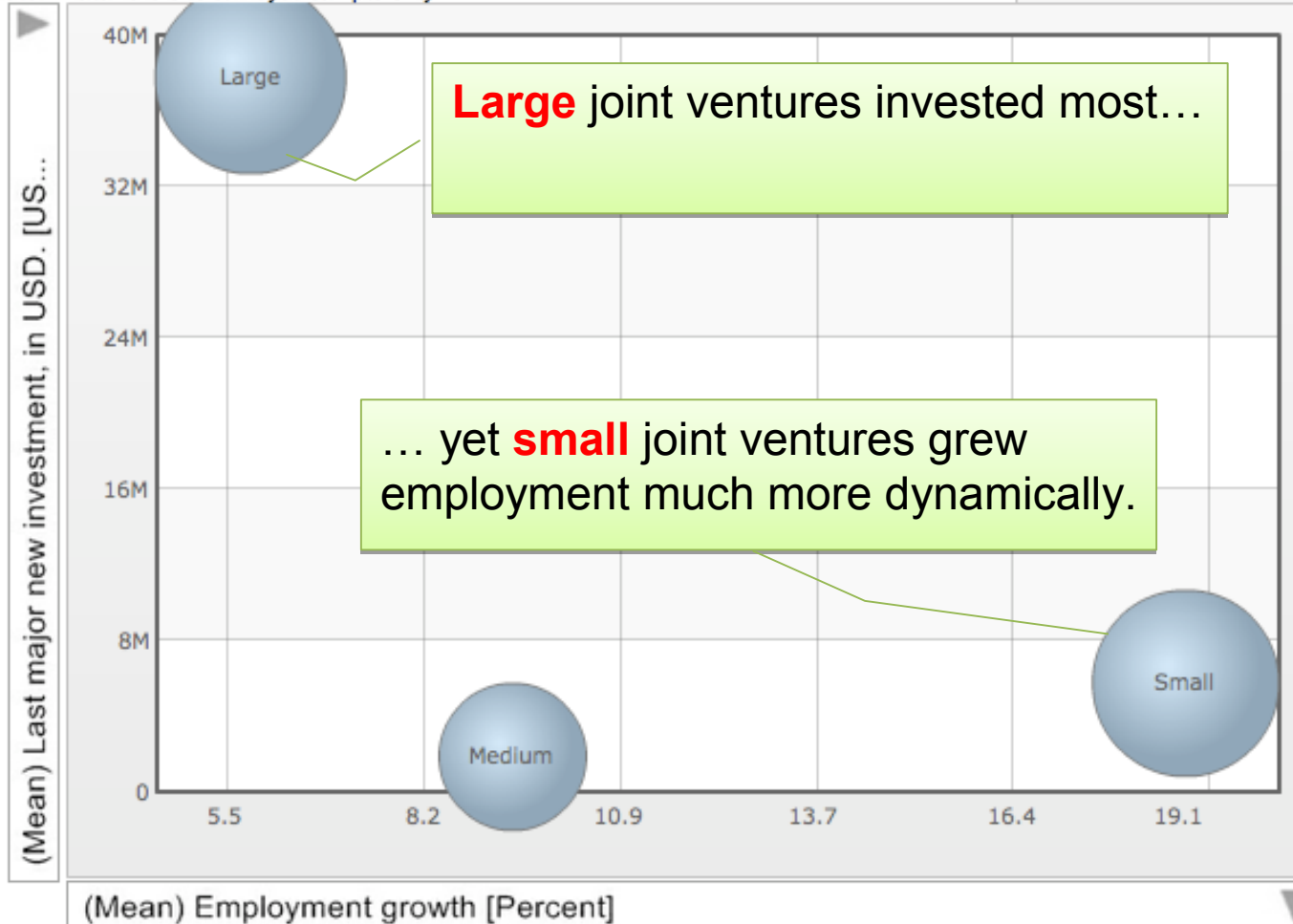


# Joint Ventures: Company Size

## Planned New Investments and Employment Growth

Survey Group Africa Investor Survey

Note.- Data refers to surveyed sample only



Do NOT use weights

On drilldown, use value on:

X Axis  Y Axis  Size

Size

(Mean) Sales growth [Perc]

Pivot

Company size, Output

Color (Reset)

Select a Variable

Add More Filters:

Select a Variable

Group: Main (Reset)

Variable Filters

Ownership structure (D-JV-F)

JV

Main sub-sector

Agriculture, hunting and related service activities

Manufacture of food products and beverages

Manufacture of tobacco products

Manufacture of textiles



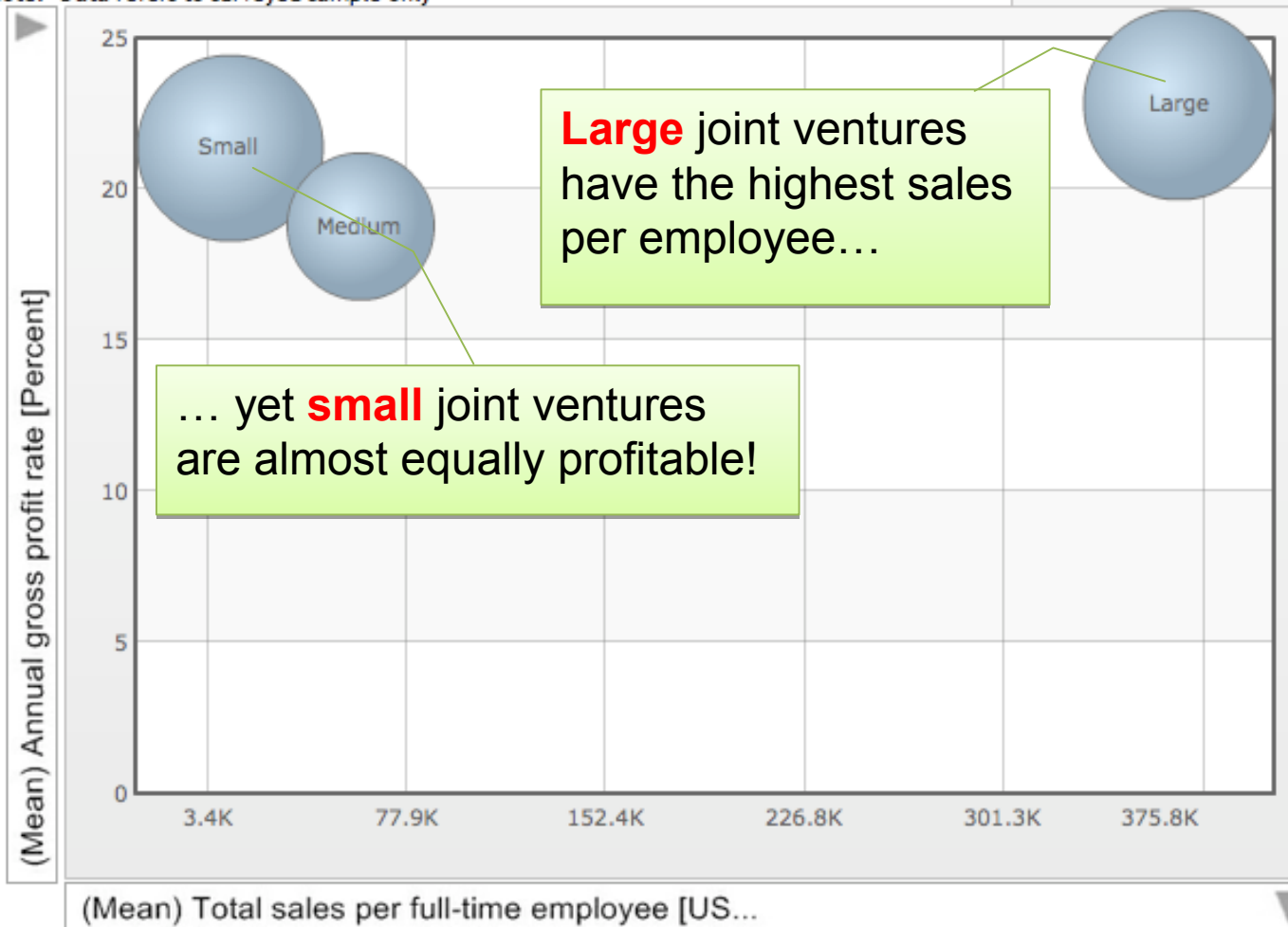
# Joint Ventures: Company Size

## Profits and Productivity



Survey Group Africa Investor Survey

Note. - Data refers to surveyed sample only



Do NOT use weights

On drilldown, use value on:

X Axis  Y Axis  Size

Size

(Mean) Sales growth [Perc]

Pivot

Company size, Output

Color (Reset)

Select a Variable

Add More Filters:

Select a Variable

Group: Main (Reset)

Variable	Filters
Ownership structure (D-JV-F)	JV
Main sub-sector	<ul style="list-style-type: none"> <li>Agriculture, hunting and related service activities</li> <li>Manufacture of food products and beverages</li> <li>Manufacture of tobacco products</li> <li>Manufacture of textiles</li> </ul>

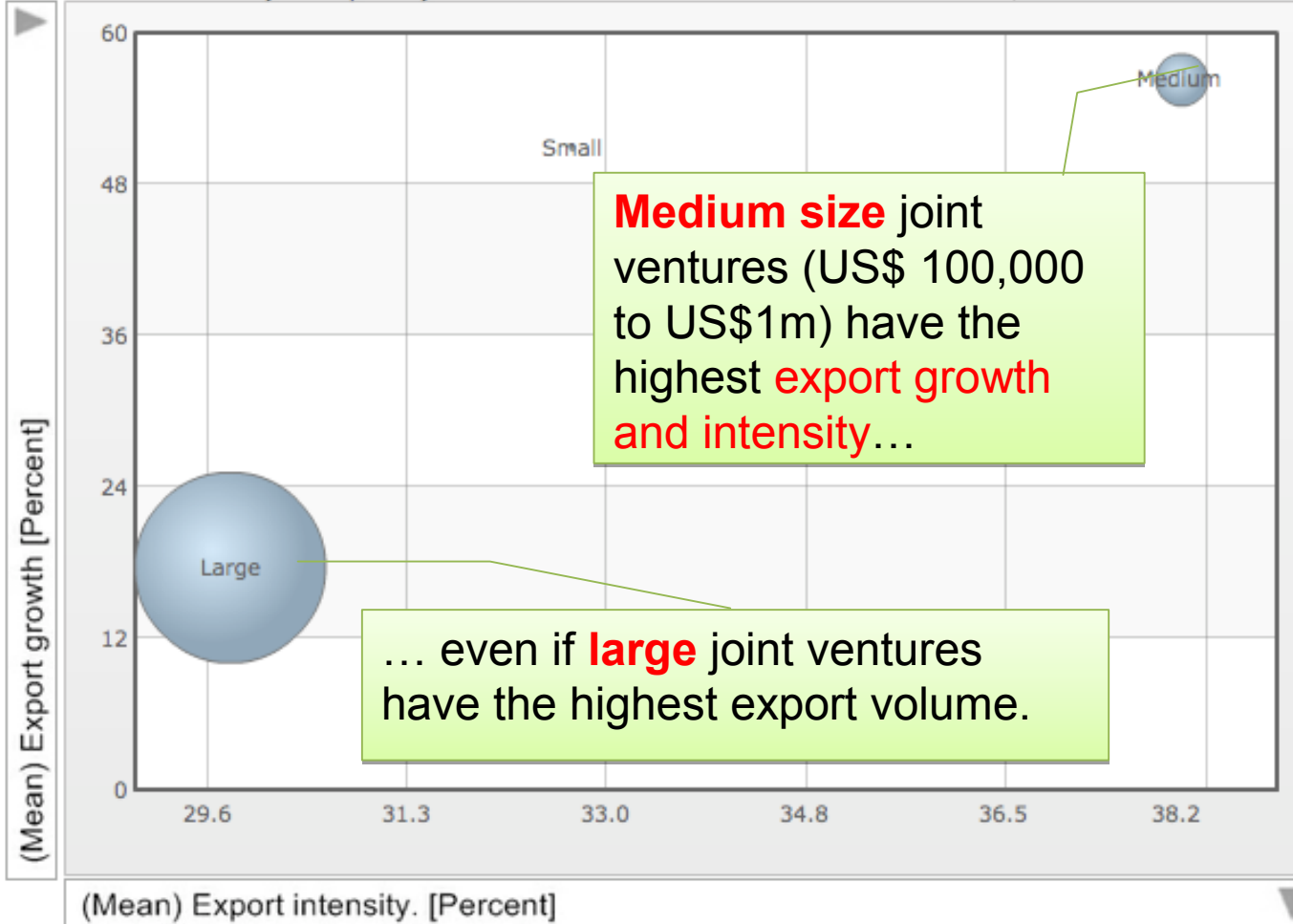


# Joint Ventures: Company Size

## Export performance

Survey Group Africa Investor Survey

Note.- Data refers to surveyed sample only



**Medium size** joint ventures (US\$ 100,000 to US\$1m) have the highest **export growth and intensity...**

... even if **large** joint ventures have the highest export volume.

Do NOT use weights

On drilldown, use value on:  
 X Axis  Y Axis  Size

Size  
(Median) Total exports in l

Pivot  
Company size, Output

Color (Reset)  
Select a Variable

Add More Filters:  
Select a Variable

Group: Main (Reset)

Variable	Filters
Ownership structure (D-JV-F)	JV
Main sub-sector	Agriculture, hunting and related service activities Manufacture of food products and beverages Manufacture of tobacco products Manufacture of textiles



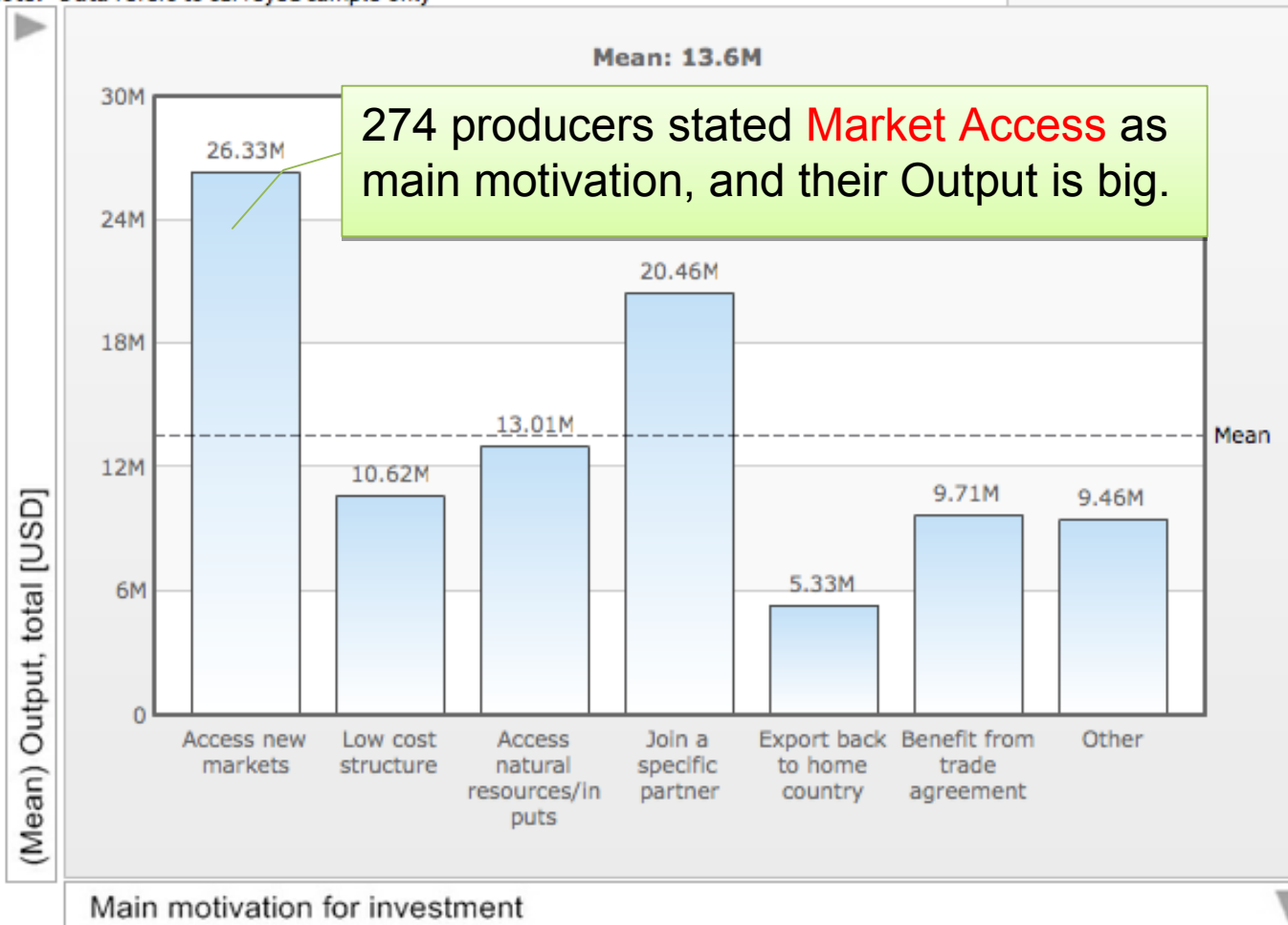
# Agrobusiness: Why invest?

## Mean Output by Main motivation to invest

Survey Group Africa Investor Survey

Note. - Data refers to surveyed sample only

123



Do NOT use weights

Series Selector (Reset)

Select a Variable

Add More Filters:

Select a Variable

Selected Filters (Reset)

Variable Filters

Main sub-sector

- Agriculture, hunting and related service activities
- Manufacture of food products and beverages
- Manufacture of tobacco products
- Manufacture of textiles
- Tanning and dressing of leather; manufacture of luggage, handbags, saddlery, harness and footwear



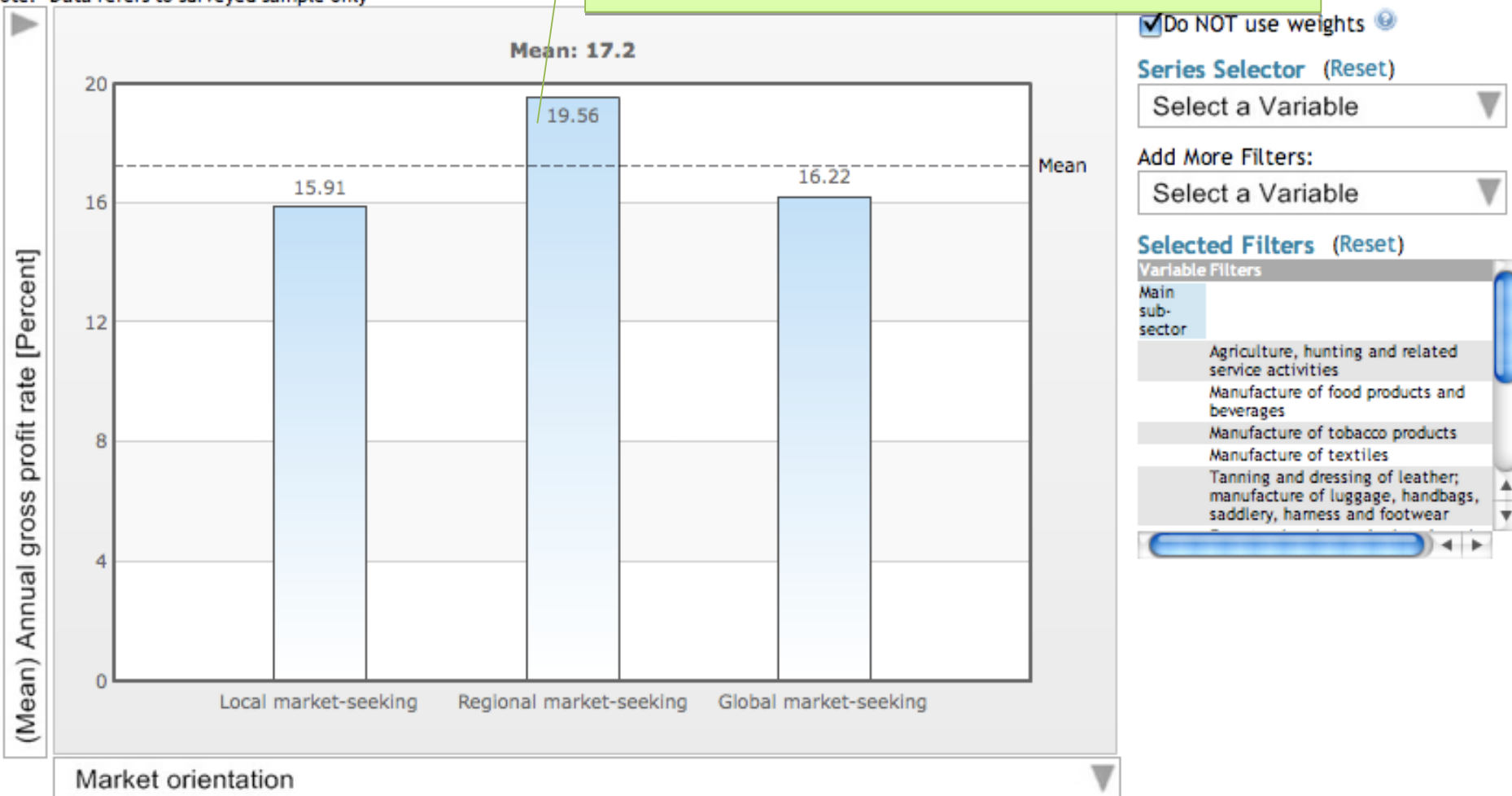
# Agrobusiness: Market Strategy?

## Gross Profits by Market Orientation

Survey Group Africa Investor Survey

Note. - Data refers to surveyed sample only

135 producers are **Regional Market Seekers**. And they are most profitable.





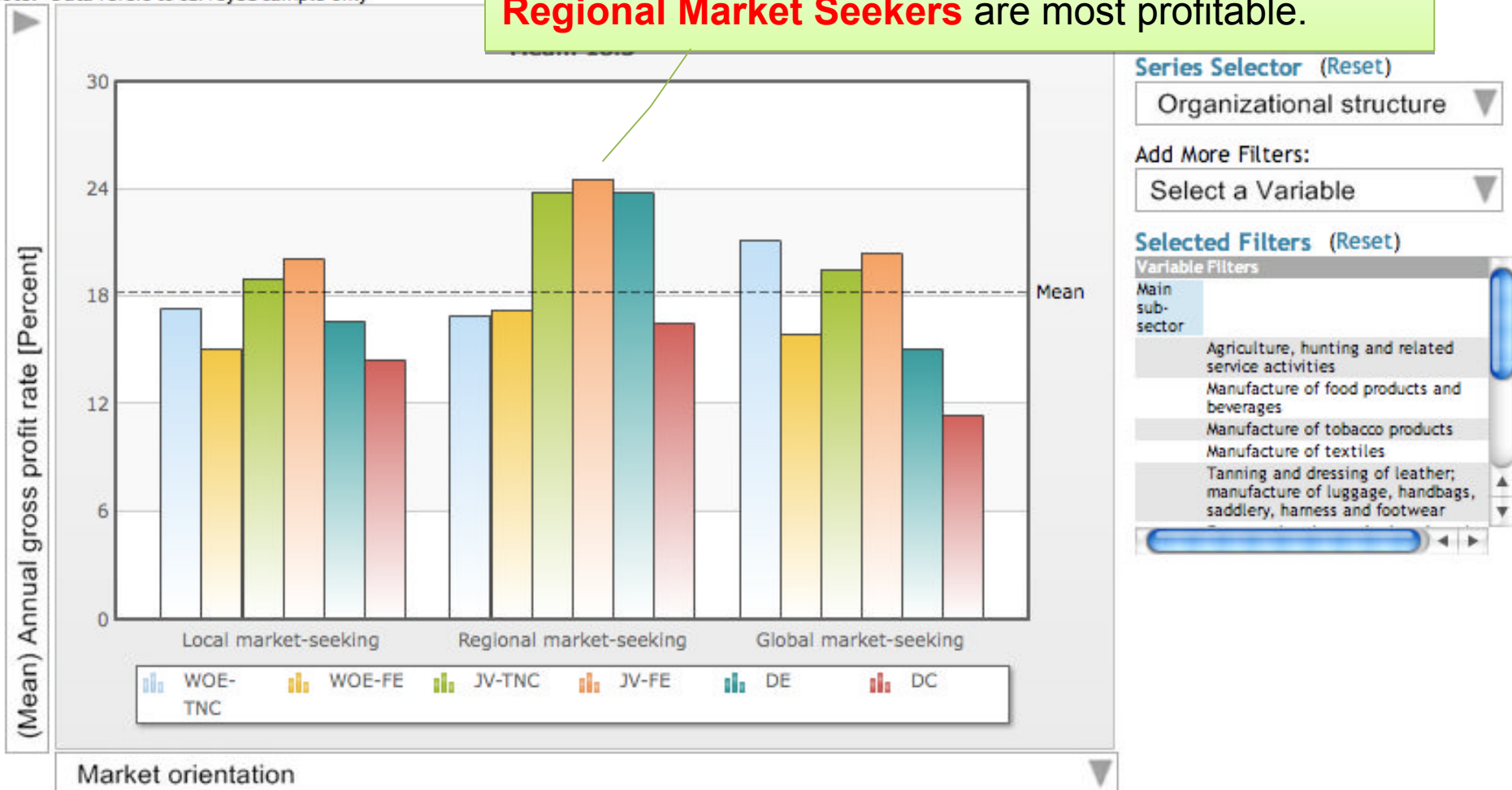
# Agrobusiness: Org-Structure

## Gross Profits, Market Orientation, and Organization

Survey Group Africa Investor Survey

Note.- Data refers to surveyed sample only

Except in the case of **Wholly Owned TNCs**, no matter which organizational structure is chosen: **Regional Market Seekers** are most profitable.





# Innovation

# Product Innovation: Employment boost



Survey Group Africa Investor Survey

Note - Data refers to surveyed sample only



123

Do NOT use weights

On drilldown, use value on:

X Axis  Y Axis  Size

Size

(Median) Sales, total [USC]

Pivot

Product innovation

Color (Reset)

Select a Variable

Add More Filters:

Select a Variable

Group: Main (Reset)

No filters applied

# Process Innovation: Efficiency gain



Companies who achieved **product and process** innovation, had higher investment, but seem to have economized on employment.





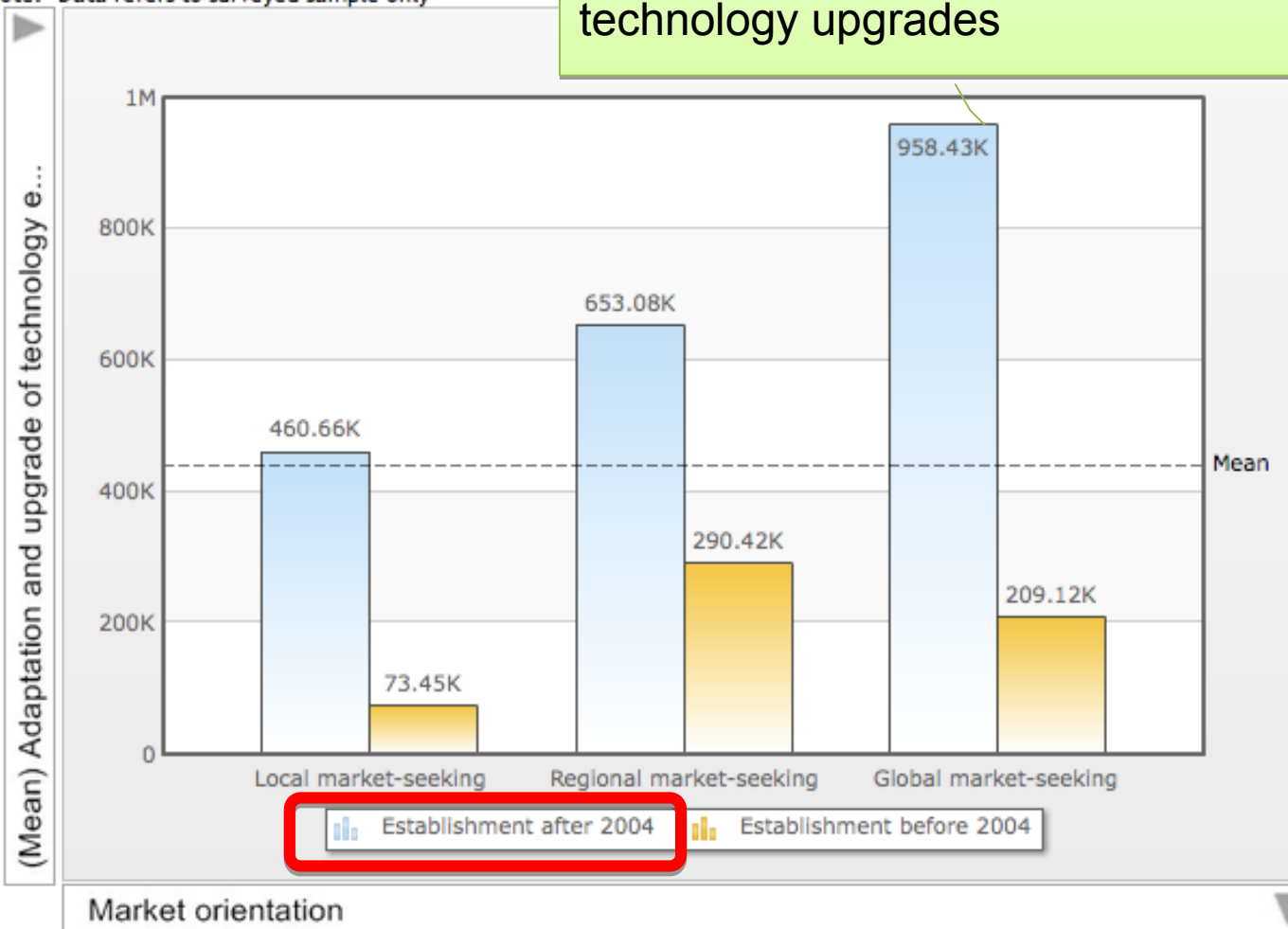
# Expenditure on Technology Upgrades



It is **recently established** companies that spend most on technology upgrades! The **bigger the market** they seek, the more they spent on technology upgrades

Survey Group Africa Investor Survey

Note. - Data refers to surveyed sample only



Do NOT use weights

Series Selector (Reset)

Recent establishment

Add More Filters:

Select a Variable

Selected Filters (Reset)

No filters applied

# Want to find out more?

<http://investment.unido.org>



A Window for Analyzing Investments



# UNIDO INVESTMENT AND TECHNOLOGY NETWORKS

- AfrIPANet . 45 Members
- ITPO Network
- African Private Sector Associations
- CEO Network to be established
- Sub Contracting and Partnership Exchange Network
- Technology Centres

# Wrap up and conclusion slide



- How to register to the IMP for Business opportunities in Africa
- ITPO Japan focal point
- Survey 2013 announcement – New Data will be made available
- Expansion of Programme to other African countries and beyond
- Openness to partner with Japan to see how can this Programme can benefit the Private sector

**THANK YOU!**



**partner for prosperity**

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