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for a sustainable future

OCCASION

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C O N T E N T S

2 Foreword.

Projects in Africa

6 Kenya.

7 Madagascar.

Projects in Asia

10 China P.R.

10 India.

11 Kazakhstan.

12 Philippines.

13 Thailand.

14 Viet Nam.

Projects in Central & Eastern Europe

16 Bulgaria.

16 Hungary.

17 Poland.

19 Russia.

20 Slovenia.

Projects in Latin America

21 Brazil.

21 Bolivia.

22 Ecuador.

22 Mexico.

23 Paraguay.

24 Venezuela.

This publication contains a number of profiles of private investment projects already in operation, in which the UNIDO Investment Service has played a key role. The Service fosters international investment flows by exchanging information between business partners, via a global network of investment promotion offices and agencies, and by staging investment forums. It also provides a range of services that support each stage of the process by which investment proposals are implemented through international cooperation at enterprise level. These services are of particular benefit to small and medium enterprises in industrialized countries, and to companies in the developing world.

At a time when so many crises claim the attention of the development community, longer-term issues can easily slip down the agenda. This makes life hard for UNIDO. As an agency devoted to furthering industrialization, it does not offer many quick "fixes". Yet it should be remembered that most of the world's most pressing problems stem from poverty. The only long-term solution is socio-economic development — and that requires industrial investment.

Unfortunately, the success stories of industrial development, in which UNIDO has played a part, tend to be taken for granted. And their association with free market policies is often seen as proof that the task of creating wealth and employment is best left entirely to private initiative. Yet private investment in developing countries (particularly the least developed, and remote regions of others) is hardly likely to be attracted by sitting back and hoping for the best — active promotion is required. And in a world of imperfect information, an international intermediary can do much, at modest cost, to support efforts at national level. By making industrialists aware of investment opportunities in developing and reforming economies, it can help to meet the latter's needs. That is the purpose of the Investment Service (IS). The purpose of this publication is to show that the Service is successful.

Too little is known about the IS, and UNIDO's pioneering role in fostering North-South and East-West industrial cooperation at enterprise level. Indeed, we are even sometimes challenged to name any investment projects that have come on stream as a result of our activities. Here, the only problem is deciding which to mention. This publication takes up the challenge by outlining 35 selected, recent projects, all operational. Wherever possible we have included photographs.

The projects highlighted in this booklet reflect UNIDO's path-finding role in promoting international investment flows by means of information networking and investment forums. For instance, some were handled by the Warsaw office, which was in place as early as 1983, and has helped to make a reality of the subsequent economic reforms. Also included are projects in Viet Nam, where the IS has been instrumental in setting up 40 operational joint ventures representing total investment of over US\$ 450 million. Here, as in other countries such as India, Madagascar and P.R. China, investment forums organized by the IS have provided a major impetus.

Behind such achievements lies a record of innovation reaching back to 1976, when UNIDO opened its first Investment Promotion Service Office (IPSO). At present, the Organization maintains a network of 14 investment promotion offices (of which 12 are formally designated as IPSOs), with two more due to open in 1995, while talks with potential host governments on the establishment of a further 11 field offices are in progress. The IS also collaborates closely with some 35 national Investment Promotion Agencies (IPAs) in developing countries. Together, UNIDO headquarters, the IPSOs and IPAs form the World Investment Network Service (WINS) which spans much of the globe. There is no other international investment promotion network of comparable size operating at enterprise level.

The IPSOs regularly circulate information on investment opportunities to some 30,000 companies interested in doing business in the developing world, while the IPAs feed WINS with project proposals and information on investment climates. Project proposals are actively solicited by IPSOs and IPAs.

An important source of projects is the Delegates Programme, under which officials from IPAs, industry ministries and other institutions in developing countries are seconded to IPSOs. Many of the projects described here were promoted and supported by delegates.

Because time is of the essence in investment promotion, the speed and efficiency of communication within WINS is an important advantage. The network enables potential investors to see projects when they are still "hot". This owes much to electronic data storage and transfers. Data exchanges between headquarters, IPSOs and IPAs are increasingly taking place via the Internet.

Quality control is central to IS activities. Project proposals are filtered by means of interviews, plant visits and testing with UNIDO's Project Profile Screening and Pre-appraisal Information System (PROSPIN). An average of 1,000-1,500 screened project proposals per year are circulated within the IPSO network, which in turn passes them on to companies in search of investment opportunities. Those that respond are put in touch with the prospective local partners.

Once partners have been matched, the next stage begins. The IS provides the foreign partners with information on the investment climate in the target country, and extends legal and tech-

nical support to the negotiating parties. The IS may also help the partners to obtain official approvals, and to mobilize financial resources, as well as drawing up pre-investment studies via UNIDO's Project Completion Facility. These are completed using the Organization's sophisticated Computer Model for Feasibility Analysis and Reporting (COMFAR). Such studies make it easier to obtain external financing, as the COMFAR methodology is widely recognized by development finance institutions and banks.

As mentioned above, the IS plays a significant role as an organizer of investment project promotion forums in developing countries. These events, of which about 10 per year are normally held, enable local project sponsors and potential foreign partners to discuss projects that have been identified and promoted via the network. The IS also holds successful investment promotion meetings in industrialized countries -- notably the regular BORITEC fair in Milan, where hundreds of investment proposals and cooperation offers are presented.

But are the services supplied by the IS really necessary? Do companies still need help in finding foreign partners and putting up deals? The answer lies in the nature of the "clients" who choose to participate in our programmes. Some large corporations do so -- often because UNIDO's reputation as an "honest broker" smoothes the path in dealings with governments. But of the companies from industrialized countries that correspond with the network, some 95 percent have less than 500 employees, and over 70 percent have less than 100. For them, finding a reliable partner with viable investment proposals is a daunting task, and in a remote developing country a "go-it-alone" approach would be prohibitively expensive, time consuming and risky. The IS is a particularly suitable partner for small and medium enterprises, and companies in developing countries, because its unique mix of services is tailored to their needs.

Few of the investments discussed here would have been brought to fruition without the assistance of IPSOs. The proposals would not have been circulated, the partners matched, the agreements made and implemented. These 35 projects are only the tip of the iceberg. At any point in time, the IS is handling thousands of investment proposals, and hundreds of serious negotiations involving large overall investment volumes.

The figures speak for themselves. In an average year, the IS

brokers some 400 partnership negotiations, of which 120-150 lead to industrial cooperation agreements, currently running in excess of US\$ 500 million per year in anticipated investment. When implemented, these agreements create thousands of jobs. In the past decade, some 1,200 joint ventures or direct investments have entered production in a total of about 50 developing and transitional economies as a result of the efforts of the UNIDO Investment Service.

With new IPSOs on the way, and an increasing number of investment promotion agencies expressing interest in joining WINS, the volume of business is likely to grow, leading to more completed projects. The project profiles in this booklet give an indication of the benefits — for investment flows, industrial cooperation and development.

Mauricio de Maria y Campos
Director-General, UNIDO

Projects in Africa

Kenya

<i>Type of project</i>	Joint venture.
<i>Country</i>	Kenya.
<i>Project description</i>	Production of pure leather, and mixed leather and textile bags, using local materials. The German partner provided machinery and equipment, and post quality engineer to the factory.
<i>Total investment</i>	DM 250,000.
<i>Capacity</i>	15,000 bags per month.
<i>Local partner</i>	Leather Masters/Nalina Ltd., Nairobi, Kenya.
<i>Share</i>	40 percent.
<i>Foreign partner</i>	Picard-Lederwaren, Obertshausen, Germany.
<i>Share</i>	60 percent.
<i>Agreement signed</i>	October 1993.
<i>Commencement of construction works</i>	May 1994.
<i>Production start-up</i>	July 1994.
<i>Jobs created</i>	50.
<i>UNIDO Investment Promotion Service Office</i>	Cologne.
<i>UNIDO inputs</i>	<ul style="list-style-type: none">• Identification of local partner.• Identification of foreign partner.• Provision of foreign partner with detailed information.• Facilitation of contacts and assistance with negotiations.• Accompaniment of the German entrepreneur during his first visit to the factory.



Kenya

<i>Type of project</i>	Joint venture.
<i>Country</i>	Kenya.
<i>Project description</i>	Production of cut flowers for export to Europe at an existing plantation in Limuru, Kenya. The flowers are grown in open fields and plastic covered greenhouses. Employment at the plantation has more than doubled as a result of the project, and modern management methods have been introduced. The project is the third in which UNIDO has helped the Swiss partner to establish overseas operations.
<i>Total investment</i>	US\$ 750,000.
<i>Local partner</i>	Tropiflora Ltd, Kenya.
<i>Foreign partner</i>	Agrotropic AG, Switzerland.
<i>Jobs created</i>	200.
<i>UNIDO Investment Promotion Service Office</i>	Zurich.
<i>UNIDO inputs</i>	<ul style="list-style-type: none">• Project formulation.• Identification of local partner.• Supports for negotiations.• Securing export financing.• Assistance in obtaining foreign loan clearance and other approvals.



Madagascar

Type of project Direct investment.

Country Madagascar.

Project description Manufacture of watch bracelets and other leather articles in an export zone.

Total investment FF 5.0 million.

Capacity 1.2 million pieces per year.

Investor M. Fleurus S.A., Vichy, France.

Agreement signed Government approval obtained in April 1991.

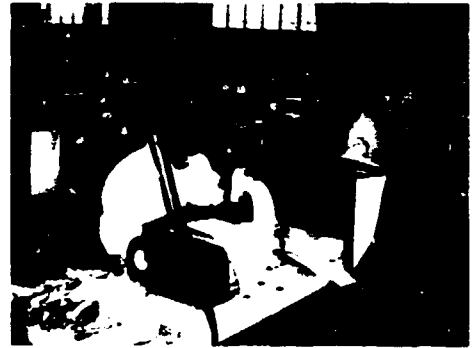
Production start-up September 1991.

Jobs created 300.

UNIDO Investment Promotion Service Office Paris.

UNIDO inputs

- Mission to Madagascar organized by UNIDO.
- Assistance with the application to invest in the export zone.
- Assistance in finding premises.
- Assistance in obtaining external finance for training.



Madagascar

Type of project Direct investment.

Country Madagascar.

Project description Production of combined textile and plastic packaging for luxury products such as perfume, alcoholic beverages and jewellery.

Total investment FF 2.4 million.

Investor Uniflockage S.A., Bercq-sur-mer, France.

Agreement signed Government approval obtained in November 1993.

Production start-up April 1994.

Jobs created 12.

UNIDO Investment Promotion Service Office Paris.

UNIDO inputs

- Mission to Madagascar organized by UNIDO.
- Assistance with application for approval under the country's Investment Code, and in negotiations with the national authorities.



Madagascar

Type of project	Joint venture.
Country	Madagascar.
Project description	Establishment of a clothing factory in an export zone, with a complete production line from cutting to finishing, mainly producing children's clothing for sale in Europe.
Total investment	FF 3.0 million.
Local partner	F.B.O.I., Antananarivo, Madagascar.
Share	70 percent.
Foreign partner	François Bourget, Nantes, France.
Share	30 percent.
Agreement signed	Government approval obtained in April 1992.
Production start-up	June 1993.
Jobs created	110.
UNIDO Investment Promotion Service Office	Paris.
UNIDO inputs	<ul style="list-style-type: none">• Mission to Madagascar organized by UNIDO.• Assistance with application for permission to invest in the export zone and administrative procedures leading to receipt of the approval.



Madagascar

Type of project	Joint venture.
Country	Madagascar.
Project description	Production of T-shirts and other leisure garments.
Total investment	FF 1.2 million.
Capacity	1.26 million garments per year.
Local partner	Mme. Bernadette Toulting, Antananarivo, Madagascar.
Share	50 percent.
Foreign partner	Michel Mayoux, Echalas, France.
Share	50 percent.
Agreement signed	March 1994.
Production start-up	December 1994.
Jobs created	60.
UNIDO Investment Promotion Service Office	Paris.
UNIDO inputs	<ul style="list-style-type: none">• Assistance with preparation of technical documentation.• Application for permission to invest in the export zone, and assistance with administrative procedures leading to receipt of the approval.



Madagascar

Type of project	Joint venture.
Country	Madagascar.
Project description	Establishment of an operation for hand embroidery of women's and children's garments. The foreign partner provides design and technical assistance, and markets the products in Europe.
Total investment	US\$ 450,000.
Local partner	IMES Production, Antananarivo, Madagascar.
Share	85 percent.
Foreign partner	Bruce Thomass, Paris, France.
Share	15 percent.
Agreement signed	May 1994.
Production start-up	June 1994.
Jobs created	50.
UNIDO Investment Promotion Service Office	Paris.
UNIDO inputs	<ul style="list-style-type: none">• Identification of local partner.• Identification of foreign partner.• Facilitation of contacts and assistance with negotiations.



Projects in Asia

China P.R.

Type of project	Joint venture.
Country	China P.R.
Project description	Manufacture of stainless steel beer barrels at a Chinese refrigerator factory. The German partner contributed a complete, overhauled plant, licence and technicians, as well as training programmes in Germany and China.
Total investment	US\$ 3.8 million.
Local partner	Yingkou Refrigerator General Works, Liaoning Province, China.
Foreign partner	Thielmann Beteiligungs AG, Bad Berleburg, Germany.
Agreement signed	December 1993.
Commencement of construction works	January 1994.
Production start-up	July 1994.
UNIDO Investment Promotion Service Office	Cologne.
UNIDO inputs	<ul style="list-style-type: none">• Promotional activities, particularly at a UNIDO investment forum in Yingkou, in October 1993.• Identification of local partner.• Identification of foreign partner.• Support throughout the negotiations.



India

Type of project	Joint venture.
Country	India.
Project description	Production of tropical fruit processing, canning and distillation lines. The project involved technology transfers and exports of parts to the local partner. The establishment of ancillary units for local component manufacturing is envisaged.
Total investment	US\$ 500,000.
Capacity	Products to a value of US\$ 5 million p.a.
Local partner	Pennwalt India Ltd., Bombay, India.
Share	65 percent.
Foreign partner	Alberto Bertuzzi SpA, Milan, Italy.
Share	35 percent.
Agreement signed	September 1990.
Production start-up	October 1991.
Jobs created	10.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	<ul style="list-style-type: none">• Formulation of investment proposal and testing for financial viability.• Project promotion and identification of foreign partner.• Facilitation of contacts and assistance with negotiations.• Visit to Indian factory and collection of documentation.



India

Type of project	Joint venture.
Country	India.
Project description	Establishment of a company, Covema Filaments, to operate a plant in Kerala, India, producing nylon monofilament professional fishing line. The project employs extrusion machinery supplied by the Italian partner.
Total investment	US\$ 4.5 million.
Capacity	460 tonnes per year of long line; 40 tonnes per year of sewing thread; and 210 tonnes per year of sport line.
Local partner	Mr Vinod Sahai & Associates and Kerala Industrial Development Corporation, Kerala, India.
Share	55 percent.
Foreign partner	Nuova Covema, Milan, Italy.
Share	45 percent.
Agreement signed	January 1991.
Commencement of construction works	October 1991.
Production start-up	April 1992.
Jobs created	120.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	<ul style="list-style-type: none">• Assistance to foreign partner in project formulation.• Pre-feasibility study.• Formulation of financing scheme.• Assistance in negotiations with the financing bank.

Kazakhstan

Type of project	Joint venture.
Country	Kazakhstan.
Project description	Delivery and operation of a mobile diagnostic unit with computer tomography equipment, and provision of know-how and expertise.
Total investment	US\$ 3 million.
Local partner	Institute of Surgery, N. Syzganov Kazakh Scientific Centre, Alma-Ata, Kazakhstan.
Share	45 percent.
Foreign partner	Engefalos Macedonia, Chalandri, Greece.
Share	55 percent.
Agreement signed	October 1993.
Start-up	June 1994.
Jobs created	15.
UNIDO Investment Promotion Service Office	Athens.
UNIDO inputs	<ul style="list-style-type: none">• Project formulation assistance.• Identification of local partner.• Identification of foreign partner.• Assistance in carrying out feasibility study.• Assistance in seeking sources of finance.



Philippines

Type of project	Joint venture.
Country	Philippines.
Project description	Production of high fashion garments in the Philippines. The Italian partner, which mainly produce high-quality dresses, transferred know-how, designs and technology to the local partner, which manufactures the garments. The factory was expanded and upgraded.
Total investment	US\$ 2 million.
Capacity	300,000 garments per year.
Local partner	Sampaguita Garment Corporation, Manila, Philippines.
Share	30 percent.
Foreign partner	Dressing S.P.A., Silea, Italy and Piemmeti, Consocio di Casale sul Sile, Italy.
Share	70 percent.
Agreement signed	December 1991.
Production start-up	June 1992.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	<ul style="list-style-type: none">• Project formulation.• Identification of local partner.• Facilitation of contacts and assistance with negotiations.

Philippines

Type of project	Direct investment.
Country	Philippines.
Project description	Expansion of an existing United Technologies Automotive (UTA) subsidiary in the Philippines by establishment of a third plant at the Mactan export processing zone, to manufacture wire harness for cars.
Total investment	US\$ 5 million.
Investor	United Technologies Automotive, Dearborn, Michigan, USA.
Agreement signed	1993.
Production start-up	1994.
Jobs created	150.
UNIDO Investment Promotion Service Office	Washington.
UNIDO inputs	<ul style="list-style-type: none">• Project formulation.• Identification of foreign partner as a company with an interest in the Philippines.• Assistance in establishing operations.

Thailand

Type of project	Joint venture.
Country	Thailand.
Project description	Two-phase project, initially concerning goat skin processing and thereafter bovine skins. The skins, imported from China, are processed into finished leather for export.
Total investment	US\$ 10 million.
Capacity	9 million sq ft of hide.
Local partner	Bangkok Rubber, Bangkok, Thailand.
Share	56 percent.
Foreign partner	Cavallini Pellami, S. Croce Sull' Arno, Italy.
Share	44 percent.
Agreement signed	May 1990.
Commencement of construction works	January 1992.
Production start-up	September 1992.
Jobs created	250.

UNIDO Investment Promotion Service Office Milan.

- UNIDO inputs**
- Preparation of a feasibility study requested by Italian Ministry of Foreign Affairs in connection with project financing.
 - Assistance in definition of the business plan.



Thailand

Type of project	Direct investment.
Country	Thailand.
Project description	Construction and operation of an assembly plant, followed by a large, fully fledged manufacturing facility, producing Bernina sewing machines.
Total investment	US\$ 5 million.
Foreign investor	Fritz Gegauf AG, Switzerland.
Commencement of construction works	Manufacturing plant 1990.
Production start-up	Assembly plant 1990; manufacturing plant June 1991.
Jobs created	240.

UNIDO Investment Promotion Service Office Zurich.

- UNIDO inputs**
- Assistance to Swiss investor in the search for a suitable location.
 - Formulation of investment proposal and testing for financial viability
 - Organization of an exploratory mission to Thailand.
 - Pre-financing of an investment study.



Thailand

Type of project	Joint venture.
Country	Thailand.
Project description	Construction and operation of an electronic filter factory. The Swiss partner has a worldwide share of about 25 percent in this market.
Total investment	US\$ 1 million.
Local partner	Sri Thai Superware, Bangkok, Thailand.
Foreign partner	Schaffner Elektronik, Switzerland.
Agreement signed	December 1988.
Production start-up	February 1992.
Jobs created	200.

UNIDO Investment Promotion Service Office

UNIDO inputs

- Organization of a visit to Schaffner group headquarters by officials from the Thai Board of Investment.
- Accompaniment of a mission by the investor to Thailand.
- Assistance in obtaining approvals for land acquisition, management recruitment, etc.



Viet Nam

Type of project	Joint venture.
Country	Viet Nam.
Project description	Establishment of a factory at Bien Hoa Industrial Estate, Viet Nam, to manufacture men's jackets. As a result of the project's success, the German company hopes to expand the factory in order to produce trousers.
Total investment	US \$ 1.7 million.
Local partner	Huy Hoang Co. Ltd., Ho Chi Minh City, Viet Nam.
Foreign partner	Bütel Bekleidungswerke GmbH, Salzbergen, Germany.
Agreement signed	October 1991.
Production start-up	November 1993.
Jobs created	120.

UNIDO Investment Promotion Service Office.

UNIDO inputs

- Identification of local partner.
- Initial contacts with foreign partner arising from a promotional campaign in Viet Nam.
- Formulation of investment proposal and testing for financial viability.
- Follow-up of initial project discussions by IPS Cologne and the Vietnamese delegate.
- Detailed pre-feasibility study.
- Advice to foreign partner on local investment conditions.



Viet Nam

- Type of project** Joint venture.
Country Viet Nam.
Project description Upgrading the processing and packaging capacity at a frozen seafood plant in order to meet European demand and quality requirements. The Italian partner undertook to transfer the necessary technology and market the output in Europe.
- Total investment** US\$ 200,000.
Capacity 3,500 tonnes per year of frozen seafood.
- Local partner** Gan Hao Sea Product Processing Enterprise, Gan Hao, Viet Nam.
Share 50 percent.
Foreign partner Eurofish, Genoa, Italy.
Share 50 percent.
Agreement signed March 1991.
Production start-up June 1991.
UNIDO Investment Promotion Service Office Milan.
- UNIDO inputs**
- Formulation of investment proposal and testing for financial viability.
 - Project promotion resulting in participation by the prospective investor in the Viet Nam Forum of March 1991.
 - Identification of local partner.
 - Pre-feasibility study.
 - Assistance in negotiations in Viet Nam.
 - Assistance in finalization of the contract with the national authorities.



Viet Nam

- Type of project** Subcontract and technology transfer.
Country Viet Nam.
Project description Subcontracted assembly of cabinet hinges for export, using equipment supplied by the Japanese partner.
- Total investment** US\$ 300,000.
Capacity 500,000 sets per month.
Local partner Binh Minh Plastic Factory, Viet Nam.
Foreign partner Eguchi Trading Co. Ltd, Japan.
Agreement signed May 1992.
Production start-up September 1992.
Jobs created 100.
- UNIDO Investment Promotion Service Office** Tokyo.
- UNIDO inputs**
- Identification of local partner
 - Identification of foreign partner.
 - Facilitation of contacts and assistance with negotiations.



Projects in Central & Eastern Europe

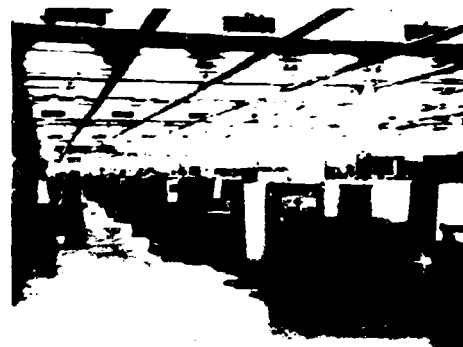
Bulgaria

Type of project	Joint venture.
Country	Bulgaria.
Project description	Conversion of the local partner's production, which was previously mainly for military purposes, by providing new machines and retraining personnel. Provision of technology and capital. Production of professional spray guns, to be bought back by the Italian partner and sold in Europe. Production of spares constitutes a second phase of the investment programme.
Total investment	US \$ 2.3 million.
Capacity	755,000 units per year.
Local partner	Peripherna Technika, Plovdiv, Bulgaria.
Share	43 percent.
Foreign partner	Gervasoni S.r.l., Brembilla-Bergamo, Italy.
Share	57 percent.
Agreement signed	March 1994.
Production start-up	Late 1994.
Jobs created	62.

UNIDO Investment Promotion Service Office

UNIDO inputs

- Formulation of investment proposal and testing for financial viability.
- Evaluation of the project logistics and finalization of the financial package.
- Assistance to Italian partner in preparing the documentation required in order to obtain equity and finance for the training programme.



Hungary

Type of project	Direct investment.
Country	Hungary.
Project description	Establishment of a rabbit slaughterhouse and meat processing plant in Lajosmizse, Hungary, with modern equipment supplied by Hungarian companies. The processed meat is exported to various West European markets. The project contributes to rural development by providing approximately 10,000 people with an income from rabbit keeping.
Total investment	US\$ 2.5 million.
Capacity	Approximately 5,000 rabbits per day.
Investor	Delimpex, Zurich, Switzerland.
Commencement of construction works	1991.
Production start-up	November 1991.
Jobs created	150 (mainly women).

UNIDO Investment Promotion Service Office Zurich.

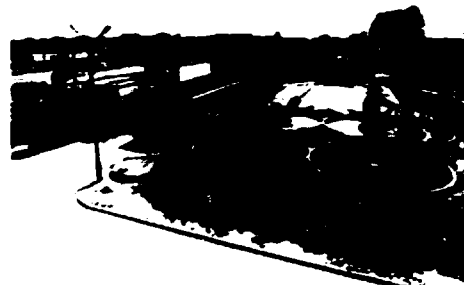
UNIDO inputs

- Assistance in obtaining approvals and advice on working capital facilities.



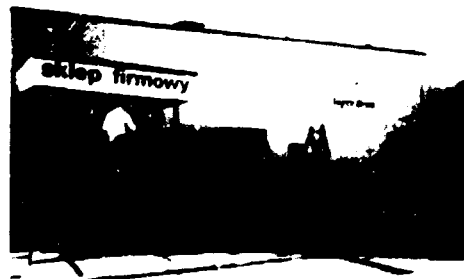
Poland

<i>Type of project</i>	Joint venture.
<i>Country</i>	Poland.
<i>Project description</i>	Construction of a new, state-of-the-art poultry processing plant, producing a variety of sausages and canned meats, in Slupca, Poland. This is intended to serve as a model for the export of turnkey plants to both developing and developed countries.
<i>Capacity</i>	60 tons per day of slaughtered chickens and five tons per day of chicken sausages.
<i>Total investment</i>	US\$ 21 million.
<i>Local partner</i>	Konspol, Nowy Sacz, Poland.
<i>Share</i>	72 percent.
<i>Foreign partner</i>	Epstein Engineering Ltd., Chicago, USA.
<i>Share</i>	28 percent.
<i>Agreement signed</i>	1990.
<i>Commencement of construction works</i>	June 1993.
<i>Production start-up</i>	July 1994.
<i>UNIDO Investment Promotion Service Office</i>	Warsaw.
<i>UNIDO inputs</i>	<ul style="list-style-type: none">• Identification of foreign partner.• Preparation of a feasibility study and business plan.• Project brought to attention of the EBRD.• Assistance in approaching and negotiating with banks.



Poland

<i>Type of project</i>	Joint venture.
<i>Country</i>	Poland.
<i>Project description</i>	Formation of a company, Super Drob S.A., to operate an existing meat processing factory. Expansion and modernization of the plant; diversification of the product range.
<i>Total investment</i>	US\$ 6.0 million.
<i>Capacity</i>	70,000 units of poultry and 170 tons per day of meat products.
<i>Local partner</i>	Karczew poultry processing plant, Karczew, Poland.
<i>Share</i>	20 percent.
<i>Foreign partner</i>	Lipka Frères, Switzerland.
<i>Share</i>	80 percent.
<i>Agreement signed</i>	February 1993.
<i>Jobs created</i>	150.
<i>UNIDO Investment Promotion Service Office</i>	Warsaw.
<i>UNIDO inputs</i>	<ul style="list-style-type: none">• Provision of legal and economic information.• Identification of local partner.• Assistance in negotiations.• Formulation of business plan.• Assistance in presenting the business plan to financial institutions.



Poland

Type of project Joint venture.
Country Poland.
Project description Establishment of a bakery using Swiss equipment and know-how. Part of the output is exported, while part goes to fast-food outlets in the Warsaw area, also operated by the new company.
Total investment US\$ 500,000.
Capacity Bakery and fast-food products with an annual value of approx. US\$ 208,000.
Local partner Snack Tell Polska Ltd.
Share 15 percent.
Foreign partner Panella Bakery, Baar, Switzerland.
Share 85 percent.
Agreement signed September 1991.
Production start-up June 1992.
Jobs created 80.

UNIDO Investment Promotion Service Office Warsaw.

UNIDO inputs

- Identification of local partner.
- Facilitation of contacts and assistance with negotiations.
- Advice on Polish investment regulations.
- Funding of a pre-feasibility study.
- Assistance in drawing up a project schedule.



Poland

Type of project Joint venture.
Country Poland.
Project description Establishment of a company, Constar, to complete and operate a meat processing plant in Starachowice, Poland.
Total investment US\$ 50 million.
Capacity 21,500 tonnes per year of processed meat products.
Local partner Constar Ltd, Starachowice, Poland.
Share 49 percent.
Foreign partner Epstein Engineering Export Ltd, Chicago, USA.
Share 51 percent.
Agreement signed January 1991.
Production start-up January 1993.
Jobs created 1,300.

UNIDO Investment Promotion Service Office Warsaw.

UNIDO inputs

- Project identification, formulation and promotion.
- Identification of foreign partner.
- Facilitation of contacts and assistance with negotiations.

Russia

Type of project	Joint venture.
Country	Russia.
Project description	Formation of a company, Sovlux, to produce photovoltaic materials and batteries, and jointly develop an electric vehicle. Two production facilities have been installed so far, and construction of a third is scheduled to commence in mid-1995.
Total investment	US\$ 17 million.
Capacity	2.5 megawatts of photovoltaics and 1 million nickel-hydride battery cells per annum (1994); new equipment, due to be installed in 1995, will raise photovoltaic capacity to 15 megawatts.
Local partner	KVANT Scientific & Industrial Enterprise, Moscow, Russia.
Share	50 percent.
Foreign partner	Energy Conversion Devices (ECD), Troy, Michigan, USA.
Share	50 percent.
Agreement signed	1990.
Production start-up	1994.
Jobs created	65.
UNIDO Investment Promotion Service Office	Washir.gton.
UNIDO inputs	<ul style="list-style-type: none"> • Provision of general information on the investment climate in Russia and of a list of potential partners. • Facilitation of contacts and assistance with negotiations. • Support in securing financial resources for the project.



Russia

Type of project	Joint venture.
Country	Russia.
Project description	Technology transfers and provision of materials for manufacture of disposable hospital and industrial clothing.
Total investment	US\$ 400,000.
Capacity	374,000 caps, 73,300 shoe covers, 26,000 gowns and 175,000 other items of clothing.
Local partner	Tchaika, Tula, Russia.
Foreign partner	Foromed, Naples and Indutex, Milan, Italy.
Agreement signed	July 1992.
Production start-up	November 1992.
Jobs created	150.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	<ul style="list-style-type: none"> • Identification of partners. • Support for negotiations. • Provision of information on the investment climate in Russia. • Initiation of contacts with international financial institutions.



Type of project	Joint venture.
Country	Slovenia.
Project description	Establishment of a mortadella sausage production plant.
Total investment	US\$ 2 million.
Capacity	2,000 tonnes per year.
Local partner	KRAS, Sesana, Slovenia.
Share	40 percent.
Foreign partner	Alcisa S.p.A., Bologna, Italy.
Share	60 percent.
Agreement signed	January 1992.
Production start-up	January 1994.
Jobs created	Seven.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	• Review of a feasibility study and technical data regarding the project on behalf of the Italian Ministry of Foreign Affairs.



Projects in Latin America

Brazil

<i>Type of project</i>	Joint venture.
<i>Country</i>	Brazil.
<i>Project description</i>	Production of granite and marble tiles for the local and Italian markets. The Italian partner will buy back 60 percent of output, and 40 percent will be used by the local partner.
<i>Total investment</i>	US\$ 10 million.
<i>Capacity</i>	2,000 sq m per day of granite tiles.
<i>Local partner</i>	Leo Lynce, Brasilia, Brazil.
<i>Share</i>	50 percent.
<i>Foreign partner</i>	Tacchella Marmi, Lugo di Grezzana, Italy.
<i>Share</i>	50 percent.
<i>Agreement signed</i>	November 1990.
<i>Commencement of construction works</i>	January 1992.
<i>Production start-up</i>	March 1992.
<i>UNIDO Investment Promotion Service Office</i>	Milan.
<i>UNIDO inputs</i>	<ul style="list-style-type: none">• Project identification and formulation.• Pre-feasibility study.• Identification of foreign partner.• Identification of sources of finance.• Feasibility study.



Bolivia

<i>Type of project</i>	Joint venture.
<i>Country</i>	Bolivia.
<i>Project description</i>	Production of window and door frames, and parquet flooring at a factory in Santa Cruz. The local partner provided the site, raw materials and workforce, while the foreign partner — a manufacturer of wood processing machinery — supplied the machinery, including a planing mill, and the necessary technology transfers and training
<i>Total investment</i>	US\$ 5.2 million.
<i>Capacity</i>	400-500 cubic meters per month.
<i>Local partner</i>	Promabol Promoción Madera Bolivianos, La Paz, Bolivia.
<i>Share</i>	40 percent.
<i>Foreign partner</i>	MAWEG Robert Hildebrand Maschinen-Anlagen GmbH, Oberboihingen, Germany.
<i>Share</i>	60 percent.
<i>Agreement signed</i>	September 1991.
<i>Commencement of construction works</i>	April 1992.
<i>Production start-up</i>	July 1992.
<i>Jobs created</i>	150.
<i>UNIDO Investment Promotion Service Office</i>	Cologne.
<i>UNIDO inputs</i>	<ul style="list-style-type: none">• Identification of local partner.• Identification of foreign partner.• Facilitation of contacts and assistance with negotiations.



Ecuador

Type of project	Joint venture.
Country	Ecuador.
Project description	Plant expansion leading to doubling of the capacity of the Contextagua company, which exports buttons made of tagua — a natural ivory substitute. The entire output is exported to Italy.
Total investment	US\$ 400,000.
Capacity	40,000 gross per month of tagua buttons.
Local partner	Contextagua, Guayaquil, Ecuador.
Share	55 percent.
Foreign partner	Gritti S.p.A., Bergamo, Italy.
Share	45 percent.
Agreement signed	November 1991.
Production start-up	January 1992.

UNIDO Investment Promotion Service Office

UNIDO inputs

- Milan.
- Project identification and formulation.
 - Organization of several meetings in Italy for local partner.
 - Assistance in negotiations with potential Italian investor.



Mexico

Type of project	Joint venture.
Country	Mexico.
Project description	Establishment of a chocolate processing and packaging plant to produce various types of chocolate cream snacks. The first stage was geared towards the US and Hong Kong markets, customers of the Italian partner being transferred to the new joint venture. The Italian partner provided know-know, training and support in entering additional export markets.
Total investment	US\$ 1.7 million.
Capacity	35 million chocolate cream snacks per year.
Local partner	Cerezo, Mexico.
Share	51 percent.
Foreign partner	Socajo, Verona, Italy.
Share	49 percent.
Agreement signed	May 1993.
Commencement of construction works	December 1993.
Production start-up	January 1994.
Jobs created	30.

UNIDO Investment Promotion Service Office

UNIDO inputs

- Milan.
- Project identification and formulation during a mission to Mexico.
 - Identification of foreign partner.
 - Facilitation of contacts and assistance with negotiations.
 - Participation in a mission to Mexico to finalize the joint venture contract.



Mexico

Type of project	Joint venture.
Country	Mexico.
Project description	Production and packaging of red radicchio salad for the US market. The first phase involved the use of existing facilities on 15 ha. of land in Irapuato. The Italian partner provided cash, technology, seeds and marketing support.
Total investment	US\$ 1.2 million.
Capacity	500 tonnes per year of salad.
Local partner	Fresport, Irapuato, Mexico.
Share	50 percent.
Foreign partner	Boscolo e Tiozzo, Chioggia, Italy.
Share	50 percent.
Agreement signed	October 1993.
Production start-up	November 1993.
Jobs created	50.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	<ul style="list-style-type: none">• Project identification and formulation.• Pre-feasibility study.• Identification of local partner.• Assistance in negotiations between prospective partners.



Paraguay

Type of project	Joint venture.
Country	Paraguay.
Project description	Establishment of a cotton thread plant using locally produced cotton to manufacture combed and open-end thread. The production is exported to Europe.
Total investment	US\$ 10.1 million.
Capacity	1.575 tonnes per year of combed cotton thread and 350 tonnes per year of open-end cotton.
Local partner	Aceitera Itaugua S.A. - Isotex, Asuncion, Paraguay.
Share	50 percent.
Foreign partner	Giemme Filati S.p.A., Capriolo, Italy.
Share	50 percent.
Agreement signed	September 1992.
Commencement of construction works	August 1993.
Production start-up	March 1994.
Jobs created	68.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	<ul style="list-style-type: none">• Formulation of investment proposal and testing for financial viability.• Identification of sources of finance.• Feasibility study.

Type of project	Technology transfer with buy-back agreement.
Country	Venezuela.
Project description	Establishment of a fruit processing plant in Zulia State. The first stage of the project involves the processing of guava, and the second tomatoes. The Italian partner undertook to transfer technology, train personnel and buy back part of the output.
Total investment	US\$ 1.2 million.
Capacity	3,800 tonnes per year of guava pulp and 50,000 tonnes per year of tomatoes.
Local partner	Palmaven, Caracas, Venezuela.
Foreign partner	Bertuzzi, Brugherio, Italy.
Agreement signed	July 1992.
Commencement of construction works	March 1993.
Production start-up	June 1993.
Jobs created	47.
UNIDO Investment Promotion Service Office	Milan.
UNIDO inputs	<ul style="list-style-type: none"> • Project identification and formulation. • Facilitation of contacts and assistance with negotiations.