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Sub-Fonds: Records of President Robert S. McNamara

Fonds: Records of the Office of the President

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THE WORLD BANK
Washington, D.C.

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McNamara Papers

Contracts
Uganda (1970-1981)

The World Bank Group
Archives



1771217

A1993-012 Other #: 19

209355B

President's papers - Robert S. McNamara Contacts with member countries: Uganda -
Correspondence 01

DECLASSIFIED

WBG Archives

UGANDA

UGANDA

- 7/18/69
(Aspen-
Eisen. Ex.) Paul D'Arbela, M.D., Lecturer in Internal Medicine and full-time
staff member, Makerere University College Medical School, Kampala
1. 1/12/70 President Apollo M. Obote (*Filed in L.M. Office*)
(Kampala)
2. 1/12-14/70 Brakel MemCon on trip
- 1/12/70
(Kampala) John K. Babiiha, Vice President and Minister for Animal Husbandry
Laurence Kalule-Settala, Minister of Finance
Jephaniah M. Okae, Minister of Planning and Economic Development
John Kakonge, Minister of Agriculture and Forestry
William W. Kalema, Minister of Commerce and Industry
Joshua Luyimbazi-Zake, Minister of Education
Sam Odaka, Minister of Foreign Affairs
J.N.K. Wakholi, Minister of Public Service and Cabinet Affairs
E.Y. Lakidi, Minister of Labour
Shaban Kurunda Nkutu, Minister of Works, Communications and Housing
John W. Lwamafa, Minister of Health
Eria M. Babumba, Minister for Marketing and Cooperatives
- " Semei Nyanzi, Chairman Uganda Development Corporation, and
other senior officials
- " J.S. Laker, Permanent Secretary, Ministry of Agriculture and Forestry
C.H.M. Barlow, Permanent Secretary, Ministry of Marketing and
Cooperatives
(with representatives of the Coffee Marketing Board, Lint Marketing
Board, and Produce Marketing Board)
- " E.M.S. Kate, Permanent Secretary, Ministry of Animal Industry, Game,
and Fisheries
(with representatives of Dairy Industry Corporation and Uganda
Tea Growers Corporation)
- 1/13/70
(Kampala) Christopher Mboijana, lawyer and company director
Alos J.M. Ssentongo, formerly Secretary to the Treasury and
now businessman
Roger J. Mukasa, Chairman, Coffee Board and Group Chairman,
Uganda Co., Ltd.
S. Ntende, businessman
Mahendrakumar N. Mehta, Member of Parliament and leading businessman
Jayant Muljibhai Madhvani, leading industrialist
- " Yusufu Kironde Lule, Principal, Makere University College
Dean Nichol, Faculty of Agriculture
D.G.R. Belshaw, Head, Department of Rural Economy
- 1/14/70
(Murchison
Falls) Erisa Kironde, Chairman, Uganda Electricity Board
Roger Wheeler, Chief Game Warden
- 1/14/70
(Kampala?) Alexander A. Ojera, Minister of Information, Broadcasting and
and Tourism

UGANDA

3. 1/70 Random Thoughts on visit to Uganda (*Filed in L Me N office*)
4. 4/1/71 Emanuel Wakhweya, Finance Minister
5. 2/7/75 Emanuel Wakhweya, former Finance Minister
6. 5/8/81 Amb. Olara Otunnu, Dep. Permanent Representative
to the United Nations

*Mr. McNamara - to see please.**HAS 10/10*

OFFICE MEMORANDUM

TO: The Record

DATE: October 9, 1968

FROM: Howard E. Tolley *HET*SUBJECT: Mr. McNamara's Meeting with the Delegations from Kenya, Tanzania and Uganda - 4:30 p.m., October 4, 1968UGANDA

- Mr. L. Kalule-Settala, Minister of Finance
- Mr. A.J.P.M. Ssentongo, Secretary to the Treasury
- Mr. J.M. Mubiru, Governor, Bank of Uganda
- Mr. S. Nyanzi, Adviser, Chairman, Uganda Development Corporation

TANZANIA

- Mr. A. H. Jamal, Minister for Finance
- Mr. P. Bomani, Minister for Economic Affairs and Development Planning
- Mr. J. D. Namfua, Principal Secretary, The Treasury
- Mr. E. I. M. Mtei, Governor, Bank of Tanzania

KENYA

- Mr. J. N. Michuki, Permanent Secretary to the Treasury
- Mr. D. N. Ndegwa, Governor, Central Bank of Kenya
- Mr. J. Stewart, Economic Adviser, The Treasury

BANK

- Mr. McNamara
- Mr. Knapp
- Mr. El Emary
- Mr. Tolley

The two main topics of discussion were:

- (a) The role of Bank's Permanent Mission in Eastern Africa and
- (b) The possibilities of further economic cooperation in East and North Africa.

Role of the Permanent Mission in East Africa

Messrs. Kalule-Settala, Jamal and Michuki each stated that they were glad that the Bank had an office in East Africa and that they found its services useful. Mr. Kalule-Settala suggested that more of the detailed discussions and negotiations on projects be held in East Africa, after general policy agreement had been reached in each case between Bank headquarters and the Government. Both Mr. Namfua of Tanzania and Mr. Ssentongo of Uganda noted that there appeared at times to be a lack of coordination between Bank headquarters and the PMEA since they sometimes received conflicting advice from the two sources. Mr. McNamara noted that differences of opinion were to be expected in an organization the size of the Bank, but that we should keep such differences within the organization.

President has seen

Possibilities of further economic cooperation in East and North Africa

The three delegations expressed support for continued and expanded cooperation in the region. Mr. Kalule-Settala noted that Kenya, Tanzania and Uganda had already come a long way in this regard. He cited as an important step forward the appointment of Permanent East African Ministers by each of the Governments who spend full time dealing with regional affairs within the framework of the Treaty on East African Cooperation. Regarding the extension of cooperation to other countries, Mr. Kalule-Settala noted that Zambia and Ethiopia had already approached the East African Community but that it would take considerable time before they could be brought into the Community. In response to a query by Mr. McNamara as to why there would be a delay in admitting additional countries, Mr. Mubiru of Uganda explained that there were many complex problems involved in bringing in new members. It would be necessary to study in depth the effects on the existing members which would result from integrating new economies into the Community. He cited lack of communications and possible conflicting currency policies as problems which would have to be dealt with. Mr. McNamara said that the Bank wished to help foster in any way possible future economic cooperation in the region.

He thanked the delegation for their visit and for views that they had expressed.

cc: Mr. McNamara
Mr. Knapp
Mr. El Emary

HETolley/dc



MEMORANDUM OF CONVERSATIONS IN UGANDA, JANUARY 1970 (Brakel Memo)

FILED UNDER TANZANIA

Headquarters:
Washington, D.C. 20433, U.S.A.

*to see
see 2/4*

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION



Permanent Mission in Eastern Africa
Uniafric House - Koinange Street at Sadler Lane - Nairobi, Kenya
P.O. Box 30577 - Telephone 23421 - Cable Address : INTBAFRAD



Letter No. 72

January 30, 1970

Mr. Leif Christoffersen
Personal Assistant to the President
International Bank for Reconstruction
and Development
Washington, D.C. 20433

Dear Leif:

I am attaching a paper which I dictated last weekend containing salient points raised during Mr. McNamara's visit to East Africa.

As you will note I have tried to cover the more important points made by the various Government officials and other people Mr. McNamara met at which I was present - in particular when such points were not covered in the documents handed to us in support of their words - plus some factual information they supplied. I have not given, of course, Mr. McNamara's own reaction - unless he made certain commitments or promises (of which there are only a few examples). I have also refrained from going into the details of matters which although rather extensively discussed at various meetings do not seem to need much elaboration at this stage, such as the railway loan problem, - which appears to be solved now - and the location of industry within the E.A. Community, which will no doubt be looked into in detail by the forthcoming industrial mission to East Africa. I did not put in anything about the Murchison Falls project either because I was not present at most of what was said on this subject in Uganda. I hope that this record, put together in rather a hurry, will be of some use to Mr. McNamara. Please let me know if there is anything else that he might want me to do on this score.

I now plan to arrive in Washington on February the 15th and will give you a call soon after my arrival if only to hear how your unexpected trip to Norway for such sad reasons worked out.

All the best.

RECEIVED Yours sincerely,

13102EB-3

Willem
Willem Brakel

c.c. Mr. Lejeune

SECTION
COMMUNICATIONS

President has seen

because of the high level of salaries to be paid. They also referred to the need for maintaining some degree of standardization which the Bank should take into account in applying the rule of international competitive bidding.

- (f) Mr. Simba of the E.A. Development Bank said that his Bank for the next 2 years or so was not in need of financial assistance from the World Bank Group. Technical assistance, which the IBRD had already given quite liberally was another matter. At the moment he particularly needed a legal expert - Mr. Webb^{1/}. The E.A.D.B. is not allowed to finance tourism or infrastructure or to lend to other financial institutions, but has to confine itself to lend to manufacturing industry, including agricultural processing etc. Total commitments during 1969 were almost Shs. 37 million; for 1970 a similar amount or a little more is expected. By the end of 1970 the results of a study on industrial development requirements and possibilities in the three countries of E.A., which E.A.D.B. has initiated, should be ready, which should provide a basis for setting up a long term lending program and for discussions with the World Bank Group about possible assistance from their side. The present professional staff of E.A.D.B. consists of 6 expatriates plus 7 local officials.
- (g) The E.A. Airlines Corporation are not planning any large scale expansion program. They wish to consolidate their new lines to HongKong and Copenhagen. They have been discussing the possibilities of association with Zambian Airlines. Apparently Ethiopia is not interested in such an association. They have a total of 4,200 employees which is considerably more than either of the two other companies. The need for the establishment of a training centre at a cost of some £250,000 was mentioned. It was made clear that if only because of the relative small amount involved this was a matter for UNDP rather than IBRD consideration.

III. UGANDA

1. In the meeting with Ministers dealing with economic development matters and chaired by the Vice-President of Uganda, the Minister of Planning and Economic Development mentioned the long time it took, in his view, to prepare projects and subsequently for the Bank to take action on them (for example the agricultural credit project for which the first request had been made in 1964/65 and

^{1/} Mr. Webb's secondment for 6 months to the E.A.D.B. has meanwhile been arranged; he is due to start around March 25, 1970.

on which no final decision has yet been reached). He would appreciate the Bank's Regional Office to be considerably strengthened and to be given certain powers of decision in order to help expedite matters. He also asked about possibilities for local currency financing. The Minister of Agriculture and Forestry emphasized the need for training an efficient extension service. The output of the country's two agricultural colleges as well as of agricultural specialists from Makerere University should be increased (in 1969 there had been 91 "diplomates" in agriculture plus 12 B.Sc's.). The extension service now consists largely of Ugandans but is still much too thinly spread, while in areas such as research Uganda is still virtually totally dependent on expatriates, largely British ("some diversification seems desirable"). He also mentioned the need for expanding quarantine facilities for importing plant materials; these are now concentrated in the E.A. Agricultural Research Institute in Kenya; the establishment of national quarantine facilities may have to be considered. Subsequently the Minister talked for some length about the desirability for the Bank to agree to the abolition of the 7 cts. levy on tea growers to pay for the services supplied to them by the Uganda Tea Growers Corporation^{1/}. (Mr. McNamara made it clear that abolition of the 7 cts. levy by itself would not solve anything because the cost of the services of the Tea Growers Corporation would have to be met somehow; it would only shift the burden; not remove it). The Minister also said that Uganda was active in the field of rural development by promoting farm cooperatives, by providing amenities to rural areas (schools, electricity, etc.), by giving credit to farmers who occupy plots of land cleared for cultivation by the Government, etc.

2. The Vice-President stressed the importance of beef ranching and dairy development. A livestock development project is now being prepared at a total cost of \$13.9 million of which 27.5% would be foreign exchange, for submission to the Bank Group. If implemented it should achieve an increase in annual production of \$3.85 million.
3. The Minister of Works thought the Bank to be too rigid in its standards for road lendings. The Uganda authorities should be left more freedom in selecting those roads which they consider to have high priority even if other than purely economic yardsticks are applied. As an example he mentioned the bituminization of a certain stretch of road which the Bank had thought to be of insufficient priority. He also stressed the importance of investment in feeder roads.

^{1/} This subject was brought up several times at subsequent meetings in Uganda. In the course of the discussions it became evident that, partly because of relatively low quality, Uganda tea has difficulty to stay competitive in the world markets. The growers receive a subsidy of 10 cts. per lb. of green leaf (originally introduced because of the devaluation of the British pound); at the same time they pay a levy of 7 cts. per lb. to the Uganda Tea Growers Corporation.

4. The Minister of Marketing and Cooperatives mentioned Uganda's problems in tea and coffee growing due to the fall in world market prices. Diversification to other products is required. Thus far this has been particularly successful with respect to tobacco; the present export of Uganda of flue-cured tobacco is about one million kilograms; the target for 1980 is 4 million kilograms. At the moment an expansion of the tobacco area by 4,700 acres is planned for 4,000 additional smallholders at an estimated cost of some \$8 million. Exports of cotton lint are charged with a tax while the prices to the growers - which apparently in the past had included an amount of subsidy from a price equalization fund which has now depleted - are too low to provide them with much incentive.
5. The Minister of Industry commented on the respectable growth achieved in industry development at the rate of 10% in recent years (even though this rate was still somewhat below the planned target of 12.5% per year). The much larger E.A. Community market can be helpful in promoting further expansion which will have to go beyond the limited domestic market. Proper study of the possibilities there is needed, however; otherwise, as in the case of textiles, over-investment may occur in each of the three countries. UNIDO has been asked to look into the textile manufacturing situation; the results of this work may provide guidance for other industries as well. Uganda encourages private enterprises in appropriate cases but where the profit motive does not work adequately the state takes the lead through UDC. The Minister mentioned the need for World Bank Group financial assistance to the Development Finance Company of Uganda in which Britain and Germany already participate.
6. The Minister of Education asked whether it was possible for the Bank to limit tendering for furniture, under the first education credit, to Ugandan firms. He also confirmed that the Cambridge examination is now being replaced by an East African Certificate of Examination under the auspices of the E.A. Examination Council^{1/}.
7. In subsequent discussions with the management of UDC, it was ascertained that UDC has majority shareholdings (to an amount of Shs. 157 million) in 35 "subsidiary" companies, in addition it holds minority shareholdings in 20 "associated" companies (to an amount of Shs. 30 million). The turnover of these companies in 1968 was Shs. 400 million; their profit before taxation was Shs. 43 million.

^{1/} He also gave some figures on the percentage of school age population going to various types of schools, as did education officials we saw in Tanzania and Kenya. I am enclosing a paper produced in PMEA before Mr. McNamara's visit which gives some details based on data available as a result of the work of our education missions. Since it covers all three countries it might be of interest to Mr. McNamara.

Their total fixed assets amounted to Shs. 540 million. UDC's total investments, including Shs. 82 million in loans, now amount to Shs. 269 million. They expect to invest an additional Shs. 123 million during the next 3 years, namely Shs. 49, 53 and 20 million respectively in 1970, 1971 and 1972. UDC prefers ventures jointly with private, including foreign, investors if they can be found. The Development Finance Company of Uganda, which works solely for the private sector and usually invests in medium and smaller size manufacturing industries, while UDC invests with the larger and heavier industries, works together closely with UDC; they have the same chairman. UDC received its latest injection of capital from the Government in 1968; they now need a further injection of loanable funds in which they hope the IBRD Group will participate. At present their debt-equity ratio is 4:1. EDI has helped a great deal in training UDC staff but there is still need for more engineers and accountants including financial analysts. (Mr. McNamara mentioned the planned EDI industrial projects course for E.A. to be held in Nairobi next summer). The Ford Foundation is providing a small team of experts for on-the-job training. The Government has the power to make UDC participate in enterprises against UDC's own judgement but has used this power only very sparingly.

8. Subsequent meetings with representatives of agricultural marketing and production boards, in the presence of the Permanent Secretary for Agriculture, brought out the following main points:

- (a) There are plans to increase cotton production from 445,000 bales (of 185 kg) - the highest level achieved in the recent past - to 575,000 bales in early 1970 and to 1 million bales in 1980. Primarily by increasing productivity through such means as the use of new varieties and modern inputs.
- (b) Coffee production will have to be further curtailed if the international coffee agreement is renewed in 1970. The target is to uproot 10,000 acres which will have to be changed to other agricultural crops including livestock. In addition some areas now under Robusta coffee should be changed to growing Arabica which gives lower yields and higher prices.
- (c) The Produce Marketing Board which has thus far marketed only tobacco is now taking over a great number of other agricultural products such as maize, onions, groundnuts, chillies, potatoes, etc., plus all produce from the cooperative unions. Experience still has to be built up and no decisions have yet been taken regarding basic marketing and price policies, the possibility of building up price equalization funds, etc.
- (d) The total amount of credit for productive purposes to co-operatives is Shs. 16 million; in addition commercial banks make available short term production credits to private farmers.

- (e) The average size of farm holdings in Uganda is about 9 acres.
- (f) As to dairy, at the moment Uganda is a net importer from Kenya. There is therefore scope for a substantial increase in dairy production estimated to require some 700 new farms of varying sizes. A project is being prepared which, it is hoped, the World Bank Group will help finance.
9. In a meeting with private business, no clear cut information could be obtained as to what the Government sees as to the role for private and Government owned enterprise respectively; (the matter was the subject of "considerable political rethinking"). The need for better management training was stressed. The question was raised whether "soft" loans made to the Government could be passed on in that form to private industries. The problems arising from the high freight rates imposed by IATA on air transport of high value products to other African countries were briefly discussed. Production of certain agricultural commodities would benefit particularly from a more competitive, less discriminatory rate system. There was also some discussion on the high degree of protection on textiles (it was said that Uganda produced fine yarns which were then used domestically for making relatively coarse fabrics) and of the relatively moderate degree of protection (15 to 33%) for most other industrial products. The lack for any kind of capital market was deplored. Cooperative taxes in East Africa as a whole are relatively moderate (40%).
10. In a meeting at Makerere University the question was raised whether the next Bank project could include help to the University in improving its services for agriculture (including veterinary services and forestry) and business administration. At the same time it was explained that for the next few years a certain reduction in the number of agricultural graduates was expected because the University would now be catering for the needs of Uganda only rather than, as in the past, for those of the whole of East Africa. Some 40 to 60 agricultural graduates per year are needed according to the Government's manpower calculations (on the basis of the FAO Indicative Food World Plan some 100 graduates per year would reportedly be required). The supply of qualified secondary school leavers is large enough now to make possible an intake of at least 80 per year. Two new departments in technology are being set up: one for electro mechanics and one for civil engineering, including architecture. In Uganda everyone qualified is offered fully free education in the University; 90% accepts. The University has been involved in some studies related to the need for and the promotion of rural development which is urgent since urban growth in Uganda now amount to about 7% per year.

OFFICE MEMORANDUM

TO: The Record

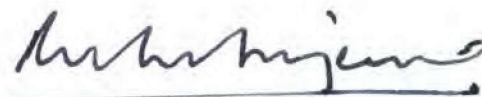
FROM: Michael L. Lejeune

SUBJECT: UGANDA - Visit by Minister of Finance

DATE: July 22, 1971

1. On April 2, 1971 Mr. Emanuel B. Wakhweya, the Minister of Finance of Uganda, paid a courtesy call on Mr. McNamara on the occasion of his visit to the Bank to negotiate an IDA Credit for the Second Education Project. Mr. McNamara had met him previously in Uganda when he was Permanent Undersecretary of the Treasury.
2. Mr. Wakhweya described briefly the financial difficulties facing Uganda and the measures he was proposing to overcome them.
3. Mr. McNamara asked about the effect on the East Africa Community of the reluctance of Tanzania to accept General Idi Amin as the legitimate successor to Mr. Obote. Mr. Wakhweya said that this was indeed a difficult situation but that despite the differences between the two countries, the Community at the working level was continuing to function. He felt that with the passage of time the difficulties would be overcome, as whatever were the differences between the two Presidents, all three countries of East Africa were determined to see the Community continue. He quoted several examples of how the officials of the Community were continuing to meet and carry out their duties.
4. No matters of operational significance arose.

cc: Mr. McNamara's office (2)
Div. B, Eastern Africa



MLejeune:neb

President has seen!

OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara

DATE: March 30, 1971

FROM: Michael L. Lejeune

SUBJECT: UGANDA: Visit by the Minister of Finance

1. Negotiations for an IDA credit of \$7.3 million for a proposed Second Education Project in Uganda started this week. This is the first operation to be negotiated with the new Ugandan Government since Major General Idi Amin seized control on January 25. The leader of the delegation is the new Minister for Finance (and Governor for the World Bank Group), Emanuel Wakhweya, who has asked if you will see him. He tells me that he is arranging to see IMF, the State Department, AID and the Export-Import Bank while in Washington. He leaves on April 3.

2. I suggest that you see Wakhweya briefly. He is well known to us as former Secretary of the Treasury and as such we considered him the ablest and most level headed of the top financial civil servants in East Africa. I do not know yet what he may wish to discuss with you. I assume that one reason he wants to see you is to establish his credentials. Another may be to refurbish Uganda's image with the Bank Group, following a period of poor financial management and the pursuit of ill-prepared measures, including extensive nationalizations, with which I believe Wakhweya was out of sympathy. He may make only a general plea for increased Bank Group support, but I plan to meet with him privately and will alert you to any particular points he is likely to raise.

3. I attach a biographical note and a brief on recent developments in Uganda.

Attachments

cc: Mr. Knapp
Mr. Cope

You met Wakhweya in Uganda a year ago and will remember, when you see him, that you had quite a lively conversation with him.

Michael L. Lejeune

*2/31
Per schedule
back-to-back
for 15 min.
Done
10:10 A.M.
T-PR-DAY*

Attachment No. 1

Biographical Note on the recently appointed
Minister for Finance of Uganda,
the Honorable Emanuel B. Wakhweya

Mr. Wakhweya is highly regarded by members of the Bank staff with whom he has come into contact in his former capacity as Secretary to the Treasury, and he is reasonably well acquainted with the Bank's approach and procedures. Mr. Wakhweya is 35 years old and was educated at St. Peter's College, Tororo, and the University of Delhi. He is a career civil servant and is considered both at home and abroad as being very able and constructive. Positions previously held include Assistant Secretary and Deputy Secretary in the Ministry of Finance. In 1967, he became Deputy Governor of the Bank of Uganda, but returned to the Finance Ministry as Secretary to the Treasury in early 1969.

After his appointment as Minister for Finance in the new Government of Major General Idi Amin, Mr. Wakhweya has made a number of statements which indicate that the Amin Government may have some second thoughts on the nationalization measures begun under the previous regime in May 1970. In particular, Mr. Wakhweya stated that the policies of the Obote Government had "shaken the confidence of private investors", and that the new Government would adopt a more flexible policy with regard to privately owned enterprises with whom compensation terms had not yet been agreed or with whom negotiations had not yet progressed to advanced stages.

March 29, 1971

Political Developments in Uganda

1. A faction of the army seized power in Uganda on January 25, 1971 and established a military government under Major General Idi Amin. Although there were clashes for some days between General Amin's forces and troops loyal to President Obote, General Amin appears to be in firm control and likely to remain so provided he can retain control of the armed forces. The extent of his popular support is unclear, but there is no evidence of any significant support for Mr. Obote, who is now in Tanzania, and there had been scant respect for the majority of his Ministers.
2. On February 2, General Amin dissolved Parliament, dismissed the Cabinet, assumed all executive and legislative powers and announced that he would rule by decree until the country could be returned to civilian rule; all political activity has been banned for two years. He has appointed a largely civilian Council of Ministers, eight of them senior civil servants. Day-to-day administration, and communications with the Bank, have continued substantially uninterrupted. The overall impression gained from reports of the new Government's political posture indicate some moderation in the so-called "move-to-the-left" initiated under the Obote Government. One concrete example of this is the Government's intention to review the proposals for nationalizing those companies with which compensation terms have not yet been agreed or with which negotiations are not yet far advanced. Reestablishment of confidence among private investors appears to be a central theme of the new Government's policy.
3. Only a few countries, who include Britain, Ghana, Australia and Malawi, have so far officially recognized the new regime in Uganda. Some other African Governments, in particular Nigeria, have recently demonstrated signs of friendship through public statements. While Kenya has remained silent on the subject of recognition, Tanzania, Uganda's other partner in the East African Community, Somalia and Zambia have stated that they have no intention of recognizing the new Government. This factor, together with the presence of a second Ugandan delegation sent by President Obote, created an impasse on the issue of Ugandan representation at a recent meeting of the Organization of African Unity (O.A.U.). This matter will be discussed again at a heads of state meeting of O.A.U. in June. Tanzania's attitude obviously raises doubts about future cooperation within the East African Community, a matter of general concern to the Bank Group in view of the substantial lending program to the Community.

4. The international community generally appears ready to accept the new Ugandan Government as one with which normal business may be conducted. Some countries such as the United States have thus far avoided formal recognition of the Government, but have begun to reestablish normal working relations on the premise that the new regime is in effective control of the country. Recent informal contacts with the U.S. State Department indicate that relations between the United States and Uganda are now almost back to normal. The Uganda Government has announced its intention to honor all existing obligations.

5. Disbursements withheld on existing loans and credits to Uganda when the military coup occurred have now been resumed. A livestock appraisal mission, which was delayed for a short time, has just returned from the field after a generally satisfactory visit. Before presenting the proposed Second Education Project to Executive Directors we would satisfy ourselves that there are no legal or constitutional obstacles created by the coup.

March 29, 1971

Biographical Sketch: The Honorable Emanuel B. Wakhweya

Mr. Wakhweya is 38 years old and was educated in St. Peter's College, Tororo, the University of Delhi and the University of Pittsburgh. He was a career civil servant and is considered both at home and abroad as being very able and constructive. Previously held positions include District Officer, Assistant Secretary and Deputy Secretary in the Ministry of Finance. In 1967 he became Deputy Governor of the Bank of Uganda, but returned to the Finance Ministry as Secretary to the Treasury in early 1969. In the latter job he became well acquainted with the Bank's approach and procedures. In the earlier period of his appointment as Minister of Finance after the coup, Mr. Wakhweya's moderating influence was reflected in the Government's decision to review the nationalization measures begun under the previous regime. His attempts, however, to control and reduce military spending and maintain budgetary and fiscal discipline were not successful.

Mr. Wakhweya realized the futility of his efforts by the middle of 1972 but was unable to resign at that time owing to fears concerning his own security and that of his family. Despite a great deal of personal abuse during the last four years, Mr. Wakhweya maintained his integrity. If and when sanity returns to Uganda, Mr. Wakhweya will almost certainly be called upon to play an important role in the reconstruction of his country.

PERSONAL HISTORY

1. PERSONAL DATA:

Last name (Surname):

WAKHWEYA
Address:

First Name:

EMMANUEL

Middle:

BWAYO

Date of Application 6.2.75



Telephone Number:

WASHINGTON 424 - 4426

Maiden Name (if applicable):

Date of Birth: 25.12.36
(month / day / year)

Place of Birth: BUTIRU

Nationality at Birth: UGANDA

Present Nationality: Resident in the U.K.

Social Security Number (U.S. Applicants Only):

Type of U.S. Visa (if any):

If other than Immigrant Visa, Temporary Stay in the U.S. authorized until

(date)

Male Female Single Married Widower Separated Divorced Height 5'10" Weight 150

2. EDUCATION: - List Schools or Other Formal Training or Education.

Name, Place and Country	From	To	Type of School	Degrees and Main Course of Study
Butoru Primary School	1944	1949	Day Primary School	Primary Leaving Certificate
St Peter's College Tororo	1950	1956	Boarding Secondary School	Intermediate
Kampala College Lethu	1957	1960	University Education	BA (Hons) Law

3. FIELDS OF SPECIALIZATION (if any):

4. EMPLOYMENT RECORD: List all employment (including military and self employment). Start with your present position. If you need additional space use the Supplemental Sheet. For Sector of Organization indicate one of the following: 1 = Government; 2 = Other Public Authority; 3 = Private; 4 = International; 5 = Academic.

From		To		Annual Salary		Title of Your Position	Nature of Organization	Sector
Month	Year	Month	Year	Starting	Final			
Feb	1971	Jan	1975	£3000	£3000 Fixed	Minister of Finance	Government Ministry	1
Name and Address of Organization						Name and Present Address of Supervisor		
Ministry of Finance P.O. Box 103, Entebbe, Uganda								
Telephone Number Entebbe 2833						Employees Supervised by You Number _____ Kind _____		May we communicate with your present employer? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Duties: (a concise description of the nature and types of work undertaken, and the level of responsibilities)

All Ministerial responsibilities Over-all responsibility for the preparation of the Government Budget and Control of Public Expenditure.
 Over-all responsibility for Monetary policy
 Member of the Finance Council of the East African Community
 Member of the Communications Council of the East African Community
 Member of the Planning & Consultative Council of the East African Community
 Member of the Common Market Council
 Governor for Uganda in the IBRD and IAF
 Governor for Uganda in the African Development Bank

If you are leaving your present employer, please give reason.

From		To		Annual Salary		Title of Your Position	Nature of Organization	Sector
Month	Year	Month	Year	Starting	Final			
Jan	1969	Jan	1971	£3100	£3100	Secretary to the Treasury	Government Ministry	1
Name and Address of Organization						Name and Present Address of Supervisor		
Ministry of Finance P.O. Box 103, Entebbe, Uganda						The Permanent Secretary, Office of the Permanent Secretary		
Telephone Number Entebbe 2833						Employees Supervised by You Number 15 Kind Executive		Reasons for Leaving No appointment in Ministry

Duties: (a concise description of the nature and types of work undertaken, and the level of responsibilities)

Permanent Secretary and Accounting Officer of the Ministry
 Receiver of Revenue
 Member of the East African Currency Board
 Ex-officio Director of the Bank of Uganda
 Member of the East African Tax Board

Full Name:

4. Employment Record - Continued

From		To		Annual Salary		Title of your Position	Nature of Organization	Sector
Month	Year	Month	Year	Starting	Final			
March	1964	Dec	1967	22175	Fixed	Under Secretary Treasury	Government Ministry	1
Name and Address of Organization						Name and Present Address of Supervisor		
Ministry of Finance P.O. Box 103, Entebbe Uganda						May we contact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Telephone Number Entebbe 2833						Employees Supervised by You Number 35 Kind Executive		Reasons for Leaving In appointment as deputy Governor Bank of Uganda

Duties: (a concise description of the nature and types of work undertaken, and the level of responsibilities)

In charge of all external loans from the IFC, ADB, USA
UK, Sweden, Norway, Denmark, USSR, China, Spain and Consultative
Group matters Vice-President of the Central Finance Board
General Economic matters Applications for foreign investment
protection and customs duty, exports and remittances
National Lottery and Development Bonds

From		To		Annual Salary		Title of Your Position	Nature of Organization	Sector
Month	Year	Month	Year	Starting	Final			
March	1963	Feb	1964	1426	1456	Section Officer	Government Ministry	1
Name and Address of Organization						Name and Present Address of Supervisor		
Ministry of Finance P.O. Box 103 Entebbe						May we contact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Telephone Number Entebbe 2833						Employees Supervised by You Number - Kind -		Reasons for Leaving In promotion

Duties: (a concise description of the nature and types of work undertaken, and the level of responsibilities)

Section officer in charge of scrutinizing the budgets of the
following Government Ministries -
Office of the Prime Minister
Ministry of Information and Broadcasting
Ministry of Mineral and Water Resources
Ministry of Works and Communications
Ministry of Finance

Full Name:

4. Employment Record - Continued

From		To		Annual Salary		Title of your Position	Nature of Organization	Sector
Month	Year	Month	Year	Starting	Final			
Sept	1960	Feb	1963	£726	£926	District Officer	Provincial Administration	1
Name and Address of Organization						Name and Present Address of Supervisor		
Office of the Prime Minister 10, Box 5, Entebbe						May we contact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Telephone Number						Employees Supervised by You Number — Kind —		
						Reasons for Leaving On transfer to Ministry of Finance		

Duties: (a concise description of the nature and types of work undertaken, and the level of responsibilities)

General Administration. Land disputes. Registrar of Marriages.
Second Class Magistrate. Land Resettlement. Refugee Work. Visiting
Judge of Central Government Prisons. Supervisor of Local ^{Government} ~~and~~ Municipalities. Clerk to the Legislative Council.
Administration of estates of deceased persons. Secretary of
the District Tender Board. In-charge of the District Court
Office Secretary of the District Team.

From		To		Annual Salary		Title of Your Position	Nature of Organization	Sector
Month	Year	Month	Year	Starting	Final			
Name and Address of Organization						Name and Present Address of Supervisor		
Telephone Number						May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>		
						Employees Supervised by You Number — Kind —		
						Reasons for Leaving		

Duties: (a concise description of the nature and types of work undertaken, and the level of responsibilities)

From		To		Annual Salary		Title of Your Position	Nature of Organization	Sector
Month	Year	Month	Year	Starting	Final			
Jan	1968	Dec	1968	£2800	£2800	Deputy Governor designate	Central Bank	2
Name and Address of Organization						Name and Present Address of Supervisor		
Bank of Uganda, P.O Kampala						Governor Bank of Uganda, Kampala		
Telephone Number						Employees Supervised by You		
						Number 1 Kind <u>Asst. Secy. Dept.</u> On appointment as Director of the		
Duties: (a concise description of the nature and types of work undertaken, and the level of responsibilities)								

Responsible for the preparation of the Daily Register
 In charge of the weekly Treasury Bills auctions
 Public Debt
 Foreign Exchange dealings
 Bank supervision
 Staff matters.

5. KNOWLEDGE OF LANGUAGES (List mother tongue first)	Read			Write			Speak		
	Very Good	Good	Fair	Very Good	Good	Fair	Very Good	Good	Fair
Luganda		Very Good		Very Good					
Uganda		Good		Good					
Swahili		Good		Fair					
English		Good		Good					

6. FOR CLERICAL POSITIONS ONLY:

(a) Indicate Speed (number of words per minute)

	ENGLISH	FRENCH	SPANISH	OTHER LANGUAGES	(b) List Office Machines you are qualified to operate
TYPING					
SHORTHAND					

7. Have you any dependents? Yes No (If answer is "yes" list spouse, children and/or other dependents.)

NAME	BIRTH DATE (month/day/year)	RELATIONSHIP
Christine Namataka	9 8 61	wife
Anthony Wachwaya	3 2 63	son
Angella Wachwaya	13 8 65	daughter
Richard Wachwaya	6 9 67	son
Stephen Wachwaya	26 4 69	son
David Wachwaya	12 7 70	son
Francis Wachwaya	25 8 73	son

8. If any of your relatives (by blood or marriage) are employed by the International Bank for Reconstruction and Development, the International Finance Corporation, or the International Monetary Fund, list them below:

NAME	RELATIONSHIP	INTERNATIONAL ORGANIZATION
None		

9. Are you physically able and willing to travel?

By Air?		In Tropical Climate?	
Frequently	Occasionally	Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

10. GENERAL INFORMATION

Have you served in the military forces?	Have you any known physical defects or disabilities?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If "yes" give Country: _____	Have you ever had any nervous disorders?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Date: _____	Have you ever been discharged or forced to resign from any position?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Was termination of military service honorable?	Except for minor traffic violations, have you ever been arrested, indicted, or summoned into court as a defendant?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Yes <input type="checkbox"/> No <input type="checkbox"/>	IF ANSWER TO ANY QUESTION ABOVE IS "YES" GIVE FULL PARTICULARS OF EACH CASE IN AN ATTACHED STATEMENT WHICH WE WILL CONSIDER CONFIDENTIAL.		

11. REFERENCES: List at least three persons not related to you, and who have known you for at least two years*, who are familiar with your character and qualifications. Do not list supervisors named in your Employment Record. If it appears that your background and experience may be appropriate to our needs now or in the future, we will want to communicate with your personal references as well as with your supervisors at former places of employment. If one of your former supervisors should not be contacted, please explain.

FULL NAME	ADDRESS	TELEPHONE NO.	BUSINESS OR OCCUPATION
MR. J. N. MICHUKI	Executive Chairman, Kenya Commercial Bank P.O. Box 30081, Nairobi, Nairobi 34130		
MR. J. E. MILLIGAN	NATIONAL + GRINDLAYS BANK LTD 23 FENCHURK STREET LONDON EC3M 3DD	TEL LONDON 01-626-0545	Divisional Director International Banking Singapore
MR. H. KAJURA	Managing Director Uganda Commercial Bank P.O. Kampala		

*For Young Professional candidates, professors listed need not have known you for two years.

12. Honors, Activities and Publications, and Papers read to professional groups. (list scholastic honors, professional societies, and activities in civic, public or international affairs).

Papal Knight of St Gregory the Great
Uganda's highest civilian honor Order of the Sun of the 1960s
Saudi Arabian highest civilian honor
Rotarian
Lawn Tennis

13. State any material facts not covered elsewhere. Include information regarding any residence or prolonged travel abroad, giving dates, purposes, areas, et cetera.

Attached to the Bank of England for seven weeks in 1961.
Attached to the US Treasury Inland Revenue, Iowa, Federal Reserve Bank
Manhattan Bank NY, the Stock Exchange for seven weeks in the US in 1964.

PLEASE ENSURE THAT ALL QUESTIONS HAVE BEEN ANSWERED IN FULL, BEFORE SIGNING THE APPLICATION

14. I, the undersigned, certify that the statements made by me herewith are complete and true to the best of my knowledge and belief. I understand that any willful misstatement renders me liable to dismissal, if employed.

Signature:

[Handwritten Signature]

Date:

6th February 1975

FINAL APPOINTMENT WILL BE SUBJECT TO A MEDICAL EXAMINATION

6

OFFICE MEMORANDUM

TO: Files

DATE: May 14, 1981

FROM: Ellen Johnson-Sirleaf, Sr. Loan Officer, EAIDA

SUBJECT: UGANDA - Ambassador Otunnu's Visit with Mr. McNamara

1. On May 8 Ambassador Olara Otunnu, Uganda's Permanent Representative to the United Nations, on behalf of President Obote, called upon Mr. McNamara to brief him regarding Uganda's reconstruction efforts. Present at the meeting were: Messrs. Wapenhans and Lafourcade, Mr. Kibiritsi from the Uganda Washington Embassy and Ms. Johnson-Sirleaf.

2. Ambassador Otunnu expressed gratitude to Mr. McNamara for the opportunity to meet with him and for the cooperation which Uganda has received from the Bank since independence. He stated that the new Government, headed by President Obote and with a five year mandate given by the majority through democratic means, is keen on addressing the persistent economic problems which have been left behind by the contemptible Amin regime. To this end the Government had invited the Fund to assist in formulating a program of financial recovery. The Program, which includes critical policy measures, is now under implementation. Increases in prices of certain produce and selected consumer goods had already been announced and an adjustment in the exchange rate is scheduled to go into effect on June 1. The Bank has been kept advised on these developments and has been requested to lend its support. Specifically, the Government would like the Bank to send economic and sector missions to review overall performance of the economy and the effectiveness of the measures to be implemented. It is hoped that the Bank would assist particularly in the areas of agriculture, industry, transport, and technical assistance. Further, and as an immediate step, the Government requested a further release of \$30 million under the Reconstruction Credit.

3. Noting the important assistance which Uganda received from friendly governments and institutions following the Bank-Coordinated Donors Conference held in Paris in November 1979, Ambassador Otunnu stated that Bank assistance to Uganda is also critical and urgent because of the signal effect this has on other donors. Thus the Government's effort to rehabilitate the economy as a means of addressing the security and political uncertainties would lean heavily on the external assistance which it receives. As regards the security situation, the Ambassador indicated that the Government continues to be concerned about the guerilla actions of opposition groups and is moving to combat this. The problem seems to be confined to the Kampala area. In this connection he noted that the withdrawal of the Tanzanian troops is in accordance with the understanding reached between the two countries over a year ago. The Ugandan Government felt confident that they could manage the situation and expected major improvements to result from the progress made on the economic front.

May 14, 1981

4. Mr. McNamara thanked the Ambassador for his statement and indicated that the Bank is anxious to move ahead in helping Uganda to recover from the economic chaos which had plagued the country. He said an economic mission would certainly be mounted, most likely in early August, after which sector and project missions could be programmed. In the meanwhile, the balance of the Reconstruction Credit proceeds could be released to assist the Government in its reconstruction efforts. However, since full implementation of the required policy measures is only three weeks away, the Bank felt it was appropriate to release the funds at that time. He further indicated that the Bank would continue to encourage other donors to support Uganda in its efforts.

5. In response to Ambassador Otunnu's request for IFC assistance to help Uganda develop a mixed economy in which the private sector would play a definitive and important role, Mr. McNamara indicated that although in the short run the Bank would likely have maximum leverage, IFC would help in mobilizing private initiative and investment.

6. In closing, Ambassador Otunnu expressed the gratitude of the Ugandan Government for Mr. McNamara's reassurance and indicated that they would do all that they could to create and maintain the environment for effective implementation of the program of economic recovery.

Cleared with and cc: Mr. W. Wapenhans (EANVP)

cc: Messrs. McNamara, Qureshi (SVPFI), Stern (VPO), Lafourcade (EXC), Alizai (IFC) Adler (EAPDR), Kraske (EALDR), Gulhati (EANVP), Gruss (LEG), Miller (CTR), Loos (RMEA), Grenfell (IRD - UN - New York), Mrs. Boskey (IRD), Sandberg (EALDA), Maane (EALDR), Baird (EALDA), Mss. Berger (EALDA), Milloy (EALDA)

EJohnson-Sirleaf:dsl

OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara
THROUGH: Mr. Ernest Stern, Senior Vice President, Operations
FROM: Willi A. Wapenhans, Regional Vice President, EAN
DATE: May 7, 1981
SUBJECT: UGANDA - Visit by Ambassador Otunnu

1. Ambassador Olara Otunnu of Uganda has an appointment with you on May 8 at 6:30 p.m. Ambassador Otunnu was appointed Uganda's Deputy Permanent Representative to the United Nations in September 1979 and full Permanent Representative in August 1980. He currently serves on the Security Council in this capacity.
2. The Ambassador will raise with you President Obote's request (contained in the attached letter dated April 24) for a release of the remaining balance of the Reconstruction Credit. The Reconstruction Credit was approved by the Board on February 19, 1980 and signed on April 2, 1980. The Credit of \$72.5 million includes a \$17.5 million participation by the Netherlands' Government and along with it a \$20 million EEC Special Action Credit and a Canadian Grant of Can\$3 million. The total amount of approximately \$95.5 million was to be released in two tranches. A first tranche of \$55 million was to be made available upon effectiveness; the second tranche to be released as and when the Government had made satisfactory progress in carrying out needed economic policy reform. This was meant to include especially a significant devaluation.
3. Almost immediately after the Credit became effective on May 1, there was a change in Government which caused us to impose an informal suspension on the use of the Credit. Given the Government's unwillingness to take decisive action on the exchange rate and other matters, we eventually agreed to release \$25 million for specific, identifiable purposes clearly related to the rehabilitation effort. We expected that the balance of the first tranche and the second tranche would be released soon after the election of a new Government and the introduction of the necessary economic and financial reform measures.
4. The elections held last December brought to power the United Peoples Congress headed by former President Milton Obote. There continues to be widespread dissatisfaction with the manner in which the elections were handled by the Military Commission which favored Obote. As a result, several opposition movements have been organized causing the political and security situation to remain uncertain.
5. Nevertheless, after initial hesitation the Government has now decided to introduce the long overdue major economic and financial reform measures. These are detailed in a Letter of Intent addressed to the IMF.

May 7, 1981

They include significant producers' price increases (coffee and cotton by 186% and 150% respectively) and a quadrupling in the price of petroleum to reflect foreign exchange costs. In addition, Government salaries and wages, which are totally out of line with the cost of living, would be raised by an average 25%. In keeping with the Letter of Intent, these decisions were announced by the President in a major speech on May 1 and are to be followed on June 1 with a further set of measures focussing on the exchange rate and including a relaxation in the system of price controls of essential consumer goods. These measures are to be backed by complementary measures aimed at reducing the large budget deficit and controlling the growth in domestic credit and foreign borrowings. The IMF is prepared to support the program through a one-year standby program which allows the use of Fund resources up to a total of SDR 157.5 million, including SDR 45 million under the compensatory financing facility.

6. We feel that the measures now proposed by the Government address the central problems of the Ugandan economy. The effectiveness of the reforms now contemplated will depend significantly on the availability of foreign exchange to bring about an improvement in the supply situation. It would be in keeping with the objectives of the Reconstruction Credit to support the proposed reform measures.

7. However, we should not minimize the considerable risks still associated with the success of the reform program. The uncertainty of the political situation and the continuing disruptions of normal activities as a result of persistent law and order problems raises the question of whether the proposed reform measures will be allowed to be meaningful and effective. The IMF and Bank staff who visited Uganda recently believe that there are reasonable prospects for progressive improvement and for financial stabilization and economic reform. Thus, we believe that the risks associated with the reform are tolerable. We propose to release the full remaining proceeds of the Credit as soon as the measures outlined by the Government in the Letter of Intent to the IMF are implemented in full early June and to reply to President Obote's letter accordingly.

8. Throughout the period of extreme foreign exchange stringency, Uganda has maintained its responsible attitude towards its obligations to the Bank Group. There has been an accumulation of arrears recently, but in response to our reminders, the Bank of Uganda has settled these payments including Uganda's share of the East African Community debt. One payment for £ stg 12,540 due in February and another for £ stg 39,688.06 which fell due in April remain unpaid. The Government has initiated action to settle these outstanding payments and we will insist that they are current before we release the Reconstruction Credit.

May 7, 1981

9. The Ambassador may also urge that the Bank continue to support Uganda by considering additional projects. In addition to the Reconstruction Credit, we have ongoing a Technical Assistance Credit of SDR 6.4 million which was approved by the Board on December 2, 1980 and signed on January 21, 1981. A Water Supply Engineering Credit for SDR 7.1 million was approved by the Board on March 19 and is scheduled to be signed on May 7. In response to the Government's invitation, we expect to mount an economic mission some time in August, the findings of which will be reflected in the CPP. However, this mission and further sector missions which we will have to undertake to develop a lending program responsive to Uganda's needs will depend on a significant improvement in the security situation.

E. Johnson-Sirleaf/J. Kraske:dsl



24th April, 1981

Mr. Willi Wapenhans,
Vice-President,
Eastern African Region
World Bank.

Dear Mr. Vice-President,

I would like to provide to you in confidence the brief summary of the financial programme which the Government of Uganda has undertaken to adopt as a means of addressing the serious economic problems which have continued to affect our country. We expect that with these measures, our reconstruction efforts will be made more effective and we hope that we can count on the full support of the World Bank in this regard.

Specifically we trust that the Bank will give immediate relief by release of the remaining proceeds of the reconstruction credit so as to impact the supply of basic commodities, a condition which, as you know, is crucial to successful implementation of the financial programme.

Due to the inability to determine at this time the proper rate of devaluation, the Government intends to allow the Uganda Shillings to float in a market consisting of commercial banks with the ultimate objective of arriving at the appropriate parity.

Prices and Wages:

In early May, the Government intends to increase the prices of petroleum products and a few other selected commodities. The prices of the remaining items will ultimately be decontrolled.

In so far as producers prices are concerned, the minimum prices of coffee and cotton will also be raised by 186% and 150% respectively.

As to wages in the public sector, we expect to make a modest increase, the rate of which has yet to be determined.

The programme anticipates improvements in revenue collection and control of expenditure with a view to reducing the size of the budget deficit to about 40% of expenditure as compared with 70% in previous years.

Balance of Payment:

All of these measures would be aimed at significant improvement in our balance of payment so as to keep the deficit to the credit estimate of 150 Million.



THE REPUBLIC
OF UGANDA

STATE HOUSE
ENTEBBE
UGANDA

- 2 -

However, this can only be achieved if the World Bank lends its support by making available the funds of reconstruction credit which have been taken into account in making these estimates. It will also be necessary to identify the means whereby the remaining gap can be financed and I hope that we can call upon the Bank to assist us in mobilizing such funds.

I need not emphasise that immediate improvement in supply of consumer goods is a crucial element in our programme and we are now mobilizing all our efforts to ensure that they are available.

We have already discussed some aspects of our plans with the Bank's representative, Mrs. Johnson-Sirleaf, who will disclose all these details to you.

I would like on behalf of the Government to invite the Bank to send an economic mission to review our performance and implementation of the measures discussed with Mrs. Johnson-Sirleaf sometime towards the end of May.

I also hope that you may find it convenient to pay us a visit personally so as to see for yourself how much efforts we are making to reconstruct our battered economy.

Yours sincerely,
A Milton Obote.
A. MILTON OBOTE,
P R E S I D E N T