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THE WORLD BANK

Washington, D.C.

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McNamara Papers

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ITINERARY FOR VISIT TO NIGERIA AND GHANA, MAY 15-23, 1971

<u>DATE</u>	<u>TIME</u>	<u>GMT</u>			<u>REMARKS</u>
May 15 (Sat.)	1530 1628	1930 2028	Depart Washington--National Arrive New York--La Guardia	AA386	Non-stop Met by PanAm car for transfer to JFK
	1745	2145	Depart New York--JFK	PA182 (B707)	Via Casablanca
May 16 (Sun.)	1125	1025	Arrive Lagos--met at airport by Mr. Ayida, Permanent Secretary, Federal Ministry of Finance Remainder of day free		Federal Palace Hotel
May 17 (Mon.)	0900 1000 1100 1500 1630 2000		Meeting with Resident Mission Chief Awolowo, Federal Commissioner for Finance Joint meeting with Permanent Secretaries of Economic Ministries Lunch free Lagos Chamber of Commerce and business leaders UNDP ResRep Dinner hosted by Chief Awolowo		
May 18 (Tues.)	0730 0930 1130 1200 1300 1430 1630 1800 1930		Depart Hotel by car Cocoa Research Institute of Nigeria (CRIN) Governor of Western State University of Ibadan Working lunch at University (Vice Chan- cellor and professors) International Institute of Tropical Agriculture (IITA) Depart Ibadan by plane Arrive Kano--meeting with Governor of Kano State Reception by State Government Dinner free		
May 19 (Wed.)	0800 0930 1130 1500 1530 1630 1730 2000		Visit city of Kano Depart Kano by plane Arrive Port Harcourt--visit to industrial area and meetings with government and industry personalities Lunch free Depart Port Harcourt by plane Arrive Benin Meeting with Governor of Mid-Western State Depart Benin by plane Arrive Lagos Dinner hosted by Mr. Ayida		
May 20 (Thurs)	0900 1000 1100 1700 1650	1600 1650	Commissioner for External Affairs Secretary to Federal Military Government General Gowon Lunch free Depart Lagos Arrive Accra--met by Minister of Finance and others	GH555	Non-stop
	1830-2000		Reception hosted by Minister of Finance Dinner free		Block Star Hotel

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<u>DATE</u>	<u>TIME</u>	<u>GMT</u>			<u>REMARKS</u>
May 21 (Fri.)	0900		President of Ghana		
	1000		Prime Minister		
	1045		Joint meeting with Ministers of Finance, Agriculture, Transport, Communications and Education		
	1130		Minister of Finance		
	1215		Depart Accra by helicopter		
	1330		Arrive Akosombo (Volta River Dam)		
			Lunch on board Presidential Yacht		
	1630		Depart Akosombo by helicopter		
	1745		Arrive Accra		
	1930		Dinner hosted by Prime Minister		Block Star Hotel
May 22 (Sat.)	0045	0045	Depart Accra	LH551 (B707)	Non-stop
	0800	0700	Arrive Frankfurt		
	1000	0900	Depart Frankfurt	LH498 (B707)	Non-stop
	1335	1735	Arrive New York--JFK		
	1425	1825	Depart New York--JFK	DL915	Non-stop
	1656	2156	Arrive Houston		
	1720	2220	Depart Houston	TT607	Non-stop
	1805	2305	Arrive Austin		
May 23 (Sun.)	1600	2100	Depart Austin	BN168	Non-stop
	1640	2140	Arrive Dallas		
	1800	2300	Depart Dallas	BN10	Non-stop
	2146	0246	Arrive Washington--Dulles		

LEC
May 13, 1971

OFFICIAL VISIT OF MR. ROBERT S. McNAMARA
PRESIDENT OF THE WORLD BANK GROUP
TO GHANA

May 20 - 21, 1971

Thursday, May 20

1700 Leave Lagos - GH (50 min. flight. Time change results in one hour time gain).

1650 Arrive Accra (Kotoka International Airport) - GH 025.
Mr. McNamara will be received by Minister of Finance, Minister of State Protocol and Ministerial Secretary of Planning and conducted to VIP lounge. Mr. McNamara is expected to make short press statement.

1830 - 2000 Reception by Minister of Finance (Dinner free).

Friday, May 21

~~2030 -~~ *Donor - Fin. Min.*
~~0730~~ *Legon University (45 min.)*
0900 - 0945 *Courtesy call on President of Ghana at Peduase Lodge.*
~~0945 - 1030~~ *Call on Ministers at Fin. Ministry*
~~1000, 1045 - 1130~~ *Fin. Min. + his staff*
1135 to 1207 PM *Business meeting with Prime Minister at Castle.*
~~1045~~ Meeting with Cabinet Ministers of Finance, Agriculture, Transport and Communications and Education (Ministry of Finance).
Meeting with Pres.
1430 Meeting with Minister of Finance, senior officials of Ministry of Finance and of financial institutions (Ministry of Finance).
~~1430~~
1730
~~1215~~ Departure for Akosombo.
1330 Chief Executive of Volta River Authority to receive Mr. McNamara at dam site -
Lunch on board Presidential yacht.
1630 Leave Akosombo for Accra.
1930 Dinner given by Prime Minister (Block Star Hotel).
2345 Leave Accra - AZ 837
Brief departing remarks for press.

Saturday, May 22

0600 Arrive Rome - AZ 837
1000 Leave Rome - TW 811 (via Paris and Boston)
1820 Arrive Washington (Dulles)

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

20TH - 21ST MAY, 1971

Programme for Mr. McNamara

CONFIDENTIAL

All times are local time.

Thursday, 20th May.

- 16.00 - Departure from Lagos Flight GH.025. *get - but proj. off 1 oil*
- 16.50 - Arrival at Kotoka International Airport, Accra. *get - but proj. off 1 oil*
- (i) - Mr. McNamara will be received by the Minister of Finance, Minister of State and Chief of State Protocol, Ministerial Secretary (Planning) and conducted to the V.I.P. Lounge. *5) Green - but proj. off 1 oil*
- (ii) - A short press statement by Mr. McNamara. (Director of Civil Aviation to be present). *for which & replacing*
- 18.30 - 20.00 - Reception by Minister of Finance - (State House) (State Protocol) (Guest List - Minister's Office) *Reg. upon Nagin for support subjects a. Oil palm*
- Friday, 21st May
- 7.30 - Leaves Accra for Legon (State Protocol) (Prof. Kwapong) *b. Rice & maize - an Abijan mission here want to discuss next steps*
- 7.45 - Legon
- 8.30 - Departure Legon
- 9 - 9.45 - Meeting with Cabinet Ministers, (ministry of Finance) (Ministers of Agriculture, Works and Housing, Transport and Communications, Education, Trade, Industries and Tourism, Ministerial Secretary, Development Planning Secretariat). *c. Livestock - an Abijan livestock effort there want to discuss prospects d. Sugar - we think we have a project*
- 9.45 - 10.30 - Meeting with Minister of Finance and Senior officials of Ministry of Finance and Financial Institutions, Ministry of Finance. (Dr. Jones Ofori-Atta, Mr. C.O. Nyanor, Governor, Bank of Ghana, Mr. K. Gyasi Twum, Mr. E. N. Afful, Mr. E.P.L. Gyampoh, Dr. Amon Nikoi, Mr. H.P. Nelson, Mr. J.H.K. Folsom, Dr. Kwame Fordwor, Mr. Alex Ashiabor, Mr. B. K. Mensah, Mrs. Gloria Nikoi). *e. Cotton - pilot proj. only fair but now we asking with much other efforts f. Bananas & plantain above*
- 10.45 - 11.30 - Business meeting with the Prime Minister at the Castle, (Minister of Finance) (Ministerial Secretary, Planning) *g. Timber prospects look good - can attract private for exp.*
- 11.35 - Departure Castle for Peduase *IV Non-Agriculture substitution not much hopes there*
- 12.05 - Courtesy call on President at Peduase Lodge (Secretary to the President & Office of State Protocol).
- 12.30 - Departure for Akosombo *V Avoidance of Helsinki*
- 13.30 - Chief Executive of the V.R.A. to receive Mr. McNamara at dam site. Lunch on board Presidential Yacht (Ministerial Secretary, State Protocol, Ministerial Secretary, Planning, Governor, Bank of Ghana). *imports: search for review under way other: unemployment as on taking*

/Leave Akosombo

b) PM gives in Rpt a) Request for an address - self & can agree Pk should

16.30 - Leave Akosombo for Accra

18:00

Rest
Remained Ch. 4p.

19.30 - Dinner by the Prime Minister (Black Star Square)
(Informal, Guest List from P.M.'s Office, State Protocol).

23.45 - Departure (Kotoka International Airport).

(Pre-departure remarks for the Press)

(Minister of Finance, Minister of State and
Chief of State Protocol, Ministerial
Secretary (Planning)).

Notable difference in character of Ghana's & Nigerian - 5:50
 much warmer & outgoing - partially but fully attributable to higher
 income pc (4 times) & KWADONG
 Vice-Chancellor of Lagos - absent; abh admin; Pan-Africanist
 member of Dutty Esue TBA.
 Exchange problem, a long-term problem "Fair Min." - This must be the
 approach to Ghana's problem: growth rate? Is negative. He said: must be
 changed quickly -
 their plans for crop export ~~to be~~ ^{using} ~~to be~~ ^{unimproved} ~~to be~~ ^{than} ~~to be~~ ^{iron ore}
 poorly formulated -
 their concept of iron & steel industry for import substitution (to try to adduct
 25% of steel products to iron) seems absurd, particularly when Nigeria,
 not done with an ultimate market for them that of G-
 very little thought had been given to reorganization of production based
 on comparative advantage: domestic fab in G, iron in Nigeria,
 cement in Togo.
 For spoke I need for more action on urban housing: again very
 poorly formulated concepts - a general his judgment very
 thought plans appeared very shallow: he is obviously bright but
 either lazy or not interested in digging
 deeply into problems - strong on theory & weak on practice
 his visit appeared even weaker - in contrast to Ed Min gave every
 indication of knowing what he was talking about & being clear
 The Public Works dept was even weaker re plans for urban housing;
 maintenance & heavy equip. etc.

Nigeria - 3rd Central BK - about 7 minutes & 1/2 of 1/2 secret. by far
 There appears to be a total lack of a cross policy: no decision re
 of world market to be achieved or of action on producer price &
 inputs reld to making net export income.
 Maza (Far) 1. does not work well with the Paris plan
 2. is antagonistic toward the Fund & has refused
 to seek their help
 3. is opposed to devaluation altho clearly the need of
 4. is overvalued & control of imports & stimulation
 of exports are major problems
 But appears to be trusted by the TBA

To Do

1. List of Univ & BK styles
2. Classify Field rep. A
3. Examine, clarify & amend Field Rep. upon
4. Effort with decent of mch. to Wapi - 1 Sept
5. Send Field Rep to Ghana

GHANA

5/20/71
(Accra)

J.H. Mensah, Minister of Finance

5/21/71
(Accra)

Meeting with Cabinet Ministers:

J.H. Mensah, Minister of Finance
R.A. Quarshie, Minister of Trade Industries and Tourism
R.R. Amponsah, Minister of Education
S.W. Awuku Darko, Minister of Works and Housing
T.D. Brodie-Mends, Minister of Lands and Mineral Resources
Jatoo Kaleo, Minister of Transport & Communications
A.A. Munufie, Minister of Rural Development and Social Welfare
Dr. Jones Ofori-Atta, Ministerial Secretary, Planning Secretariat

"

Meeting with Minister of Finance and Senior Officials of the
Ministry of Finance, the Development Planning Secretariat, Bank
of Ghana and State Financial Institutions:

J.H. Mensah, Minister of Finance
Dr. Jones Ofori-Atta, Ministerial Secretary, Planning Secretariat
C.O. Nyanor, Governor, Bank of Ghana
K. Tyasi Twum
E.N. Afful
E.L. Gyampoh
Dr. Amon Nikoi
H.P. Nelson
J.H.K. Folson
Dr. Kwame Fordwor
Alex Ashiabor
B.K. Mensah
Mrs. Gloria Nikoi

"

Prime Minister Dr. K.A. Busia
J.H. Mensah, Minister of Finance
Dr. Jones Afori-Atta, Ministerial Secretary, Planning Secretariat

"

President Edward A. Akufo-Addo

5/21/71
(Akosombo)

E.L. Quartey, Chief Executive, The Volta River Authority
O.K. Poku, Ministerial Secretary, State Protocol
Dr. Jones Ofori-Atta, Ministerial Secretary, Planning Secretariat
C.O. Nyanor, Governor, Bank of Ghana

Others possibly met:

Prime Minister's office: A.A. Abedi, Information
Oheneba Kow Richardson, Information
S.K.C. Osei-Baidbo, National Service Corps.

Cabinet Ministers: J.K. Lamptey, Minister responsible for Parliamentary Affairs
William Ofori-Atta, Minister of Foreign Affairs
S.D. Dombo, Minister of Health
Victor Owusu, Minister of Justice and Attorney-General
N.Y.B. Abado, Minister of Internal Affairs
Dr. W.G. Bruce-Konuah, Minister of Labour and Cooperatives
K.G. Osei-Bensu, Minister of State and Chief of State Protocol
Dr. K. Safo Adu, Minister of Agriculture
D.K. Adams, Minister of Defense

Ministerial Secretaries and Deputies:

Shanni Mahama, Agriculture
A. Antwi-Kusi

Kwaku Baah, Defense

J.K. Fynn, Education and Sports
Carl Reindorf

J.A. Kuffour, Foreign Affairs

Badu Nkansah, Health

Abdul Saaka, Internal Affairs
Justice Boateng

A. Appiah-Menkah, Justice and Attorney-General

A.A. Aboagyo de Costa, Labour and Cooperatives

K.P. Agyekum, Rural Development & Social Welfare
S. Opon

Stephen Krakue, Trade, Industries and Tourism
Adam Amandi

Yaw Manu, Transport and Communications
Osei Akoto

M.K. Osei, Works and Housing
Kofi Sakey

Saki Schedk, Parliamentary Affairs

110.1

TRAVEL ORDER AND ITINERARY

AGENT: AMERICAN EXPRESS CO.

TRAVELER(S) MR. ROBERT S. McNAMARA MRS. MARGARET McNAMARA				TITLE AND DEPARTMENT PRESIDENT - IBRD., IFC, IDA.				ITINERARY NO.			
				ROOM NO. A 1230		EXT. 2001		HOME PHONE			
DATE	DAY	FROM	TO	TIMES		DATE OF ARR.	AIRLINE FLIGHT NO.	CLASS	STATUS	HOTELS	
19 71				DEP.	ARR.						
MAY 15	SAT	WASHINGTON (National)	NEW YORK (La Guardia)	1530	1628		AA 386	F	OK	1	
MAY 15	SAT	NEW YORK (Kennedy)	LAGOS	1745	1125	MAY 16	PA 182	F	OK	2	
MAY 20	THU	LAGOS	ACCRA	1700	1650		GH 555	F	OK	3 AMBASSADOR HOTEL (Suite)	
MAY 22	SAT	ACCRA	FRANKFURT	0045	0800		LH 551	F	OK	4	
MAY 22	SAT	FRANKFURT	NEW YORK (Kennedy)	1000	1335		LH 498	F	OK	5	
MAY 22	SAT	NEW YORK (Kennedy)	HOUSTON (Intl.)	1425	1656		DL 915	F	OK	6	
MAY 22	SAT	HOUSTON (Intl.)	AUSTIN	1720	1805		TT 607	F *	OK	7	
MAY 23	SUN	AUSTIN	DALLAS	1600	1640		BN 168	F	OK	8	
MAY 23	SUN	DALLAS	WASHINGTON (Dulles)	1800	2146		BN 010	F	OK	9	
										10	
										11	
ISSUING AIRLINE PAN AMERICAN		TICKET NO. #893 763 127/128/129 #893 763 130/131/132		KEY TO ABBREVIATION OK = CONFIRMED SPACE RQ = ON REQUEST, NO REPLY YET WL = WAIT LISTED F OR A = FIRST CLASS Y.T.U.L.S.K. = LESS THAN FIRST CLASS				TR NO.: 2208			
AGENT: J.B. A.		AMERICAN EXPRESS CO.						CATEGORY OF TRAVEL			
REMARKS: * FLIGHT OPERATES (T) CLASS ONLY.				(FOR CONTROLLER'S USE ONLY) CHARGED TO:							
FARE (MR.) \$ 1,569.70 H TAX \$ 3.00 D TAX \$ 17.89 FARE (MRS.) \$ 1,569.70 H TAX \$ 3.00 D TAX \$ 17.89				TOTAL FARES \$ 3,139.40				\$ 3,181.18		OFFICIAL	
				TOTAL H TAX \$ 6.00						PERSONAL	
				TOTAL D TAX \$ 35.78							
B.		APPROVED		DATE MAY 14, 1971				\$		TOTAL	

REMARKS AT AIRPORT UPON ARRIVAL IN GHANA

It is a great pleasure indeed for me to be here. I particularly look forward to meeting President Akufo-Addo and seeing Prime Minister Busia again. From my talks with them and with other Ghanaian leaders, I hope to acquire a deeper understanding of your development problems, and how they are being *approached* ~~tackled~~. ~~Visits such as these are of great value to me as an opportunity to learn about the Bank's member countries at first hand.~~ The World Bank Group has already made some contribution to Ghana's efforts to build a more prosperous future for its people. During this visit, I expect to learn how we might be able to support these efforts more fully and more effectively.

My interest in being here is heightened by our growing participation in projects for Ghana's social and economic progress. The World Bank Group is in the midst of a program for greatly expanding its activities round the globe. Under the program, we expect that in the five years through 1973, we will lend twice as much worldwide as we did in the previous five years. While the global total will double, the African total will triple. And, we hope that the increase in the case of Ghana will be more than the average for Africa as a whole.

Our program for Ghana will go hand in hand with your growing capacity to prepare and implement sound, high-priority projects, and with your readiness to take the difficult decisions that constitute the foundation of any serious development effort. For our part, we look forward to being able not only to provide a larger volume of assistance, but also to provide it for a broader range of purposes.

The process of diversification in our lending to Ghana has in fact already begun. Our first operation in this country was a loan of \$47 million in February 1962 for the Volta Dam project, which I will be visiting. Until a

couple of years ago, our support continued to be concentrated on electric power. But, more recently, we have diversified the flow of our assistance by supporting projects relating to cocoa, fisheries, water supply and highway engineering. In the years to come, we hope to study the possibilities for further development not only in these sectors, but also in other agricultural activities, in education, telecommunications and industry.

In providing assistance, our aim is to forge a closer partnership dedicated to assisting the people of Ghana to achieve the goals they themselves have chosen. I am convinced that your country, despite its problems, has a great potential for economic development. It is my hope that you will find that cooperation between the Bank Group and yourselves has an important role to play in your efforts to cope with your problems and to realize the potential that Ghana clearly has.

China

1. Poor econ. perf. in 60's

Low rate of growth 60-69 r. r. 2 vs pop r. 7

nat'l orgs declined

2. The causes

a. Foreign ex. constraint caused by deterioration of econ. trade

failure to develop new sources of export earnings
inc. in imports of food

failure to substitute efficiently for imports

b. Poor productive performance of domestic economy

surplus capacity, cherts in state farms, state farms, r/r, etc - 252 inc. in prod. ^{possibly with price that}

c. A shift to consumption ^(goods & money) from invest. & hence low savings

d. Unbalanced growth: neglect of traditional agri & support of colonial intensive industry with high import content; abandonment of agri & other services

e. Poor profit perform. & low efficiency of state enterprises

f. A chaotic sys of admin. controls: prices, tariffs, licenses, etc

3. Performance after the crash was better than before

many fundamental problems remain to be solved: declining level of invest. effort; uncoordinated structure (1952-1959's advance in econ); chaotic variety of tariffs; no industrial policy; lack of a stabilization policy; a danger of bal of payments crisis in near future

4. A strategy for the 70's

a. Major Obj: rapid growth of GNP; red. of unemp; red. of inequalities in income

b. Sequence: closing of foreign gaps (closing of local resource gap; better utilization of existing resources)

a phased reduction of exchange, price, & import controls; inc. in savings rate;

+ + + + + in series 2 annual d. 12 +

coffee, palm oil, nuts, bananas

- c. Promotion of non-traditional exports - introduction of export-bonus scheme.
- d. Maximizing long-run receipts from cocoa: expand prod. 4-52 babyline: prod. per
- e. ^{efficient} ~~Trade~~ import substitution: uniform tariff.
- f. Provide highest priority for net investment for agric.
- g. Halt the growth of defense & admin. exp.
- h. Raise institutional stds
- i. Raise performance of small farmers by organ. of well-laid extension services

CABINET AND MINISTERIAL SECRETARIES

Hon. Dr. K.A. Bussia

Prime Minister

CABINET MINISTERS

Hon. J.K. Lamptey

Minister responsible for
Parliamentary Affairs

Hon. William Ofori Atta

Minister of Foreign Affairs

✓ Hon. R.A. Quarshie

Minister of Trade, Industries
and Tourism

Hon. S.D. Dombo

Minister of Health

✓ Hon. R.R. Amponsah

Minister of Education &
Sports

Hon. Victor Owusu

Minister of Justice &
Attorney-General

✓ Hon. J.H. Mensah

Minister of Finance

✓ Hon. S.W. Awuku-Darko

Minister of Works & Housing

✓ Hon. T.D. Brodie-Mends

Minister of Lands & Mineral
Resources

✓ Hon. Jatoo Kaleo

Minister of Transport &
Communications

Hon. N.Y.B. Abado

Minister of Internal Affairs

Hon. Dr. W.G. Bruce-Konuah

Minister of Labour &
Cooperatives

Hon. K.G. Osei-Bensu

Minister of State and Chief
of State Protocol

✓ Hon. A.A. Munufie

Minister of Rural Development
& Social Welfare

Hon. Dr. K. Safo Adu

Minister of Agriculture

Hon. D.K. Adams

Minister of Defence

MINISTERIAL SECRETARIES

Agriculture

Hon. Shanni Mahama
Hon. A. Antwi-Kusi

Defence

Hon. Kwaku Baah

Education & Sports

Hon. J.K. Fynn
Hon. Carl Reindorf

✓ Finance

Hon. C.O. Nyanor

Foreign Affairs

Hon. J.A. Kuffour

Health

Hon. Badu Nkansah

Internal Affairs

Hon. Abdul Saaka
Hon. Justice Boateng

Justice & Attorney-General

Hon. A. Appiah-Menkah

Labour & Cooperatives

Hon. A.A. Aboagyo de Costa

Lands & Mineral Resources

Hon J.G. Amamoo

Rural Development & Social Welfare

Hon K.P. Agyekum
Hon. S. Opon

Trade, Industries & Tourism

Hon. Stephen Krakue
Hon. Adam Amandi

Transport & Communications

Hon. Yaw Manu
Hon. Osei Akoto

Works & Housing

Hon. M.K. Osei
Hon. Kofi Sackey

Parliamentary Affairs

Hon. Saki Scheck

Protocol

Hon. O.K. Poku

PRIME MINISTER'S OFFICE

✓ Hon. Dr. Jones Ofori Atta

Planning

Hon. A.A. Abedi

Information

Hon. Oheneba Kow Richardson

Information

Hon. S.K.C. Osei-Baidbo

National Service Corps.

The Prime Minister has assumed Ministerial responsibility for
Economic Planning and for Information.