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THE SCIENTEX CORPORATION

CENTER FOR PRIVATIZATION

THE DEPARTED ASIANS PROPERTY CUSTODIAN BOARD

A SUMMARY OF FINDINGS AND RECOMMENDATIONS FOR A DIVESTITURE PROGRAM

(Volume I)

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FOR A DIVESTITURE PROGRAM

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REPORT BY

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Introduction

There is an aura of expectancy and urgency surrounding the Government of Uganda's (GOU) plan for carrying out the divestiture of the properties formerly owned by non-Ugandan Asians who were forced to leave Uganda by the Amin regime in 1972. The Departed Asians Property Custodian Board (DAPCB) is currently responsible for between 6,000 to 7,000 of these properties, approximately 200 of which are agricultural, 300 are agro-processing, 700 are industrial, 200 are residential and the rest are commercial or mixed commercial/residential. These properties were the backbone of Uganda's economy in 1972 and have the potential to make a major impact on the rehabilitation and growth of the Ugandan economy today. As long as the ownership of these properties is uncertain, there is little or no incentive to maintain, much less rehabilitate, them. As a result, they have deteriorated progressively over the last 17 years with a considerable number becoming so dilapidated that they have been abandoned. Divestiture is required to provide the incentives which will enable these properties to make their potential contribution to the national economy.

However, the divestiture program must be fair and transparent if it is to gain the support of the majority of Ugandans and the necessary support from the international donor community. The fairness and transparency of the program requires detailed planning and the establishment of the required policies, systems and procedures to the carry out the program before the program begins. Undue haste to sell a few properties under political pressure to get the program rolling could undermine both public and donor support for the program by creating loophole and opportunities for the use of discretion which could be exploited for the benefit of the few and thus tarnish its image of fairness and transparency.

To help the Government of Uganda in the important task of planning for the DAPCB divestiture program, the USAID mission in Kampala financed the services of three consultants, one each in organization and management; property sales and divestiture; and finance and credit. These consultants each spent two to three months in Uganda between late April and early August 1989 working with DAPCB and holding discussions with a wide range of other interested parties. The full final report of these consultants is available in Volume II which provides an expanded discussion and rationale for their conclusions and recommendations and establishes a framework for the more detailed operational systems and procedures which need to be developed to ensure that the program operates as fairly and efficiently as possible.

This report (Volume I) provides a summary of the major technical tasks undertaken within the respective consultancies, the primary findings and key recommendations which need to be acted upon by Government of Uganda top level decisionmakers.

A Divestiture Specific Reorganization Plan for the DAPCB

The organization and management component of this study was undertaken with a singular objective in view: **to determine the most effective structure through which the Departed Asians Custodian Property Board (DAPCB) can achieve the Government's goal to systematically regularize and then gradually transfer ownership of all DAPCB properties into the hands of the Ugandan private sector.**

This required that a realistic, impartial assessment be done of the overall operational capacity of the DAPCB as it currently is organized, managed and staffed . In this context, among several other key tasks, the consultants: a) examined DAPCB's organization structure and functional assignments; b) reviewed DAPCB's key management systems and practices; c) assessed DAPCB's personnel management and manpower planning policies.

The consultants have determined that in order for the DAPCB divestiture program to be implemented smoothly, the organization needs to be restructured to more accurately reflect the importance of its expanded responsibilities. As currently structured DAPCB is more capable of fulfilling its present role of custodian property management than its envisioned role in custodian property divestiture. In the past new organizational priorities and responsibilities have been added by simply grafting new operations into the existing structure in an often haphazard way. To date, the DAPCB has met its organizational needs and responded in "knee-jerk" reaction to political pressures by simply adding operations to beef up existing structures, rather than by systematically analyzing and evaluating organizational departments in terms of functional responsibilities and then restructuring them to meet both current and future objectives. As a result, the existing organization structure is neither adequate to meet the GOU's goals and objectives for divestiture and privatization of DAPCB properties in the near future, nor even satisfactory to perform its responsibilities as Custodian property manager.

In summation, DAPCB is best characterized as a weak organization which is lacking essential management systems and administrative infrastructure. In addition to a bias in favor of its property management role, DAPCB's lines of authority and responsibility are inadequately defined and unclear. Specific roles and relationships of major organizational units are unclear. Communication among subordinate subdivisions are not well established, having never been formally charted and adopted. Operations appear to be fragmented -- there is a noticeable absence of similar functions being grouped together. In some instances, work is not apportioned among individuals and units according to a logical plan and many functions are carried out without benefit of a detailed job description or unit mission and goal statement. Definition of function depends largely on personal interpretation or by direct assignment of tasks by a superior.

Some essential functions are not recognized and, consequently, are not being carried out as effectively as they could be. For example, Internal Audits is typically a "stand alone" operation. Currently, this function is a shared, collateral responsibility

among several departments. Such a function requires organizational independence and objectivity in order to be effective.

In this context, it has been concluded that the DAPCB will require restructuring, reassignment or reduction of the personnel in existing units and in some instances, recruitment of new technically skilled personnel in order to make it into the type of organization that can, simultaneously, do an effective job of managing the DAPCB properties currently in its custody and implementing a systematic, transparent plan for divesting those same properties.

It has also been concluded that the successful accomplishment of proposed DAPCB organizational restructuring depends on both internal and external political will, management's capacity and persistence in effecting the proposed changes and DAPCB's staff capacity to adjust to the proposed changes.

The organization and management consultants have made a number of recommendations for structural changes at DAPCB. These include:

1. Establish an Executive Committee to provide day-to-day review and approval of departmental level operational policies/functions.

2. Transfer functions of the Negotiating Committee and Verification Department to Executive Committee.

3. Create a Deputy Director position to oversee routine operations of DAPCB and thus free the Executive Director to spend more time on policy, in-depth oversight and external relations with public and donors.

4. Create an independent Sales Department reporting to the Executive Director to recognize the importance of sales of DAPCB properties.

5. Establish an independent Legal Department to recognize the importance of the legal function in sales process.

6. Separate the Internal Audit Division from the Finance Department and have it report directly to the Executive Director in order to increase the independence of the internal audit functions.

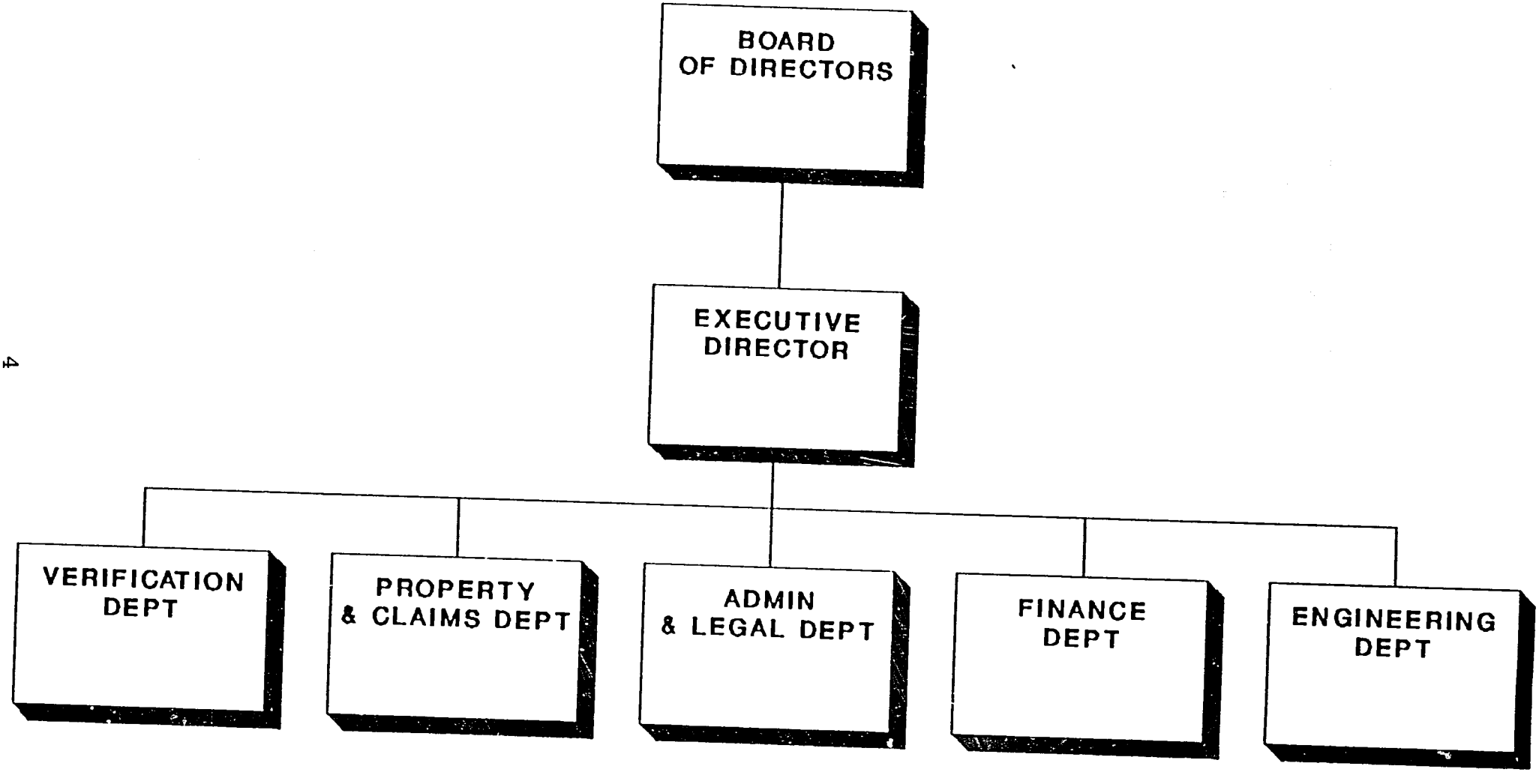
7. Consolidate functions of the Property and claims and Maintenance and Engineering Departments into a new Property Management Department.

8. Add Data Management Division to Finance Department and change its name to Finance and Data Management Department.

The following three charts reflect the existing structure (chart I) and the two proposed reorganization (chart II & III) plans for the DAPCB.

Departed Asians Custodian Property Board

Current Organization Structure



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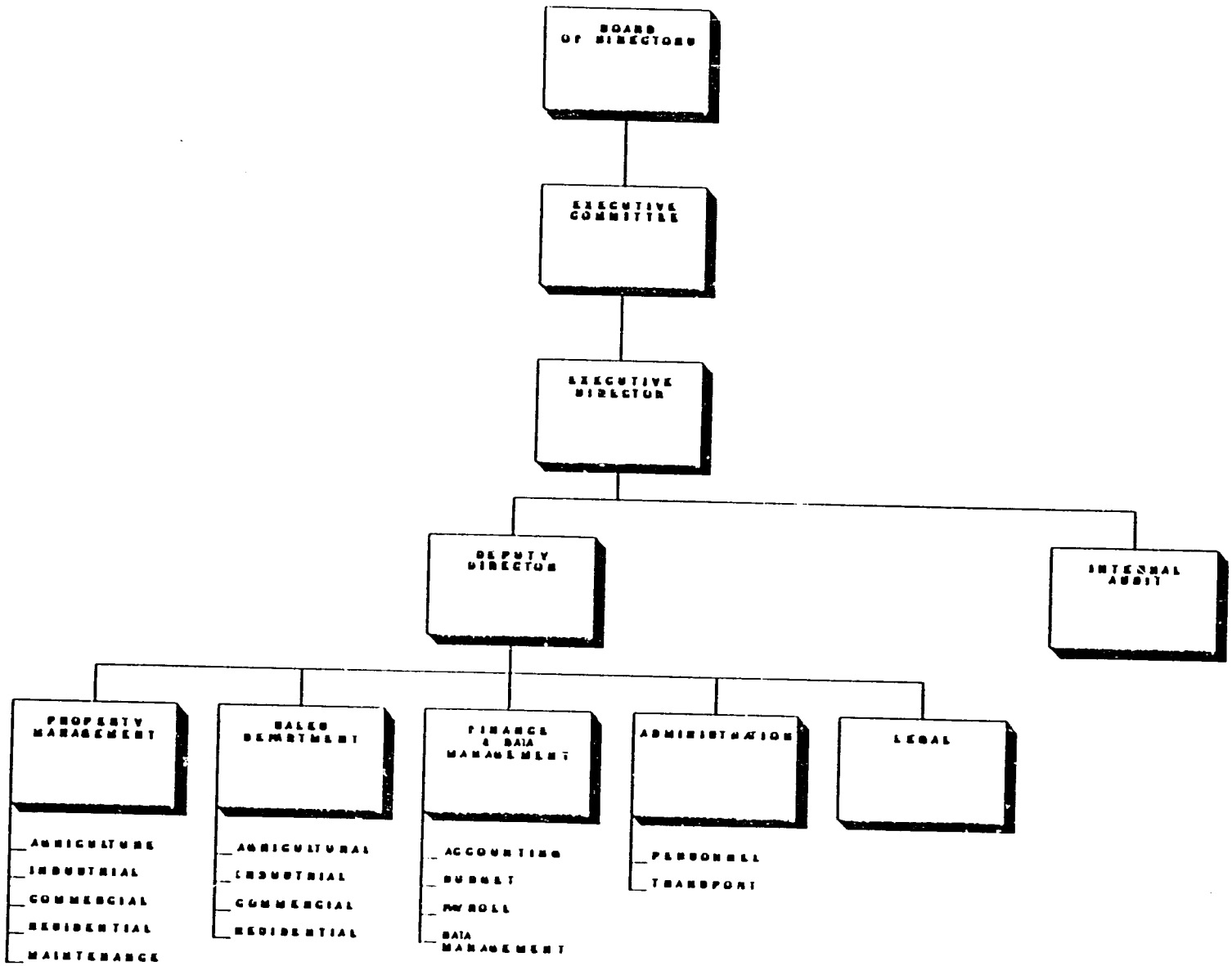
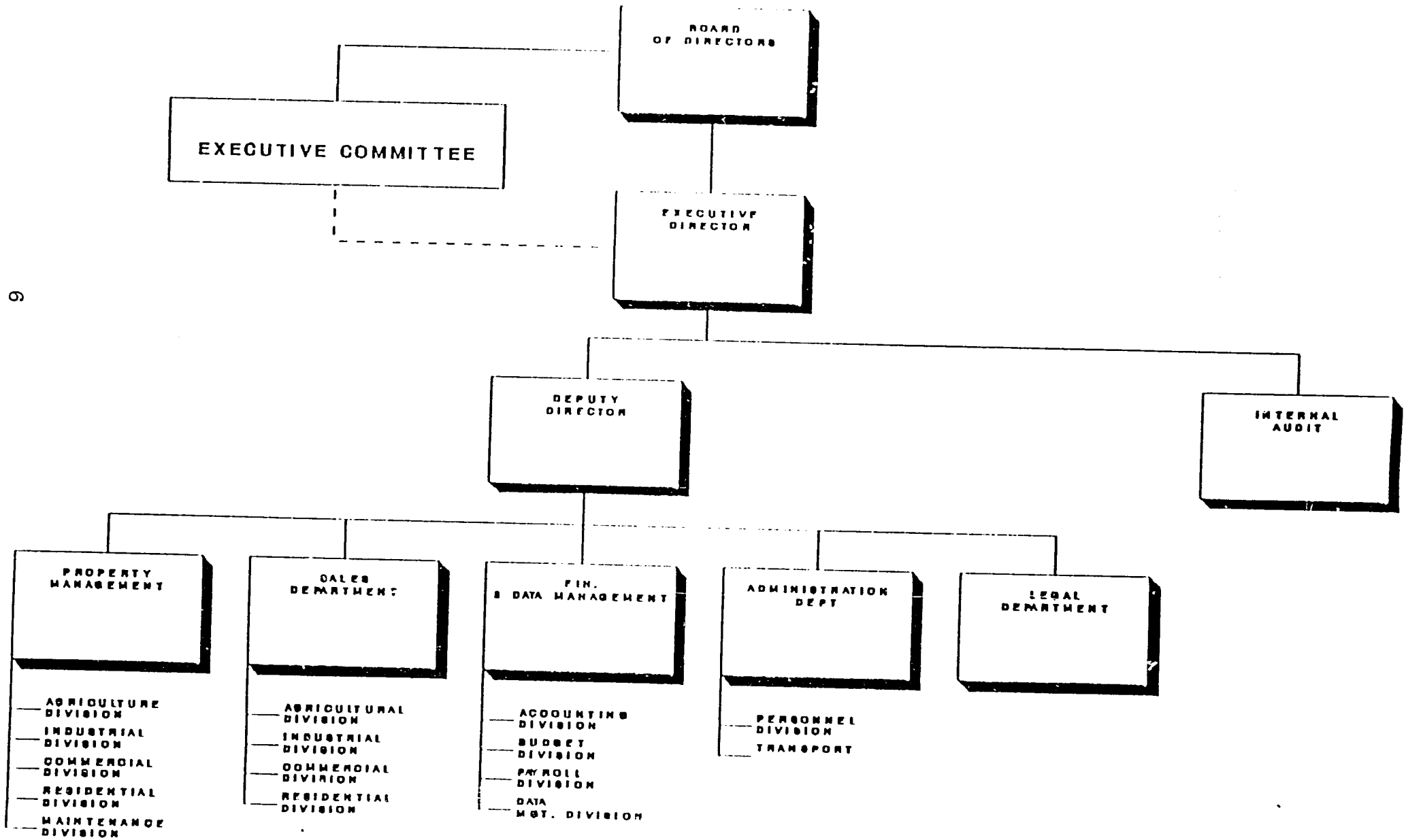
Departed Asians Property Custodian Board
Proposed Reorganization Structure-Optn 1



Departed Asians Property Custodian Board
Proposed Reorganization Structure-Optn 2



Sale of DAPCB Properties - The Tendering Process

The following paragraphs summarizes key recommendations for the DAPCB property sales process. The purpose of this component of the consultancy was to review the laws relevant to land tenure in Uganda; to determine whether existing laws prescribe the manner in which the properties held by the DAPCB can be divested to private parties. In addition, a recommended tendering plan was proposed.

A brief legal review was made wherein it was determined that the bulk of the properties are leaseholds and, according to the Expropriated Properties Act (1982,1983) would be divested as such by competitive tender. The rights of current occupants of these properties remain in question, but it appears that under the Registration of Titles Act, the DAPCB may repossess properties where rent is not being paid on a timely basis or where proper maintenance is not undertaken.

The valuation approach presently being used by the Board of Valuers is the current replacement cost approach. Use of this method can result in substantial under- or over-estimates of present value. The consultants recommend that going concern value based on actual and potential cash earnings should be the valuation approach used for an enterprise where it is possible to estimate the future earnings flow. Market value based on the value of a similar properties should be used where future earnings cannot be determined, but where market value can be determined. The replacement cost approach should only be used where neither the future cash flow approach of an enterprise nor the market value of a lease can be determined.

Properties which have been valued and selected for sale should be divested through a tendering process using sealed bids, except where the present occupant has made substantial improvements or the current occupant is a government or quasi-government organization. The Central Tendering Committee located in Kampala should have responsibility for large-scale properties of major economic importance to the Ugandan economy and medium- and small-scale properties in the immediate Kampala area. Regional Tendering Committees should have responsibility for medium- and small-scale properties located in their region. The function of the Tendering Committee should include: (1) the initiation of the tender process through notification of the current occupant and advertising the sale of the property, (2) receipt of tenders from prospective purchasers, (3) determination if a bidder has met pre-tender qualifications, (4) determination of the top three qualified bid awards.

All bidders should meet the following pre-tender qualifications:

1. Payment of no-refundable tendering fee based on a schedule varying by type and size of property.

2. Ugandan Nationality.

3. Bank reference.

4. Evidence of ability to pay in accordance with the proposed terms.

5. In case of agricultural, agro-processing and industrial properties, proof of experience in managing type of property to be purchased.

6. Adequate rehabilitation/restructuring plan.

7. No previous final award received under DAPCB divestiture program.

This will tend to minimize the subjective element in evaluating the actual bid.

Qualified bids will be evaluated by calculating the discounted current value of the streams of loan payments determined by the proposed payment terms of each using an appropriate discounted current value of its stream of proposed payments. The responsible Tendering Committee should send a list of the top three bids to the DAPCB Sales Department for certification. If none of the bids equals or exceeds the valuation of the property as determined by the procedures indicated above, DAPCB certifies the list, the Tendering Committee will give the present occupant an opportunity to match the winning bid. If the present occupant cannot or will not match the discounted value of the stream of payments of the winning bid, the Committee will make a provisional bid award to the winning bidder. In the case of cash bids, the bidder should be required to deposit the entire bid amount within thirty days in order for the award to become final. Where purchase price financing is involved, in order for the award to become final, within six months the winning bidder should be required to obtain participating bank acceptance of any purchase price financing arrangements and, in the case of agricultural, agro-processing and industrial properties, participating bank approval of any required rehabilitation/reconstruction and/or working capital credits. All bids will be valid for a minimum period of six months, so that a provisional award can be made to the second bidder on the award list, if the winning bidder is unable to make the required cash deposit or obtain participating bank approval of the required credits.

Once an award is made final, a sales contract will be signed between DAPCB and the successful bidder. In the case of almost all sales involving medium- and small-scale properties, a standard contract form can be used. Standard contract forms should also be drafted for large-scale properties. However, the Executive Committee may have to negotiate some issues with the buyer of a large-scale property which will result in a modification of the applicable standard contract form. The consultants recommend that sales contract cover a fresh 99-year leases for agricultural and ago-processing properties and a fresh 49-year leases for industrial, commercial and residential properties. This will both increase the proceeds to the government and the number of bidders over sales of the unexpired portion of the lease for these properties. They also recommend that, upon payment of the cash price or the agreed down payment, that the title be issued immediately in the name of the buyer and, where bank financing is being provided, that the title be held by the bank as security for repayment.

Where the current occupant has made substantial improvements or is a government or quasi-government organization, the DAPCB will notify the current

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occupant that he/she is being offered an opportunity to purchase the property by direct sale and invite him/her to submit a tender. Private sector bidders must meet the pre-tender qualifications discussed above, if their bid to be considered. DAPCB should calculate the discounted value of the streams of payments proposed in the bid and determine whether it is adequate based on the current valuation of the property less the valuation of any improvements made by the bidder. If the bid is less than this valuation, DAPCB can reject the bid, determine the compensation to made for any improvement and notify the occupant that the property will be sold through the open tendering process. If the bid is satisfactory, the Executive Committee will negotiate a suitable contract based on the applicable contract form with the buyer. It is important for governmental and quasi-governmental organizations to set a good example by promptly paying the cash price or down payment included in the tender.

Because of the Government's decision not to allow a single individual to purchase a multiunit commercial, residential or mixed commercial/residential property, these properties will be subject to different tendering procedures. Present occupants of these properties would be required to form a cooperative which would then submit a bid to the DAPCB under a procedure similar to the procedure described above for the sale of properties where the occupant has made substantial improvements. However, the DAPCB would attempt to negotiate an equitable arrangement if the current discounted value of the payments was less than the value of the property.

Financing the Purchase of DAPCB Properties

The tasks involved in the finance consultancy required that interviews be done with Ministry of Finance and Central Bank Officials to determine the best means for establishing a fund for on-lending to commercial and development banks interested in participating in the DAPCB divestiture program. In addition, interviews were conducted with banking officials to determine their level of interest, financing resources, training and other requirements.

Another objective was to develop standardized, streamlined lending procedures to be adopted by the banks for providing purchase, rehabilitation and working capital loans. The proposed content for a recommended **procedures manual** was developed and reviewed by appropriate Ugandan banking officials.

Finally, a process was conceived whereby the GOU could sell the DAPCB properties via extended financing arrangements with the purchaser; including means for establishing reasonable payments (monthly, quarterly, annual), collateralizing the property and generally protecting the Government in the event of purchaser default. Below is a detailed discussion of the proposed process followed by a summary of the specific recommendations for financing the sale of DAPCB properties.

The financing requirements for the complete divestment of DAPCB properties are staggering. The aggregate purchase price of the properties has been estimated at 750 million to 1 billion U.S. dollars and the rehabilitation/reconstruction and working capital requirements of the agricultural, agro-processing and industrial properties has been estimated at an additional 250 to 300 million U.S. dollars. Neither the Ugandan economy nor the banking system is in a position to provide this magnitude of financing. It is obvious, therefore, that creative financing and credit schemes will have to be devised to allow divestment to move forward.

It is proposed that purchase price financing for the agricultural, agro-processing and industrial properties be of the leveraged buy-out (LBO) type where the cash flow of the enterprise after the sale is used to pay the purchase price over time. These financing arrangements would be administered by the participating banks who would be responsible for making payments to a Special Revolving Divestiture Fund (SRDF) in the Bank of Uganda whether the seller paid them on time or not. Down payments would amount to at least 15 or 20 percent. The maximum period of these LBO-type loans would be ten years and the interest rate charged would vary with current rate set by the Bank of Uganda for the particular type of intermediate-term credit involved. Banks would be able to charge their normal fees and commissions. In recognition of the extra risk involved for the participating banks in these LBO-type loans, the bank would be allowed to retain 50% of the interest actually collected from the borrowers and would receive a bonus on a graduated scale for each quarter that it could collect 85% or more of the principal payments due and payable during the quarter. If the borrower remains in default for two principal payment dates or longer, the consultants recommend that the bank be able to foreclose on the property using simplified and streamlined judicial procedures. Once a bank had repossessed a property, it would be obligated to resell it

through a tendering process within six months.

Commercial and residential properties should be sold for cash unless the buyer is a cooperative purchasing a multiunit commercial, residential or mixed commercial/residential property or a purchaser of a single unit property who can either demonstrate unusual need or sufficient cash flow to repay a loan backed up by adequate books and records. Such a mortgage arrangement, if approved, would have a maximum period of five years or, in exceptional cases, up to ten years. Loans to cooperatives to purchased multiunits would have a period of ten years. Down payments of 35% to 50% would be required for most mortgage-type loans except loans to cooperatives to purchase multiunits. As in the case of LBO-type loans to productive enterprises, these mortgage-type loans would be administered by the banking systems, carry interest rates set by the Bank of Uganda for the type of intermediate-term lending involved and be subject to normal bank fees and commissions. The special incentives and simple and streamlined foreclosure procedures applicable to LBO-type financing would also be applicable to mortgage-type financing.

Rehabilitation loans for agricultural, agro-industrial and industrial properties are essential if these properties are to achieve their potential contribution to the Ugandan economy. Rehabilitation should be defined broadly to include not only the rehabilitation of existing civil works and equipment, but the construction of more suitable civil works and the purchases of more modern equipment. Diversification into other products in accordance with market trends and requirements should also be encourage. Cash purchasers who fail to show adequate progress on their rehabilitation/reconstruction plans within one year should be required to pay a penalty in the form of higher taxation.

It is recommended that the intermediate term credit system established under the USAID/Kampala Rehabilitation of Productive Enterprises Project (RPE) be used to implement rehabilitation loans required for the DAPCB divestiture program. As implementing agent for RPE the Bank of Uganda (BOU) manages and coordinates the flow of imported commodities and local currency funds through intermediate credit institutions (ICIs) to agricultural enterprises. ICIs currently participating in the Project include Uganda Commercial Bank (UCB), Uganda Development Bank (UDB) and the Bank of the Barods. These banks, plus Nile Bank have expressed an interest in being involved in the financing of the DAPCB divestiture program. Other banks should also be encouraged to participate.

Subloans to agricultural borrowers under RPE consist of two components - local currency and foreign exchange. The local currency component is provided through a rediscount facility at BOU called the Development Finance Fund (DFF). The foreign exchange component consists of imported commodities financed through the Project's credit line. The subloan application process involves submission of the application, loan appraisal by the ICI, ICI approval and BOU approval. The imported commodity requirements are consolidated by BOU and then procured in accordance with USAID procedures. BOU tracks the procurement of the imported commodities and allocates them to the ICIs after they have cleared customs in Kampala. BOU then monitors the

ICI loan supervision and collection process. (It should be noted that USAID/Kampala is already providing or planning to provide technical assistance to BOU to strengthen its ability to carry out its management, coordinating and monitoring role and to the ICIs to improve their appraisal and supervision and collection processes.)

The Government will have to rely on foreign donors finance the foreign exchange component of divestiture program rehabilitation loans . This will result in a series of mini-funds within the Special Revolving Divestiture Fund (SRDF) all with different target subloans, terms from the donor to BOU, treatment of maintenance of value and procurement procedures. BOU will have to account for each mini-fund individually and direct subborrower import requests to the various mini-funds to make sure all of them are efficiently utilized.

The SRDF local currency rediscount facility could be used by participating banks to finance either the local currency component of rehabilitation loans or working capital loans. This rediscount facility will receive funds from the following sources:

1. interest-bearing deposits of local banks

2. divestiture program tendering fees

3. divestiture program cash purchases

4. divestiture program purchase down payments

5. divestiture program payments of principal and interest on purchase price, rehabilitation and working capital loans by the participating ICIs.

Because of the importance of the financing of the local currency component of rehabilitation and working capital loans to the success of the DAPCB divestiture program, only 20 percent, or less of these funds should be diverted from tendering fees, cash purchases, purchase down payments or payments of principal and interest to finance the operation of DAPCB or to provide general budget support to the GOU budget until the SRDF is clearly generating a surplus. Since total rents from managed properties will be the highest at the beginning of the divestiture program and decline as the program progresses, a SRDF surplus should be available to finance DAPCB operations by the time it is needed. As the divestiture program matures, larger and larger surpluses should become available for transfer to the Ministry of Finance for general budget support.

It is recommended that the Development Finance Division manage all aspects of the operation of SRDF. Tendering fees, cash purchases and purchase down payments will be paid directly into SRDF by divestiture program tenderers and purchasers. The participating banks should have an obligation to make payments to SRDF to cover purchase price financing interest and principal payments as they come due whether they actually collect these payments from the purchaser or not. The banks will have a similar obligation to repay SRDF for imported commodities and drawdowns of local currency

from the local currency rediscount facility. The interest rate charged to borrowers for rehabilitation/reconstruction and working capital loans will be the interest rate set by BOU for the type of lending involved. The interest rate spread on rehabilitation and working capital loans should be adequate to provide an incentive to the banks to participate in the divestiture program. The period of rehabilitation loans should not exceed five years and the period of working capital loans should not exceed one year.

In summation, the following are the consultants specific recommendations for a financing scheme for the DAPCB privatization program:

Recommendation 1

Recognizing the fact that neither the Ugandan economy nor the banking system is in position to finance the purchase of these properties, two credit systems-one for productive properties, the other for residential and commercial are recommended:

System 1 PRODUCTIVE PROPERTIES: **A leveraged buy-out (LBO)** method of financing whereby the buyer who meets pre-determined conditions and qualifications is required to advance a down payment as equity and the balance is paid over a period not to exceed 10 years, depending on the projected cash flow of the enterprise.

System 2 COMMERCIAL AND RESIDENTIAL ESTATES: In order to mobilize the maximum amount of funds needed for rehabilitation, and reconstruction and in view of the situation currently prevailing in the banking system, the maximum number of these properties should be sold for cash. However, in cases where it is obvious that buyers meet the qualifications but do not have sufficient cash with which to pay for the property, a **mortgage scheme** is proposed to finance the acquisition of such property, provided the buyer can advance a sizable amount as down payment and he or she demonstrates the ability to pay the balance over a period not to exceed five years.

Both the LBO method and the mortgage scheme will be administered through the banking system and the role of the Custodian Board ends with the initial sale of each property through the public tendering system. The title deeds are immediately transferred to the new buyers' names regardless of whether the property is paid for in cash or through credit.

Recommendation 2

To finance the rehabilitation/reconstruction of the productive properties, establish a Special Revolving Divestiture Fund (SRDF) at the Bank of Uganda for on-lending purposes by the banking system. The SRDF will need a foreign currency component (to be contributed mainly by the donor community) for financing the importation of machinery, equipment, spare parts and agricultural inputs and; the local currency components for the financing of the capital requirements of the newly divested enterprises. The local currency portion must be primarily funded from the sale proceeds of the divested properties, including down payments, and future local currency repayments of different credits and contributions from Bank of Uganda and commercial

banks. The Department of Development Finance (DFD) at the BOU will manage and co-ordinate the SRDF in the same manner it is currently managing both the Development Finance Fund (DFF), designed to provide local currency source of refinancing selected development activities by the banking system and the Rehabilitation of the Productive Enterprises Project (RPE), a USAID/Kampala funded project that provides medium term foreign currency lending for the rehabilitation and/or investment in the large scale agricultural projects.

Recommendation 3.

Participating banks, under the DAPCB divestiture program should be assigned the responsibility to select borrowers, extend the aforementioned credit facilities, appraise and supervise the implementation of the rehabilitation/reconstruction plans.

Technical Assistance, Training and Commodities

The consultants also recommend the recruitment and hiring of **a long-term technical advisor** for the DAPCB. This advisor would provide advice and assistance on policy, planning, systems and procedures. He/she would monitor the effectiveness of various divestiture program policies, systems and procedures and, where necessary, recommend needed midcourse corrections. Also his/her scope of work would include serving as a liaison between the DAPCB, BOU, the participation banks and the divested enterprises. In this regard, one of his/her duties would be to establish operating procedures for use of the funds of each new donor which agrees to contribute to the foreign exchange component of divestiture program rehabilitation/reconstruction loans. In addition he/she would coordinate with BOU on the operation of the appraisal, supervision an collection processes of the participating banks. He/she would also design and coordinate short-term technical assistance and training program.

Short-term technical assistance was also recommended to assure that the DAPCB divestiture program meets its targets. Short-term assistance will be required in the following areas:

1. Valuation expert for the Board of Valuers to provide assistance in using going concern value and market value approaches to valuation.

2. Legal expert to draft all legal forms and documents required for tendering and sale processes.

3. Cooperative housing expert to design cooperative schemes for multiunit properties and train members of such coops.

4. Training expert to conduct workshops for DAPCB top and middle management.

5. Data base management expert to design computerized data base management system.

6. Agricultural and industrial experts to help purchasers with rehabilitation problems and problems or enterprise financial viability.

7. Management and accounting experts to help purchasers to establish basic management, accounting and financial reporting systems.

Wherever possible short-term technical experts should be recruited from the ranks of Ugandan consulting firms and Makrere University.

The smoothness of the operation of the DAPCB depends on appropriate training being provided in a timely manner. The following training is needed:

1. Organization, management and team building for DAPCB top and middle

management.

2. Divestiture program implementation workshop.

3. Basic management, accounting and financial reporting systems for purchasers of properties.

4. Participation of Internal Auditor in specialized seminars for members of his profession.

The DAPCB divestiture program also requires commodity support. Important items in this area include a computer system, fireproof secure file cabinets and printing calculators.

Recommended Policy Decisions

Various policy decisions are needed to move the DAPCB divestiture program or part of the program forward. Some of the most important items in this area include:

1. Pass legislation permitting sale of agricultural and agro-processing properties with a fresh 99-year lease and industrial, commercial and residential properties with a fresh-year lease.

2. Ensure that existing legislation and court decisions permit banks to foreclose on a divested property using simplified and streamlined judicial procedures where the buyer is in default. Publicly state that Government policy is to support and encourage banks to repossess divested properties where the buyer is in default.

3. Make a decision on whether the 52 grinding mills allocated to the Produce Marketing Board, the 19 oil mills allocated the Lint Marketing Board and the industrial properties managed by UDC are to be included in the DAPCB divestiture program or the Ministry of Industries privatization program.

4. Obtain legislation or regulations authorizing the Chairman of the Custodian Board Executive Committee to request the transfer of the title deeds in favor of the buyer.

5. Promulgate a new country investment code.

Work Plan for Sale of First Twenty-Five Properties

The work plan calls for completion of the sale of the first twenty-five properties under the DAPCB divesture program by the end of March 1990. The schedule required to meet this deadline is very ambitious, but doable. Given the current pressure on the GOU and Board to launch the divestiture program and the importance of detailed planning and the establishment of the required policies , and operational systems and procedures to carry out the program before it begins, *DAPCB should avoid the temptation to carry out quick and dirty sales of a few properties and publicly commit themselves to meeting the time schedule recommended by the consultants for selling the first 25 properties.*

As a first step, DAPCB needs to be reorganized (30/9/89) and the Executive Committee needs to begin to function (30/9/89). The role of the Central and Regional Tendering Committees also needs to be established at this time. In addition a comprehensive divestiture strategy/action plan must be developed by 30/9/89 and publicly announced. A public announcement also needs to be made at this time concerning sectors to be given divestiture priority in 1990. A ranking system for DAPCB properties to be divested first is required by 15/11/89. A list of all DAPCB properties by category and current and detailed inventory of properties to be divested first should be completed by 30/11/89. The property sales divestiture manual needs to be completed by the same date. Next a list of 25 priority properties to be divested by 31/3/90 needs to be completed (15/12/89). Approval and restructuring of this list must be accomplished by 31/12/89. A comprehensive public relations strategy needs to be in place by 15/1/90. The valuations for the 25 properties must be completed and the sales prospectus must be drafted, approved and distributed by 15/1/90 and 30/1/90, respectively. The deadline for adoption/implementation of a divestiture financing plan is 15/2/90. Legal clean-up of the 25 properties must be completed by 30/3/90 in order for provisional awards to made on 31/3/90.

The following DAPCB Privatization Workplan reflects the critical target dates for essential policy decisions to be taken by the GOU as well as technical tasks to be completed in order to acheive the stated divestiture goals, in the proposed time frame.

Major Organizational Tasks by Critical Target Date

Phase I, Third Quarter 1989 - Second Quarter 1990

Policy Tasks	Critical Date
September	
- Identify and publicly announce GOU's main objective(s) for divestiture of DAPCB properties*	9/30/89
- Publicly announce the sector(s) that will be given divestiture priority in 1990	9/30/89
- Determine role of Tenders Committee	9/30/89
- Complete country investment code	9/30/89
October	
- Pass legislation permitting sale of agricultural and agro-processing properties with a fresh 99-year lease and industrial, commercial and residential properties with a fresh 49-year lease.	10/30/89
- Ensure that existing legislation and court decisions permit banks to foreclose on a divested property using simplified and streamlined judicial procedures where the buyer is in default.	10/30/89
November	
- Obtain legislation or regulation authorizing the Chairman of the Custodian Board Executive Committee to request the transfer of title deeds in favor of the buyer	11/30/89

*See Attachment A for List of Options

Policy Tasks (continued)	Critical Date
November	
- Make a decision on whether the 52 grinding mills allocated to the Produce Marketing Board, the 19 oil mills allocated to the Lint Marketing Board and the industrial properties managed by UDC are to be included in the DAPCB divestiture program or the Ministry of Industries Privatization Program.	11/30/89

Administrative/Technical Tasks	Critical Date
September	
- Adopt new, divestiture-capable reorganization structure for DAPCB	9/30/89
- Appoint and install all members of the Executive Committee	9/30/89
- Designate final authority/responsibility of Executive Committee relative to divestiture of priority DAPCB properties	9/30/89
- Develop a comprehensive divestiture strategy/action plan	9/30/89
October	
- Fill all essential positions called for under DAPCB reorganization	10/31/89
- Establish performance measures for each DAPCB division	10/31/89
November	
- Establish ranking system for "A" list of DAPCB properties to be divested first	11/15/89

Administrative/Technical Tasks (continued)	Critical Date
November	
- Conduct orientation workshops for all DAPCB employees	11/15/89
- Prepare detailed inventory* of DAPCB properties on "A" list	11/30/89
- Complete categorical sectors listing of all DAPCB properties by their current status[1]	11/30/89
- Complete property sales divestiture manual	11/30/89
December	
- Develop "A" list of DAPCP properties in the publicly announced priority sector(s) to be divested by end of first quarter of 1990 [2]	12/15/89
- Internal audit conducts first performance evaluation by division	12/15/89
- Complete any necessary restructuring of "A" list properties	12/31/89
January	
- Complete design of comprehensive public relations strategy	1/15/90
- Complete valuations of all "A" list properties	1/15/90

*Inventory should include complete financial data

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[1]Categories=Agricultural, Agro-Industrial, Residential, Commercial; Current Status=Legal Status, ie. subject to claim for compensation, repossessing sale, claim of interest, or others. All properties in others category to carry explanation of designation, time needed and process required to reclassify and basic financial data.

[2]Properties should be selected according to criteria; easiest ones should be divested first; minimum of 25 properties should be divested.

Administrative/Technical Tasks (continued)	Critical Date
January	
- Adopt divestiture method(s) for "A" list properties (method selected should be consistent with GOU main objectives [3]	1/15/90
- Initiate marketing/pr plan for "A" list enterprises	1/30/90
- Complete and distribute sales prospectus for "A" category properties	1/30/90
February	
- Adopt/implement divestiture financing plan	2/15/90
- Internal audit conducts second performance evaluation by division	2/28/90
March	
- Internal audit conducts third performance evaluation by division (including workload/ services demand study)	3/15/90
- Complete legal clean-up of all remaining "A" list properties	3/30/90
- Complete divestiture of 25 "A" list properties	3/31/90
April	
- Conduct "Lessons Learned" workshop for all DAPCB personnel	4/15/90
- Complete revised comprehensive divestiture strategy/action plan	4/30/90

[3]Various methods include; public share offering, private sale of shares, sale of assets, management or employee buyout, lease or management contract, liquidation, etc.

Phase II, Second Quarter 1990

April - June

-	Rank order "B" list of DAPCB priority sector properties to be divested	5/15/90
-	Follow same or revised procedures for "A" list to complete divestiture of 25 "B" list priority sector properties	6/30/90

Phase III, Third Quarter 1990

July - September

-	Rank order "C" list of DAPCB priority sector properties to be divested	7/15/90
-	Follow same or revised procedures for "B" list properties to complete divestiture of 50 "C" list priority sector properties	9/30/90

Phase IV, Fourth Quarter 1990

October - December

-	Develop comprehensive one year plan for full blown divestiture program during 1991, targeting divestiture of 75% of priority sector properties.	10/15/90 to 12/15/90

DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
POLICY TASKS							PHASE I										
September																	
Identify and publically announce GOU's main objective(s) for divestiture of DAPCB properties	(GOU) (BD) (XC)		/\														
Publically announce the sectors that will be given divestiture priority in 1990	(BD) (XC)(XDIR)		/\														
Determine role of Tenders Committee	(GOU) (BD) (XC)		/\														
Complete country investment code	(BD) (XC)(XDIR)		/\														
October																	
Pass legislation permitting sale of agricultural and agro-processing properties with a fresh 99-year lease and industrial, commercial and residential properties with a fresh 49-year lease				/\													
Ensure that existing legislation and court decisions permit banks to foreclose on a divested property using simplified and streamlined judicial procedures where the buyer is in default				/\													
NOVEMBER																	
Obtain legislation or regulation authorizing the Chairman of the Custodian Board Executive Committee to request the transfer of title deeds in favor of the buyer					/\												
Make a decision on whether the 52 grinding mills allocated to the Produce Marketing Board, the 19 oil mills allocated to the Lint Marketing Board and the industrial properties managed by UDC are to be included in the DAPCB divestiture program or the Ministry of Industries Privatization Program					/\												

DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
ADMINISTRATIVE/TECHNICAL TASKS																	
September																	
Adopt new, divestiture-capable reorganization structure for DAPCB	(GOU) (BD)	/\															
Appoint and instill all members of the executive committee	(GOU) (BD)	/\															
Designate final authority/ responsibility of executive committee relative to divestiture of Priority DAPCB properties	(GOU) (BD)	/\															
Develop comprehensive divestiture strategy/action plan		/\															
October																	
Fill all essential positions called for under the DAPCB reorganization program				/\													
Establish performance measures for each DAPCB division	(FIN)			/\													
November																	
Establish ranking system to develop "A" List of DACPB properties to be divested first				/\													
Conduct program orientation workshop for all DAPCB employees	(PER)			/\													
Prepare detailed inventory of assets/finances of "A" list of DAPCB properties					/\												
Conduct/Complete categorical sector listing of all DAPCB properties according to status					/\												
Complete property sales divestiture manual					\/												

DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
December																	
Develop "A" list of DAPCB properties by priority sectors for divestiture by end of 1st quarter, 1990																	
Internal audit conducts first performance evaluation by division	(IA)																
Complete any restructuring of "A" list properties																	
January																	
Complete design of comprehensive public relations strategy																	
Complete valuation assessments of all "A" list properties																	
Adopt divestiture method(s) for "A" list properties																	
Initiate marketing/PR plan for "A" list properties																	
Complete & distribute prospectus for sale of "A" list properties																	
February																	
Adopt/Implement divestiture financing plan																	
Internal audit conducts second performance evaluation by division	(IA)																
March																	
Internal audit conducts third performance evaluation by division	(IA)																
Complete legal clean up of all remaining "A" properties																	
Complete divestiture of 25 "A" list properties																	
April																	
Conduct lessons learned workshop for all DAPCB personnel																	
Complete revised comprehensive divestiture strategy/action plan																	

DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
April - June							PHASE II										
Rank order "B" list of DAPCB priority sector properties to be divested										\/							
Follow same or revised procedures for "A" list to complete divestiture of 25 "B" list priority sector properties												/\					
July - September							PHASE III										
Rank order "C" list of DAPCB priority sector properties to be divested												/\					
Follow same or revised ocedures for "B" list to complete divestiture of 50 "C" list priority sector properties															/\		
October - December							PHASE IV										
Develop Comprehensive 1 year plan for full blown divestiture program during 1991 targetting divestiture of 75% of priority sector properties																	/\

LEGEND

----Preliminary Activities
____Work in Progress

/\ - Milestone Reached
\/ - Document Produced

DP - Department
O - Others

BD - Board of Directors
XC - Executive Committee

GOU - Government of Uganda
XDIR - Executive Director

IA - Internal Audit

PN-ABE-706

THE SCIENTEX CORPORATION

CENTER FOR PRIVATIZATION

THE DEPARTED ASIANS PROPERTY CUSTODIAN BOARD

A STUDY OF THE POTENTIAL FOR DIVESTITURE

(Volume II)

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A STUDY OF THE POTENTIAL FOR DIVESTITURE

(Volume II)

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LIST OF ACRONYMS

ADB	Asian Development Bank
APDF	African Program Development Fund
BOU	Bank of Uganda
DAPCB	Departed Asians Custodian Property Board
DDF	Department of Development Finance
DFD	Development Finance Department
EOQ	Economic Order Quantity
GOU	Government of Uganda
IFC	International Finance Corporation
IMF	International Monetary Fund
IRR	Internal Rate of Return
LBO	Leveraged Buy-Out
RPE	Rehabilitation of Productive Enterprises Fund (USAID funded project)
UDB	Uganda Development Bank
UDC	Uganda Development Corporation
UCB	Uganda Commercial Bank
USAID	U.S. Agency for International Development
SOW	Scope of Work
SRDF	Special Revolving Divestiture Fund

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SECTION A: A DIVESTITURE SPECIFIC REORGANIZATION PLAN FOR THE DAPCB

Historical Background

In 1972, following the revocation of residency and entry permits and authorizations, a large number of Asians left Uganda, leaving the Government of Uganda (GOU) with a variety of agricultural, commercial and residential properties. The GOU, consistent with its pledge to the former owners, created the Abandoned Property Custodian Board. This body, consisting of six Ministers, was given the responsibility of managing the departed Asian assets. There was a name change from the Abandoned Property Custodian Board to the Departed Asians' Property Custodian Board (DAPCB) in 1973. As a result of the confusion arising from the 90-day notice to leave, issued in August 1972, the DAPCB has never been able to develop an accurate account of the number and types of the assets, which it has been managing, nor a firm estimate of their value. For the latter purpose, the GOU established what has since evolved into the current Board of Valuers whose work was supposed to provide estimates of the value of the properties (not necessarily all assets), over which the DAPCB now had custody.

The GOU has left the custody of the properties in the hands of the DAPCB since 1972. However, the responsible minister was changed from Commerce to Finance in 1975. Legislation passed in 1982, has given the Minister of Finance the power to dispose of the properties, through sale, joint venture between the GOU and the former owner, repossession by the former owner, or, retention by the government. The law also gives the GOU the authority to retain a property in instances where negotiations for a joint venture fail.

Although the law provides disposal power to the Minister of Finance, the custodial function has remained with the DAPCB. In fact, expansion of DAPCB's custodial responsibilities occurred with the Expropriated Properties Act of 1982. These properties *(taken over by the government under the Properties and Business Acquisition Decree of 1975)* were transferred to the Ministry of Finance by the Expropriated Properties Act of 1982 *(The Expropriated Properties Act was developed to govern the process of returning properties covered by the Act to their previous owners, or otherwise provide for their orderly disposal.)* But, the Act also established the DAPCB in its present form, removed it from under the "supervision" of the Ministry of Finance, and made DAPCB the custodian of both expropriated and what have come to be known as "abandoned" properties.

Since 1972, there has been little change in the powers of the governing boards of these successive Custodian Board organizations; nor has there been an appreciable change in their composition; except for an increase in the number of members on the Board of Directors from six to seven.

Current Status of DAPCB Properties

Political events and economic changes in Uganda since the mid-1970's have combined in such a fashion that the DAPCB has virtually become a permanent fixture of the Ugandan political environment and; the disposition of these properties has been in the forefront of politically volatile issues of the several Ugandan administrations since the 1970's. The issue is viewed by many Ugandans as adversely affecting not only the international reputation of the country, but also its relations with bilateral and multilateral donors. In this context, the Government of Uganda has most recently been

aggressively seeking the best strategy for disposing of the properties. But, despite the apparent political will to resolve the problem, there has been only limited progress.

Part of the explanation for the slow pace is, undoubtedly, the political turmoil and the resulting depressed economic circumstances. Then, there is the question of the DAPCB's administrative/managerial capacity for accomplishing the disposition of the properties and assets. Another part of the equation is the alleged venality of individuals and groups involved in the process. Implicit in the notion of custody is the sense that it is a temporary condition, obtaining only for the amount of time it takes to find a definitive resolution to the problem(s). In some cases, resolutions have indeed been reached, either through negotiated compensation, or, by means of grants of "certificates to repossess" given to the previous owner(s). Available figures suggest that approximately 1500 compensation claims have been settled, while the number of applications for repossession stands at 1667. Current estimates of the size of the property management portfolio of the DAPCB are in the neighborhood of 7,000, which include agricultural, residential, industrial and commercial properties of varying sizes. It is in this context that the GOU approached the USAID Mission in Kampala requesting technical assistance in ascertaining the best approach to addressing the problem.

Technical Assistance to the DAPCB

Initial discussions and observations with both USAID and GOU officials, confirmed that the principal task at hand was not to be an exercise in organizational capacity-building. That is, it was not the intent of the Kampala Mission or the GOU to help develop an administrative structure that would endure. The primary objectives of the technical assistance would be:

a) to design an administrative structure for DAPCB, whose usefulness would progressively shrink as the DAPCB portfolio of properties was divested;

b) to identify the most efficient process for disposal of the properties;

c) to develop a viable plan for financing and rehabilitating the divested properties.

An added objective was to propose changes that would not require an inordinate time investment for implementation or be highly inconsistent with the character of the current Ugandan and DAPCB work force. Each of the tasks undertaken and recommendations of this report were undertaken to achieve these objectives.

Scope of Work

The organization and management SOW of Part A of this consultancy was undertaken with a singular objective in view: **to determine the most effective structure through which the DAPCB can achieve the Government's goal to systematically regularize and then gradually transfer ownership of all DAPCB properties into the hands of the Ugandan private sector.**

This required that a realistic, impartial assessment be done of the overall operational capacity of the DAPCB as it currently is organized, managed and staffed. In this context, the consultants examined DAPCB's organization structure and functional

assignments; reviewed DAPCB's key management systems practices; assessed DAPCB's personnel management and manpower planning policies.

The following specific tasks were undertaken over approximately 80 days of in-country consultations with key GOU and DAPCB officials; and extensive analysis of key GOU documents.

Task 1. In Washington, DC, with assistance from the Center for Privatization Research Component, review the existing data from at least two other ongoing privatization projects in order to develop insights into most frequently encountered organization implementation problems.

Task 2. Subsequent to Task 1 above, review again the recommended reorganization plan recommended by a previous consultancy for the DAPCB and meet with key GOU, DAPCB officials and consultant Bene M'Poko in order to determine if additional structural modifications should be made.

Task 3. Review of documents, files and other background information pertinent to the DAPCB; including interviews with GOU, DAPCB and USAID Kampala officials to obtain information not in written form.

Task 4. Review and analyze present/proposed laws and regulations, plans, budgets, policy and program statements, and other relevant information necessary to formulate new divestiture-specific objectives and determine future directionthe DAPCB.

Task 5. Examine the organization structure and functional assignments and appraise their effectiveness in accomplishing current and future objectives of DAPCB.

Task 6. Review key management systems and practices and appraise their effectiveness in facilitating planning and administrative control of DAPCB operations.

Task 7. Review personnel management and manpower planning policies and practices to determine how DAPCB human resources are being utilized and the future workforce requirements.

Task 8. Consult with key DAPCB officials in order to write a comprehensive one year implementation plan to include, at a minimum, the following elements:

a. A clear statement of realistic, measurable objectives to be accomplished and adiscussion of external related factors that will impact on the attainment of these objectives;

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b. An organization chart that depicts the specific objectives to be obtained by each of the key DAPCB departments; the number of department needed as well as the number and qualifications of staff needed for these departments; the line/staff relationships among all departments/personnel and their respective responsibility areas; the specific departmental objectives and locus of control/delegation of authority among these departments.

c. A master work plan that reflects, at a minimum, the critical timelines for achieving overall DAPCB objectives over a one year period.

Task 9. Develop standardized position descriptions for each DAPCB department head and key personnel.

Task 10. Prepare a report, including general recommendations, for a proposed DAPCB reorganization structure.

The scope of work outlined above was accomplished through an extensive examination and analysis of the DAPCB organization structure, management system, operations, and administrative practices. Time was spent with the DAPCB Executive Director and key staff to identify internal characteristics of the organization and the external and internal environment in which it operates, as well as specific management and operational problems with which the organization is currently confronted.

Specific methods and techniques used in conducting the study included:

- Meetings with key DAPCB officials, project coordinators, and staff including representatives from all functional divisions of the organization.

- Review and analysis of various GOU documents, Ugandan newspaper articles, and other donor reports pertaining to DAPCB specifically, or Uganda, generally.

- Observations of significant aspects of DAPCB operations, administrative practices, and management methods and techniques.

- Review, analysis, and assessment of existing laws, rules and regulations, policies and procedures, directives, and other written documents controlling the administration and management of DAPCB.

The findings, conclusions, and other results emanating from the approach described above have been synthesized into specific recommendations for action. The details provided in the master work plan are intended to serve as a blueprint for carrying out the activities required for the most efficient, cost effective divestiture of DAPCB properties and strengthening of DAPCB's management, operations, and services in that regard. However, the work plan should be reviewed quarterly by the Internal Audit Department, to assure that objectives are realistic in light of relevant internal and external organizational, economic and political factors.

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Evolution of the DAPCB
Organization Structure

The following section describes and reviews the current organization structure of the DAPCB, makes observations relative to its attributes and structural deficiencies, and comments on the functionality of the current organization.

In 1972, when the GOU established the Abandoned Property Custodian Board to oversee the maintenance and disposal of the several thousand properties, the organization, consisted of six ministers. Under the Expropriated Properties Act of 1982, the Board's membership was increased to seven, its custodial responsibilities were expanded, and responsibility for its oversight was transferred from the Ministry of Commerce to the Ministry of Finance. The organization's responsibilities since that time can be best characterized as those of a property management agency. It is custodian of all properties which fall under the provisions of the 1982 Expropriated Properties Act. DAPCB is supposed to exercise it responsibilities as property custodian until such time as the Minister of Finance decides upon a course of action with regard to the disposal of the properties. In essence, the functions of the DAPCB are governed by the Minister of Finance, who may, (1) grant repossession to a former owner; (2) retain a property for the use of the GOU; (3) enter into a joint venture involving development of a property and, (4) declare that a property has been abandoned, in which case the Minister may order the sale or other method of disposing of the property.

As property manager, the DAPCB is also responsible for the collection of rents and to some degree, property maintenance. Its role of rent collector is important to the DAPCB in that rent revenues cover some of the property maintenance and upkeep expenses. In addition to its rent collection function, the DAPCB serves as a rental agent in that it allocates rental rates for vacant properties. DAPCB is also responsible for conducting periodic inspections to determine the authenticity of recorded information and to assess the physical condition of subject properties. A great deal of time is spent gathering, verifying and recording complete records for each property or enterprise for which it is custodian.

But, it should be remembered that DAPCB has more than just the departed Asian properties in its portfolio. Its portfolio also includes other government and parastatal organization properties and the functions described above also extend to these other properties.

The current organization of the DAPCB for carrying out its institutional duties and responsibilities is illustrated in Charts I-VI (pp. 10-15) These charts portray the organizational arrangements of DAPCB as it was reported to exist in July, 1989. These charts, however, have not been officially adopted or approved for use. They are used here merely for descriptive purposes as they were drafted by the consultants from the results of interviews and discussions with DAPCB management and staff. They are considered to be fairly accurate in representing organizational arrangements and depicting internal relationships and responsibilities.

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Overview of Organization Elements/Interrelationships

The DAPCB has been operating in its present form for slightly more than six years. The principal organization components include:

1. Board of Directors
2. Executive Director
3. Property and Claims Department
4. Finance Department
5. Verification Department
6. Engineering Department

The general description of the duties and functions of each major organizational element that follows is based on information derived from interviews with management and staff of DAPCB, observations, and review of various legal and administrative documents.

Board of Directors • The Board of Directors is currently comprised of seven members. The Minister of Finance serves as the Chairman of the Board and the Executive Director is a voting member. Other members are appointed by the President of Uganda on advice of the Minister of Finance. The Board has the power to appoint both standing and ad hoc committees to assist in conducting the business of the Board. Moreover, the Board may assign specific duties and responsibilities to employees of the Board as may be required.

The general responsibilities of the Board are as follows:

1. To set policy for and oversee the carrying out the business of the Board; to ensure that all laws, rules, and regulations pertaining to the establishment and conduct of Board business are properly enforced and adhered.

2. To authorize the collection and expenditure of funds for meeting the expenses and financial obligations of the Board.

3. To maintain proper books and accounts; ensure the security and proper investment of Board revenues.

4. To appoint a team of management staff to be responsible for carrying out the policies and directives of the Board.

Most routine policy and decision making takes place at the Board level. The Board is assisted, however, by the Executive Director and other managers of the Board, through whom most policies and directives issued are carried out.

Executive Director • The Executive Director is a voting member of the Board of Directors and serves as the Chief Administrative Officer of DAPCB. As such, he is responsible for carrying out the day-to-day affairs of the Board and for managing efficiently its business and operations. The Executive Director also has the responsibility

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for employing and dismissing Board employees, supervising and directing the work of managers, reviewing the work of their subordinates, overseeing the administration of personnel matters, and performing such other duties and responsibilities as may be delegated by the Board of Directors.

Administration and Legal Department • The Administration and Legal Department is responsible for all administrative and legal matters. These responsibilities include personnel administration (recruitment, employment, career development, personnel records, and benefits programs); logistic and material support; conducts and participates in special studies and evaluations; and provides legal reviews and support services.

Property and Claims Department • The department is responsible for the collection of all initial data and information regarding the properties under the jurisdiction of DAPCB. It maintains a permanent information system for all such properties and is responsible for assuring the information system contains, at a minimum, the following data on all DAPCB properties:

- former owner
- citizenship of former owner
- synopsis of previous lease(s)
- synopsis of current lease, or sub-lease, if any
- current tenant
- current occupant
- property rental history
- most recent valuation report
- preceding valuation report

Data in the information system are maintained in a priority classification scheme according to divestiture program criteria. This department is also responsible for organizing and conducting intradepartmental inspections of properties prior to sale and establishing protocols for gathering information from other GOU agencies.

Finance Department • The Finance Department is responsible for all DAPCB financial and budgetary matters. The department monitors financial resource utilization by operational units of DAPCB; maintains and monitors a separate financial reporting system for the sales of DAPCB properties; establishes, maintains, and monitors financial reporting routines for operating units; rental revenue collections; provides advice on investments and handles placement of surplus funds; prepares and administers the DAPCB payroll and benefit system and; assists with internal audits.

Verification Department • The Department of Verification is responsible for all matters concerning the processing of claims for repossessions It authenticates and certifies the validity of such claims. The department also serves as the Secretariat for questions which become issues for negotiations between a party to whom a certificate of repossession has been granted and the current tenant or occupant of the property

concerned. It maintains an information database that categorizes all claims for repossession according to the affected property's economic grouping. The Verification Department also prepares priority-ranked dossiers for Board action. These dossiers include the following types:

- properties for which no claim of repossession has been filed, or for which the claim has been denied and which have been identified for sale by the Board;
- preparations for joint ventures;
- preparation of dossiers for repossession claims.

The department participates in the intradepartmental inspection of properties prior to sale and assists the Board in its deliberations on repossession claims and related issues.

Engineering Department • The Engineering department performs routine and necessary maintenance on all DAPCB properties, including such things as carpentry, plumbing, electrical, painting, and the like. It is also responsible for making periodic assessments of the physical state of DAPCB properties; participates in the joint inspections of properties prior to an offer of sale or as part of repossession negotiations and; as directed by the Board, performs specialized rehabilitation assessments. The department is headed by a Chief Engineer.

Analysis and Assessment of the Current Organization Structure

The organization structure of the DAPCB has evolved since its inception without critical analysis and programmed improvement. The DAPCB has met its organizational needs simply by adding operations to existing structures designed around individuals, rather than by systematically analyzing organizational arrangements in terms of functional responsibilities to evaluate and restructure them for meeting current and future service needs. Consequently, DAPCB's current organization structure exhibits many deficiencies common to organizations which have not routinely and systematically applied the accepted modern organization principles to meet the needs and demands of rapidly changing circumstances. This situation must be corrected in order to achieve institutional goals and objectives more effectively and efficiently.

Any of several forms of organization can be effective in a given situation and most can be made to work given the organization's will to do so. However, a structure can be developed that is most advantageous, that can be employed with minimum difficulty, and that can provide the optimum chance of accomplishing organizational goals and objectives. The consultants' conclusion, drawn from the observations and analysis of the DAPCB's current organization structure, is that it is not the most appropriate one for meeting DAPCB's mission and goals.

Although the current organization is not a complicated one, lines of authority and responsibility are, nevertheless, inadequately defined and unclear. Specific roles and relationships of major organizational elements are unclear, and actual lines of communication among subordinate subdivisions are not well established; principally because these relationships have not been formally charted. DAPCB has generally tended to rely on tables of organization as approved in budget documents to explain organization relationships and functional responsibilities.

In addition, operations appear to be fragmented. There is a noticeable absence of similar functions being grouped together and structured coordination between organization elements. Misplaced functional responsibility and overlapping of responsibility can inhibit the smooth cooperation required for effective services delivery.

Work in certain instances is not apportioned among individuals and units according to a logical plan and many functions are carried out without benefit of a detailed job description or unit mission and goal statement. Definition of function depends largely on personal interpretation or by direct assignment of tasks by a superior. Some overlapping and duplication results.

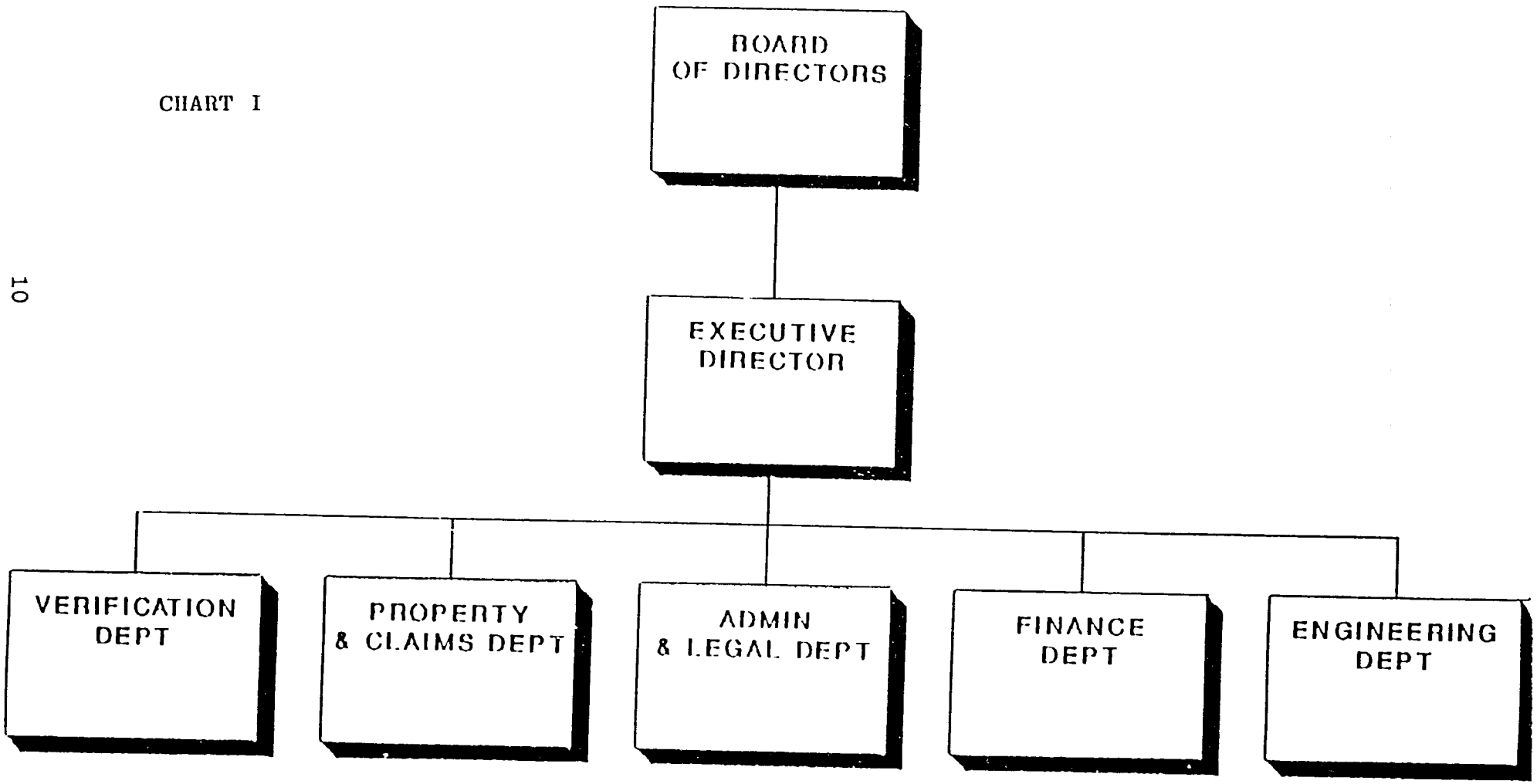
Some essential functions are not recognized and, consequently, are not being carried out as effectively as they could be. For example, Internal Audits is typically a "stand alone" operation. Currently, this function is a shared, collateral responsibility among several departments. Such a function requires organizational independence and objectivity in order to be effective.

It must be kept in mind that the successful accomplishment of organizational restructuring depends on many things, including internal and external political will, management's capacity to effect change, and staff's capacity to adjust to change. To the extent possible, and taking into consideration certain political realizations, the recommended reorganization structure described in the following section attempts to resolve substantially, many of the deficiencies identified above without causing operational and attitudinal disruptions within DAPCB.

Departed Asians Custodian Property Board

Current Organization Structure

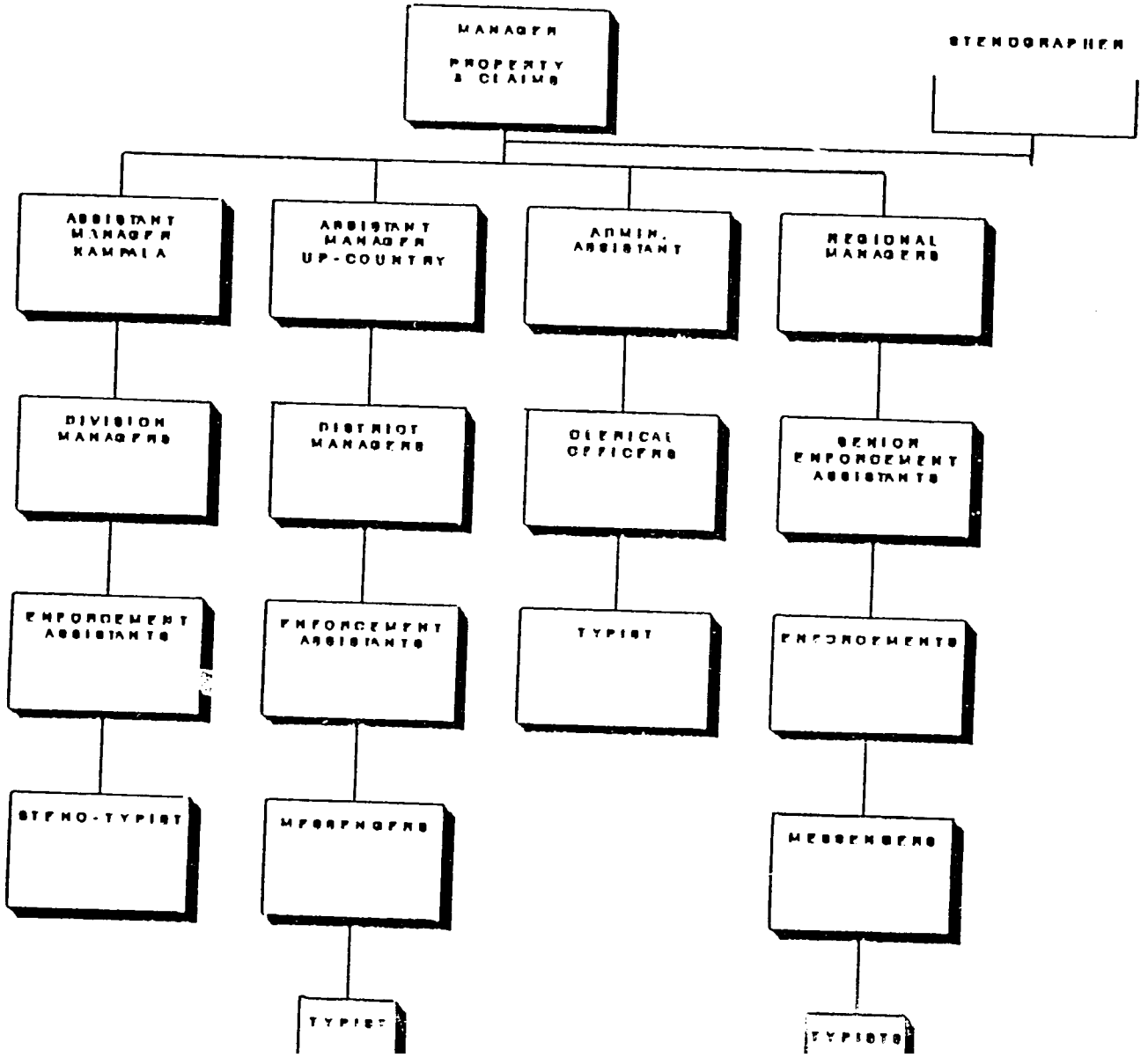
CHART I



Departed Asians Custodian Property Board

PROPERTY & CLAIMS

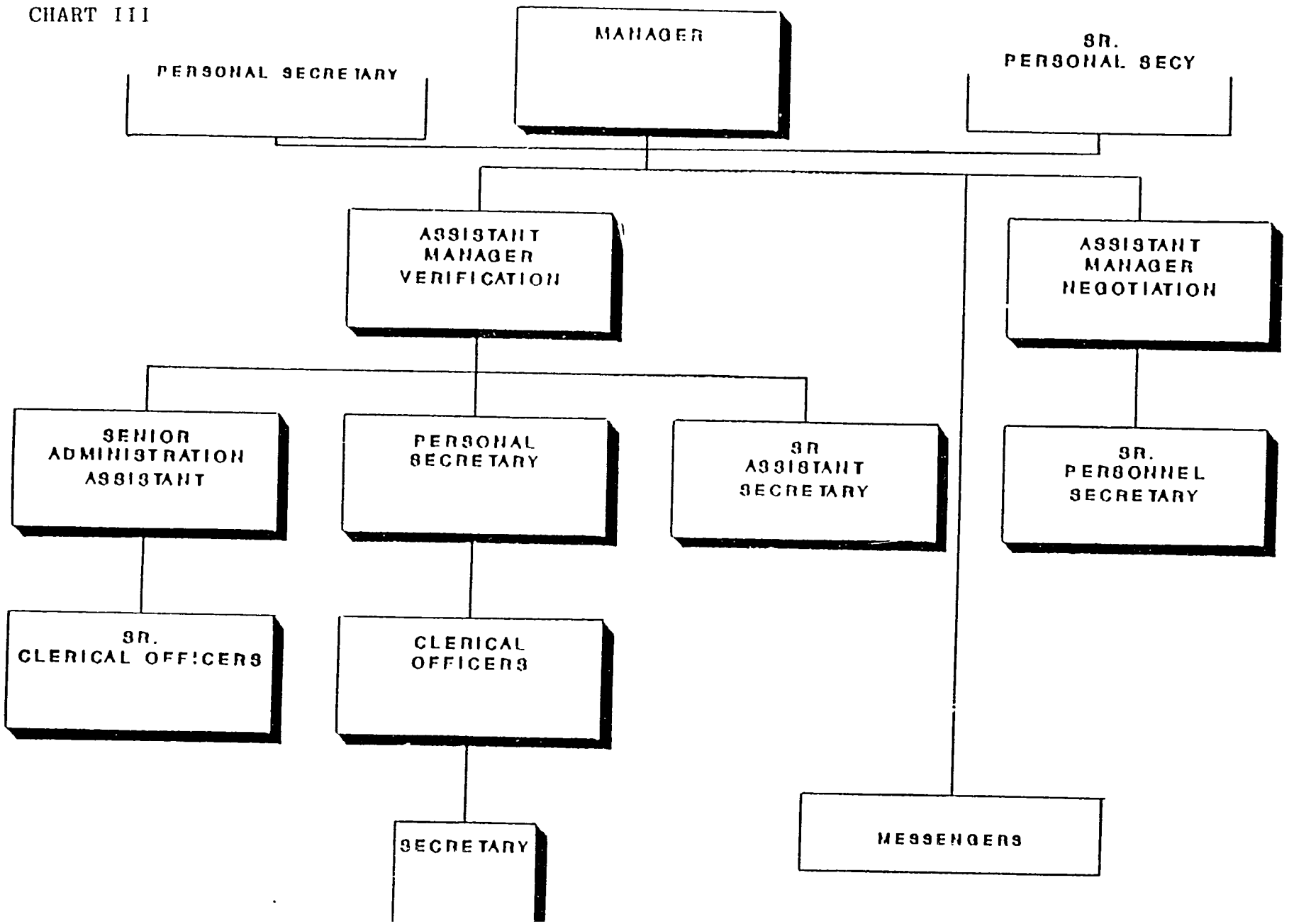
CHART II



Departed Asians Custodian Property Board

VERIFICATION

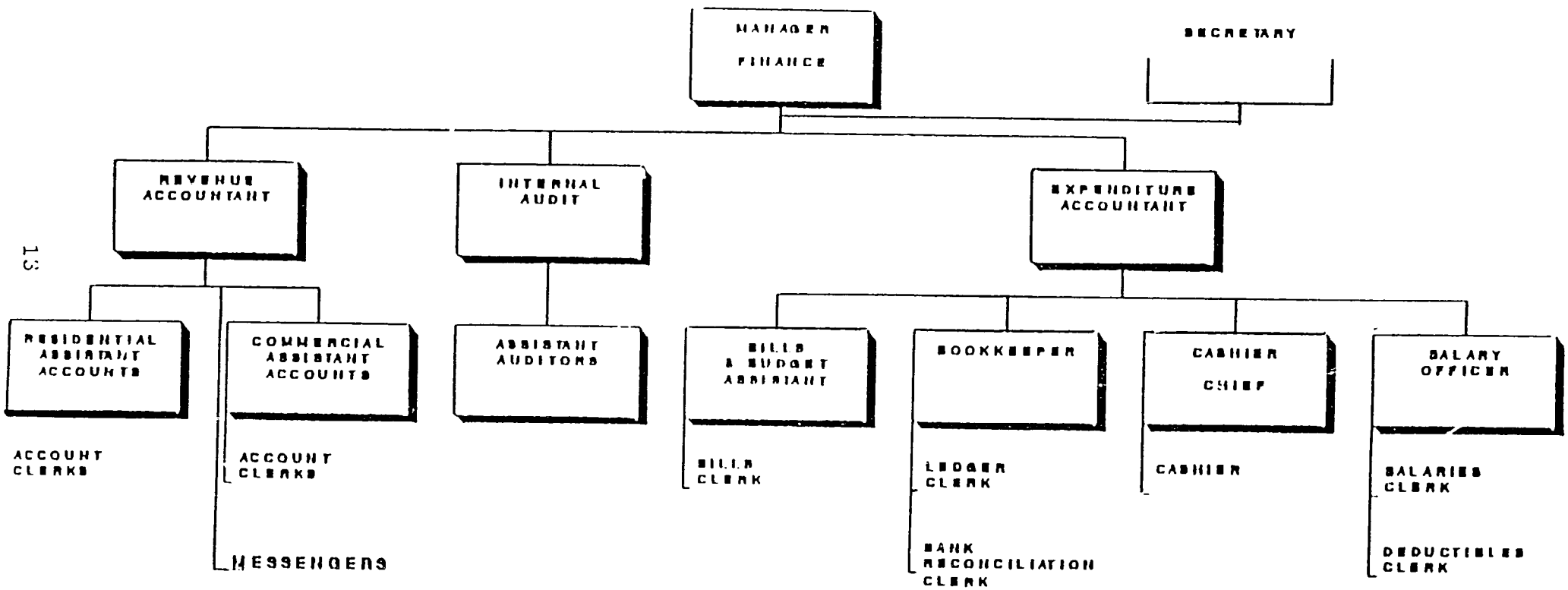
CHART III



Departed Asians Custodian Property Board

Finance

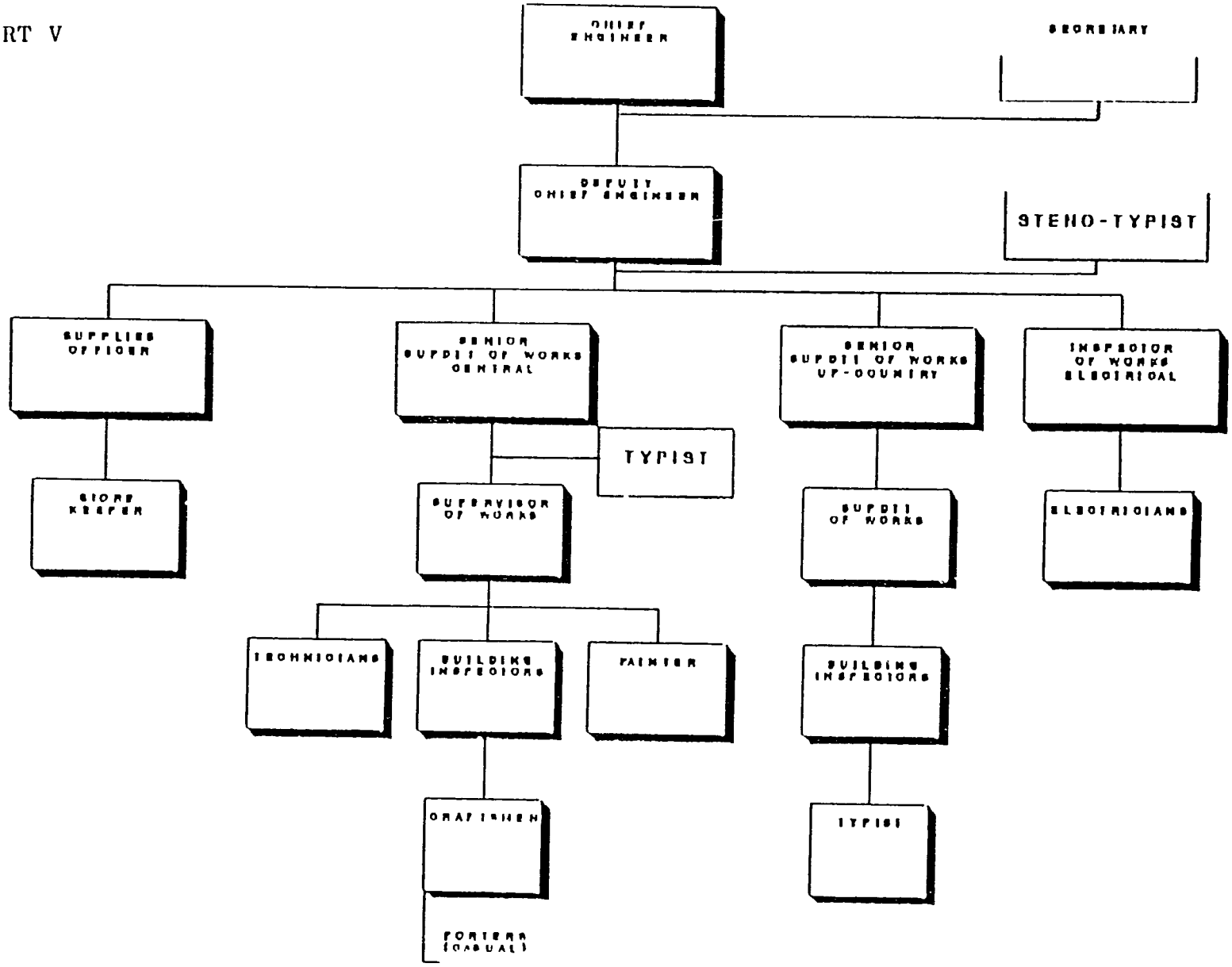
CHART IV



Departed Asians Property Custodian Board

ENGINEERING

CHART V



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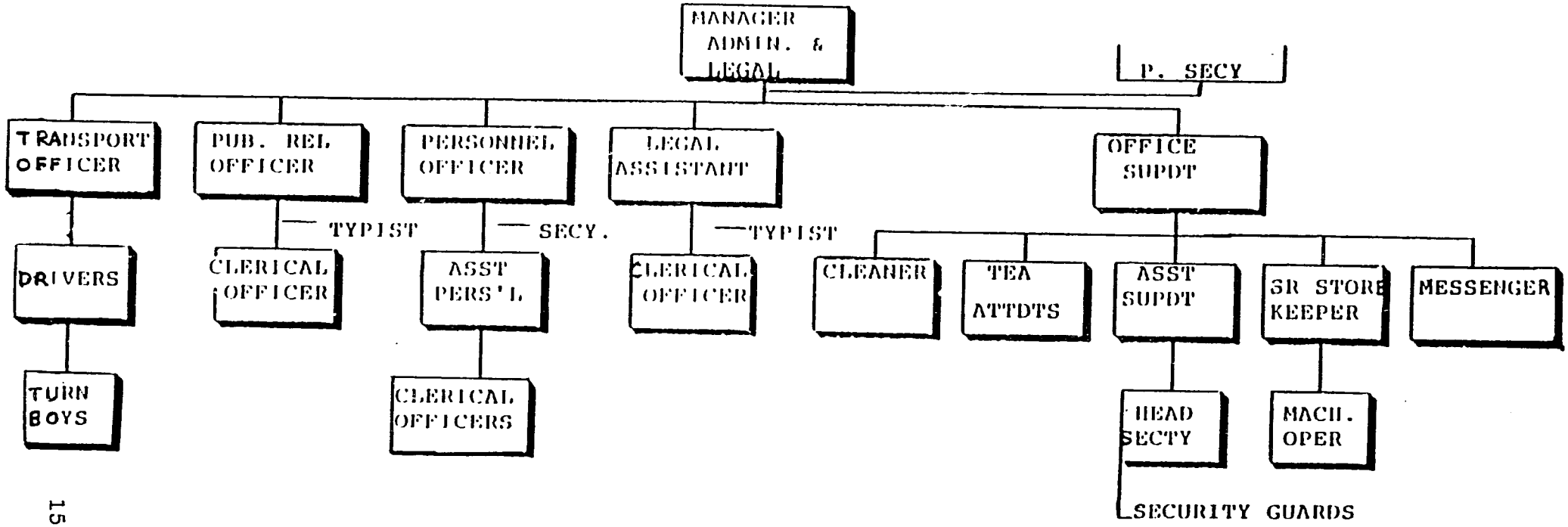
Departed Asians Custodian Property Board
Administration & Legal Department

CHART VI



Proposed Reorganization of DAPCB

This section discusses *two options* for reorganizing the DAPCB. It also describes the individual elements, functions, duties and responsibilities for each of the structures. Also provided is a specific recommendation for implementing an organization structure that meets DAPCB's expanded mission and objectives and that is designed around generally accepted principals of organization development.

The organization structure proposed in the following pages of this section is based on a modification of DAPCB's current institutional mission and its need to meet the following new objectives:

- to design an organization that can effectively implement and carry out a mixed property divestiture program;
- to design a dynamic organization that could adjust its size downward as the divestiture program objectives are achieved;
- to develop an organization plan that would limit the degree of disruption to DAPCB's current, ongoing mission;
- to develop an organization plan that could achieve the foregoing objectives within the constraints posed by the local political environment.

The two alternatives for restructuring DAPCB are presented in Charts VII and VIII as Option 1 and Option 2 respectively (pp. 17-18). These two alternatives are discussed below:

Options One and Two

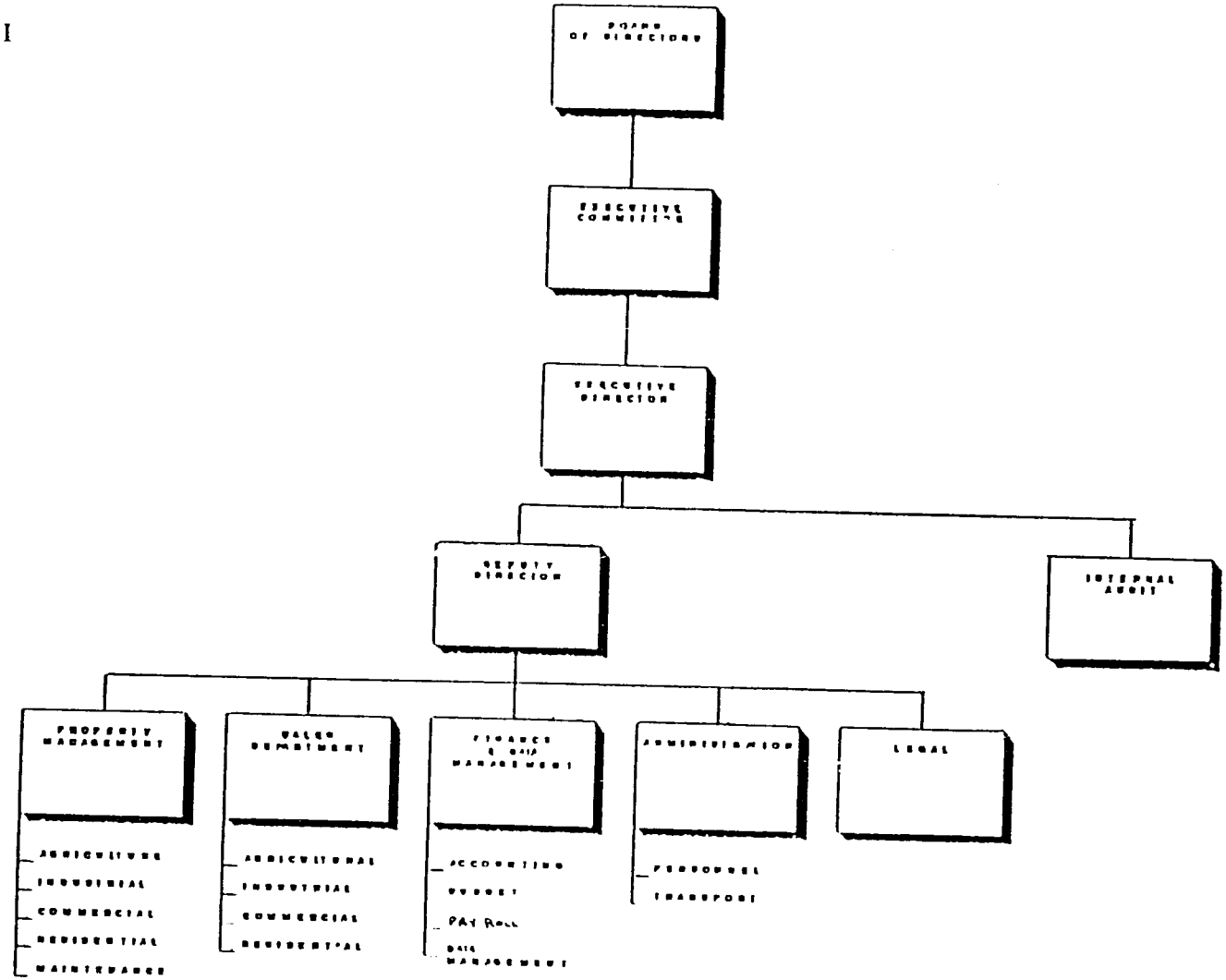
The basic difference between the two restructuring options presented is in the role of the newly established Executive Committee. *Option 1, envisions the Executive Committee as a link in the chain of command between the Board of Directors and the Executive Director, with each member of the Committee having direct responsibility for managing one of the DAPCB departments. Option 2, is based on the Executive Committee having a general advisory role and carrying out a clearly defined, full-time approval function on behalf on the Board of Directors.*

The first option could create several situations leading to organizational dysfunction. The "commissioner form" of organization structure (that of placing operational responsibility with a single member of a board or committee) frequently precludes effective coordination and creates an environment of "multiple bosses." Such a structure often leads to the creation of fiefdoms and dysfunctional management systems. Management and supervision become duplicated in that the Executive Committee would assume responsibilities normally those of the Executive Director or his designee. The second option, on the other hand, avoids such pitfalls. Lines of authority and communication are clear and singular. There is a single "boss" and coordination is made easier organization-wide.

Departed Asians Property Custodian Board

Proposed Reorganization Structure-Optn 1

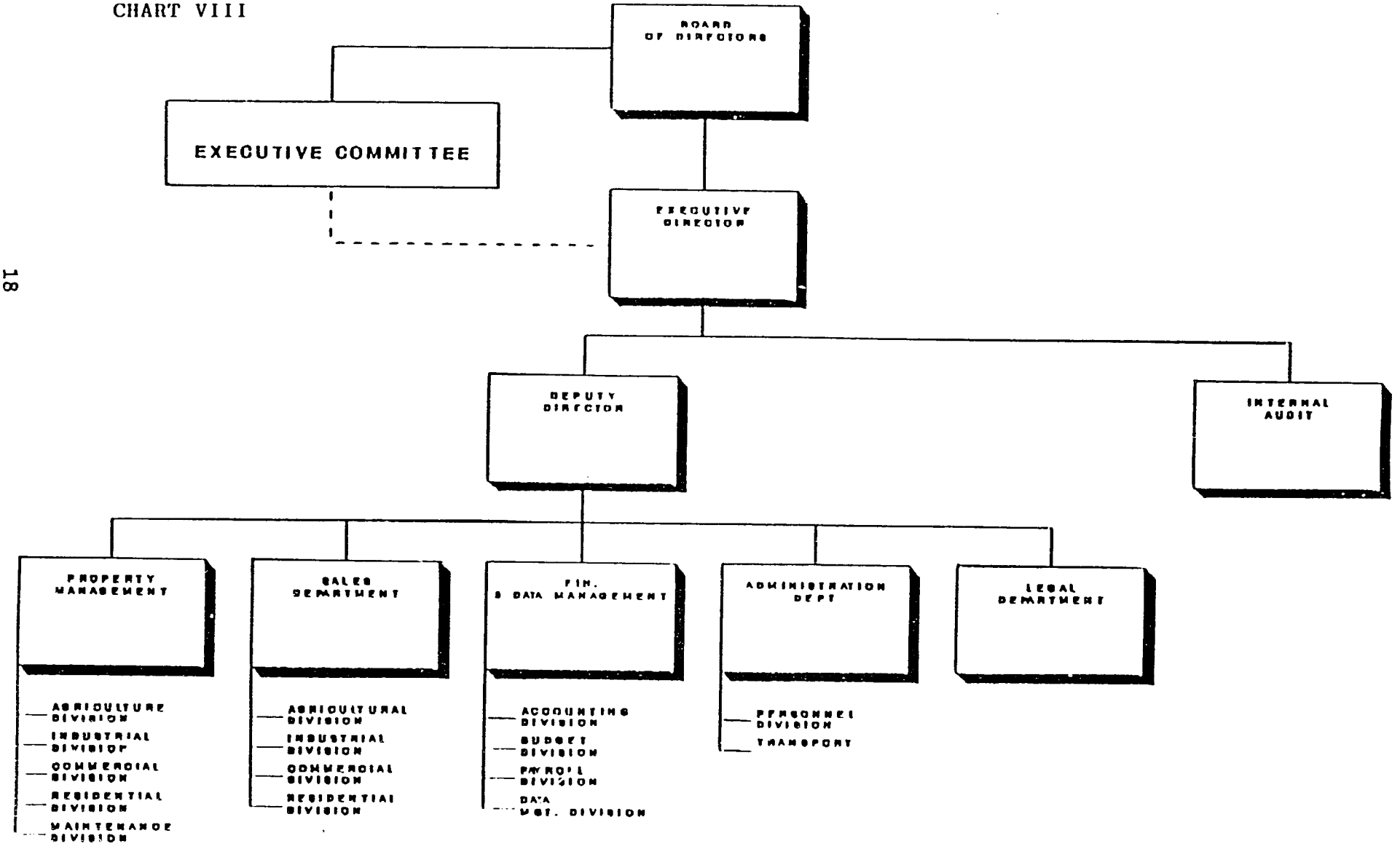
CHART VII



Departed Asians Property Custodian Board

Proposed Reorganization Structure-Optn 2

CHART VIII



A detailed discussion of the duties and responsibilities of each individual organization unit, as represented by Option 2 is presented below.

Recommended Reorganization Structure

With the exception of the duties and responsibilities of the proposed new Executive Committee, Option 1 and 2 are identical.

There is a better distribution of functional responsibility, better grouping of similar functions, and a recasting or elimination of some functions. Adoption of either chart would formally recognize the functions, duties and responsibilities and interrelationships of both organizational units and key managerial staff.

Under both of the proposed structures, organizational activities have be grouped under five departments: Property Management, Sales, Finance, and Data Management, Administration and Legal Departments. In addition, to an Executive Committee, an Internal Audits has been made a separate staff division and; the position of Deputy Director created to provide additional administrative and management support in recognition of the need to give full-time attention to the daily management of the DAPCB.Both structures proposed have eliminated the Engineering and Verification Departments and have consolidated their activities under other organizational units. In addition, two new departments, were created - Sales and Legal. The former, in recognition that the new emphasis should be placed on divestiture and the latter, in recognition of the need for an independent legal department to address pending issues.

The Sales Department, will be principally concerned with the sale of DAPCB properties and will report directly to the Deputy Director. Other changes include the consolidation of the functions of the Property and Claims and Maintenance and Engineering Departments into a Department entitled Property Management and separating the Internal Audit Division from its present location in the Department of Finance.

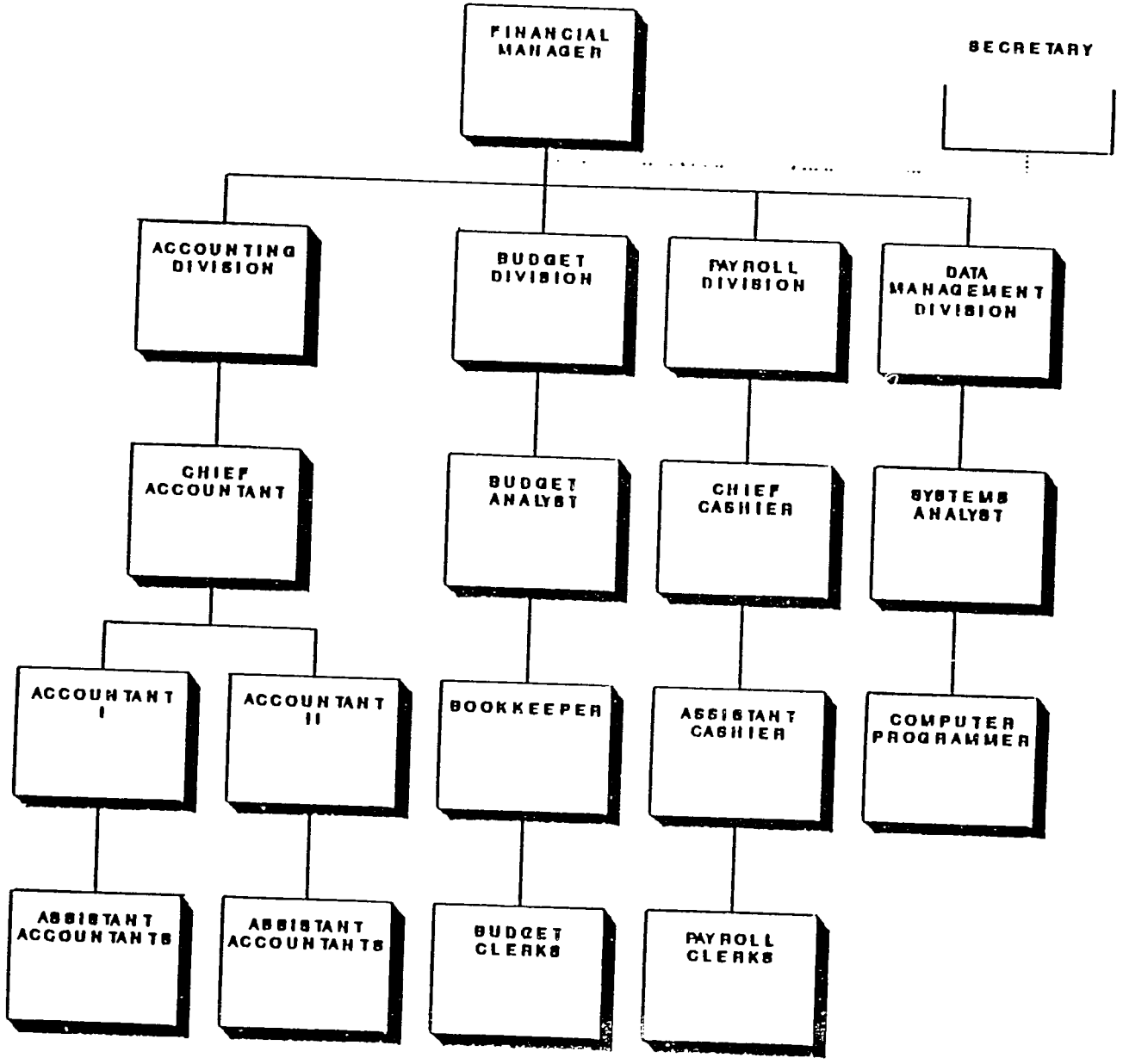
Furthermore, the span of control of the Executive Director has been decreased under both proposed structures. The Deputy Director who will serve as Chief of Operations Officer, and the Internal Audit Division are the only two units reporting directly to the Executive Director. This reduction in the number of units reporting directly to the Executive Director does not in any way diminish his overall responsibility for the administration and management of DAPCB. These new arrangements should in fact "free up" the Executive Director for more in depth oversight and enhanced participation in the formulation of policy.

The structure of the major elements of the proposed organization are illustrated in Charts IX - XIV (pp. 20-25). Detailed descriptions of the functions, duties and responsibilities of these organization subunits are discussed below. (Volume III of this report expands on these duties and responsibilities with in-depth job descriptions for each level of the organization.)

Departed Asians Property Custodian Board

Finance & Data Management Department

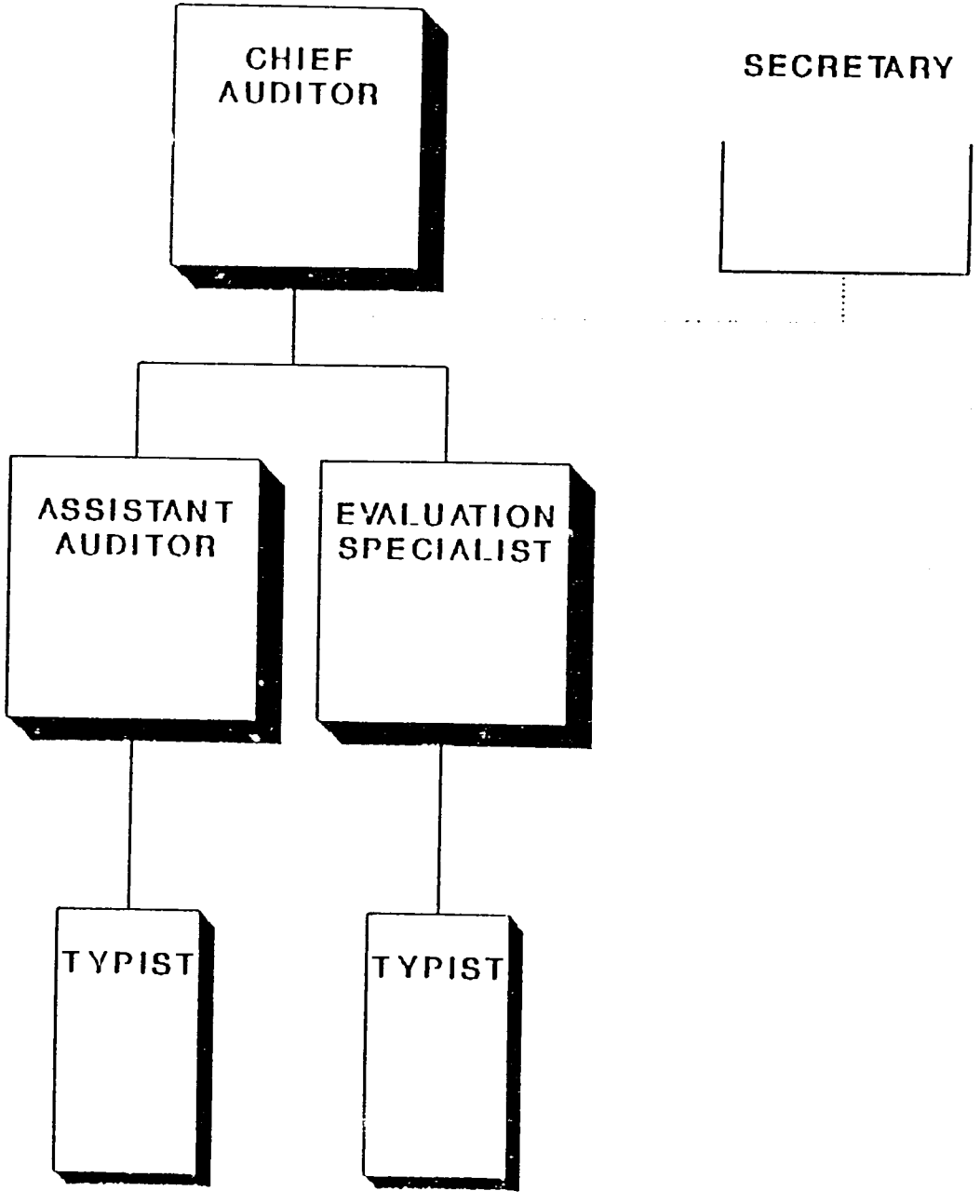
CHART IX



Departed Asians Custodian Property Board

Internal Audit Department

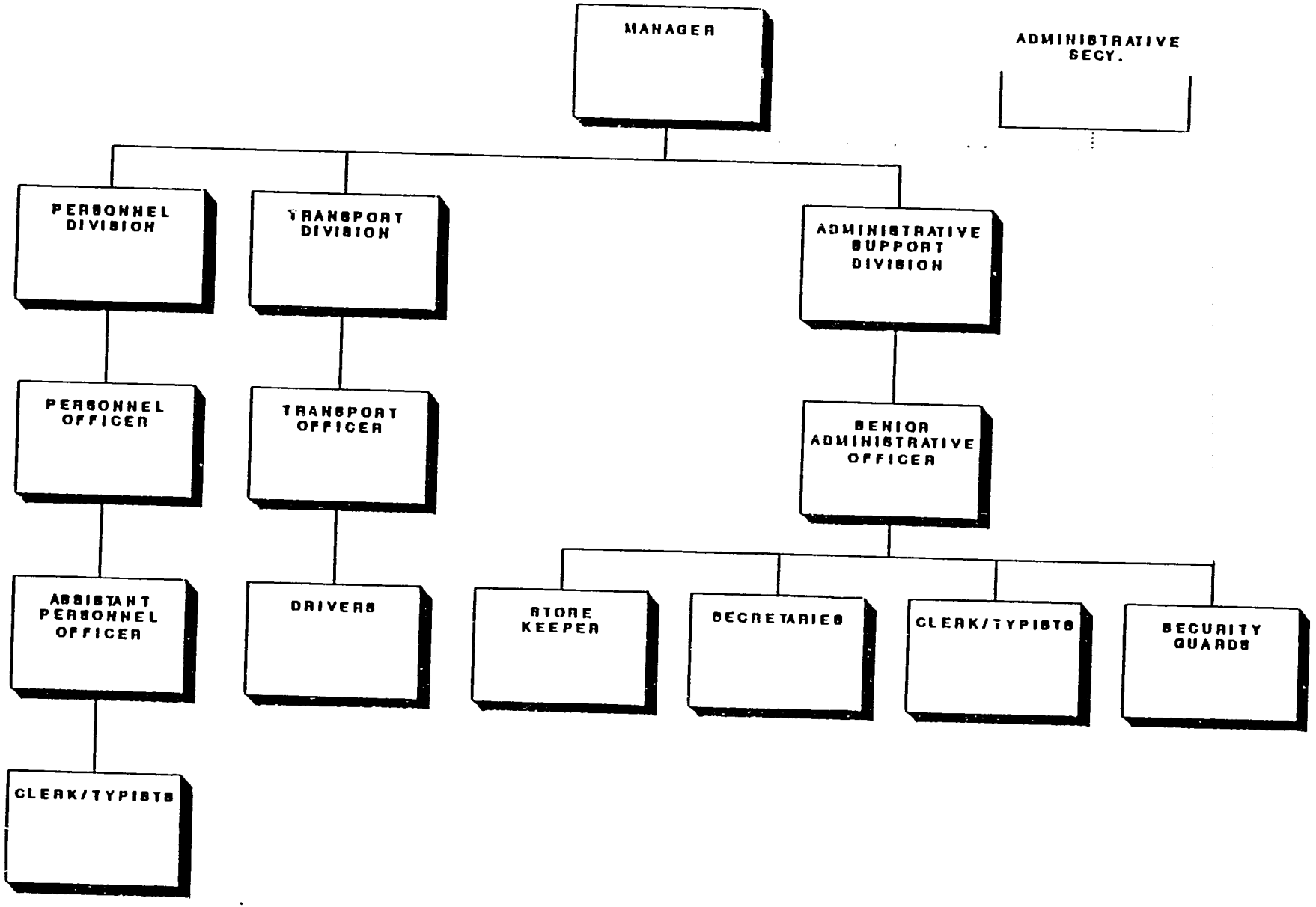
CHART X



Departed Asians Property Custodian Board

Administration Department

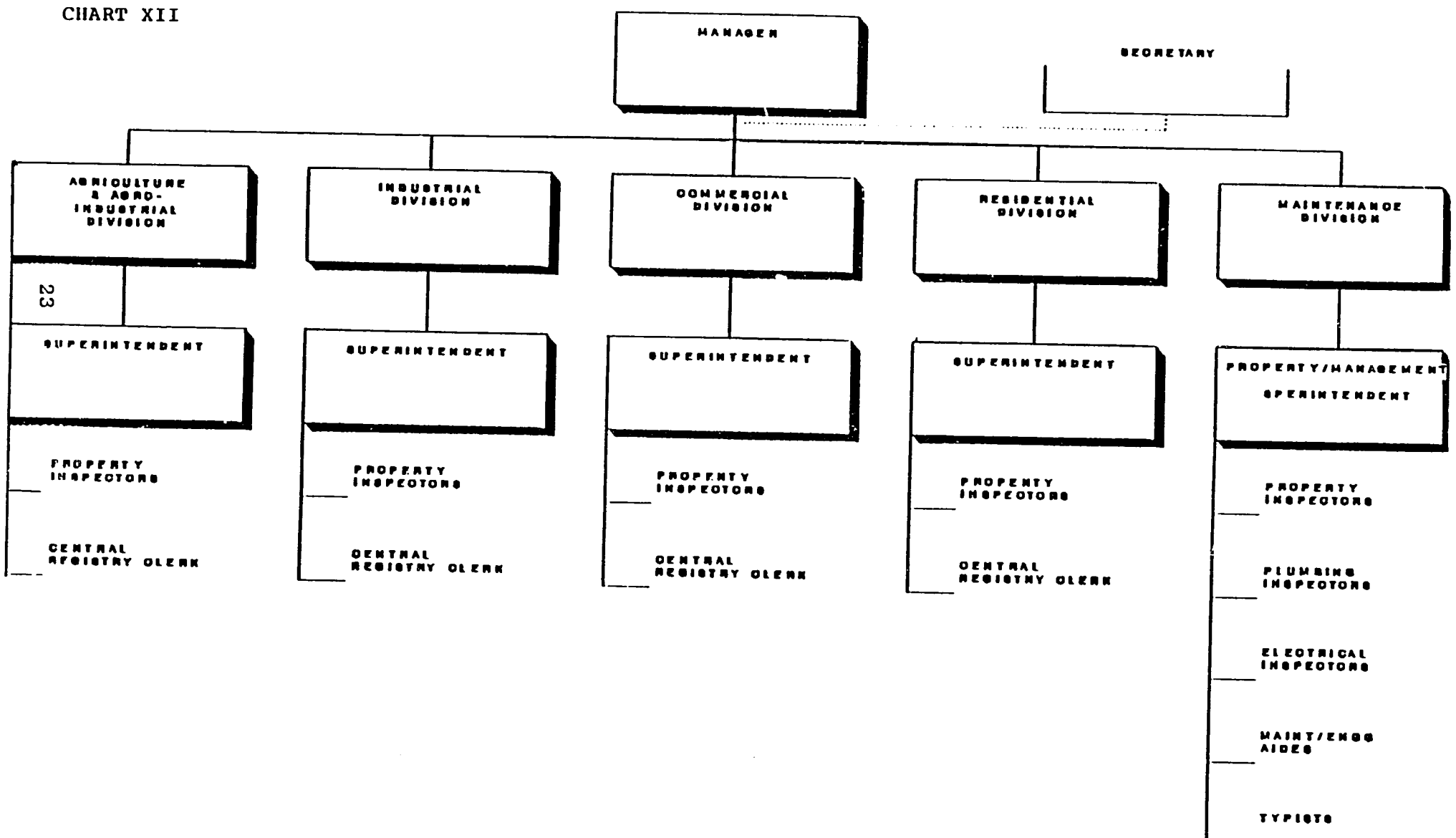
CHART XI



Departed Asians Property Custodian Board

Property Management Department

CHART XII



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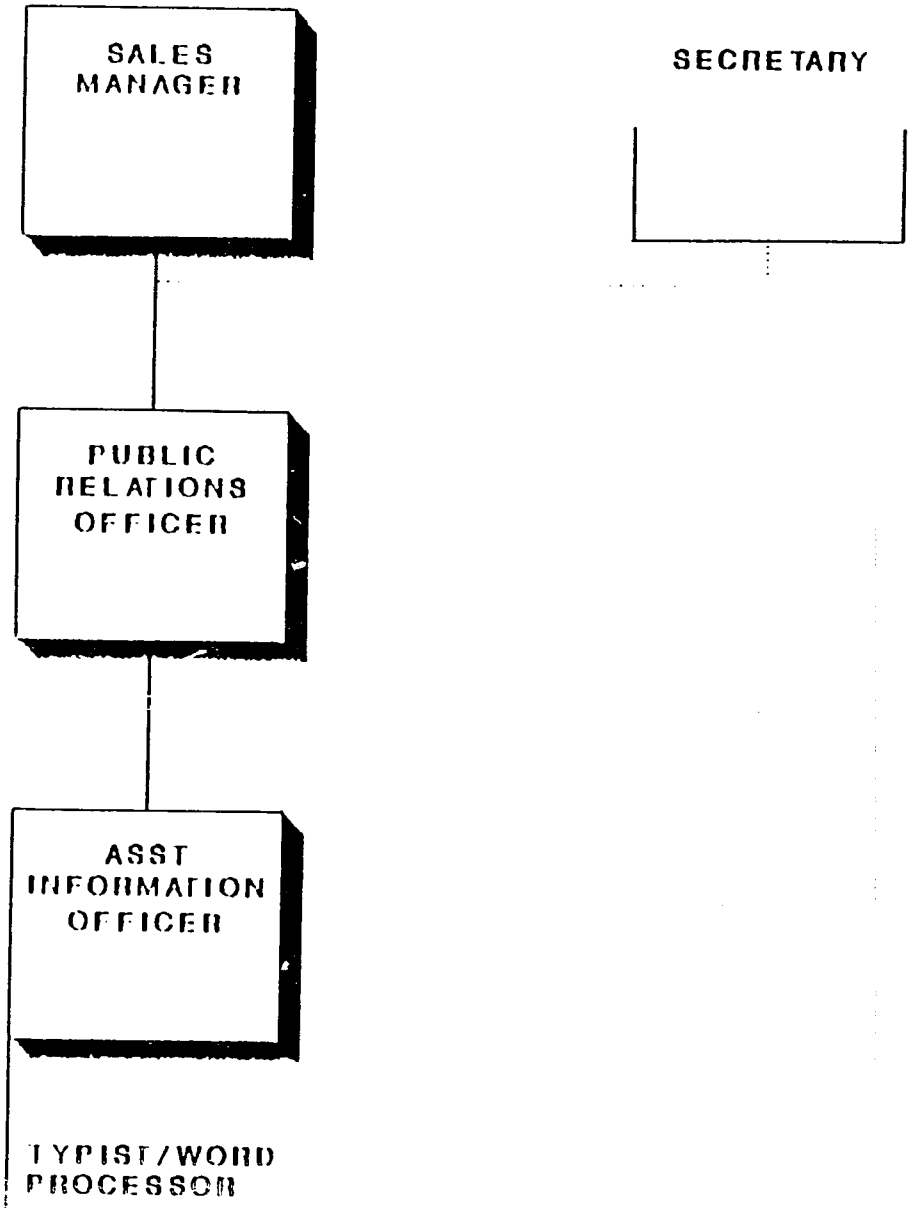
Departed Asians Property Custodian Board

Sales Department

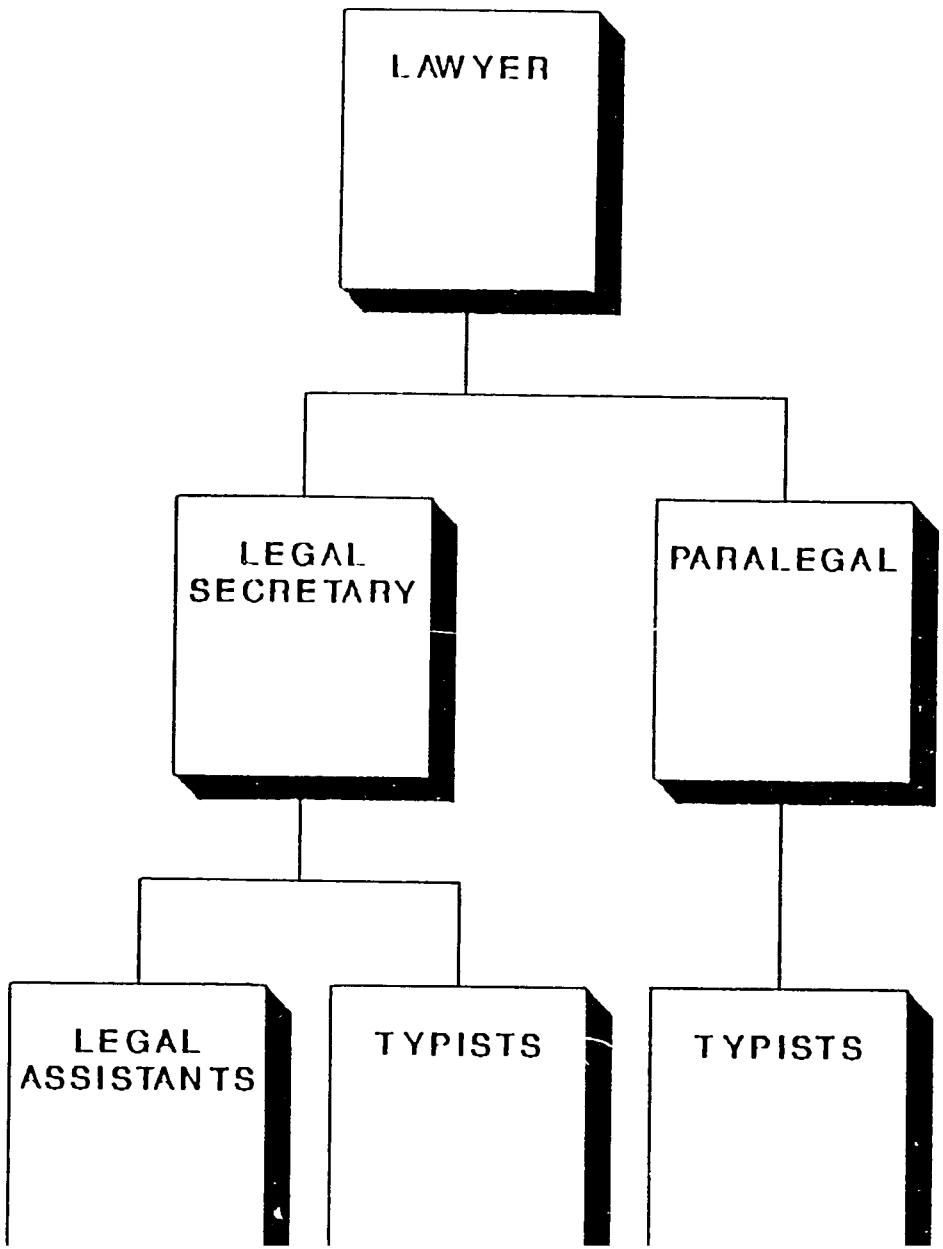
CHART XIII



Dep ted Asians Property Custodian Board

Legal Department

CHART XIV



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Board of Directors • Under the proposed organization structure, the Board of Directors will be unchanged: its membership will comprise seven members; its powers and the method of selecting its membership will remain the same; the Minister of Finance will serve as the Chairman of the Board; the Executive Director will continue as a voting member; policy development and decision making will continue to take place at the Board level and; the Board will be assisted by the Executive Committee, the Executive Director and other managers of the Board, through whom most policies and directives issued are carried out.

Executive Committee • The GOU has given new importance to the disposal of DAPCB properties and needs to have an organizational structure which reflects that importance, and gives evidence that it is, at least potentially, suited to the task. One of the specific steps taken by the government is to begin a modification of the DAPCB committee system by creating an Executive Committee whose functions will include those previously exercised by the Verification and Negotiating Committees. However, there are some aspects of the future work of this group that require further attention if it is to carry out a successful divestiture program. The Deputy Minister of Finance is the Chairman of the Executive Committee

The proposed Executive Committee will carry out two functions. It will be required to become acquainted with the procedures governing verification and negotiation in order to deal with the backlog that awaits it. Then, it must prepare to initiate the sale process. The political pressures, external and internal, and the general air of expectancy put the Executive Committee in a "high visibility" position. As such, their actions and decisions will receive uncommon attention.

Deputy Finance Minister • The position and role of the Deputy Minister of Finance, seems somewhat incongruous, relative to that of the DAPCB Executive Director, Specifically, the Executive Director holds membership on the Board of Directors, while no provision is made for membership of the Deputy Minister, his titular and hierarchical superior. One can conceive of a situation where an Executive Director could use his board membership in an attempt to override a decision taken at the level of the Executive Committee, where the Deputy Minister is the Chairman. **In this context, the powers to be exercised by the Executive Committee in the disposal of DAPCB properties should be stated unambiguously**. In particular, the Attorney General should review the limits, if any, of the ability of the Minister of Finance to delegate his powers in regard to the disposal of the DAPCB properties.

Executive Director • The position of Executive Director is also unchanged. He continues to be a voting member of the Board of Directors and serves as the Chief Administrative Officer of DAPCB. As such, he will be responsible for carrying out the day-to-day affairs of the Board and for managing efficiently its business and operations. The Executive Director will also have the responsibility for employing and dismissing Board employees, supervising and directing the work of managers, reviewing the work of their subordinates, overseeing the administration of personnel matters, and performing such other duties and responsibilities as may be delegated by the Board of Directors.

Deputy Director • The Deputy Director, a new position, will share the managerial responsibilities of the DAPCB with the Executive Director. As a full deputy, the incumbent will serve at the pleasure of the Executive Director. The Deputy will be empowered to act on all matters of DAPCB operations with one exception; the Deputy

Director will not be empowered to participate as a substantive member of the Board of Directors during an absence of the Executive Director. This exception may be lifted by specific authorization of the Minister of Finance during a prolonged incapacity of the Executive Director,(e.g., due to a serious illness followed by an extended period of convalescence). During such exceptional circumstances, it is recommended that the Minister of Finance appoint the Deputy as Acting Executive Director for a period not to exceed six months.

The Deputy Director will be responsible for assuring the efficient execution of all operational responsibilities of the DAPCB line departments. The managers of these departments will report directly to the Deputy Director. The Deputy Director will exercise direct responsibility over the preparation of the DAPCB annual budget and its work plans. In addition, the Deputy will serve as Chairman of the DAPCB Data Management Committee.

Financial and Data Management Department • The Financial and Data Management Department will be responsible for all DAPCB financial and budgetary matters. These responsibilities will include such things as monitoring financial resource utilization by operational units of DAPCB; establishing, maintaining, and monitoring financial reporting routines for operating units; collecting rental revenues; providing advice on investments and handling placement of surplus funds; and, preparing and administering the DAPCB payroll and benefit system. This department will maintain close liaison with the participating banks which will assume responsibility for maintaining and monitoring a separate financial reporting system on DAPCB properties once sold (See section C of this report for discussion of role of the local banks in the divestiture program.)

The DAPCB Data Management Committee will be coordinated by the Manager of the Finance and Data Management Department. This group will coordinate and assure the rational utilization of computer resources among the operating units of the DAPCB.

Internal Audit Division • The Office of Internal Audit is removed from under the Finance Department and is made a division reporting directly to the Executive Director. The purpose or rationale for this change is the need for the Board and Executive Director to have an unbiased review mechanism that will provide objective information on the status of organization initiatives, performance, effectiveness and efficiency. The duties of the new division remain the same as before. The only change is its positioning within the organization and its reporting responsibilities.

This division is responsible for the internal audit of the financial and operational performance of the various components of the DAPCB as well as contracting for an independent annual DAPCB financial audit to be conducted by a private sector firm. It has specific and general responsibility for the financial integrity of DAPCB operations; will perform specialized performance audits at the request of the Board; will provide professional and technical consultation services to the Board and Tenders Committee in support of the duties of these two bodies. It also provides similar services to the operating components in an effort to improve the efficiency of their operations and also assures that DAPCB is prepared for independent financial audits.

Administration Department • The Administration Department will no longer have responsibility for providing legal services. The Administration Department will continue to be responsible for all administrative and support activities. These responsibilities

include personnel administration (recruitment, employment, career development, personnel records, and benefits programs); logistic and material support; conducting special studies and evaluations; and providing transport services.

Property Management Department • The Property Management Department represents the consolidation of the Maintenance and Engineering and the Property and Claims Department. It has been consolidated in recognition of the overlapping and related activities being performed by the two departments.

Under the new structure, the Property Management Department will be responsible for maintaining all properties under the jurisdiction of DAPCB. These responsibilities will include the collection of all data and information regarding properties; maintaining a permanent information system for all such properties and assuring that the information system contains complete and current information; organizing and conducting intradepartmental inspections of properties prior to sale; establishing protocols for gathering information from other GOU agencies; performing routine and necessary maintenance on all DAPCB properties: including such things as carpentry, plumbing, electrical, painting, and the like; making periodic assessments of the physical state of DAPCB properties; participating in the joint inspections of properties prior to an offer of sale or as part of repossession negotiations; and, performing any specialized rehabilitation assessments, as may be directed.

Sales Department • The Sales Department, a new organization element, will be responsible for the overall administration of the sales of DAPCB properties once they have been cleared by the Tenders Committee and the Board. This Department's functions will include:

- Preparing all publicity concerning the sales process.
- Assisting in the showing of properties.
- Providing general assistance to the Board and the Tenders Committee.
- Providing advice on sales and negotiation matters.
- Acting as the public information office for the sale of DAPCB properties, assuring that sales-related information from the operational offices (Property & Claims, Verification) is available in a timely manner so as not to impede the disposal of properties.
- Assuring that there is coordination between the work of the Tenders Committee and Board.
- Maintaining records of all sales transactions and the preparation of quarterly reports on the progress of sales for the Executive Director.
- Maintaining valuation records for all properties.
- Receiving and processing all applications for purchase/tendering.

The Sales Department will be managed on a routine basis by a Manager of Sales. The Sales Department Manager should be someone with executive-level experience in property management and sales.

Legal Department • Legal Services, under the new arrangements, are transferred from Administration and Legal Department to a separate department. This is done in anticipation of an increased need for legal services and assistance in conjunction with sales and tenders. The functions, duties and responsibilities of this department will be many and varied, including such tasks as providing legal interpretation of documents; drafting contracts and lease agreements; preparing legal opinions; reviewing and directing necessary legal actions (including representing the Board in Court trials); securing outside specialized legal services not available through the department; and, providing such other legal services as may be required.

Staffing

This section summarizes current staffing levels, briefly discusses staffing patterns, makes recommendations for current staffing based on the proposed organization restructuring, and estimates future staffing needs. A discussion of the justification and feasibility of reducing the workforce is also presented.

The DAPCB is a moderate-sized organization with a personnel complement of slightly over 250 employees, as of July, 1989. With a senior management staff of only five, the organization is not considered to be "top heavy". In comparison to other divestiture organizations throughout the world and based on the consultants' personal experience, the total DAPCB staffing does appear, however, to be excessive.

A large proportion of the DAPCB workforce is unskilled or semiskilled. This reflects the overall Ugandan workforce characteristics where, in terms of educational attainment, the large numbers of skilled and unskilled workers are predominantly composed of individuals with "O" and "A" level certificates. Only a very small number of DAPCB staff have earned college or university degrees.

On the whole, there is very little turnover in the organization. With the exception of the managers, most of the current employees have been with the DAPCB for at least seven years. However, this stability appears to be less a matter of job satisfaction, than it is a reflection of the limited alternative employment opportunities outside the public sector of Uganda.

In Table 1 below, the current DAPCB staff totals and position titles are presented by category and department of assignment. (The membership of the Board, the Executive Committee, and the office of the Executive Director, are not included in the totals.)

Table 1
CURRENT DAPCB TABLE OF ORGANIZATION

ADMINISTRATION AND LEGAL

Manager, Administration and Legal (1)
Personal Secretary (1)
Transport Officer (1)
Public Relations Officer (1)
Personnel Officer (1)
Legal Assistant (1)
Office Superintendent (1)
Typist/Stenographer (1)
Secretary (1)
Typist (1)
Drivers (6)
Clerical Officer (1)
Assistant Personnel Officer (1)
Clerical Officer (1)
Assistant Superintendent (1)
Turnboys (2)
Clerical Officers (3)
Head Security Guard (1)
Security Guards (14)
Cleaners (7)
Tea Attendants (3)
Messengers (12)
Senior Store Keeper (1)
Machine Operator (1)

FINANCE

Manager of Finance (1)
Secretary (1)
Revenue Accountant (1)
Internal Auditors (2)
Expenditure Accountant (1)
Residential Assistant Accountant (1)
Commercial Assistant Accountant (1)
Bills and Budget Assistant (1)
Bookkeeper (1)
Chief Cashier (1)
Salary Officer (1)
Account Clerks (14)
Account Clerks (25)
Bills Clerk (1)
Cashier (1)
Assistant Auditors (2)

FINANCE (continued)

Messengers (2)
Ledger Clerk (1)
Bank Reconciliation Clerk
Salaries Clerk (1)
Deductions Clerk (1)

PROPERTY AND CLAIMS

Manager of Property and Claims (1)
Stenographer (1)
Assistant Manager (Kampala) (1)
Assistant Manager (Upcountry) (1)
Administrative Assistant (3)
Regional Manager (4)
Division Managers (4)
District Managers (6)
Clerical Officers (2)
Senior Enforcement Assistants (8)
Enforcement Assistants (8)
Enforcement Assistants (6)
Typist (1)
Enforcement Assistants (8)
Steno/Typist (1)
Messengers (6)
Messengers (4)
Typist (1)
Typists (4)

VERIFICATION

Manager of Verification (1)
Senior Personal Secretary (1)
Personal Secretary (1)
Assistant Manager of Verification (1)
Assistant Manager for Negotiations (1)
Senior Administrative Assistant (1)
Personal Secretary (1)
Senior Assistant Secretary (1)
Senior Personal Secretary (1)
Senior Clerical Officer (3)
Clerical Officers (5)
Secretary (2)
Messenger (2)
Messenger (3)

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Table 1
CURRENT DAPCB TABLE OF ORGANIZATION (continued)

MAINTENANCE AND ENGINEERING

Chief Engineer (1)
Secretary (1)
Deputy Chief Engineer (1)
Steno/Typist (1)
Supplies Officer (1)
Senior Superintendent of Works
- Central (1)
- Upcountry (1)
Typist (1)
Storekeeper (1)
Supervisor of Works (1)
Supervisor of Works (1)
Inspector of Works (Electrical) (1)
Technicians (2)
Building Inspectors (3)
Painter (1)
Building Inspectors (2)
Electrician (2)
Carpenters/Plumbers /Masons/Craftsmen (5)
Typist (1)
Porters (Casual)

Staffing levels, in the form of a table of organization by major and subunit organization element, including the recommended allocation of required staff by department to meet immediate staffing needs of the DAPCB, appear as Table 2. below. It should be mentioned here that **the staffing levels proposed in Table 2 are only intended to meet current workload demands and take into consideration the structural modifications and redirection of the organizational mission.** Our best estimate of staffing requirements for the immediate future is approximately 203.

Several new personnel are recommended to accommodate specific changes in organization structure. (Job descriptions prepared for these new positions appear in Volume III of this report) In some instances it may be possible to reclassify several existing personnel to fill the new positions recommended making possible further reductions, but this will require that a Personnel Skills Inventory be conducted in order to identify suitable candidates for retraining and reassignment.

It is recommended that following the successful implementation of the first phase of the divestiture program and the sale/disposal of properties on the "A, B, and C" lists (after approximately one year), DAPCB Audit Department review staffing needs and target significant reductions in staff as appropriate to correspond with the resulting reductions in workload.

<u>Feasibility of a Reduction In Force</u>

It is clear that the absolute numbers of personnel employed by the DAPCB is excessive relative to the actual workload of the organization. A serious inadequacy of space highlights the problem. The DAPCB also has come to be regarded as a "dumping ground" for patronage employees and the organization has no effective means of resisting these political pressures. Because of the patronage issue, the feasibility of a meaningful reduction in force would appear to be somewhat problematic. This assessment is reinforced by the observation made by one manager that, " disciplinary action against an employee might possibly lead to acts of retribution." DAPCB management also realizes that quite often the "excess" employee represents the single source of livelihood for many more than his or her immediate family. Notwithstanding, these considerations there is a definite interest in "streamlining" the organization, but success will be determined by the top level GOU political will to effect the required changes.

The DAPCB is in the difficult position of needing to reduce its personnel while at the same time having to add specialized technical personnel to meet new responsibilities. The principal problem in this regard is that many of the new personnel will, undoubtedly have to be recruited from outside the organization. This may result in further staff morale problems.

During the past year, the DAPCB management had already begun to consider the possibility of reducing the size of the organization and there is some interest in using the introduction of the divestiture program as a vehicle for carrying out this "reduction in force." An internal study suggested that an overall reduction on the order of 20 percent could be carried out without an appreciable loss in efficiency and productivity. The consultants concur in this estimate and believe that an even higher percentage reduction would be possible in the near future.

Table 2
PROPOSED TABLE OF ORGANIZATION FOR DAPCB
(Optimal Staffing Targets) *

Department/Division	Position	Proposed
Executive		
	Executive Director	1
	Deputy Director	1
	Secretary	1
Internal Audit		
	Chief Auditor	1
	Assistant Auditor(s)	3
	Evaluation Specialist(s)	2
	Typist(s)	2
Administration		
	Manager	1
	Secretary	1
(Personnel Div.)		
	Personnel Officer	1
	Asst. Personnel Officer	1
	Secretary	1
	Clerk Typist(s)	3
(Transport Div.)		
	Transport Officer	1
	Driver(s)	6
	Vehicle Maintenance Mechanic(s)	2
(Administrative Support Div.)		
	Senior Admin. Officer	1
	Storekeeper	1
	Machine Operator	1
	Secretary	1
	Clerk Typist(s)	3
	Security Guard(s)	10
	Tea Attendant(s)	2
	Cleaner(s)	7
	Messenger(s)	5
Legal		
	Lawyer	1
	Legal Secretary	1
	Paralegal(s)	2
	Legal Assistant	1
	Typist(s)	2

*First Year

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Table 2
PROPOSED TABLE OF ORGANIZATION FOR DAPCB (continued)

Department	Position	Proposed
Finance and Data Management		
	Finance Manager	1
	Secretary	1
(Accounting Div.)		
	Chief Accountant	1
	Accountant(s) II	2
	Accountant I	1
	Assistant Accountant(s)	2
	Messenger(s)	2
(Budget Div.)		
	Budget Analyst	1
	Bookkeeper	1
	Budget Clerk	1
(Payroll Div.)		
	Chief Cashier	1
	Assistant Cashier	1
	Payroll Clerk(s)	2
(Data Management Div.)		
	Systems Analyst(s)	2
	Computer Programmer(s)	2
Property Management		
	Property Management Mgr.	1
	Secretary	1
	Messenger(s)	3
(Regional Offices)		
	Regional Manager(s)	4
	Property Inspector(s)	16
	Typist(s)	4
	Messenger(s)	4
(Up Country Office)		
	Office Manager	1
	Property Inspector(s)	6
	Typist	1
	Messenger(s)	6

Table 2
PROPOSED TABLE OF ORGANIZATION FOR DAPCB (continued)

Department	Position	Proposed
(Agriculture and Agro Industry Div.)		
	Agricultural Supt.	1
	Property Inspector(s)	4
	Central Registry Clerk	1
	Typist(s)	2
(Industrial Div.)		
	Industrial Div. Supt.	1
	Property Inspector(s)	4
	Central Registry Clerk	1
	Typist	1
(Commercial Div.)		
	Commercial Div. Supt.	1
	Property Inspector(s)	4
	Central Registry Clerk	1
	Typist	1
(Residential Div.)		
	Residential Supt.	1
	Property Inspector(s)	4
	Central Registry Clerk	1
	Typist	1
(Maintenance Div.)		
	Sr. Property Mgmt. Superintendent	1
	Property Inspector(s)	6
	Plumbing Inspector(s)	2
	Electrical Inspector(s)	2
	Engineering Aide(s)	8
	Typist(s)	4
Sales		
	Sales Manager	1
	Public Relations Officer	1
	Asst. Information Officer(s)	2
	Secretary(s)	2
	Typist/Word Processor(s)	2
	Totals	194

The most obvious initial target for potential reductions are those positions where the tasks performed require little skill and make a minimal contribution to carrying out the DAPCB mission, (For example, tea servers, turnboys, and office messengers). The next most likely target would be those positions with functions that engage a large number of personnel to perform routine clerical tasks. (For example, the approximately 40 account clerks in the Department of Finance who are responsible for processing rental receipts on Kampala properties should be reduced. To some degree, this rather elevated number is a reflection of the current importance of rental collections to the DAPCB. At the same time, it is through these clerks that the Executive Director acquires what he considers to be useful information that helps him to maintain accountability for the properties. Though a plausible argument, this is not an appropriate utilization of such staff and it is certainly not a function of the Executive Director to reach down through four levels of his organization for information on the status of rental collections in a given part of the city.)

The initial target group of service functions could be immediately reduced and with minimal or no effect upon the achievement of the DAPCB mission. A good portion of the clerical functions could be computerized, thereby reducing personnel needs in the support area. The information gathering function could be carried out a more efficiently with the aid of computers, and periodic reports required by the Executive Director could be easily supplied by the responsible manager with frequent updates.

The critical point to be made here is that the staffing needs during the first year of the divestiture program are not certain. Circumstances and events may change critical aspects of the DAPCB organization functions, dictating a revised course of action, in which case the proposed staffing plan could require re-altering. **For this reason, it is strongly recommended that a workload and services demand study be undertaken sometime during the first 10-12 months of the divestiture program in order to determine staffing requirements for the second year follow on.**

Work Plan

If the DAPCB is to proceed with a more systematic approach to the achievement of goals and objectives and especially, if the commitment to a phaseout strategy is to be kept, the creation of an institutionalized planning capacity is required. This is not an entirely new concept to the current group of managers, because some of this is already being done during their senior staff meetings.

The work plan recommended here is intended to provide an organization structure, management and operational processes for the effective divestiture of DAPCB properties. Most of the recommendations set forth can be effected by merely making a decision to accept them, followed by appropriate administrative action and documentation. It is cautioned that significant improvement in operations cannot be accomplished simply by rearranging boxes in an organization chart, promulgating new policies and procedures, or by creating and filling new positions. These kinds of actions are only the first steps in a long process of bringing about appropriate change to an organization. Clearly defined organizational objectives, management attitudes and processes will have to be modified to respond to changing circumstances. The organization's work environment must stimulate and encourage continuous, improved institutional performance. Team building, an essential ingredient to organizational change, must become an institutional priority. All components of the organization must function in concert and harmony if change and improved performance is to occur.

To the extent possible, the work plan recognizes that change must occur in such a way that there are not any significant interruptions in operations and other day-to-day matters. This can be best accomplished by initiating a well-conceived and orderly plan coupled with adequate resources to carry out specific work tasks.

Work Plan Implementation Results

Implementation of the reorganization and divestiture structuring program outlined in the proposed work plan that follows will have the following results:

1. A revised organization structure that facilitates the divestiture of DAPCB properties, establishes clearly defined lines of authority and responsibility, adopts standard language for describing organizational units and individual positions, and general management improvement.

2. Creates new managerial climate and control to facilitate increased organization unit and staff performance and productivity.

3. A method of operation which is clearly understood by management and staff and can be applied in a consistent fashion to DAPCB administrative and operational matters.

4. Delegation of authority and assignment of responsibilities for administrative, management, supervisory, and technical positions as defined in their respective position descriptions.

5. Strengthen financial and administrative controls covering basic performance, management, and financial audits.

6. An increased capacity to perform basic planning and evaluation activities which will be useful in promoting sound decision- making with respect to the divestiture of DAPCB properties.

It is proposed that the work plan outlined herein be conducted initially over a one year period. Prior to completion of the first year's work, a revised, updated work plan will be prepared for the second year's program. Subsequent work plans will be produced on an annual basis.

A detailed Divestiture Program Time Table (Chart XV) for implementation of the proposed work plan tasks appears on pages 38-46. The chart is broken down into category of activity -- policy, administrative, technical and; provides a recommended time-frame for carrying out the tasks. This schedule can also serve as a management tool to track program progress.

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DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
POLICY TASKS							PHASE I										
September																	
Identify and publically announce GOU's main objective(s) for divestiture of DAPCB properties	(GOU) (BD) (XC)		/\														
Publically announce the sectors that will be given divestiture priority in 1990	(BD) (XC)(XDIR)		/\														
Determine role of Tenders Committee	(GOU) (BD) (XC)		/\														
Complete country investment code	(BD) (XC)(XDIR)		/\														
October																	
Pass legislation permitting sale of agricultural and agro-processing properties with a fresh 99-year lease and industrial, commercial and residential properties with a fresh 49-year lease				/\													
Ensure that existing legislation and court decisions permit banks to foreclose on a divested property using simplified and streamlined judicial procedures where the buyer is in default				/\													
NOVEMBER																	
Obtain legislation or regulation authorizing the Chairman of the Custodian Board Executive Committee to request the transfer of title deeds in favor of the buyer					/\												
Make a decision on whether the 52 grinding mills allocated to the Produce Marketing Board, the 19 oil mills allocated to the Lint Marketing Board and the industrial properties managed by UDC are to be included in the DAPCB divestiture program or the Ministry of Industries Privatization Program					/\												

CHART XV

CHART XV

DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
ADMINISTRATIVE/TECHNICAL TASKS																	
September																	
Adopt new, divestiture-capable reorganization structure for DAPCB	(GOU) (BD)																
Appoint and instill all members of the executive committee	(GOU) (BD)																
Designate final authority/ responsibility of executive committee relative to divestiture of Priority DAPCB properties	(GOU) (BD)																
Develop comprehensive divestiture strategy/action plan																	
October																	
Fill all essential positions called for under the DAPCB reorganization program																	
Establish performance measures for each DAPCB division	(FIN)																
November																	
Establish ranking system to develop "A" List of DACPB properties to be divested first																	
Conduct program orientation workshop for all DAPCB employees	(PER)																
Prepare detailed inventory of assets/finances of "A" list of DAPCB properties																	
Conduct/Complete categorical sector listing of all DAPCB properties according to status																	
Complete property sales divestiture manual																	

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CHART XV

DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
December																	
Develop "A" list of DAPCB properties by priority sectors for divestiture by end of 1st quarter, 1990																	
Internal audit conducts first performance evaluation by division	(IA)																
Complete any restructuring of "A" list properties																	
January																	
Complete design of comprehensive public relations strategy																	
Complete valuation assessments of all "A" list properties																	
Adopt divestiture method(s) for "A" list properties																	
Initiate marketing/PR plan for "A" list properties																	
Complete & distribute prospectus for sale of "A" list properties																	
February																	
Adopt/Implement divestiture financing plan																	
Internal audit conducts second performance evaluation by division	(IA)																
March																	
Internal audit conducts third performance evaluation by division	(IA)																
Complete legal clean up of all remaining "A" properties																	
Complete divestiture of 25 "A" list properties																	
April																	
Conduct lessons learned workshop for all DAPCB personnel																	
Complete revised comprehensive divestiture strategy/action plan																	

CHART XV

DAPCB DIVESTITURE PROGRAM TIME TABLE: SEPTEMBER 1989- DECEMBER 1990

PROJECT TASKS	TASK RESPONSIBILITY	9/89	10/89	11/89	12/89	1/90	2/90	3/90	4/90	5/90	6/90	7/90	8/90	9/90	10/90	11/90	12/90
April - June							PHASE II										
Rank order "B" list of DAPCB priority sector properties to be divested										/\							
Follow same or revised procedures for "A" list to complete divestiture of 25 "B" list priority sector properties												/\					
July - September							PHASE III										
Rank order "C" list of DAPCB priority sector properties to be divested												/\					
Follow same or revised procedures for "B" list to complete divestiture of 50 "C" list priority sector properties														/\			
October - December							PHASE IV										
Develop Comprehensive 1 year plan for full blown divestiture program during 1991 targetting divestiture of 75% of priority sector properties																	/\

LEGEND

----Preliminary Activities
____Work in Progress

/\ - Milestone Reached
\/ - Document Produced

DP - Department
O - Others

BD - Board of Directors
XC - Executive Committee

GOU - Government of Uganda
XDIR - Executive Director

IA - Internal Audit

Chart XV
DAPCB DIVESTITURE PROGRAM TIME TABLE: MAJOR ORGANIZATIONAL TASKS BY CRITICAL DATES

Phase I, Third Quarter 1989 - Second Quarter 1990

Policy Tasks	Critical Date
September	
- Identify and publicly announce GOU's main objective(s) for divestiture of DAPCB properties	9/30/89
- Publicly announce the sector(s) that will be given divestiture priority in 1990	9/30/89
- Determine role of Tenders Committee	9/30/89
- Complete country investment code	9/30/89
October	
- Pass legislation permitting sale of agricultural and agro-processing properties with a fresh 99-year lease and industrial, commercial and residential properties with a fresh 49-year lease.	10/30/89
- Ensure that existing legislation and court decisions permit banks to foreclose on a divested property using simplified and streamlined judicial procedures where the buyer is in default.	10/30/89
November	
- Obtain legislation or regulation authorizing the Chairman of the Custodian Board Executive Committee to request the transfer of title deeds in favor of the buyer	11/30/89

Chart XV
DAPCB DIVESTITURE PROGRAM TIME TABLE: MAJOR ORGANIZATIONAL TASKS BY CRITICAL DATES (continued)

Policy Tasks (continued)	Critical Date
November	
- Make a decision on whether the 52 grinding mills allocated to the Produce Marketing Board, the 19 oil mills allocated to the Lint Marketing Board and the industrial properties managed by UDC are to be included in the DAPCB divestiture program or the Ministry of Industries Privatization Program.	11/30/89

Administrative/Technical Tasks	Critical Date
September	
- Adopt new, divestiture-capable reorganization structure for DAPCB	9/30/89
- Appoint and install all members of the Executive Committee	9/30/89
- Designate final authority/responsibility of Executive Committee relative to divestiture of priority DAPCB properties	9/30/89
- Develop a comprehensive divestiture strategy/action plan	9/30/89
October	
- Fill all essential positions called for under DAPCB reorganization	10/31/89
- Establish performance measures for each DAPCB division	10/31/89

Chart XV
DAPCB DIVESTITURE PROGRAM TIME TABLE: MAJOR ORGANIZATIONAL TASKS BY CRITICAL DATES (continued)

Administrative/Technical Tasks (continued)	Critical Date
November	
- Establish ranking system for "A" list of DAPCB properties to be divested first	11/15/89
- Conduct orientation workshops for all DAPCB employees	11/15/89
- Prepare detailed inventory* of DAPCB properties on "A" list	11/30/89
- Complete categorical sectors listing of all DAPCB properties by their current status[1]	11/30/89
- Complete property sales divestiture manual	11/30/89
December	
- Develop "A" list of DAPCP properties in the publicly announced priority sector(s) to be divested by end of first quarter of 1990[2]	12/15/89
- Internal audit conducts first performance evaluation by division	12/15/89
- Complete any necessary restructuring of "A" list properties	12/31/89

*Inventory should include complete financial data

[1]Categories=Agricultural, Agro-Industrial, Residential, Commercial; Current Status=Legal Status, i.e., subject to claim for compensation, repossessing sale, claim of interest, or others. All properties in others category to carry explanation of designation, time needed and process required to reclassify and basic financial data.

[2]Properties should be selected according to criteria; easiest ones should be divested first; minimum of 25 properties should be divested.

Chart XV
DAPCB DIVESTITURE PROGRAM TIME TABLE: MAJOR ORGANIZATIONAL TASKS BY CRITICAL DATES (continued)

Administrative/Technical Tasks (continued)	Critical Date
January	
- Complete design of comprehensive public relations strategy	1/15/90
- Complete valuations of all "A" list properties	1/15/90
- Adopt divestiture method(s) for "A" list properties (method selected should be consistent with GOU main objectives[3]	1/15/90
- Initiate marketing/pr plan for "A" list enterprises	1/30/90
- Complete and distribute sales prospectus for "A" category properties	1/30/90
February	
- Adopt/implement divestiture financing plan	2/15/90
- Internal audit conducts second performance evaluation by division	2/28/90
March	
- Internal audit conducts third performance evaluation by division	3/15/90
- Complete legal clean-up of all remaining "A" list properties	3/30/90
- Complete divestiture of 25 "A" list properties	3/31/90

[3]Various methods include; public share offering, private sale of shares, sale of assets, management or employee buyout, lease or management contract, liquidation, etc.

Chart XV
DAPCB DIVESTITURE PROGRAM TIME TABLE: MAJOR ORGANIZATIONAL TASKS BY CRITICAL DATES (continued)

Administrative/Technical Tasks (continued)	Critical Date
April	
- Conduct "Lessons Learned" workshop for all DAPCB personnel	4/15/90
- Complete revised comprehensive divestiture strategy/action plan	4/30/90
Phase II, Second Quarter 1990	
April - June	
- Rank order "B" list of DAPCB priority sector properties to be divested	5/15/90
- Follow same or revised procedures for "A" list to complete divestiture of 25 priority sector properties	6/30/90
Phase III, Third Quarter 1990	
July - September	
- Rank order "C" list of DAPCB priority sector properties to be divested	7/15/90
- Follow same or revised procedures for "B" list properties to complete divestiture of 50 priority sector properties	9/30/90
Phase IV, Fourth Quarter 1990	
October - December	
- Develop comprehensive one year plan for full blown divestiture program during 1991, targeting divestiture of 75% of priority sector properties.	10/15/90 to 12/15/90

Human Resources and Equipment Requirements

The principal tasks of the DAPCB do not require a high level of skill and formal education. Much of the work requires an ability to perform routine, clerical jobs. Such work does, however, demand attentiveness and the ability to follow instructions, so as to insure accuracy. It requires supervision and a certain amount of teaching ability on the part of the supervisor. In addition, the supervisor needs to have a thorough knowledge of the tasks under his or her responsibility in order to be able to issue clear instructions and provide an understandable definition of the work to be accomplished.

Support to the DAPCB in the form of short-term training in supervision and supervisory techniques for the department managers of the agency is needed. In addition to the general subject of supervision, short-term, in-country training should concentrate on the following three areas: (1) task definition, (2) work planning, and (3) delegation.

Also, in view of the concern for "transparency" in the divestiture process, the Internal Auditor function should be strengthened by supporting his/her participation in specialized seminars for members of the profession. It would be particularly useful if the Auditor were to spend some time in a program that dealt with evaluation techniques.

These areas of training, with the probable exception of the evaluation, could be handled during a program of 4-6 weeks' duration. The training program should include a two-week reassessment 4-6 months following the initial training exercise. The auditor's training would most likely involve foreign travel.

A divestiture implementation workshop for the managers of the DAPCB should be conducted after the appointment of the Deputy Director and the installation of the Executive Committee. It would cover the several components of the divestiture program, identify and propose solutions to problems that may have arisen with respect to recommendations made in the present report, and focus on the elaboration of the specific contents of an integrated DAPCB work plan and the steps necessary to carry it out.

This workshop would result in a more detailed written work plan document than the one provided in this report. This detailed plan would then be presented to the Executive Director and Executive Committee for their review and suggestions before being adopted as the organization's work plan.

It is our view that DAPCB will need external motivation to meet its work plan objectives. In this context, technical assistance will be required of a full time, expatriate advisor/expert in the area of privatization, divestiture and sales. Some short-term technical assistance may be required to address certain specialized problems that may arise on an ad hoc basis. A fund should be established to provide for a 6-12 months level of short term consultant services to deal with these specialized problems.

In addition, the work plan anticipates considerable DAPCB staff involvement in the activities outlined. It is impossible, however, to quantify the level of effort at this point in time.

Relative to special equipment, and before initiating the concerted computerization effort described below, the Department of Financial and Data Management will need to add some less sophisticated equipment; for example, security and fireproof filing cabinets are essential to store and protect records and other important financial documents. Also needed are printing calculators for the offices dealing with revenues, expenditures and budget.

The reorganization plan recommended for the DAPCB emphasizes the computerization of principal functions, e.g., finance and budget, property records, sales. The divestiture program will impose a substantial financial management burden on the DAPCB because it lacks the basic systems infrastructure. The need to increase efficiency in handling the revenues and expenditures of the DAPCB is a pressing concern. The divestiture functions will escalate the need.

At present, many of the principal functions are carried out by hand. One of the areas where assistance will be needed urgently is in the appropriate and rational utilization of computers to increase the speed and accuracy with which financial transactions are performed. Because the financial affairs of the DAPCB are not especially complex, most of the needed financial procedures should be available in "off the shelf" software packages. A local computer consultant, could also bring experience in financial and accounting systems, could make a determination on the selection of the software package for the requirements of the DAPCB.

SECTION B: SALE OF DAPCB PROPERTIES - THE TENDERING PROCESS

Scope Of Work

The purpose of this aspect of the consultancy was to review existing laws that allow the government to dispose of excess, redundant or unusable assets and, if such laws exist, determine whether they can be applied to the divestiture of the Custodian Board properties. An additional objective was to design a tendering process for use by the DAPCB; this design being in a form that could be approved by the Minister of Finance. The tendering process designed was to be sufficiently detailed so that the DAPCB could develop from it an official manual outlining the divestiture tendering process.

Legal Issues Affecting Land Tenure

Before describing the institutional structure and the process recommended for divesting the properties held by the Departed Asian Property Custodian Board, it is necessary to examine the relevant legal issues affecting the land tenure system. By understanding the laws that would affect this process, the study team has been able to make recommendations on divestiture procedures that will work within the framework of the current Ugandan land tenure system.

The Land Tenure System • The land tenure system is made up of, in order of their importance, the following land titles:

- **Mailo - those properties held by tribal kings in specific regions throughout the country**

- **Freehold - properties given by a king to his subjects who may transfer them to heirs or others**

- **Leasehold - properties held under a long-term lease. Mailo property may be leased for 99 years, and freehold land for 49 years. Most leasehold agricultural property is held with 99-year leases; the other leasehold properties are held under 49-year leases. Leaseholders are indicated on the title held by the owners. Leaseholders have typically purchased their interest in the properties or land by paying up-front two-thirds of the total rent due over the entire life of the lease. The remaining one-third is paid over the life of the lease period, and is referred to as "ground rent."**

- **Customary - tenure on these lands was established by residing or customary use, often over a long period. In Uganda, such tenure is not officially recorded or recognized.**

The properties occupied by the departed Asians were primarily leaseholds and, of course, at the time of the expulsion of the Asians the leases had already been in effect for a number of years. Therefore, the tendering process recommended is based on transferring tenure of leasehold properties to parties who can more productively use them.

The Ugandan Constitution • Possession of property is governed by the Constitution. Section 13 of the Constitution allows a Ugandan citizen to possess land and protects his/her right to that possession. However, the Constitution does state that the Government may take possession of land if it is necessary for purpose of defense, safety, order, morals, health or the general welfare of the public. In the event that the Government takes possession of a certain property and that results in a hardship for the landholder, the landholder has the right to compensation.

(The Registration of Titles Act)

In addition to the broad guarantees of the Constitution, the Registration of Titles Act provides specific laws governing the ownership and leasing of property. Other laws affecting land tenure and property must be viewed in terms of and conform with this Act. Since most land is held by leaseholders, the specific clauses concerning leases and subleases are important. In that regard, Sections 100-113 outline the rights and obligations of lessors, lessees, and sublessees.

Of special importance is Section 101 which states that lessees must pay their rent on time and maintain their property in good condition. If a lessee does not pay his/her rent on time, according to Section 102, the lessor may repossess (re-enter) the property. This section applies to sublessees as well. The implication of this Section is that the Government, as lessor, can terminate the leases of those present tenants who are not acting in accordance with the Act.

(Decrees of 1972)

In a series of Decrees in 1972, Asian property holders, primarily leaseholders, had their immigrant status revoked and their property expropriated, and they were expelled from the country. An Abandoned Property Custodian Board was formed with six Ministers as members. This board was formed to hold the properties in the name of the Government. The properties expropriated are, for the most part, those which are the subject of this report.

(The Properties and Businesses (Acquisition) Decree 1975)

In 1975, this decree, also known as the Land Reform Decree, made the Government owner of all land in Uganda. Private land ownership ceased and all former owners became lessees.

(The Expropriated Properties Act 1982 & 1983)

In addition to the Decree of 1972 and 1975, the Expropriated Properties Act 1982 & 1983 has the potential to make a major impact on the land tenure system. This law takes precedence over other land laws, and allows the Minister of Finance to manage and dispose of the properties expropriated from the Asians.

Since all land is public land, this Act is important in that it directs the Minister of Finance to dispose of the expropriated properties through an orderly process that may involve their leasing to private operators (leaseholders). The Minister of Finance was to act at his discretion on this matter, but until such time that he chose to dispose of these properties they were to be managed by the Departed Asians Custodian Property Board. The Minister of Finance had to resolve the questions of repossession by and compensation to former owners, selection of the best valuation method, the divestiture process for property, and registration of leases and titles.

Section 11 of the Expropriated Properties Regulations 1983 enabled the Minister of Finance to divest the properties by competitive tender. In addition, if properties were not repossessed by former owners, the properties could be divested and the former owners could be compensated.

Impact of Laws on the Divestiture Process

The description of the laws affecting land tenure underscores the complexity of the various laws and their applications to the divestiture process contemplated by the DACPB. Unquestionably, the Expropriated Properties Act provides the necessary legal basis for transferring these properties to private holders.

The application of the Registration of Titles Act is required to accelerate the process, i.e. the lessor (the Government) should exercise its right to repossess a property if rent has not been paid on a timely basis or if the property has not been properly maintained by the present tenant.

In addition, legislation should be passed that allows new leaseholders as a result of the proposed Custodian Properties Board divestiture program be granted leases of 49 or 99 years, 49-year leases for industrial, commercial and residential properties and 99-year leases for agricultural properties. Such long-term lease arrangements would maximize the offers for the leaseholder to rehabilitate and maintain the property and undertake long-term capital investment on it.

The Present Property Information System

As presently organized, the following departments have responsibility for collection, analysis and communication of information concerning the DAPCB properties:

- The Finance Department is responsible for the organization of a data base for the 6,000 to 7,000 properties to be transferred.

- The Verification Department collects data on those properties for which the Asian former leaseholders have applied for repossession. The data collected for each property include:

- Claimant number
- Assessment number
- Plot number
- Volume/folio
- Prior owner
- Current owner
- Property type
- Date of commencement of lease
- Ground rent
- Current occupant.

The Verification Committee after reviewing the data and a request from a former leaseholder may approve the repossession. Final approval for repossession is made by the Negotiating Committee, whereupon a certificate of repossession is granted.

The Property and Claims Department receives information from the Verification Department regarding repossessions, deleting the repossessed properties from the comprehensive list of all properties that it maintains. This department also collects information on those properties to be divested. This step, in essence, initiates the disposal process. Data collected include:

- Assessment number
- Volume/folio
- Prior owner
- Nature (type) of property
- Commencement of lease
- Ground rent
- Current occupant.

These data provide the basis for calculating the value of each property. (An example of the basic information collected by this department is provided in Exhibit I in Volume III.)

Improvements Required in the Property Information System

The present manual information system has already proven cumbersome and will surely cause delays in the disposal of the properties unless a computerized system is installed. This system must be capable of storing and retrieving a huge amount of data. As noted above, data on 6,000 to 7,000 properties will ultimately be handled.

This new system should also incorporate the means to set priorities for the divestiture of the properties according to their economic importance. It is noted that it is the intent of the Government to transfer those properties first that have the greatest potential to create positive, short-term economic effects and the ability to generate cash. It has already been established by the DAPCB that, in terms of economic importance, the properties will be ranked as follows:

1. Agricultural/agribusiness
2. Agro-processing
3. Industrial
4. Commercial
5. Major apartment building
6. Residential.

By prioritizing the properties, however, it is not the intent of the DACPB to divest all agricultural properties before moving on to the industrial ones. A pragmatic approach is required, balancing the potential economic impacts of the properties to be divested with their readiness for divestiture.

The ranking can be refined further using currently available information and specific knowledge of the properties. This information would include:

- Location of the property by district
- Street and plot number
- Nature (type) of property
- Ground rent.

(An example of a control list revised using these data is shown in Exhibit II, Volume III.)

One of the primary functions of the proposed Sales Department will be to maintain the control lists of the properties to be divested and coordinate their preparation for divestiture. This department will generate prioritized control lists of sets of properties to be divested. Once a control list is developed, the Department staff will review the list to determine whether all the necessary, prioritized information is included. If all necessary information is not available for a particular property, that property will be temporarily deleted from the control list until such time that this information is obtained.

The Sales Department will then submit the control list to the Board of Valuers to commence the individual valuations (the valuation process is discussed separately below). The Sales Department will monitor the valuation activities to ensure that individual valuations are carried out in a timely manner. To do so, the Sales Department should establish a tracking system for properties undergoing valuation. If the valuers take an inordinately long time to process a valuation, the Sales Department should determine the reason for the delay and expedite the process, if possible. To further stimulate the rapid processing of valuations, the Board of Valuers should not be paid for a valuation until it is completed.

Upon the completion of individual valuations, the values for the respective properties should be entered into a confidential control list. As the value information is received by the Sales Department, a review should be made to ensure that the values established appear reasonable in terms of the use, size, location, etc. of the property. Valuations that appear out of line should be returned to the Board of Valuers for reconsideration.

Care should be taken to avoid letting unnecessary personnel have access to the value information. If this information cannot be tightly controlled through computer security measures and limiting th number of persons with access to the data, the overall divestiture process should use the concept of a "minimum acceptable offer," based on the value. This practice involves stating the amount deemed the minimum acceptable bid in the tendering document, and possibly even in newspaper announcements of the tender. This may avoid problems with information leaks. Using such a concept may also cause tenderers to structure their offers to meet or possibly exceed the valuation.

The values established for each property will further refine the level of priority assigned to the property. The computer system should be able to automatically adjust the property's priority according to its value, as shown in Exhibit III (Volume III).

Once a control list is re-prioritized based on the valuations of the properties, that list with the valuations incorporated will be submitted to the Executive Committee. The Committee will decide whether the property will be disposed or retained by the Government. These two property types would thereafter be maintained in separate files in the computerized data base.

Several other options are possible for the divestiture of the properties and the Executive Committee of the DACPB will decide on the best approach in each case:

- A current occupant could be given an opportunity to match the offer of other tenderers in terms of the tender award criteria given below

- In cases where the current occupant has made significant capital investments in the property, direct negotiations could be held with him/her to establish a price for transferring the tenancy.

Once these decisions are made, the control list with appropriate notations will be returned to the Sales Department. The properties on the control list will then be grouped by their respective Tendering Committee "destination" and these sub-lists will be forwarded to the Tendering Committees so that they can proceed with the divestiture process as described below.

Once the property is divested, the Tendering Committee will advise the Sales Department, which will register the action in the master files that it maintains. This department should regularly report to the Executive Director through the Deputy Executive Director.

Valuation • Because valuation is an important issue in the divestiture process, a brief discussion of the topic may be useful. There are three basic approaches used for determining the "fair market value" of a property:

- Cost
- Income
- Market comparability.

The income and market comparability approaches are the preferred methods for valuations because they reflect the market values for the output of property and the actual real value of the property. In both instances, market values are incorporated into the calculation. However, to use the income method there must be sufficient financial information on which assumptions can be made concerning the future earnings of the operation. For use of the market comparability approach there must be a compilation of market values of similar, recently divested properties. Unfortunately, it may be somewhat difficult to collect such information in Uganda, as things presently stand today.

More specifically, most businesses in Uganda presently suffer from underutilization, with low or no profits. While the figures generated by these businesses may be useful in determining their value, it may be very difficult to develop realistic assumptions regarding what an efficient private sector operator could achieve with the business under market conditions.

Another factor affecting valuation is that the Custodian Board has been charging rents on properties that are far below market levels. In the residential area, there has been no major construction in Uganda during the last 15 years, resulting in a strong pent-up demand for housing. Furthermore, because housing is not generally bought and sold, there is no system of market price comparability.

These factors have caused the Board of Valuers to utilize the "current replacement cost" approach to value all properties, whether the property is a business or residence. This approach utilizes the current replacement costs of equipment or buildings relative to the property valued. Other factors such as age, location and type of property are factored into the equation. The replacement cost determined is then utilized as a basis for projecting income for that specific property. Ti income is projected for the period of the lease based on a ratio of current rental incom The result is an estimate of value based solely on acquisition or replacement costs. If the buildings and equipment are antiquated or in poor condition, it may be difficult to compare them to buildings and equipment in the same market that are newer or in good condition. Therefore, the value of the property can be substantially over- or underestimated and the method does not provide a good indicator of the present value of the property.

In the absence of an overall review of the valuation procedure, it is advisable not to set minimum bid levels based on the replacement cost approach. For larger properties, the Board of Valuers should be trained, if such expertise is not already present, to develop values for going concerns based on the income approach.

After some divestiture experience, values for residential and apartment buildings can be determined through market comparability. Tender offers will determine the market value for these properties. Instead of recommending a minimum required bid, no price target should be advertised. Once enough experience is gained in the disposal of these properties, it will be relatively simple to set up a market comparability system to set minimum required bids, which can be included in the tender announcements.

The Tendering Process

This section sets forth the activities to be carried out by the Tendering Committees, which are to be named and formed under the auspices of the Custodian Board Properties.

It is envisioned that tenders will be the primary means for determining the new tenants for most of the properties.

Criteria for Awarding Tenders

All tenders submitted will be judged on the basis of four criteria:

- Price offered for the property - present value of future cash flows will be discounted at a rate determined by the Tendering Committee
- Ability to pay cash or to present to the Tendering Committees satisfactory financial arrangements.
- Demonstration of the capability to design and to carry out the rehabilitation and reconstruction plans.
- Willingness to adhere to special conditions recommended by the Tendering Committee and included in the tender document.

Basic Conditions for the Tendering of Properties

The primary objective of a tendering process is to provide a fair and equitable process to determine the successful tenderer and the price that he/she will pay for the transfer of the tenancy of the property. To ensure that the tendering process is appropriate for Uganda, several tender conditions are recommended:

- Properties will be transferred to Ugandan nationals.
- Parties interested in tendering should be provided with all available information on the property in the form of tender document, and should be provided with adequate time to inspect the property to gauge its potential viability, etc.
- Successful tenderers will be given tenancy on only one property. Tenderers attempting to acquire rights to more than one property using different names will have their offers nullified.
- So that the Tendering Committee does not bind itself to accept an offer that is too low, every tender document should include a proviso that the Tendering Committee has the right to reject any and all offers. In cases where all tenders are rejected, the property will be retendered after a suitable time has passed, perhaps 90 days.

- Tender offers should be accompanied by a cashier's check representing a non-refundable tendering (application) fee. Such fees tend to discourage frivolous offerers and, for the successful tenderers, provide an incentive to follow-through on the offer. (Banks will handle collection of all fees.)

Responsibilities/Composition of the Tendering Committees

Two types of Tendering Committees are to be formed: a Central Tendering Committee located in Kampala, and Regional Tendering Committees located within key Governmental jurisdictions throughout the country. The Central Tendering Committee would be responsible for disposing of properties located in Kampala as well as large, economically important properties located throughout the country.

The ideal composition of the Tendering Committees, whether Central or Regional, would be more or less as follows:

- Two prominent, well-regarded businessmen
- One attorney from a private law firm
- One banker
- One government official (in the case of the Central Tendering Committee it should be the Minister of Local Government or his representative; for the Regional Tendering Committees it should be the District Administrator or his representative.)

It is deemed that combination of skills of such individuals would ensure that:

- The process could move forward expeditiously
- Communication with the business sector would be optimized
- Legal issues could be addressed and legal guidance could be provided
- Financing arrangements could be evaluated for soundness
- Liaison could be achieved with appropriate Governmental agencies.

Each Committee would select its own chairman, preferably a person with credibility and the ability to get things done.

Initiating the Tendering Process

The control list received by the Sales Department will indicate:

- The properties to be tendered
- Whether matching offers from present occupants will be allowed
- Whether the divestiture of the property will be accomplished by direct negotiations because of the investments made by the occupant.

The receipt of a control list, including the valuations, from the Sales Department will be the signal for the Tendering Committee to initiate the tendering process for a specific set of businesses. (An example of such a control list with valuations is provided in Exhibit IV, Volume III.)

After a review of the control list by the Tendering Committee, the next step would be to inform the current occupant of the intention of the DACPB to tender the property. The occupant will be advised as to whether he/she will be allowed to match the best tender--after all tenders have been received and evaluated--or whether he/she will be required to compete with all other tenderers without having the opportunity to match the best offer, or whether the Tendering Committee will negotiate the sale of the properties directly and solely with the current occupant.

Tenders

Tendering will allow the DACPB to select the most qualified offerer to whom to transfer tenancy on a property. Tendering involves the submission of sealed bids based on instructions provided by the Tendering Committees for each specific property. Utilizing sealed bids, confidentiality can be maintained.

The following steps are involved in a tender:

- Once approval is given for the tender of a specific property by the Tendering Committee, a brief announcement of the tender with a description of the property will be advertised in two or three national newspapers and, as appropriate, on radio and television in English and appropriate local languages;
- Tender documents, which describe the location and other physical aspects of the property, along with other key information on the property, such as the economic activity carried on there, any financial statements available in order to inform the prospective tenderers of the economic potential of the property, etc., will be made available at a location easily accessible to prospective tenderers.

- The process should ensure that prospective tenderers have ample time to inspect the property; consider carefully their offer; and discuss the transaction with their banker, suppliers of equipment, etc. Each offer must be made on a standard tender form provided with the tender document; must be accompanied by a cashier's check representing a non-refundable tendering fee and a reference letter from the offerer's banker. (Exhibit V in volume III shows a standard tender form.)

- Sealed offers will be personally delivered and deposited in a secured box located in an easily accessible location within the jurisdiction of the Tendering Committee. This box will remain locked until the time of the tender opening indicated in the tender announcement. All bids must be delivered by a certain set time, or they will not be considered.

- The Tendering Committee will examine the offers to determine which one includes the highest price, best financial terms, and experience. Tenders should be opened in the presence of a representative of the Auditor General's Office, and that representative should officially note, and photocopy if possible, the contents of the offers.

- The Tendering Committee will select the top three offerers, so that if the best offerer is unable to follow through on his offer, then the second-best offerer can be notified, etc.

- The Tendering Committee will notify the successful offerer and begin immediately to prepare the necessary lease documents and contracts in order to transfer the property. The preparation up of these documents and contracts may have to be executed by the Attorney General's office or a private attorney hired on a fee basis; however, it is envisioned that standardized forms and documents would be developed for the medium-sized and smaller properties in order to expedite the process.

- The Tendering Committee will notify the Sales Department, which will make the necessary notation on the control list of properties and will notify the DACPB Executive Director and Executive Committee of the successful transactions.

As noted above, it is the desire of the DAPCB, in an effort to provide fair treatment to present occupants of a property, in certain instances to allow the present occupant or tenant an opportunity to either directly negotiate the sale of the property with the Tendering Committee or to match the best offer received by the Tendering Committee. In these cases, at the point where the Tendering Committee has determined the successful tenderer, the Committee will inform the present occupant of the price and financing terms offered, and will give him/her 30 days to develop an offer that matches the successful tender. (Exhibit VI in Volume III provides a sample of an advertisement for a "right to match" tender.)

The process would proceed as follows:

- The current occupant will be given the "right to match" the combination of the best price, financing and experience of the best offer received in the open tender.

- The current occupant would be required to prepare his/her offer on the standard tender form and deliver it personally to the location that the Tendering Committee has indicated. This tender form must incorporate the proposal of the current occupant to finance the purchase of the lease. The tender form should be accompanied by the non-refundable required deposit.

- If the current occupant matches the offer of the best tenderer, lease documents will be prepared and executed on behalf of the current occupant.

- If the current occupant chooses not to make an offer or fails to match the best offer, the best tenderer will be notified and lease documents will be prepared on his/her behalf.

- The covenant prohibiting tenderers attempting to become the leaseholder on more than one property will be in effect for these properties as well.

Even in cases where the Executive Committee feels that an "opportunity to match" is inappropriate, the present occupant may, of course, still present his/her offer as a part of the regular tender.

Direct Negotiations with Current Occupants

This divestiture method may be employed in those special cases where the Executive Committee has determined that the current occupant has invested a significant amount of capital, which accounts for a substantial portion of the value of the property. While the exact percentage that will prove most workable is difficult to determine, the DACPB might consider an investment accounting for 33 percent of the total value as sufficient to enter into direct negotiations with the current occupant. The current occupant would be required to provide valid documentation of this investment, which in some cases may prove difficult. The Tendering Committee may request that the Executive Committee approve that they proceed with the direct negotiations with individual occupants in cases where the Tendering Committee is provided with evidence that demonstrates that the present occupant has made a substantial investment in the property.

The following steps will be followed:

- Once it has been approved that a specific occupant(s) shall be eligible for a directly negotiated transaction, the current occupant(s) will be notified by the Tendering Committee that they will be able to acquire tenancy in the property through direct negotiations

- In the notification the current occupant(s) will be requested to demonstrate how they would pay the value established on the property on which they are tenants, and information regarding their operating experience.

- The information provided by the current occupant(s) will be considered by the Tendering Committee. If the current occupant(s) have agreed to pay the established valuation on the property, and appear to have appropriate operating experience, the Tendering Committee will execute the documentation to transfer tenancy to the present occupant(s).

- If the current occupant(s) do not meet the requirements for a directly negotiated transaction, then the property will be disposed of using the tendering method. The current occupant(s) will be so advised. Based on the documentation regarding capital improvements made by the current occupant(s), the DAPCB Executive Committee may or may not effect payments to reimburse them for those investments. This reimbursement will be made at the time that the property is transferred to another occupant.

Auctions

The primary objective in using auctions would be to minimize the time and effort required to divest small, low-value properties and equipment. The steps involved are as follows:

- Post an announcement of the auction in two or three newspapers and, as appropriate, on radio and television. The announcement should include the location of the property, arrangements for viewing, and the location of the bidding.

- Allow an adequate time for prospective purchasers or tenants to view the properties.

- Have the auction conducted by a professional auctioneer. All bids must be audible and the highest bid will be accepted.

- Initiate the auction process by having the auctioneer announce the minimum acceptable bid price.

- The successful bidder should present a cashier's check deposit within 24 hours, and arrange for financing of the purchase within 30 days.

- Once financing has been arranged, a standard bill of sale will be utilized for equipment sales. Likewise a standard lease form will be developed for those properties that involve a transfer of tenancy.

- If the top three bidders do not follow-through on their bids, then the property will be rescheduled for bidding within 90 days. (Exhibit VII in Volume III provides a sample advertisement for Sales by public auction.)

Registration of Titles and Leases

After the divestiture of the properties through one of the methods described above, it will be necessary to register the title of any land sold as freehold property and any leases transferred as leasehold property with the Ministry of Lands and Survey. Since the Tendering Committees will be established in various regions of the country, these legal documents will be registered in the region. The staff of the Regional Tendering Committees shall be responsible to ensure that all legal registrations are carried out. The Sales Department will handle the property transferred by the Central Tendering Committee. After registration in the region, the title and/or lease documents are sent to the central office of the Ministry of Lands and Survey in Kampala for archiving.

Remittances to Treasury

The Tendering Committee will immediately forward to the Special Revolving Divestiture Fund (SRDF) at the BOU all non-refundable tendering fees. In divestitures where the new private occupant will not be paying cash for his/her lease and financing has been arranged with the banks, the Sales Department will ensure that these payments have been received by SRDF. In cases where payments have not been received by SRDF on a timely basis, the BOU will advise the Executive Committee of the DACPB, which will advise the occupant that he/she has defaulted on the agreement, and will take necessary legal action to repossess the property if the financial arrearage is not corrected.

SECTION C

FINANCING THE PURCHASE OF DAPCB PROPERTIES

Scope of Work

This third part of the DAPCB SOW was designed to establish the credit and the financing mechanism for the properties' purchase and their rehabilitation. It was premature to design lending manuals for the financing program in that their respective, specific requirements are not known. This section also covers a number of relevant issues that were not called for in the scope of work, including:

- brief review of the Ugandan banking system,
- lending procedures for industrial, commercial and residential properties,
- scope of agreement/memorandum of understanding between the GOU, DAPCB, BOU and participating banks.

The following specific tasks were completed:

1. Interviews with Ministry of Finance and Central Bank officials to determine the best means to establish a fund for on-lending to commercial and development banks interested in participating in the divestiture and regularization program.

2. Interviews with banks that might participate in the divestiture and regularization program to determine level of interest and financial resources, training, and other requirements.

3. An estimate of the level of financing required to fund the purchase of properties available for sale during the first five years of the program and; a determination of the sources for this financing (whether purchaser equity, government installment financing, bank lending, or donor financing).

4. Development of standardized and streamlined lending procedures to be adopted by the banks for providing purchase, rehabilitation and working capital loans for review by the Central Bank and other participating banks.

5. Development of a process for the government to sell the property with an installment payment arrangement; including the means to establish reasonable monthly, quarterly or annual payments, collateralizing the property, and generally protecting the government in the event of default by the purchasers.

Brief Description of the Ugandan Banking System

The Ugandan financial system is comprised of the Bank of Uganda (the central bank), nine commercial banks (of which one is 100% GOU owned, four joint venture banks in which foreign partners control 51%, four privately owned) Uganda Development Bank, the Post Office Savings Bank and a number of non bank financial institutions.

Bank of Uganda • By virtue of its statutes, Bank of Uganda (BOU) has the authority to perform the traditional central banking functions of formulating the monetary policy, issuing currency, regulating and supervising banks and non-bank financial institutions and acting as the lender of last resort to the banking system. The BOU also performs some non traditional duties such as the management of the public debt and the financing of some development activities through its Development Finance Department(DFD). This department, through the Development Finance Fund (DFF) has the statutory authority to refinance commercial banks' and other credit institutions' agricultural and industrial loans with maturities between one to twenty years. Loans approved under Rehabilitation of Productive Enterprises (RPE) may also be refinanced in full by the DFD.

DFF has four sources for funding these operations: interest free contributions from BOU, mandatory interest bearing contributions from commercial banks representing 5% of total banks' deposits (banks must give six months notice to withdraw these funds), direct contributions from donor agencies and the repayment reflows, in local currency, from donors' foreign currency loans and/or grants.

The BOU determines not only the interest charges to the banks for the refinancing of the above mentioned operations but also establishes the rates the financial institutions must charge their clients.

Although BOU comes under the statutory authority of the Minister of Finance, it has, in theory, the discretionary powers to carry out the aforementioned duties. In practice, however, BOU tends to be a bit timid in exerting its authority to regulate and closely supervise both banks and credit institutions.

Commercial Banks • Of the nine licensed commercial banks, the Uganda Commercial Bank (UCB) is the only bank that is 100% state owned. It is also the largest bank in the country accounting for approximately 50 % of all the banking deposits and it is the only bank with a country-wide branch network.

The other 8 commercial banks along with their respective equity structures are as follows:

Barclays Bank	:	49% GOU and 51% Barclays International
Grindlays Bank	:	49% GOU and 51% Grindlays Bank, London
Bank of Baroda	:	49% GOU and 51% Bank of Baroda, India
Libyan Arab Uganda Bank	:	49% GOU and 51% Libyan Arab Bank,
Standard Chartered Bank	:	100% Standard Chartered Bank, London
Gold Trust Bank	:	100% private
Nile Bank	:	100% private Ugandan
The Cooperative Bank	:	100% Uganda Cooperative Movement

Although the overall liquidity situation is tight in the banking system, some commercial banks are relatively more liquid than others. In other words a number of banks had, at the end of the second quarter of 1989 sufficient deposits to cover their loans and advances. Most of the banks' deposits are short term demand deposits which accounted for 95% of total deposits at the end of 1988. Naturally, commercial banks, in view of this situation, are more inclined to finance overdraft facilities and short term trade transactions rather than medium to long term financing which requires long term sources for funding.

A weak regulatory environment coupled with a lack of clear definition of non performing assets as well as the absence of standardized banking accounting system, make it difficult to assess the quality of the banks' portfolio. It is believed that branches of foreign banks probably follow more rigid definition of non performing loans imposed by their respective head offices than their local counterparts, as BOU does not require nor does it define loans classification according to the collection probability; therefore, the quality of the foreign banks portfolio is probably much higher than that of the local banks. Besides, the foreign banks shy away from riskier medium to long term lending and concentrate almost exclusively on overdraft facilities and short term trade financing.

Development Bank • Uganda Development Bank is the only development bank in Uganda and has been in operation since 1972 providing medium to long term credit facilities mainly for the procurement of equipment and raw materials for industrial and agricultural projects. UDB has virtually no local resources and depends mainly on external lines of credit from the World Bank, African Development Bank, OPEC Development Fund, European Investment Bank and bilateral donor agencies for funding.

Most UDB loans pose the exchange risks to the ultimate borrower and the shortage of foreign exchange for the financing of raw materials and spare parts has made it doubly difficult for UDB clients to operate efficiently and service the loans.

Non-Bank Financial Intermediaries • In addition to the commercial and development banks, there are about 13 non-bank financial institutions. All financial institutions in Uganda, in theory, fall under the supervision and the regulatory authority of the BOU. Although they are subject to liquidity ratios and minimum and maximum interest rates guidelines, most of the activities of non-bank financial intermediaries are almost totally unregulated by the BOU. For instance, commercial banks alone are required to maintain cash reserves on their deposits with BOU.

Due to inadequate resources, non-bank financial institutions play only a marginal role in the financial intermediation process in Uganda. A number of these institutions engage in activities other than financial intermediation; hence, exposing their meager capital to much greater risks than banks. For instance, it is reported that non bank financial intermediaries lend heavily to the members of their management and tend to invest their resources in risky and speculative activities.

In recognition of the risky nature of their activities and in order to alleviate the problem, the Minister of Finance, during the last budget pronouncement, made a policy recommendation that would require all non-bank financial institutions to be more closely regulated by the BOU. Meanwhile, the financing burden of both commercial and development activities rests with banks.

The Ugandan economy has underperformed for a number of years and although there have been signs of recovery in the last two years, the cumulative effect of the poor performance has negatively affected the banking system.

As a buffe against inflation and a hedge against expected frequent devaluations, depositors prefer to convert their cash into commodities or fixed assets instead of depositing them in the banks. Furthermore, the poor quality of the banking services (lengthy procedures for opening accounts, long queues for cashing checks, heavy service charges, long waiting periods for processing loan applications etc...) coupled with the cash nature of Ugandan economy has forced some potential depositors to maintain their cash balances outside the banking system. This has failed to attract liquidity into the banking system and it is estimated that at least 50 % of the total money in circulation is kept outside the banks. As a consequence, some banks have, on numerous occasions, failed to meet the BOU's cash reserves and liquid assets requirements. This situation is expected to continue until the economy has sufficiently regained strength and the quality of the banking services greatly improved.

Banks Participation in the DAPCB Divestiture Program

It is recommended in this section that the financing of the sale, rehabilitation and the working capital of the Custodian Board properties be channelled through the banking system.

Among the banks contacted, three commercial banks (UCB, Baroda and the Nile Bank) and UDB have, in principle, expressed interest in participating in the divestiture program subject to their review of the proposed divestiture credit system and the clearance from their respective senior management. Other banks have expressed skepticism and are reluctant to participate in the program due to the perceived risks of extending medium to long term credit facilities called for in this program as well as the difficulties associated with the collection of loans in the Ugandan market. These banks have cited their inability to foreclose on mortgages assigned to them in the form of collateral as a source of concern and the main reason for their reluctance to participate in the program. However, banks that are initially hesitant to participate should be allowed to join in at a later date if they so desire.

The operational guidelines and the terms and conditions for the banks to access SRDF for the purpose of financing the rehabilitation/reconstruction of the DAPCB properties will be drawn out once the contributors to the SRDF have indicated their particular area of interest and the terms and conditions of accessing their respective contributions have been defined.

Productive Properties: Agricultural, Agroprocessing and Industrial

Agricultural Properties

Description	Estimated #
Tea Estates	102
Coffee Estates	39
Dairy & Mixed Farms	37
Other	10
Total Agriculture	**188**

A number of agricultural estates have been either destroyed, looted or just grown into bush due to neglect during the years of political turmoil. Some occupants of these properties have systematically modified the physical configurations of the estates so that they cannot be easily traced to their original Asian ownership. In other cases, title deeds have been falsified without the knowledge of the Custodian Board. Furthermore, although the 1975 land reform decree has transferred all lands into public lands, giving the government the sole legal right and authority to distribute, lease or sell them for various purposes. Some Mailo (original Ugandan) landlords are claiming ownership and would like to repossess "their" land, reportedly leased out to the Asians, at the expiry of the present lease periods.

In view of all these complications, we are estimating that approximately 50 percent of the identified properties are potentially good candidates for immediate divestiture and rehabilitation/ reconstruction by new owners. The other half is questionable and the aforementioned legal and administrative problems will have to be resolved before these properties can be considered for divestiture. In some cases, the only valuable asset on the questionable half of these properties is the land. The GOU must therefore determine the ultimate use of the lands that are either under dispute or have grown into bush. It must also be clearly specified that the replanting of the land grown into bush and the diversification into non traditional crops also qualify for rehabilitation. Similarly, the new owner of a coffee estate may wish to grow winter (off season) vegetables for export.

Rehabilitation, in the context of this program, therefore, should include not only the restoration of the decaying property but the reconstruction of new and more suitable structures and the restructuring of the production function so as to allow the new owners to diversify into other products in accordance with the market trends and requirements.

Among the agricultural properties, tea estates are probably the easiest to rehabilitate. According to knowledgeable sources, tea plantations tend to spring up again once they have been pruned and the bush cleared. They can be back in production within a year. Ugandan tea seems to have a captive market in the Arab countries due to its excellent quality and the traditional ties between Uganda and a number of Muslim countries.

Dairy and mixed farms also offer a good potential for rehabilitation and bilateral donor agencies have provided substantial amount of aid towards the rebuilding of the animal stock in Uganda.

According to some observers, Uganda is better off emphasizing the diversification of its agriculture towards the production and the export of non-traditional commodities (which basically means non-coffee) therefore it is estimated that the rehabilitation of the coffee estates will receive a very low priority from the donor community.

Agro-Processing Properties:

Description	Estimated #
Sugar Jaggeries	80
Sawmills	56
Grinding & Flour Mills	95
Ginneries & Oil Mills	36
Coffee Processing	16
Total Agro-Processing	**283**
Total Agriculture and Agro-Processing	**471**

Uganda had one of the best developed and diversified agro-processing industries in East Africa up to the early seventies as evidenced by the above numbers. Today, for reasons mentioned above, most of the agro-processing firms are either closed, looted or simply forced out of business. The most affected ones are the oil mills that depend on the supply of cotton, sunflower and sesame seeds from the northern and northeastern regions. The sugar jaggeries have also been severely affected because most of the sugar plantations have grown into bush.

The agro-processing factories that have survived the turmoil are probably the 52 grinding mills and the 19 oil mills allocated to the Produce Marketing Board and the Lint Marketing Board respectively.

Sawmills have gone through the same difficulties, therefore, we estimate that about half of all the agro-processing plants can be rehabilitated immediately.

The ehabilitation/reconstruction of these properties must necessarily be accompanied by a strategy to increase the production and the availability of the raw materials so as to feed the processing operations on a continuous basis.

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The rehabilitation/reconstruction program must be implemented in stages. The first stage should concentrate on the restoration and the reconstruction of the properties that offer the most potential for rehabilitation from both an operational (technical) and a financial (funding) viewpoint. As mentioned earlier, about half of the agricultural and agro-processing estates fall into this category. It costs approximately $75,000 to rehabilitate a farm and $125,000 to restore an agro-processing outfit in Uganda. The total rehabilitation/reconstruction and the working capital costs to be incurred by the new owners are estimated as follows:

Description	#	Rehab Cost per Proj.	Sub Total	Total W. Capital	Total
Agriculture	188	$75,000	$14 m	$2 m	$16 m
Agro-industry	283	$125,000	$35 m	$8 m	$43 m
Total FX	471	$200,000	$49 m	$10 m	$59 m
Local Currency equivalent			$10 m	$ 5 m	$15 m
Total			**$59 m**	**$15 m**	**$74 m**

The total foreign currency and the local currency equivalent for this portion of the program is estimated at $74 million but since the first phase will concentrate on the rehabilitation/reconstruction of the 50% of the properties, the total cost during this phase is therefore estimated at $37 million.

The above estimates do not include the purchase amounts as the valuation exercise has not been completed. The purchase will be financed under the leveraged buy-out scheme recommended later in this section of the study and the funding for rehabilitation/ reconstruction plans will come from the Special Revolving Divestiture Fund (SRDF) discussed in the latter part of this section.

Industrial Properties • There are approximately 700 industrial properties ranging from metal works, manufacturing, bottling plants to schools, hospitals, hotels and gas (petrol) stations.

Industrial properties have suffered from lack of maintenance and most of the machinery and equipment are completely obsolete. The bulk of the industrial firms that are currently under the direct management of the DAPCB are made up of small cottage industries.

Most of the major industrial firms are under the management of the Uganda Development Corporation (UDC), a publicly owned holding and investment company.

Recently an agreement was reached between the GOU and the Aga Khan group to return all their properties. These include mainly schools, hospitals and some residential premises.

The information on the industrial properties is very sketchy and the DAPCB is currently in the process of collecting and inputing all relevant data into the computer. Additionally, a World bank sponsored team is currently in the country studying, in detail, all major parastatals and it expects to complete the assignment before the end of 1989. Therefore, it is not feasible to break down the industrial properties into the sub-sectors before these two tasks are completed.

Both the GOU and UDC hold shares in most of the large industrial firms and it has not been determined whether the divestiture of such firms should be limited to Ugandan Citizens, like the rest of the DAPCB properties, or opened to foreign investors. Furthermore, there are some cases where the ownership is not clear. For instance, the gas stations were built by the oil companies who leased them to private operators. But the Asians held the lease title on the land and the gasoline companies were the sub-lessees. The DAPCB is collecting some rent from the current operators of the gas stations but only for the lease of the land and not the equipment, since all equipment and materials belong to the oil companies. It is not clear, at this point who owns these gas stations. It appears, however, that at the end of the lease period and in accordance with the Ugandan law, the ownership of the gas station reverts either to the City council (the real landlord) or to the DAPCB, the lessee. A legal opinion is required to determine the real owners of the gas stations before they can be considered for divestiture.

Due to lack of reliable data, it is not possible, at this point, to estimate the cost of rehabilitation of the industrial properties. This figure should be worked out once the relevant information becomes available. An informed "guess" would be probably be around $200 million. Considering the fact that only 50 % of the properties are free of legal or administrative encumbrances, the rehabilitation cost, therefore, would be around $100 million during the first phase.

Prioritizing Properties for Divestiture

It has been suggested above that approximately half of the productive properties are not clear of any legal and administrative encumbrances, therefore all properties are not immediately "divestable".

Consequently, the industrial properties are still in the process of being analyzed and in reality, only a few of them would be ready for immediate divestiture. In any case, it is not realistic to divest all properties at once. Therefore, it is recommended that a first list of 25 properties be selected for divestiture during the first phase.

The selection of the first list must be guided by the following two considerations: a) the largest productive firms should be divested first in view of their economic impact and b) there is an urgent need to raise the necessary funding for the rehabilitation/ reconstruction of the productive properties, hence the necessity to sell the properties in cash. In order to optimize the attainment of these two objectives, it is recommended that the first 25 properties to be divested be selected on the basis of 5 properties per category as follows:

5 large farms	5 agro-processing estates
5 major industrial firms	5 multi-unit buildings
5 residential properties	

The cross sectorial selection of the properties will have both psychological and political impact. First, it will offer potential buyers from all five major sectors, something to choose from, and secondly, it will ease the political pressure upon realization by potential buyers that these properties are for sale in cash and not free gifts.

Proposed Credit Scheme:
Leveraged Buy-out (LBO) for Acquisition of Productive Properties

It is generally agreed that the Ugandan economy, the banking system and the informal sector are in no position to generate sufficient financial resources to finance the three levels of activities associated with the divestiture of the Custodian Board properties. These activities are, namely, the purchase, the rehabilitation/reconstruction and the necessary financing of the working capital once the properties are rehabilitated. It is therefore necessary to design various imaginative and appropriate credit schemes to facilitate the acquisition of these properties by qualified buyers.

The following section describes, in detail, the proposed system and recommends the establishment of a Special Revolving Divestiture Fund (SRDF) for the purpose of financing this effort.

Productive properties, although varying in their expected economic impact and production methods, all have in common an income and a cash flow generation capacity. Therefore, their capacity to service credit facilities depends solely on their propensity to generate sufficient cash over the life of the loans. Generally speaking and under normal circumstances, the primary source of financing the acquisition of a firm is the owner's contribution in the form of equity capital and the balance generally raised through borrowing. The most widely accepted debt equity ratio for an investment project in LDC countries is 60/40. But in view of the current liquidity squeeze in Uganda coupled with the banks' reluctance to extend medium to long term credit facilities, the level of equity contribution from potential buyers is expected to be limited to no more than the amount required for downpayment. From strictly an accounting viewpoint, this means the companies' balance sheets will be heavily saturated with debts as the bulk of the needed

resources for the purchase, the rehabilitation/reconstruction and even the working capital must be obtained through borrowing. Hence, the necessity to dedicate early cash flows to service the debt burden will become increasingly important. This type of lending whereby the acquisition of a company is financed with a small amount of equity and the bulk through debt (leverage) is known as leveraged buy-out (LBO).

Under an LBO mechanism, the lender relies mainly on the company's existing assets as collateral, therefore, these assets (including either the leasehold rights or the value of the land) are naturally pledged to the lender until the debt is fully repaid.

In case of the Custodian Board properties, the legal owner is the GOU and the lenders are the participating banks. But, as mentioned earlier, Ugandan banks are not currently in a position to provide the needed resources to finance the purchase of the agricultural, agro-processing and industrial properties. Therefore, it is recommended that the GOU, instead of receiving full payment in cash up front either through bank financing or even from the buyers' own savings (which are very limited), should allow the qualified potential buyers to provide a downpayment and repay the balance to GOU through the banking system over a period of time. In this connection, participating banks will take full responsibility for the assessment of the credit applicants and the collection of the repayment.

In administering LBO credit facilities in favor of Ugandan Citizens or entities aspiring to acquire agricultural, agro-industrial and industrial estates, banks will be expected to follow credit processing, monitoring and collection procedures defined within the context of the DAPCB divestiture program. Due to loopholes in the legal system and in view of the difficulties banks usually encounter in trying to foreclose on a defaulted loan, it is suggested that banks be specifically empowered by the GOU through a special decree to repossess properties from customers in default and resell them to other buyers through public tender, no later than 6 months following the foreclosure on the property. A legal opinion should be sought to determine whether the current laws provide sufficient protection for the banks or if there is actually a need for a special decree.

For reasons of expediency and efficiency in administering these credit facilities, it is strongly recommended that once a buyer fulfills all the requirements and enters into a credit agreement with a participating bank, the title deed be immediately transferred to the new owner's name and pledged back to the bank as collateral until the credit is fully repaid. This will indicate to all participants to the divestiture process that the GOU is serious about transferring, once for all, the ownership of these properties to the private sector. It will also be looked upon as a strong commitment from the GOU that future Ugandan governments will not reverse the current decisions with respect to the sale and the ownership of these properties. This is an important psychological factor for the new owners, the lenders as well as the international donor community who are expected to commit large amounts of resources towards the sale and the rehabilitation/reconstruction of these properties.

The security of tenure and ownership has been the major missing ingredient since the expropriated decree of 1972 and it needs to be explicitly restored if the divestiture of the Custodian Board properties is to succeed. In other words, buyers will not commit to the rehabilitation/reconstruction effort unless they are confident that the properties belong to them and banks will not lend to a firm unless they know who the legal owners are. To regularize the ownership issue, it is recommended (see Section B) that title deeds be immediately transferred to the new owners following the purchase of the property whether it is paid for it in cash or through LBO credit, and new long term leases with a minimum of 49 years for agricultural properties and 99 years for industrial projects be granted to the new owners regardless of the lease period actually and currently remaining on these properties.

Criteria for Extending Credit to Prospective Buyers • The ultimate aim of the divestiture program is to put potentially productive and viable assets (including agricultural, agro-processing and industrial properties) back into production in order to stimulate economic growth and development by virtue of their cross linkage impact in the economy. It is therefore imperative that the new owners possess the necessary skills, knowledge, experience and the resources to rehabilitate and properly manage these properties in order to avoid the chaotic mismanagement of the past. The sales process (also discussed in Section B) will be through a public tendering system by which the market will determine the price of each property and the tender bidders will be required to fulfill the following minimum conditions:

(Pre-Tender Qualifications)

Non-Refundable Application Fee. The bid documents will be submitted to the Tendering Committee at the time and place designated by the Committee. To test the seriousness of the bidders, a bank draft in favor of the SRDF representing non-refundable application fee must accompany the bid offer. See Volume III, for a proposed complete fee schedule for different properties.

Experience. The applicant must show proof of relevant experience and expertise in the field of the productive property in question. This can be evidenced by attaching copies of personal resumes of the equity owners or that of the proposed management team.

Bank references. To document his creditworthiness and/or the moral character, the applicant must provide the Tendering Committee with a least one bank reference.

Rehabilitation/Reconstruction/Restructuring Plan. All applicants must indicate how they plan to rehabilitate the property they are planning to purchase and the level of investment required to put the property back into production. All interested candidates will be given the right by the Executive Committee to inspect the property before submitting the bid. For major agricultural and industrial properties, open house type tours will be organized and announced to the public beforehand so that all those interested or their representatives can attend the open house. The representatives can ask relevant questions to the members of the Tendering

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Committee who must also attend the open house. A written commitment from the applicant to rehabilitate the property, once the bid is won, must also be attached to the tender bid. Failure to initiate the rehabilitation/reconstruction of the property within a year of the purchase will result in the loss of the property in favor of a more dynamic buyer.

The rehabilitation plan will further indicate how the productive property will be managed and by whom. The plan must also show how the proposed investment plan will be phased over a period of time. In other words, a planned timetable of investment activities must establish key milestones of the investment plan as this will have a direct impact on the property's future cash flow and hence its ability to service debts.

Ability to Pay. The applicant must show evidence of financial resources allowing him or her to live up to the downpayment or the cash purchase amount committed in the tender offer.

Cash Portion of the Bid Offer. The Tendering Committee should encourage, to the extent possible, the cash sale of the properties by offering significant discount to cash purchasers. Buyers offering high downpayments should also be accorded special considerations. In other words, the higher the cash portion of the offer, the higher the discount rate. The discounted cash flow method, using a common/ predetermined discount rate, should be utilized to place all cash bids under the same denominator and select the highest bid based on the discounted present cash value of the offer.

(Post-Tender Qualifications)

The Tendering Committee will evaluate the tender applications against the minimum requirements described above and rank the bids accordingly. It will determine the final purchase price, appropriate lease period for the property under consideration and the discount rate applicable to the cash purchase (or the cash portion of the offer). The committee will also perform the preliminary appraisal of the rehabilitation/reconstruction plan and award a provisional bid award to the best offer. The bid award becomes final upon the fulfillment of the following conditions by the purchaser:

. approval of the rehabilitation/reconstruction plan by the bank .
. the payment of the cash portion and/or the granting of the LBO credit facility by the bank.

The responsibility to evaluate and select the best offer is vested in DAPCB . The entire process must be clear, well publicized in all major local languages, besides English and must be sufficiently transparent so as to be able to stand any scrutiny and hence lend credibility to the divestiture process.

Banks, on the other hand, will appraise the rehabilitation/ reconstruction plans and provide the financing thereof to borrowers of their choice. To motivate the banks to expedite the process, it is recommended that banks responding to and finalizing the financing requests within 3 months of the requests (including the analysis and the appraisal of the rehabilitation/ reconstruction plan) should be allowed to charge a special processing service fee of 1.5% of the total amount of the facility to the applicant.

Once all the financing is in place, upon the advice of the lending institution. the DAPCB, through the Tendering Committee, will issue the final bid award to the winner and the title deed will be transferred to his or her name. A tender winner who fails to finalize the above mentioned requirements within 6 to 9 months will forfeit the right to purchase the property. The second and third highest bids will remain valid for 6 months and will be activated in that order should the highest bid fail to fulfill the purchase requirements.

Tenders won by cash purchasers will become final upon full payment of the amount offered in the bid. This amount must be paid to the SRDF account at the Bank of Uganda within 30 days of the provisional tender award. As mentioned earlier, all bid winners, including cash purchasers, must commit to the rehabilitation/reconstruction effort. It is recognized that it would be difficult to enforce rehabilitation upon the cash buyers. It is therefore recommended that a high tax be levied on the property purchased in cash for which the rehabilitation/reconstruction is not initiated within one year.

(Eligible Activities)

The following activities are eligible for credit under the divestiture program.

Purchase. The purchase of agricultural, agro-industrial and industrial properties by an individual(s) who has won the tender and has fulfilled all the requirements called for in the Section 3(a) above will be considered for LBO credits described in the section 2. Cash purchasers are obviously excluded from the credit considerations for the acquisition of these properties.

Rehabilitation/Reconstruction. All purchasers of the Custodian Board properties, whether cash or credit, are eligible to apply for a loan from the SRDF (see p. 92ff for a full description and composition of the SRDF) for rehabilitation purposes through the banking system. The rehabilitation activities will include:

- purchase of new machinery and fixed or movable assets
- the clearing of the agricultural estates
- the preparation and the planting of the new crops
- reinforcement and restoration of the existing structures
- transport and installation of the new machinery and equipment (in case the installation is not part of a turnkey package)
- non-recurring start up costs.

Not included in the rehabilitation/reconstruction financing plan is the cost of starting totally new business not related to the DAPCB properties.

Working Capital. Eligible under the SRDF are those activities that are aimed at facilitating day to day running of the farms, agro-industries and industrial outfits. Such activities will include but are not necessarily limited to: local purchase or importation of the raw materials, spare parts, agricultural inputs such as seeds, feeds, fertilizers etc...and intangibles such as payment of the short term local consultants, local salaries. It is hoped that most of the costs of training and feasibility studies will be financed through technical assistance.

(Appraisal of Rehabilitation/Reconstruction Plans)

The rehabilitation plan will guide the new owners to put the purchased properties back into production. The plan will indicate the following elements:

Physical Description. A brief description of the existing property (land ,machinery and civil work), its background, the current physical condition and its requirements for new equipment and/or new production methods.

New Equipment. Type, cost and source of the new equipment and machinery and terms, conditions and expected delivery date.

Production Cycle. The agricultural and agro-industrial production cycles depend on the availability and the seasonality of the required raw materials. The repayment schedule which is based on the projected cash flow must take into account the seasonality aspects so that repayments are consistent with both the marketing (sales) and the production cycles.

Market. The rehabilitation plan must analyze the conditions of the targeted market (domestic against export, competition etc...), pricing mechanism.

Distribution Channels. Assessment of the efficiency and the adequacy of the distribution channels for the firms' products including the storage capacity, the transportation system etc....

Proposed Technology. Assessment of the appropriateness and the cost effectiveness of the proposed production technology as well as the soundness of the recommended methods of production. In case the new technology is being recommended by an outside expert, he or she must indicate whether the proposed technology has been tried elsewhere in Africa and what have been the results.

Earnings. Cash flow and income projections for 3 to 5 years (at least during the credit years) and the estimated internal rate of return (IRR), where applicable, including the major underlying assumptions must be specified. The basic purpose of the cash flow projections is to determine the future viability of the rehabilitation/reconstruction plan, especially the firm's ability to absorb additional financing burdens as the owner undoubtedly will require additional types of junior, as well as senior debts to sustain increased level of production.

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Management. The rehabilitation plan must clearly indicate how and who will manage the rehabilitated project, the qualifications of top management and the technical personnel as evidenced by personal resumes.

On-site Inspection. One of the most important aspects of the appraisal of the rehabilitation plan is the physical inspection of the property being rehabilitated before, during and after the rehabilitation by bank personnel. The purpose of the visit is to assess the viability of the business and to ascertain the value of the collateral being pledged to the bank and at the same time to set up the stage for future inspections. For this effort to succeed, the participating banks must closely supervise the physical implementation of various rehabilitation plans and monitor the financial performance of the properties through monthly reporting of the loan balances, accounts receivable and inventories, accounts payable and other relevant information as may be deemed necessary by the bank.

For the banks, the appraisal of the rehabilitation plans and the close monitoring of the company's activities require special skills and additional administrative burden, especially for those institutions that are not used to the close monitoring effort of the project being financed. A fee of 1.5% to be borne by the borrower has been recommended to compensate the banks for their effort.

(Credit Risks Associated with LBO Credit Mechanism)

The process of lending entails, for the most part, a method of assessing the credit risks associated with each type of credit facility being extended by the lender to the borrower and finding meaningful ways to mitigate against these risks. The proposed LBO method of extending credit for the acquisition of the Custodian Board properties calls for a higher degree of leverage in relation to owners' equity hence a higher degree of solvency risk. As stated earlier, it is important to note here that a highly leveraged company must maintain consistent earning and cash flow streams to meet fixed (debt principal and interest) obligations. In assessing the credit risks under this method of financing, the participating banks must measure and carefully analyze both the stability and the predictability of the rehabilitated companies' earnings flow in addition to continuously assessing the liquidation value of the assets pledged to the banks as security.

In a leveraged buy-out type credit, the risks to the lender can be grouped into three main categories:

Business Risk. This is mainly the firm's risk assessed in terms of the availability of the required raw material, the marketability of the final product, the competitive strength of the product, the storage facilities and the distribution channels, and the company's vulnerability to competitive pressure both internally from local production and externally from imports and pricing regulations.

But the most important aspect of the business risk is the quality of the top management which is measured in terms of experience in the related field, track

record, knowledge and expertise as well as the integrity and the reputation of the management and the professional staff within the business community. The depth of the rehabilitation plans should provide sufficient insight into the quality and the ability of the management group and hired staff.

Collateral Risk. Simply stated, collateral risk refers to the probability that the liquidation value of the assets pledged to the banking institution will not be sufficient to cover the outstanding balance of the loan principal and interest. Banks are expected to closely monitor the evolution of the assets pledged to them as collateral and ensure that they are properly insured and adequately maintained. In this connection the supervision and the monitoring function of the banks is of paramount importance.

Financial Risk. It is the probability of insolvency which might lead to business failure. Two parameters are important and should be analyzed and closely monitored by the banks: the capital structure and the company's earning power. As stated earlier, the higher the leverage ratio (usually measured in terms of debt/equity ratio) in an LBO type credit, the higher the financial risk as a larger portion of the cash flow stream must be committed to servicing the debt.

The three balancing acts for the banks are, therefore, 1) the business risk measured by the quality of the management in place, 2) the liquidation or the market value (whichever is more relevant in a given situation) of the pledged assets and 3) the ability of the company to produce adequate cash flow to service its debt obligations. It is obvious that the risk to the "lender" is much higher in view of the high debt to equity ratio than to the buyer, therefore the supervision process by the banks cannot be overemphasized. An efficient monitoring and supervision plan will forewarn the lenders of any problem susceptible of hampering the company's ability to service its debt obligations and will alert the company to take required corrective action in a timely manner. Therefore, there should be no surprises if the monitoring and the supervision efforts are properly implemented.

(Proposed Credit Terms and Conditions)

It is recognized that no two credit situations will be exactly the same, therefore, banks will have to adapt these general conditions to match specific cases. The success of the rehabilitation effort, the quality of the management and the cash flow from the productive properties will determine the credit risks and the repayment of the credit facilities. Therefore, banks must develop analytical tools to assess the above mentioned factors and to guide their decisions concerning the number and the type of the borrowers they wish to finance, the basis upon which to judge creditworthy buyers, the duration of the credit facilities, determination of repayment schedules, grace periods, etc.

The following are the recommended general credit terms and conditions to be followed by the participating banks.

Maximum Loan Amount • The amount of the loan will be the total amount agreed upon

between the Tendering Committee and the purchaser minus any downpayment.

Downpayment • The new owners must demonstrate their capacity to purchase the property in cash. For those who qualify for credit purchases, a minimum downpaymnent (see Volume III) for recommended downpayment schedule) will constitute the owner's equity contribution. Any improvement on the property by the current occupant (where the current occupant is also the buyer) must be properly valued and be counted as part of the equity participation by the buyer. An improvement on the property by the current occupant would be counted towards the downpayment.

Grace Period • In view of the volatile economic conditions in the country, banks must make every effort to recoup the principal as quickly as the respective cash flow scenarios of each individual property allow. However, since repayment is directly linked to the projected cash flow, a grace period must be instituted and will be limited to coincide with the estimated rehabilitation and/or reconstruction period. Some rehabilitation plans will be implemented in stages, therefore, the participating banks must closely analyze the cash flow situation of each property and set up a reasonable and realistic repayment schedule. In any case, the repayment moratorium should be limited to the repayment of the principal, whereas, the interest payment should commence three months following the signing of the credit agreement. Again, the firm's cash flow is the guiding principle in establishing the repayment schedule and the corresponding grace periods for the three categories of credit under this program: purchase, rehabilitation/reconstruction and working capital.

(Repayment)

Purchase Credits • Due to the current economic situation in Uganda, the shorter the repayment period, the sooner the principal is recovered before inflation erodes the present value of future credit payments . However, in order to allow the borrower to access short and medium term credit for both rehabilitation and working capital purposes, the credits for the purchase will be subordinated to the rehabilitation and the working capital loans. In other words, banks' rehabilitation and the working capital credit facilities will have seniority over the purchase credits and in case of liquidation and/or debt restructuring, the senior lenders are paid first. In any case, the repayment period for all loans under the divestiture program should not exceed 10 years, including grace period.

Rehabilitation/Reconstruction Loans • Unlike the purchase loans, rehabilitation credit facilities must be financed with additional resources either from the participating banks' own resources or from external sources. The bulk of the rehabilitation needs is expected to be in foreign currency which Ugandan banks are unable to satisfy. It is hoped that the international community will provide the necessary foreign currency to finance the importation of machinery, equipment and spare parts. (An estimation of the amount of the rehabilitation program in both foreign and local currency will have to be done.)

Working Capital Facilities • It is expected that participating banks, encouraged by the successful experience of the rehabilitation programs, will extend short term working capital facilities from their own resources. Unlike the rehabilitation loans, the bulk of the working capital facilities will be in local currency. Banks could also draw from the Special Revolving Divestiture Fund (SRDF) to finance rehabilitation, as well as the working capital loans. The working capital facilities will take the form of short term commercial loans and the repayment will be limited to no more than one year without any grace period.

Interest Rates • Normal applicable commercial rates as established by the Bank of Uganda (the central bank) for agricultural, agro-industrial and industrial loans will apply. The participating bank administering the purchase loans on behalf of the GOU will retain, upon collection, a portion of the interest amount commensurate to their normal spread and will credit the difference between the amount collected and the spread to the SRDF at the end of each calendar month. The banks' spread will be negotiated beforehand between the participating banks and the Bank of Uganda, acting on behalf of the Ministry of Finance. A single spread for each category of credit should be determined for all participating banks. In any case this spread should not exceed 60% of the interest rate.

Fees and Commissions • Participating banks should be allowed to charge their normal fees and commissions for any direct services rendered to the borrower under this program. Namely, commitment fees, appraisal of the rehabilitation plan, additional valuation of the property etc..

Security/Support/Collateral • The three categories of the loan facilities mentioned above will have different sets of security and collateral requirements.

Purchase Credit. Under the proposed LBO mechanism, the buyer's downpayment constitutes the basic equity contribution and the borrowing is guaranteed through the pledging of the company's assets to the bank as collateral. The repayment of the credit is effected through the future cash flow. It is recommended that the ownership and the title deeds be transferred and registered in the name of the new owners but pledged back to the banks until the credit is fully repaid.

This has definite and clear economic and psychological advantages. First, it ensures the purchaser that the property belongs to him, therefore, he or she can renovate, improve and even borrow against it. It further ensures the purchaser that no one, including future governments, will be unable to reverse the decision and repossess the property from the purchaser. The only case where the purchaser would lose the property is when he or she fails to meet the repayment obligations, in which case the property will be repossessed and resold by the bank to an another buyer. In this manner both the DAPCB's role and the GOU's involvement end with the initial sale of the property to the new owner.

Rehabilitation/Reconstruction Loans • All assets being financed under the rehabilitation and/or reconstruction plans should be pledged to the lending institution providing the credit facility. It is conceivable, although not a common practice in this market, to have several banks financing a single borrower either jointly as a consortium or individually. In case of joint financing, the lead bank will negotiate the collateral package with the borrower and share it pari passu with other banks in accordance with their respective level of commitment. However, when each bank lends to the borrower individually, the pledged fixed assets should be shared as first, second, third ... mortgages, with the initiating bank holding the first mortgage.

It is further recommended that banks be given the option to take an assignment of the leasehold rights, in addition to the lien on fixed assets, in order to improve their overall collateral position.

Working Capital Facilities • Working capital facilities and lines of credit constitute a permanent need for the firm. In Uganda, most banks prefer to establish overdraft credit lines for working capital purposes. This is the traditional, the easiest and administratively the least burdening way of financing working capital needs of firms. The only danger with the overdraft facilities is that they tend become the so-called evergreen and almost never get repaid in full. In order to protect their position, banks should take a lien on floating assets (inventories, work in process, accounts receivable) as collateral against working capital loans. For agricultural properties, short term credits with fixed maturities, consistent with production, harvesting and marketing cycles, should be the preferred method of financing working capital needs instead of the traditional overdraft facilities.

Loan Covenants • The credit agreement between the participating banks and the purchasers of the Custodian Board productive properties will include both positive and negative covenants in order to protect all parties involved. These covenants will include, but may not be limited to the following items:

Positive Covenants. The borrower/purchaser will:

- where applicable, submit periodic (monthly, quarterly or annually) financial and operational reports as may be required by the participating banks.
- subordinate owner's equity to all forms of debt. In other words, in case of liquidation, the investor cannot withdraw funds from the company until all creditors have been fully paid in accordance with the seniority of their obligations.

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Restrictive Covenants: The borrower is restricted from undertaking the following actions without prior approval of the lending institution:

- payment of dividends to shareholders .
- sale of the pledged or unpledged assets.
- bonus or other compensation payments to members of the management team or owners.
- purchase of fixed assets (cash or credit).

Commercial and Residential Properties

(Commercial Properties)*

Shops and Stores: *General Considerations* • Retail and wholesale shops are intrinsically different from the productive estates in terms of their real contribution to the economy. They are mainly fixed structures (buildings) that house different types of wholesale and retail businesses. They produce an income in the form of rent and/or from the sale of their merchandise.

Their cash flow is erratic, closely tied to the availability of the merchandise and more unevenly distributed throughout the year than the cash generation from the productive units. Commercial houses store and distribute products but do not produce them, therefore, have virtually no value added. In other words, they are service oriented rather than production inclined business activities. Typically, commercial houses are thinly capitalized and the bulk of their assets is made up of very volatile inventories. Commercial houses in Uganda are divided into two categories: 1) importers and wholesale/retail distributors of imported goods, 2) Wholesale and retail distributors of either imported or locally produced goods but all purchased locally. The first category requires foreign exchange, the bulk of which is purchased in the parallel market. Since most commercial activities in Uganda are of a speculative nature and do not follow any pattern of rationality in terms of inventory management (i.e., the economic order quantities (EOQ) analysis, pricing and marketing policies). The shop owners shift between these two categories depending on the needs of the market at that particular moment. In other words, they simply speculate within the confines of the laws of scarcity. Because of this phenomenon, the market structure, especially in big cities, tends to be more oligopolistic than competitive, in spite of the fact that there are numerous small shops scattered around big towns. The price is determined more by the perceived potential buyer's ability to pay than by the market forces. The prices are, therefore, a function of the buyer's ability to pay and hence, are continuously being bargained between the seller and the buyer.

It is difficult to determine, at any given time, with any level of accuracy, the quantity and corresponding value of inventories at hand. This creates a major problem for the lender who must rely on the inventories as collateral against a credit facility to the shop owners.

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* The two main categories of commercial properties are shops/stores and office space.

Under these circumstances, the lender's first way out, in terms of the source of repayment is the shop owner's integrity and reputation rather than the erratic cash flow described above. But, since most of these shop keepers are not known to the banks, it is difficult to document their creditworthiness and their integrity. Furthermore, due to the volatile nature of the inventories and because most of these shops do not maintain adequate accounting records, it is impossible for the lender to take any meaningful legal and binding lien on the inventories or other assets.

The commercial activities are part of the informal market system which controls a major portion of the Ugandan wholesale/retail business. The money supply circulating outside the formal banking system which is estimated to be around 40 to 50 % of all the money supply in the economy, is tightly linked to and finances these activities. In other words, although the shop owners have cash flow from their various commercial activities, banks in Uganda have not learned to effectively deal with the informal sector for credit purposes. The relationships between the banks and the shop owners are limited to a depository relationship and/or ,in some rare cases, the opening of 100% provisioned letters of credit.

This situation makes the risks of insolvency associated with lending to the informal sector very difficult to manage. It is, therefore, unfitting to expect the formal banking system to effectively deal with and lend to this sector without losing money. Furthermore, when people realize that these properties belong to the government, the "natural" tendency of most borrowers is to ignore the debt obligations in the same manner the government's tenants have ignored and have been protesting the rent increases in the government housing.

The informal retail/wholesale sector is very liquid and symbolizes the African cash economy. The banking system is not equipped nor is it prepared to effectively deal with this sector in view of the complexity and the risks involved in its financing . It is, therefore, recommended that every effort be made to sell the bulk of the commercial properties in cash to the highest bidders and credit the proceeds to the Special Revolving Divestiture Fund so that banks can on-lend for rehabilitation/reconstruction and even for working capital purposes. The cash sale is one way of pulling the liquidity from the informal sector and channelling it to the banking system.

The buyers of high value property could be considered for partial credit after a downpayment in line with the schedule (see Volume III) and provided there is no cash purchaser for the same property.

Buyers' Pre-qualifications • Since the sale will be mainly in cash, except for very special cases as described above, the only pre-qualification for the purchase of a shop is that the buyer be a Ugandan citizen in good standing with the law, pay the non-refundable application fee (see Volume III for complete list of fees) and sign a letter of commitment to renovate the shop within one year should he or she win the bid. It is recognized that it might be difficult to enforce the commitment to renovate the properties on cash buyers, therefore, a penalty in the form of high taxation might be assessed against those who fail to renovate the property within one year after the purchase.

The Executive Committee should announce, beforehand, that all cash sales are final and the title deeds will be transferred to the new owners as soon as the cash payment is received and acknowledged by the Bank of Uganda. The complete payment for these properties must be effected within 30 days of the bid award. All potential buyers will be treated equally and no particular preference should be given to the current occupants of the shops except in those rare cases where the occupant has undertaken significant renovations, in which case the cost of the renovation is deducted from the sale price. The occupant of the shop who has made such renovations should be requested to match the highest bid. In any case, most occupants have benefited from these properties by paying low rents to the Custodian Board over a number of years and subletting them several times higher to sub-tenants. Any preferential treatment, therefore, in favor of the current occupants of the commercial properties should be limited to those occupants who have made substantial investment to renovate the property. The current tenants who have made such improvements on the property must present the evidence of such investment to the Tendering Committee.

In any case, our informal investigation reveals that, in general, a shop in Kampala area has an average annual turnover of about USh 1 million and a good number of serious current occupants of these shops are gearing up to the prospects of sale of these properties and have reportedly been saving up the money for that purpose. This is the one time life opportunity they have been waiting for and we are convinced that the bulk of these properties can be sold either in cash or with a sizeable downpayment of up to 40% of the sale price.

After the sale, there should be no restrictions with respect to the use, resale or the sub-renting, as these properties will be owned outright by the purchasers who should be free to manage and/or dispose of their properties according to their own wishes. This is consistent with the spirit of private ownership which allows the market forces to determine when to sell or to buy a piece of property.

Office Buildings and Single Office Space: *General Considerations and Risk Analysis* • Office space in Kampala is scarce and the limited amount of available space commands relatively high rental income from both the local corporations as well as from the multinational companies, international organizations and/or foreign diplomatic missions. Most foreign institutions are paying their rent in foreign currency and in some cases the rent is paid one year in advance.

Credit Terms and Conditions • The rental of the office space generates a stable income in both local and foreign currency. To the extent that the lease contract is with a creditworthy organization, the rental income can be assigned to the lending institution so that the proceeds are paid directly to the bank.

It is recommended that mortgage type credit be extended to the qualified buyers of the office space, in the same manner as the other purchase credit schemes recommended under this program. In other words, no money changes hands when the credit is being extended for the acquisition of the office space except for the cash purchase or the cash portion of the downpayment. The difference is paid in installments over a period of time to be specified by the Executive Committee.

The following are the recommended mortgage terms for the acquisition of the office space:

Minimum Downpayment	: see Volume III (Section C)
Repayment	: 5 years (max) for single office space 10 years (max) for buildings
Grace period	: none except during major renovation work.
Interest	: on-going market rate
Security	: mortgage on the building or the office space -assignment of leasehold rights -assignment of the insurance policy -assignment of rental payments

If the space is rented to an international organization and the rent is paid in foreign currency, the credit amount and the corresponding repayment may also be in foreign currency.

(Residential Properties)

General Considerations and Risks Analysis • Residential properties offer different types of risks to the lender. First, the repayment is based on the buyer's income and is normally stretched over a longer period of time than other types of properties. The buyer's reputation and creditworthiness are among the major determining factors for granting the credit. In most African countries, and Uganda is no exception, the mortgage type finance is not available due to lack of long term resources to fund corresponding long term loans. Second, the rate savings in Uganda is very low due to low level of earnings coupled with high inflation and the limited incremental amount of savings that the financial institutions are able to mobilize in the form of deposits. These deposits, are, for the most part, short term in nature and therefore more suitable to finance short rather than long term projects. Besides, the demand for the banks' deposits is such that any lending diversion to long term mortgage financing would leave the banks with inadequate resources to fund their normal portfolio. In a squeezed liquidity situation any increase in lending activity can only be funded at the expense of other activities. It is therefore unrealistic, under these conditions, to expect Ugandan financial institutions that have experienced chronic liquidity problems, to finance the purchase of buildings and the residential premises.

Sources of Funding • In view of the above, we are left with only two sources of funding for the purchase of the residential properties: the buyers' own resources (most Ugandans have non-taxable housing allowances which could be utilized towards the mortgage payments) and the external sources, namely from the international donor community.

Currently, the Custodian Board residential premises are occupied by different types of tenants: private Ugandan citizens, private Ugandan corporations, parastatals, GOU ministries and public servants, police, military, local and international organizations, foreign embassies and diplomatic missions, religious groups, co-ops etc...

One of the major policy decisions the GOU must make at the outset of this program is to make it abundantly clear that these properties are not free gifts and any individual or entity desiring to own a Custodian Board property must pay the market or the real economic price for it in cash. The cash payment constitutes the main source of immediate funding for the divestiture program, therefore, every effort must be made to sell, to the extent possible, the bulk of these properties in cash.

Most of the occupants mentioned above, including GOU (with perhaps the exception of the private Ugandan citizens) should have the ability to pay for these properties in cash. It is important for GOU to set up a good example for its citizens and make an effort to pay the market price for these properties.

The international donor community has been called upon to finance a myriad of projects in Uganda. The resources that can be mobilized for that purpose are limited or at best committed to other uses. The GOU will have to set up priorities and determine the allocation of these resources. UCB for instance, under the Mortgage Finance Scheme, has aggressively tried to raise the funding for the scheme and although there has been some progress, the scheme is yet to take off due to lack of financing. A parallel effort by Uganda to attempt raising long term financing for the purpose of helping Ugandans acquire expropriated residential Asian properties is not likely to get a lot of sympathy from the international community, especially in view of the more pressing needs in the development and rehabilitation fields and the high rate of inflation. In other words, the needs for financing are unlimited and the resources are scarce. Therefore, the GOU must establish priorities so as to allocate scarce resources accordingly. This report assumes that neither the donors nor the international financial institutions are in a eager position to put significant amount of money into the purchase of the residential premises by Ugandans. This gives the consultant the distinct impression (from talking to donors) that various international institutions would prefer to channel their resources into the productive sectors of their own preference (such as agriculture, agro-industry, etc.) in order to stimulate economic growth and development.

(Recommended Methods of Sale for Multi-Purpose Buildings)

The majority of shops, office space and apartments are located in Kampala and form part of multi-purpose building complexes . There are three types of multi-purpose buildings among the DAPCB properties:

. Multi-unit residential buildings
. Multi-unit commercial buildings (shops and office space)
. Multi-unit mixed buildings (a combination of the above 2 categories)

The GOU has made three basic public policy decisions with regard to the sale of the DAPCB properties. First of all, properties must be sold to the Ugandan citizens; second, no single individual is allowed to purchase an entire building complex; third, priority must be given to the current occupants of the properties.

The occupants of the building complexes are also broken down into several groups:

. Ugandan Citizens
. Shop Owners
. Local companies
. Multinational companies
. International Organizations
. Diplomatic Missions and Embassies

Any credit consideration to these groups should take into account the type of the property and the occupants' ability to service the loans.

Multi-Unit Residential Buildings • The current occupants of the multi-unit apartment buildings are Ugandan citizens of low to middle income category. Most of them have large families. These occupants, typically, do not have sufficient cash with which to purchase the properties they have occupied for years at low rent; nor do they have access to any type of mortgage credit. In theory, the condominium formula, in view of the above mentioned GOU policy, which allows individual occupants to own separate units within the building would have been an ideal formula for the sale of these buildings. But most of the apartments therein do not meet the definition of "serviceable and/or self contained units" with independent access, separate water and electrical meters, etc.. Naturally, these buildings have common areas which are currently being cared for by the Custodian Board. The fear is that once sold to separate private individuals as condominiums, the common areas would be neglected and the buildings would basically go to ruins as they are today. (The twin objective of the divestiture program should be to seek the renovation and the continuous maintenance of the divested properties.) Furthermore, and strictly from a credit point of view, the condominium formula would require that lending institutions deal directly with each individual occupant or purchaser and evaluate his/her creditworthiness and ability to pay separately. As pointed out earlier in this report, most of these occupants have no bank accounts, no stable income, and therefore would not qualify for mortgage loans from the banks. The condominium formula, therefore, is not the right one.

The alternative is to organize either the current occupants or a group of individuals willing to purchase a multi-unit residential building into a housing co-operative (or even a common stock company) and have the newly created entities bid for the purchase of the building on behalf of its members. The co-op will set certain conditions for membership and the current occupants who do not qualify or do not wish to belong to a co-op would not participate. The lending institution would therefore deal with one entity rather than several

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individuals. The exact format of the entity, its legal structure, its membership recruitment policies and its powers and responsibilities will have to be defined.

The following credit terms could serve as a model for extending mortgage type credit to the housing Co-op willing to acquire apartment buildings on behalf of its members. The co-op members who are in a position to pay cash for the properties will receive a share certificate in their names without delay. Those paying through credit will pledge their certificates to the co-op and the latter should have the option to sell them to other buyers in case of default by the members.

Minimum Downpayment	: 15/25% (see full schedule in Volume III) : Repayment in equal monthly installments over 10 years.
Interest	: normal ongoing market rate
Security	: mortgage on the building
Ownership	: the building is owned by the co-op and the title deed will be registered in the co-op's name. Each member will be given a share certificate which is assigned to the bank until the credit is fully paid
Covenants	: 1. a written undertaking by the co-op to assume full responsibility for the renovation and the maintenance of the building as may be directed by the participating bank. 2. no additional lien on the property without prior approval of the participating bank.

Multi-Unit Commercial Buildings • These buildings are occupied by shops, offices and service companies. Again, in view of the three public policies stated earlier, it is recommended that the multi-unit commercial buildings be sold to housing cooperatives in the same manner as the multi-purpose residential buildings. The main difference is the ability to pay by the occupants of these premises is much higher, therefore every effort must be made to sell these properties in cash and the credit provisions should be reserved only for the co-ops purchasing large properties.

The following are the minimum credit terms recommended for the sale of the multi-unit commercial buildings

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- Minimum downpayment	: see schedule in Volume III.
- Repayment	: 5 years
- Interest	: applicable commercial rates
- Security	: mortgage on the property.
- Covenant	: written undertaking from the co-op to assume full responsibility for the renovation and the maintenance of the building.

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Multi-Unit Mixed Properties • Asians typically lived on top of their shops or their place of business, therefore, a number of the buildings, especially in Kampala, combine the features of the two categories of the buildings described above. The formation of a housing co-op for the purchase of a mixed multi-unit mixed building is expected to be more complex in view of the composition of its occupants.

Again, merchants and the office space occupants are expected to more readily provide the cash portion than the occupants of the apartments and; each member of the Co-op would be expected to provide the downpayment or full cash payment in accordance with the type of premises he or she plans to purchase in that building.

The shops should command a higher cash portion, followed by the office space and the apartments. In other words, the mixed multi-purpose buildings should have multiple downpayment rates.

Bungalows and Villas • Individuals or institutions occupying and/or aspiring to purchase this category of properties will have to satisfy different sets of requirements from the apartment dwellers in view of the high market value of these properties. Cash bidders should be given priority so that the higher the cash portion of the offer bid, the better the offer. Again, the current occupant should given the opportunity to match the best tender offer.

The recommended credit terms, where applicable, for the bungalows and villas are shown below:

Downpayment	: minimum 40/50% to be paid to the designated bank account within 30 days of the bid award
Repayment	: in equal installments over a period not to exceed 5 years
Interest	: normal applicable market rates
Security	: mortgage on the property until the credit is fully paid off
Ownership	: title deed to be registered in the name of the purchaser(s) upon awarding of the bid contract and assigned to the bank
Covenant	: no other encumbrances on the property without prior approval from the participating bank

Special Revolving Divestiture Fund (SRDF)

To finance the rehabilitation effort and the working capital needs of the productive properties, we are proposing the creation of a special revolving divestiture fund (SRDF). This fund will be lodged at Bank of Uganda and managed by the department of Development Finance. The fund will be accessible to all participating banks on first come first served basis for on-lending to divested productive enterprises. In view of the magnitude of the rehabilitation effort, the SRDF must be funded from several sources.

(Local Currency Sources)

1. *Local Banks.* It is recognized that within the context of Uganda today local banks are not in position to finance the rehabilitation of the productive properties. But from time to time banks do generate liquidity in excess of their immediate needs and/or loan commitments therefore some incentives should be instituted to induce banks to contribute to the SRDF in the form of interest bearing placements. The operating mechanics and the conditions of the banks' contribution to the SRDF will need to be worked out.

2. *Non-Refundable Application Fees.* All those bidding to purchase Custodian Board properties will be required to pay a non-refundable front end fee which will be immediately credited to the SRDF minus the direct expenses of the tendering process: advertising, printing, mailing etc...(See Vol. III, for fee schedule).

3. *Downpayment.* All applicants seeking credit facilities to purchase Custodian Board properties will be asked to put down a certain amount of money up front and the balance to be paid according to the repayment schedule agreed upon with the participating bank. (See Vol. III, for complete downpayment schedule). These amounts will also be credited to the SRDF.

4. *Cash Purchases.* Every effort should be made to sell the highest portion of the Custodian Board properties in cash. The proceeds thereof will replenish the SRDF.

5. *Credit Repayments.* All repayments (principal plus interest minus bank fees) will flow directly into the SRDF at the BOU.

Repayment flows and reflows from LBO credit, rehabilitation/ reconstruction and working capital loans and banks' placements will constitute the main sources of the local currency funding for the SRDF.

(Foreign Currency Sources)

In addition to the local currency needs, there would be a need to mobilize foreign currency for the purpose of financing the importation of building materials, machinery and equipment, agricultural inputs, tools, raw materials and spare parts.

The main sources of the foreign exchange for this purpose would be the donor community. Each potential donor program can be expected to have specific targeted areas of intervention. For instance, some donors are interested in the rehabilitation of the agricultural properties than industrial ones. On the other hand, there are some that are keen on restructuring and privatizing industry. The advantages of donor source of funding versus international organizations are obvious. First, most bilateral donors are providing Uganda with grants rather than loans and these grants when used for on-lending purposes to local private sector operators are usually repaid in local currency, therefore imposing no exchange rate risks to the borrower. Loans, on the other hand, must be repaid in foreign currency and either the GOU or the ultimate borrower must bear the exchange rate risk. Consequently, only export oriented projects should be recommended for external borrowing.

The SRDF will be comprised of several mini-funds, so to speak, contributed by different donors and international organizations. Each mini-fund will be part of a pool and should be co-managed along with other mini-funds but accounted for separately, according to its origin and purpose. Each mini-fund will likely have its own drawing rights requirements and pre-conditions. In applying for the drawing from a particular mini-fund, participating banks will indicate which mini-fund is more suitable for the particular needs of their clients. The Department of Development Finance at the BOU (SRDF manager) should guide the banks accordingly.

In view of the potential difficulties and complexity in tracking its mini-fund drawdowns and repayments, it would be necessary to systematize and computerize fund usage.

(SRDF Management)

The SRDF should be managed and coordinated by the Department of Development Finance (DDF) at the BOU. DDF is currently managing two funds that have operational and conceptual similarities with the proposed SRDF. The first fund is Development Finance Fund (DDF), a local currency fund designed to provide the banking system with a source of refinancing medium to long term selected development activities. The earlier part of this section identifies and describes different sources of this fund. The second fund is a USAID funded Rehabilitation of Productive Enterprises (RPE), conceived to provide medium term foreign currency lending by the banking system to large scale agricultural projects.

Under the RPE project, the DDF is receiving a sizeable amount of technical assistance from USAID to strengthen and increase its operational efficiency.

It is important that SRDF be managed by BOU for two reasons: first, BOU, as a central bank, is not directly involved in the financing of the private sector therefore can act as a neutral body that provides, on a first come first served basis, refinancing services to participating banks. Second, the DDF has already established a relatively well managed on-lending and refinancing mechanism through the two programs mentioned above. Therefore, it is more cost effective and operationally more efficient to expand the existing structure rather create a new system.

Although only four banks have expressed interest in participating in the Custodian Board divestiture program (three banks are currently participating in the RPE), other banks not initially involved in the program can join in at later date upon approval from DDF.

For planning purposes, participating banks will establish a financing plan for each qualified and approved client. The plan will show total facilities to be granted to the client and the terms and conditions of lending (tenor, grace period, repayment, interest rates, downpayment, collateral etc...) and will be submitted to DFD for information purposes. Although the bank will indicate, for each drawing, the particular mini-fund it is applying for, the DFD will use its discretion in determining which fund to disburse and for what purpose. The bank will sign a promissory note for each drawing to be domiciled at the BOU. The DFD will maintain a tickler system to track and monitor sub-borrowers' loan maturities and respective repayment schedules from the banks for both principal and interest. Currently, DDF sends collection notices to the banks to request the repayments of the RPE loans. It is recommended that, under the SRDF, a method of automatic debits of the banks by DDF through the central bank's clearing system be explored in order to reduce the paper work and at the same time increase the collection efficiency of these loans from the participating banks.

Since the repayments under the SRDF loans will flow back to replenish the fund and with the banks being required to pay BOU regardless of whether they collect from their clients or not, the SRDF is protected, in nominal terms, from decapitalization risks that could result from sub-borrowers' potential insolvency. However, the fund decapitalization in real terms, over a period of time, is inevitable due to the fact that inflation is currently higher than the BOU maximum allowable interest charges. Although it is recognized that each donor contributing to the Fund will most likely have its own requirements for borrowing from it, the documentation, the drawing and repayment procedures, the reporting and the refinancing mechanism should be standardized, to the extent possible, in order to simplify access to the Fund. In other words, the DFD, in negotiating the establishment of these funds with the contributing agencies, must ensure that effective coordination of various activities and optimal standardization of procedures are achieved for the sake of expediency and efficiency. For instance, all foreign currency mini-funds should have the same grace periods, when and how the exchange rate is determined and similarly, all local currency repayments to the SRDF should have the same grace period hence the same float to all participating banks etc.... It is premature to establish specific drawing, booking, reporting and repayment guidelines not knowing who will contribute to the SRDF and their specific requirements and conditionalities.

In any case, participating banks will submit, for information purposes, a financing plan summary to the department of Development Finance upon approval of facilities on behalf of their clients. This will allow the Development Finance department to plan disbursements. The financing plan summary will show the breakdown of the facilities accorded to each borrowing client as follows:

Short term facilities for working capital:		
	Local currency	xxxxxxx
	Foreign currency	xxxxxxx
	Sub-total	xxxxxxx
Medium term loan for rehabilitation:		
	Local currency	xxxxxxx
	Foreign currency	xxxxxxx
	Sub-total	xxxxxxx
Long term LBO facility		xxxxxxx
Total approved (projected) facilities		**xxxxxxx**

The actual request for drawing will of course indicate all relevant terms and conditions of lending (tenor, grace period, repayments, interest, collateral, etc.)

(SRDF Impact on Credit Ceilings)

To control the amount of credit in the economy, every year IMF negotiates global credit ceilings with GOU. The ceilings allocations are reviewed at least quarterly to ensure conformity with credit targets. Any extension of credit that results in monetary creation (increased money supply) beyond the agreed targets, is considered inflationary by IMF. The growth in money supply therefore must be consistent with the increase in the level of productive activities. The inflationary impact of a lending program depends on how that program is funded and the type of activities it is financing. As mentioned earlier, SRDF is funded from two main sources; internal and external sources.

Internally, the recommended LBO credit mechanism that will finance the purchase of the properties requires no funding as no money changes hands at the time the credit is being extended to the buyer of the property. Therefore there is no monetary creation and hence no inflationary impact. Externally, the foreign currency portion of the working capital and the rehabilitation financing will be funded with external resources from the international community and eventually converted into local currency. Although this conversion (from the net inflow of foreign resources), increases the lending capability of the banking system, hence influencing the money supply, it should not be considered inflationary. The only instance of potential inflationary impact is when the credit is extended

from internal sources to finance either the working capital or the rehabilitation/reconstruction program. But, it can be argued that the inflationary impact of local currency financing from local sources is mitigated by the fact that the financing program is aimed at reviving a productive sector of the economy. Consequently, the financing of the divestiture program, as described in this report, should be given due consideration so that the corresponding credit amount is taken into account when the credit ceilings are being established.

(Alternative Sources of Financing Rehabilitation)

The SRDF might not be adequate to finance the entire rehabilitation/reconstruction program, therefore, other sources of financing must be simultaneously explored by the GOU. Institutions such as ADB, IFC, USAID Washington, African Foundation, etc... have designed or are currently in process of designing direct lending programs to the African private sector and once Custodian Board properties are transferred into the private hands, these sources of financing could be tapped to provide the financing on the direct lending basis to the newly divested entities. Export oriented projects would be more suitable for external financing than projects catering to the domestic market. For large productive properties requiring complete feasibility studies, the African Program Development Fund (APDF) whose East African regional office is located in Nairobi, could sponsor or co-finance complete investment studies, basically free of charge to the local entrepreneur.

To access these sources of funding, the Ugandan entrepreneur needs to be guided by those who are familiar with the features and the requirements of these funds as each one has its own particular requirements and conditionalities. All local banks should make an effort to develop this expertise and the necessary information base in order to advise their respective clients accordingly. Nevertheless, the external sources of financing are more suitable only to the export oriented projects due to their ability to repay the loans in foreign currency and it is obvious that some of the properties to be rehabilitated, especially the agro-industrial estates, will fall into that category.

Role and Responsibilities of Participating Banks

Although participating banks will act as administrative agents of the Ministry of Finance with respect to the selection and the extension of credit to the divested enterprises under the LBO credit scheme, banks will bear full responsibilities with regard to the collection of the loans. In other words, banks will bear full credit risks and will be required to repay the SRDF regardless of whether they actually collect from their clients or not. This could entail high risks for the participating banks. Therefore, they should be empowered to repossess the properties from the clients in default and sell them through public tender within 6 months of the foreclosure. Simplified but efficient repossession legal procedures under this program must be worked out as to make the repossession process expedient and cost effective for the banks.

For their effort and due to the high risks of insolvency, banks must be properly compensated through an interest spread retention scheme. It is recommended that banks retain 50 % of the interest collected and remit the other 50 % to the SRDF at the end of each calendar month. A special bonus to reward the banks that achieve high collection rate (85% or higher) of the loan principal under the LBO scheme should be instituted. The following table illustrates a proposed bonus system:

% of Collected	Principal Bonus
95 and up	5.0%
90	2.0%
85	1.0%

The collection bonus will be paid on the purchase credits actually collected under the LBO scheme and paid to the SRDF and not on the accruals. Similarly and for obvious reasons, the interest retention scheme and the portion to be paid to the SRDF will be calculated against and deducted from the amount of interest actually collected from the borrowers and not on the accrued interest.

The principal collection bonus system does not apply to the collection of the rehabilitation and working capital loans. For these loans, banks borrow from and /or refinance themselves through SRDF and on-lend to the clients of their choice, assuming full credit risk. In other words, they perform their normal functions of credit intermediation therefore there is no justification to pay them special collection bonus of rehabilitation and working capital loans.

In extending credit facilities under the divestiture program (whether under LBO purchase credit scheme or the rehabilitation and working capital loans) banks will bear the following specific responsibilities:

- Reinforce credit agreement covenants
- Repossess properties from delinquent owners
- Initiate the request for the title deeds transfer to new owners. [The Custodian Board will process initial title deed transfers but once in private hands, subsequent transfers will be executed by the banks in the normal fashion.]
- Resell repossessed properties to other buyers through public tendering system within 6 months of foreclosure.
- Supervise the implementation of the rehabilitation plans
- Assist, where necessary, the new owners in setting up simple but adequate accounting and financial reporting procedures
- Collect principal and interest and credit proceeds thereof to the SRDF at BOU at the end of each calendar month
- Monitor and supervise the implementation of the rehabilitation plans
- Provide BOU and other participants to the Divestiture program with required periodic reports indicating the status and the evolution of both the rehabilitation plans financing and the loans collection efforts.

It is recognized that the collection of the delinquent loans and the foreclosure on the corresponding mortgage assigned to the banks pose serious problems in Uganda due to serious weaknesses in the legal system. The loan collection difficulties may be exacerbated by the public perception that these properties belong to GOU and therefore should be gotten free of charge. This is one of the reasons why some banks are hesitant to participate in the divestiture program. It is therefore important that credit agreements between the banks and the credit purchasers of the properties under this program be carefully drafted so that they can stand any legal scrutiny and at the same time empower the banks to repossess the properties assigned to them without lengthy and costly legal battles. In other words, once it is recognized that the borrower has failed to live up to the terms of the credit agreement, the lending institution should then be automatically in position to enforce the terms of the agreement and repossess the property in question. Experience has shown that it is possible to reinforce the mortgage provisions in Uganda, provided the credit agreement is well drafted, carefully executed and the lender takes appropriate action at the right time. Additionally, the GOU can facilitate the banks' task by publicly announcing that banks are authorized to repossess properties whose owners are delinquent in servicing the debts.

Furthermore, the Custodian Board properties, in theory, belong to the GOU but in practice the title deeds are still in the names of either the former owners or in some cases in the name of the" allocatees" or the current occupants. Clear cut procedures for transferring and registering these titles in the names of the new owners must be in place before the start of the divestiture program.

Agreement/Memorandum of Understanding Between the GOU, DAPCB and Participating Banks

One of the most important questions that needs to be sorted out before the start of the divestiture program is the determination of the responsibilities to be assigned to the key players of the program; namely, the Ministries of Finance, Lands and Survey and possibly Justice, Bank of Uganda, the Custodian Board plus the participating banks.

Currently the legal authority to transfer title deeds to the new owners of the Custodian Board properties is vested in Minister of Finance. But the title administrative authority and all the relevant documents are in the custody of the Ministry of Lands and Survey therefore the Minister of Finance can only instruct the Ministry of Lands to execute the transfer of a title deed.

The Custodian Board as an administrative agent of the properties but not the legal owner therefore cannot transfer the title deeds. It is therefore recommended that, in case of a cash sale and upon presentation of the evidence that funds for the purchase have been duly deposited to the designated bank account, the chairman of the Custodian Board Executive Committee be authorized to request the transfer of the title deeds in favor of the new owner. The certificate of sale, signed either by the Minister of Finance or the Deputy Minister who serves as the Chairman of the Executive Committee, is the legal instrument authorizing the Minister of Lands and Surveys to execute such transfer. When properties are acquired through credit, banks will request the title deed transfer through the DAPCB, their legal custodian. Subsequent requests for ownership transfers resulting from the sale of these properties between private sector owners and their future buyers will be handled by the banks in the usual fashion without reference to the Custodian board. As recommended earlier in this report, the title deed itself should be held by the bank until the credit is fully repaid. The return of the title deed to the buyer who has fully paid off

his or her bank obligation does not entail transfer of ownership as this was done when the buyer won the bid; therefore, the return can be handled entirely by the bank without involving the Custodian Board.

In other words, the Custodian Board's mandate and its legal role over a piece of property ends when the title deed is transferred to the new owner. The phasing out of the Custodian Board's role constitutes a firm confirmation that the GOU is serious about divesting these properties and transferring the ownership of DAPCB properties to the private sector.

It is further recommended that the supervision and the monitoring of the credit mechanism through the banking system during the life of the divestiture program be assumed by the DFD at the BOU and assisted by the divestiture coordinator to be provided through technical assistance (see chapter of technical assistance for more detail). Participating banks will be required to keep BOU informed on the evolution of the loan repayments, the delinquent borrowers and the action being taken on repossession, when required. It is clear from all viewpoints, that BOU can monitor the work of the banks better than any other government institution outside the banking system, therefore, it is only logical to have the same institution that will manage the SRDF assume the monitoring task as well.

A legal document needs to be drafted to formalize these procedures and clearly define the role and responsibilities of each main player before the start of the program.

Recommended Technical Assistance

The divestiture of the Custodian Board properties is an enormous, complex and time consuming task, the implementation of which will require an efficient coordination mechanism and a high degree of expertise. The technical assistance is needed at three different levels:

1. *The Custodian Board:* implementation of the sales and tendering procedures, the drafting of relevant legal documents and the managerial and technical training of key personnel through workshops and seminars. Further assistance is required at the DAPCB level for the planning and the coordination of all divestiture related activities. Namely, the coordination of the implementation procedures, the design of various short term technical assistance programs, the design of the detailed procedures for the lending program and for the management of SRDF,the coordination of the lending program through the banking system and the DAPCB activities.

2. *New owners:* to assist in drafting and implementing rehabilitation/ reconstruction plans and selecting appropriate machinery and equipment and in establishing simple, basic accounting and financial reporting systems. The Asian properties were expropriated in 1972 and experience has shown that for the most part there is a lack of skills in the country to manage these properties. The regularization of the ownership through the divestiture process will not automatically produce the necessary skills and knowledge required to rehabilitate these properties. It is therefore recommended that specific experts be brought in periodically to assist the new owners in their quest for new and appropriate technologies, new production and managerial methods. It would be more cost effective to bring in such experts as needed to assist a group of owners rather than bring in one expert separately for

each project. (For instance, a cattle expert can be brought in to spend three months in the country and meet with all cattle farmers, study their common problems and recommend possible investment plans. Those requiring special attention could be referred to other institutions that could assist them.)

3. *Participating Banks.* Although banks are required to appraise and to closely supervise the implementation of rehabilitation/ reconstruction plans, the level of expertise required to perform this task is not commonly available in all banks. Therefore, a training program designed to assist banks in developing project and investment appraisal and supervision skills in various sectors is required. With respect to the banking functions, the long-term expatriate advisor recommended in Section A should be able to: a) coordinate the intervention and interact with the participating banks as well as design the system and operating procedures for the management of the SRDF and monitor its usage. b) serve as liaison between the banks, the Custodian Board, the donor community and the divested enterprises; and c) assist the banks and the divested enterprises in reaching external sources of financing other than SRDF.

The following specialized expertise is required: to carry out the above mentioned functions:

4. *Other.* short term housing cooperative expert to design and write procedures for housing co-op model is needed. This expert will be further needed at a later stage to train members of the co-ops before the first multi-unit building is sold.

Summary and Recommendations

The crucial phase involving the rehabilitation/ reconstruction of the agricultural, agro-processing and industrial estates will require adequate and efficient mobilization of both financial and human resources if the divestiture program is to succeed. Section C of this report has recommended two different methods of financing the acquisition of these properties and has set forth the conditions and the mechanics for administering the two credit schemes. The following recommendations were formulated with a view to ensuring the financing of the acquisition and the rehabilitation/ reconstruction of DAPCB properties.

* The divestiture process should commence with the sale of the properties that satisfy the following two conditions: significant economic impact and capacity to generate cash sales. Agricultural and agro-processing estates have higher degree of economic cross linkages impact than either the commercial or the residential properties. But commercial properties can generate cash sales faster than the first two categories, therefore, they should be given due consideration in the divestiture process. The first set of 25 properties to be divested should include:

5 largest agricultural farms
5 agro-processing estates
5 industrial properties
5 multi-purpose buildings and
5 residential premises (bungalows and villas).

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This combination optimizes the two requirements: 1) impact on the economy and 2) the desire to immediately raise cash for rehabilitation/reconstruction purposes. (The announcement to the public should emphasize the fact the DAPCB properties are for sale in cash.)

* In view of the squeezed liquidity situation in the banking system and due to the overall economic condition in the country, two credit schemes, **a Leveraged Buy-Out (LBO)** for the financing of the productive properties and a **mortgage scheme**, for the acquisition of the commercial and residential estates by qualified buyers are recommended. The LBO is designed to help qualified buyers acquire productive properties by advancing downpayments and paying the balance over a period of time, depending on the cash flow of the acquired enterprise. The assets of the firm are pledged to the bank as collateral. The repayment of the LBO credit should be limited to 10 years maximum. The mortgage scheme, on the other hand , is designed to help qualified buyers of commercial and residential premises acquire certain types of properties under specified conditions, through a partial credit mechanism. The repayment of the mortgage scheme should not exceed 5 years.

* To finance the rehabilitation/reconstruction of the productive properties, it is recommended that a Special Revolving Divestiture Fund (SRDF) be established at BOU and managed by the Development Finance Department. The SRDF will be comprised of a local currency component for the financing of the local costs for rehabilitation/ reconstruction and working capital and the foreign currency component for the financing of the importation of machinery, equipment, spare parts and agricultural inputs. The local currency portion will be funded from contributions from the BOU and commercial banks, proceeds from the cash sale of the properties including downpayments, loans repayments and non-refundable tendering application fees. The foreign currency component will be funded mainly from donor contributions.

* In case of credit sale, the properties in question and the corresponding title deed will be pledged to the lending institution as collateral.

* Participating banks should be given both the responsibility and the authority to select the credit buyers, appraise their rehabilitation/ reconstruction plans and extend the necessary credit under terms and conditions specified in the divestiture program.

* Banks should be empowered to repossess properties from the buyers in default and resell them within six months of the foreclosure through public tender.

* In administering the LBO or the mortgage credit schemes and/or in extending credit facilities for the rehabilitation/ reconstruction as well as for the working capital, banks should assume full credit risks and should be required to pay the SRDF on maturities whether they actually collect from the sub-borrowers or not.

* In administering LBO and mortgage credits, banks will act as agents of the GOU and will not be required to disburse their own funds to finance the purchase of these properties. But, since they are, nevertheless, required to bear full credit risks, they should retain 60 % of the interest collected as compensatory remuneration against their effort.

* For rehabilitation and working capital loans, banks should charge normal market interest rates.

* A special incentive bonus is recommended for banks that appraise and process requests for rehabilitation/reconstruction within 3 months of the application date and a separate bonus should also be paid to banks with 80% or better principal collection rate.

* A number of properties have been either completely dilapidated or have grown into bush, therefore, the only valuable asset is the land itself. It is recommended that these properties be liquidated and the corresponding lands be sold immediately so that they can be put into productive use by the new owners.

Issues Requiring Further Investigation and/or Clarification

The first issue that needs resolution involves a number of major industrial firms that were placed under the auspices of UDC. These firms are currently being studied under a World Bank sponsored program. It has not officially been determined whether these firms will be divested under the DAPCB program or under the World Bank privatization scheme. The firms under UDC management are probably among the largest DAPCB industrial properties therefore they should be included in the first list of properties to be divested

The second issue involves the high rate of inflation, which will cause the amount of outstanding loans under the DAPCB divestiture program to decapitalize in real terms over time. Two alternative methods of protecting the loan principal against inflationary erosion should be explored:

a. to denominate the loans in US dollars at a pre-determined exchange rate and periodically adjust the outstanding loan principal accordingly or,

b. to index outstanding loans against the rate of inflation and adjust the outstanding loans periodically at pre-agreed inflationary variances.

The problem with the indexation method is that salaries in Uganda are not indexed against inflation, therefore borrowers depending strictly on salaries will be unable to keep up with repayment schedule. Indexation, therefore, should only be applied against productive loans. The rate and the frequency of indexation must be determined by DFD at BOU.

All cash bids will be discounted at their respective present value in order to select the offer bid with the highest present cash value. The applicable discount rate could the same as the opportunity cost of capital in Uganda which could vary according to sectors. A unique rate should be established for the discounting of the offer bids.

Finally, the land on which petrol stations were built was, in most cases, leased to the Asians but the stations were built by the oil companies and operated by third parties. It is not clear at this point who is the legal owner of these stations. The case needs to be investigated and a legal opinion must be sought to resolve the issue before the start of the divestiture program.

In summation, the tasks to be performed are numerous requiring different degrees of experience and knowledge. The key players are also numerous, ranging from the GOU (different ministries), other public institutions (such as Bank of Uganda, UDC, City Councils), potential donor agencies to local banks and Ugandan private sector. Experience has taught us elsewhere that each key player has a role to play in the process of divesting public enterprises and unless their particular interests are taken into account and their participation well coordinated, the whole effort could be doomed to failure.

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THE SCIENTEX CORPORATION

CENTER FOR PRIVATIZATION

THE DEPARTED ASIANS PROPERTY CUSTODIAN BOARD

A STUDY OF THE POTENTIAL FOR DIVESTITURE

(Volume III -Appendices)

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SECTION A: POSITION DESCRIPTIONS FOR REORGANIZED DAPCB

EXECUTIVE DEPARTMENT

EXECUTIVE DEPARTMENT

DEPUTY DIRECTOR

Nature of Work

This is the highest level of professional administrative work in organizational operations management.

Work involves duties and responsibilities requiring a knowledge of a variety of professional administrative fields. Programs administered are of such complexity and scope as to require a high level of subordinate staff expertise and/or an organizational structure requiring multiple levels of professional supervision. Work is performed independently within broad policy boundaries and is reviewed by the Executive Director and Executive committee for overall department achievements of goals and objectives.

Examples of Work

- Manages all department programs of unusual importance and complexity; develops goals and objectives to achieve organization purposes; establishes and develops schedules and priorities for accomplishing goals; develops and defends budget requests and staffing patterns; develops policies, guidelines and procedures.

- Supervises and directs the activities of Department Managers.

- Consults with superiors on coordinating any activities with overall agency priorities, in addressing organization administrative problems and procedures, and in developing and instituting organization-wide directives and improvements.

- Consults with Internal Audit Department to help develop DAPCB evaluation activities; modifies DAPCB goals and objectives, based upon successes, failures and budgets.

- Prepares and/or approves management and productivity reports and studies.

- Represents the organization before internal and external groups at the request of the Executive Director.

Knowledge, Abilities and Skills

- Thorough knowledge of the principles and practices of public administration.

- Thorough knowledge of modern management methods.

DEPUTY DIRECTOR

Knowledge, Abilities and Skills (continued)

- Considerable knowledge of public personnel and fiscal/financial administration.
- Ability to exercise effective supervision over a staff of professional, administrative and clerical personnel.
- Ability to collect, correlate and analyze facts and devise solutions to administrative problems.
- Ability to comprehend, formulate and implement program goals, objectives and functions.
- Ability to use judgement and discretion in applying and interpreting policies and procedures.
- Ability to establish and maintain effective work relations with administrative officials, employees and the public.
- Ability to communicate effectively both orally and in writing.

Education and Experience

A master's degree in public or business administration, with major studies in finance and/or computer systems and 10 years of experience in administrative work, of which at least three years were in a managerial capacity; or an equivalent combination of education, training and experience.

EXECUTIVE DEPARTMENT

EXECUTIVE SECRETARY

Nature of Work

This is highly advanced secretarial work.

Work involves providing complex secretarial and administrative support for the DAPCB Executive Committee, the Executive Director and/or Deputy Executive Director. Work is performed under the general supervision of the Executive Director or Deputy Executive Director.

Examples of Work

- Coordinates work flow within the office; screens, stamps for file designation, and distributes incoming mail; ensures that materials are routed to the appropriate person for action or review and are responded to within required time-frames.

- Answers telephone and greets and screens visitors; ascertains the nature of the call, answers questions or refers the inquiry to the appropriate person or department.

- Screens a wide variety of telephone calls and visitors for the Executive; schedules meetings and appointments for the Executive; coordinates travel arrangements and accommodations, including estimating costs, making and confirming registrations and reservations, preparing appropriate requests forms to secure funds and obtain reimbursements.

- Schedules and coordinates arrangements for business meetings, luncheons, or breakfasts; arranges for rooms, refreshments, or meals; sends letters of invitations to guests; prepares materials; arranges for audiovisual equipment, or any other equipment or props needed.

- Prepares agenda packets for Executive meetings; takes and transcribes minutes of meetings; distributes minutes, as required.

- Maintains Office filing system; sets up new files, and retrieves information; maintains and updates cross-referencing system; maintains various logs and schedules as needed.

- Types a variety of correspondence, memos, forms, etc., utilizing word processing equipment as necessary; composes routine correspondence as required; takes minutes of meetings, transcribes, and prepares for distribution.

EXECUTIVE SECRETARY

Examples of Work (continued)

- Assures effective processing and tracking of personnel actions; maintains personnel information and files for employees who report directly to the Executive Director/Deputy Executive Director.
- Maintains inventory of office forms, supplies, and equipment; prepares purchase requirements; coordinates with vendors for maintenance and repair of equipment.
- Performs related work as required.

Knowledge, Abilities and Skills

- Thorough knowledge of office terminology, procedures and equipment, as well as, business, math and English.
- Knowledge of the structure, programs, and policies of the DAPCB.
- Ability to type accurately at a reasonable rate of speed.
- Ability to utilize or learn computerized word processing
- Ability to understand and carry out complex oral and written instructions.
- Ability to make decisions in accordance with established procedures and policies.
- Ability to perform office management details with minimal supervision.
- Ability to establish and maintain harmonious working relationships.
- Ability to deal effectively and courteously with the public, tenants, other employees, and outside agencies.
- Ability to maintain confidentiality of all information.

Education and Experience

Secondary school diploma, including or supplemented by college or business school courses in secretarial science; associate degree or business school certification in secretarial science or related field preferred; six years of progressively responsible secretarial or office management experience· or any equivalent combination of experience providing the cited knowledge, abilities, and skills.

INTERNAL AUDIT DEPARTMENT

INTERNAL AUDIT DEPARTMENT

CHIEF AUDITOR

Nature of Work

This is advanced professional, supervisory and administrative work in managing the Internal Audit Department of the DAPCB.

Work involves responsibility for short- and long-range planning of the comprehensive internal audit program for the DAPCB, establishing internal audit procedures, establishing scope and objectives of internal audits, and for evaluating achievements of the audit adjectives. Work is performed under the general supervision of the Director of the Office of Management Systems. To promote independence of the audit function, the incumbent also has a direct relationship with the DAPCB Executive Director who approves his/her performance evaluation. Supervision is exercised over subordinate professional and clerical audit staff. Work includes conducting special investigations and providing advice and assistance to the Executive Director and senior management staff.

Examples of Work

- Prepares comprehensive long-range and annual internal audit plans for the DAPCB including all departments.
- Establishes audit objectives and scope.
- Ensures achievement of audit objectives.
- Assigns audit resources in a manner that will effectively accomplish the long-range audit plan.
- Identifies and contracts for annual independent, financial audit of DAPCB.
- Monitors achievements of the long-range plan and suggest adjustments to the plan when necessary.
- Reviews internal audit working papers to verify they are complete and prepared in accordance with internal audit standards and procedures.
- Develops and administers the Audit Departmental Budget.
- Evaluates the performance of audit staff.
- Updates internal audit procedures as necessary and ensures adherence to the procedures.
- Reviews and approves audit reports prior to forwarding to the appropriate executive.

INTERNAL AUDIT DEPARTMENT

CHIEF AUDITOR

Examples of Work (continued)

- Supervises professional and clerical audit staff in the accomplishment of their assignments.
- Establishes an internal training program for audit staff.
- Develops and maintains the audit guide for DAPCB; prepares audit work plans covering a variety of internal audits.
- Works with DAPCB managers and Board to identify areas requiring special audits. Prepares and issues audit reports with recommendations for corrective actions; reviews reports and findings with DAPCB executives and department managers concerned.
- Conducts audits, establishes audit objectives, develops audit tests, collects and analyzes data.
- Makes recommendations on policies and procedures based upon findings of audits.
- Monitors and conducts follow-up assessments on audit findings to assure resolution of any problems identified in the reports.
- Performs special audits, studies or surveys as requested by the Executive Department.
- Makes recommendations on management, accounting, financial and other DAPCB issues as requested by the senior management staff.

Knowledge, Abilities and Skills

- Thorough knowledge of the theories, principles and techniques of internal auditing, internal control, management, accounting, finance, and budgeting in a municipal environment.
- Thorough knowledge of the laws, ordinances, and regulations governing municipal financial matters.
- Considerable knowledge of DAPCB policies and procedures governing all functional areas, and DAPCB accounting and financial systems.
- Ability to analyze and evaluate complex financial systems.

CHIEF AUDITOR

Knowledge, Abilities and Skills (continued)

- Ability to document problems and make recommendations for improvements.
- Ability to plan and supervise the work of subordinates.
- Ability to establish and maintain effective working relationships with DAPCB division staff and outside agencies.
- Ability to present and explain technical concepts clearly, orally and in writing.
- Ability to perform internal audits of financial and program operations of the agency.
- Ability to plan an internal audit program with procedures covering the scope of the audit(s) to be carried out.

Education and Experience

University or college degree with specialized study in accounting and auditing; four years progressively more responsible auditing experience; or any combination of education and experience which produces the requisite knowledge, skills and abilities.

INTERNAL AUDIT DEPARTMENT

ASSISTANT AUDITOR(S)

Nature of Work

This is responsible, professional auditing work. Work involves responsibility for presenting findings and recommendations. Work is performed under general supervision of the Chief Auditor and is reviewed for observance of standards and policies. Supervision may be exercised over subordinate support staff.

Examples of Work

- Performs difficult professional, financial, compliance and performance audits of DAPCB programs, across department lines.
- Interviews DAPCB employees, examines written records; obtains other evidence within the scope of the audit to support audit findings and recommendations.
- Prepares working papers to document the work performed during the audit and the basis for findings and recommendations.
- Ascertains the extent of compliance with established policies, plans, procedures, and federal, state, and local laws within the areas under audit.
- Reviews and appraises the soundness, adequacy, and application of internal controls within the systems assigned to audit.
- Drafts and present reports of findings and recommendations.
- Provides technical support to external independent auditors.
- Assists in performance of Electronic Data Processing (EDP) audits as required, and performs other related work as assigned.
- Interviews DAPCB employees; examines written records in order to audit the financial transactions and record keeping of the DAPCB.
- Identifies problems with DAPCB procedures for conducting financial transactions and maintaining appropriate documentation of its financial activities.
- Analyzes data collected utilizing knowledge of internal control, management principles, accounting principles, good business practices, and applicable laws, ordinances and regulations.

ASSISTANT AUDITOR(S)

Examples of Work (continued)

- Identifies operational problems leading to ineffective or inefficient operations or which may result in a loss of DAPCB assets; prepares written reports that clearly identify the nature and extent of the problem; formulates recommendations for management to correct the problem.
- Reviews DAPCB's accounting procedures and internal controls.
- Prepares reports on current operations and makes recommendations for improvement.
- Collects, analyzes and reports on financial and statistical data for special studies.

Knowledge, Abilities and Skills

- Considerable knowledge of the theories, principles, and techniques of internal auditing, internal control, management, accounting, finance and budgeting in a public/government environment.
- Considerable knowledge of the laws, ordinances, and regulations governing government financial matters.
- Considerable knowledge of the organization, functions, programs, and administrative policies and procedures of the DAPCB.
- Some knowledge of statistical analysis and computer applications.
- Ability to analyze and evaluate complex management systems.
- Ability to prepare financial reports, to analyze and evaluate financial systems and to document problems and make recommendations for improvement.
- Ability to document problems and make sound recommendations for improvement.
- Ability to establish and maintain effective working relationships.
- Ability to supervise and direct the work of others.
- Ability to present and explain technical concepts clearly, orally and in writing.
- Skill in planning and conducting interviews to collect information.

INTERNAL AUDIT DEPARTMENT

ASSISTANT AUDITOR(S)

Education and Experience

Graduation from an accredited four-year college or university with major course work in accounting and considerable experience in auditing, preferably in public sector or government; or any equivalent combination of acceptable education and experience providing the knowledge, abilities, and skills cited above.

INTERNAL AUDIT DEPARTMENT

EVALUATION SPECIALIST(S)

Nature of Work

This is advanced professional work involving the conduct of all non-financial audits of DAPCB operational departments.

Work includes the responsibility for conferring with the Deputy Executive Director to establish performance measures for each department and operational unit of the DAPCB; as well as with the Manager of the Administration and the Personnel Officer, to establish individual position performance measures for each employee in each department and at every level of the DAPCB. Work is performed under the supervision and in close consultation with the Deputy Executive Director.

Examples of Work

- Reviews and analyzes DAPCB Master Divestiture Work Plan in order to develop appropriate measures of progress toward divestiture goals.

- Consults with Department Managers to identify deficiencies in specific technical tasks capabilities of DAPCB personnel and contracts for short-term technical assistance to rectify such deficiencies.

- Confers with Department Managers and Personnel to help determine time-frames for completion of specific department and division objectives on a quarterly basis; and to identify individual personnel responsible for achieving critical divestiture tasks on a quarterly basis.

- Refines DAPCB Master Work Plan by establishing, regularly publishing, and widely disseminating throughout DAPCB and the appropriate GOU agencies, critical timelines for completion of micro-tasks; by designating objectives to be completed by each DAPCB department and operational unit; and by listing specific tasks to be completed by individual personnel in each department and division on a quarterly basis.

- Develops questionnaires, surveys and other instruments to measure DAPCB program progress.

- Writes regular evaluation progress reports and briefs Deputy Executive Director and Chief Auditor about progress being made by individual departments and divisions.

INTERNAL AUDIT DEPARTMENT

EVALUATION SPECIALIST(S)

Examples of Work (continued)

- Conducts regular studies projecting it minimum number of personnel required to carry out the DAPCB Divestiture Work plan tasks and; in each phase

- Conducts workshops in conjunction with Manager of Administration and Personnel Officer to explain performance evaluation program for DAPCB divestiture program and how it affects individual departments and divisions.

Knowledge, Abilities, Skills

- Knowledge of processes and procedures for implementing effective divestiture/privatization programs.

- Experience in designing and conducting program evaluation studies.

- Experience in designing evaluation instruments.

- Experience in collecting, coding, analyzing large data sets.

- Considerable knowledge of various methodologies of program evaluation.

- Skill in use of computerized statistical applications for purposes of evaluation research.

- Ability to communicate effectively orally and in writing.

- Ability to establish and maintain effective working relationships with DAPCB department managers.

Education and Experience

A master's degree in public administration, with major studies in survey research; five years of experience designing and conducting program evaluation in a managerial capacity; or any equivalent combination of education, experience and/or training providing the cited knowledge, abilities and skills.

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ADMINISTRATION DEPARTMENT

ADMINISTRATION DEPARTMENT

MANAGER, ADMINISTRATION

Nature of Work

This is highly responsible professional administrative work in managing a program of major scope and impact.

The duties and responsibilities require knowledge of a variety of professional administrative fields and include the supervision of a staff of professional, administrative and clerical personnel. Work is performed with independence within broad policies, directives and priorities and is subject to review for general program achievements by the DAPCB Deputy Executive Director.

Examples of Work

- Manages administrative and personnel functions of DAPCB; establishes and develops schedules and priorities for accomplishing goals; develops departmental budget and staffing patterns; develops personnel policies, guidelines and procedures.

- Supervises and directs the activities of a subordinate staff consisting of professional, administrative and clerical personnel.

- Consults with administrative superiors and department managers in coordinating requests for administrative services, in addressing DAPCB administrative problems and in developing and instituting DAPCB-wide administrative directives and improvements.

- Prepares personnel guidelines and reports and studies.

- Prepares department budget.

- Oversees the provision of general administrative support services for DAPCB departments and divisions.

- Supervises the non-technical and administrative activities of the DAPCB.

- Plans, organizes and supervises the work of technical and clerical offices services personnel; reviews and modifies operating procedures; maintains accounting and budgeting records and submits periodic reports and estimates to senior staff; assist management in administering personnel functions and training activities.

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ADMINISTRATION DEPARTMENT

MANAGER, ADMINISTRATION

Knowledge, Abilities and Skills

- Thorough knowledge of the principles and practices of public administration.
- Thorough knowledge of modern management methods.
- Considerable knowledge of public personnel and fiscal administration .
- Ability to exercise effective supervision over a staff of professional, administrative and clerical personnel.
- Ability to collect, correlate and analyze facts and devise solutions to DAPCB administrative problems.
- Ability to comprehend, formulate, and implement program goals, objectives and operations and to relate them to DAPCB administrative objectives and functions.
- Ability to use judgement and discretion in applying and interpreting personnel policies and procedures.
- Ability to establish and maintain effective work relations with other managers, employees and the public.
- Ability to communicate effectively, both orally and in writing.

Education and Experience

A university degree in public or business administration or a related field and nine years experience in administrative work, of which at least four were in a managerial capacity; or any equivalent combination of education, training and experience.

ADMINISTRATION DEPARTMENT
(PERSONNEL DIVISION)

PERSONNEL OFFICER

Nature of Work

This is advanced professional and managerial work in planning, directing and participating in the DAPCB's program of personnel management and staff development.

Work involves the responsibility for personnel management activities, the maintenance and application of classification and pay plans, the administration of recruitment, selection and employment reviews, countrywide staff training and employee development activities, employee relations and grievance administration, employee fringe benefits and records management, and personnel policies and procedures. Work extends to direct supervision of professional and clerical staff and interaction with the public officials. Work is performed under direction of the Deputy Executive Director and is reviewed in terms of quality of service rendered to operating soundness and suitability of policy and program recommendations and the general morale of the DAPCB services as influenced by the personnel program.

Examples of Work

- Directs and evaluates the development, review and interpretation of personnel policies and program practices for the DAPCB and presents recommendations for change, as appropriate.

- Plans, manages, directs and participates in a program of personnel management, including the administration of the classification and pay plans, recruitment, selection and employment services, staff training and employee development activities, employee relations and grievance, fringe benefit programs, record management, and personnel policies and procedures.

- Investigates classification and pay problems, grievance situations and possible violations of established policies and practices; presents findings; recommends solutions.

- Consults and advises department managers and the Executive Director on personnel policies and programs.

- Serves as a facilitator to resolve personnel problems and as liaison for the DAPCB to interact with any Employees' Committees.

- Reviews and makes recommendations re staffing requests from other DAPCB departments and prepares the annual budget for Personnel Office.

- Performs related work as required.

ADMINISTRATION DEPARTMENT
(PERSONNEL DIVISION)

PERSONNEL OFFICER

Knowledge, Abilities and Skills

- Thorough knowledge of modern principles and practices of personnel management and labor relations in the public service.
- Thorough knowledge of the laws, regulations and standards governing personnel policy and administration in the GOU.
- Thorough knowledge of the organization, functions, operations and occupational characteristics of the GOU.
- Thorough knowledge of modern principles and techniques of classification, pay, recruitment, selection and staff training; and personnel office organization, management functions and procedures.
- Ability to plan and supervise the work of technical and support staff.
- Ability to present, explain and equitably apply personnel policies and procedures.
- Ability to present technical findings effectively, orally and in writing.
- Ability to establish and maintain effective work relations with county officers and employees and with the public.

Education and Experience

Graduation from an accredited four-year college or university with major work in personnel psychology, labor relations, or a related field, preferably supplemented by graduate training in one of these fields and thorough professional and considerable supervisory experience in a public personnel environment; or any equivalent combination of acceptable education and experience providing the knowledge, abilities and skills cited above.

ADMINISTRATION DEPARTMENT
(PERSONNEL DIVISION)

ASSISTANT PERSONNEL OFFICER

Nature of Work

This is responsible professional and administrative work involving a variety of specialized tasks in public personnel administration.

Work involves performing specialized personnel management assignments in areas such as classification and pay, recruitment and selection and employee relations. Work is performed independently with a supervisor or employee available for technical advice and assistance as required.

Work involves processing documents,coding data for computer processing, administering employee benefits, providing standard information about personnel functions, procedures, or requirements and providing similar support duties to personnel division. Work is performed under the general supervision of the Personnel Officer.

Examples of Work

- Writes recurring and new vacancy announcements.
- Conducts initial orientation session for new hires; guides employees in completion of forms related to their appointments;provides information regarding employee benefits.
- Assists in counseling employees and advising supervisors on personnel matters.
- Performs miscellaneous clerical work such as preparing report statistics and special reports as required.
- Maintains technical records and documentation requiring computer data entry.
- Requisitions materials, supplies and equipment; monitors/controls office expenditures.
- Assists in conducting salary surveys and in analyzing data;reviews and recommends salary and classification actions.
- Develops screening profile scales for vacant positions and evaluates the qualifications of candidates against requirements;assists departments in qualified applicants for specific job openings.

ADMINISTRATION DEPARTMENT
(PERSONNEL DIVISION)

ASSISTANT PERSONNEL OFFICER

Examples of Work (continuation)

- Gathers, coordinates and develops statistical reports.
- Evaluates classifications and submits findings and recommendations for changes to classification and pay plans.
- Conducts on the job position audits to determine level and kinds of duties and responsibilities; submits analyses of information obtained and recommends allocation of positions to classes as a result of analyses.

Knowledge, Abilities and Skills

- Knowledge of accepted methods and practices of classification and pay, employee relations,testing and selection,training and applied research.
- Knowledge of governmental organizations and administration
- Some knowledge of statistical methods.
- Considerable knowledge of the basic principles and practices of public personnel administration.
- Considerable knowledge of the DAPCB's personnel policies and procedures.
- Ability to deal with a variety of people under different circumstances including pressure situations where accurate information must be provided.

Education and Experience

Graduation from a secondary school supplemented by university-level course work in public or business administration and considerable experience in a personnel office; or any equivalent combination of acceptable education and experience providing the knowledge, abilities and skills cited here.

ADMINISTRATION DEPARTMENT
(TRANSPORT DIVISION)

DRIVER(S)

Nature of Work

This position is responsible for safely delivering a variety of personnel, equipment and supplies to a number of locations. Work requires loading, unloading, and driving in a variety of weather conditions. Work involves responsibility for safe and efficient operation of a light motor vehicle in delivery of assigned materials on both routine routes and special deliveries. Work includes related manual work; loading, sorting, and handling mail, audiovisual materials, and other supplies. Work is usually performed with little supervision under tight time schedules. Workers in this class may be asked to assist in the warehouse or drive delivery truck. Work is performed under supervision of the Transport Officer.

Examples of Work

- Operates a light motor vehicle such as a pickup or other light truck to carry mail, mail, paychecks, equipment, packages, and various supplies between divisions of DAPCB and/or property sites.

- Prepares standard reports on vehicle operation and periodically has vehicle serviced and preventive maintenance performed, in order to maintain the vehicle in good driving condition.

- Maintains record of number of boxes, packages, equipment,and supplies delivered and completes appropriate delivery paperwork.

- May assume duties of mail coordinator or truck driver, as required.

- Loads, unloads and transfers heavy and delicate equipment.

- Assists in moving equipment from one property to another.

- May pick up supplies and items from vendors in the greater Kampala metropolitan area and up-country.

- Performs other duties as assigned.

- Considerable knowledge of safety regulations, equipment operation, and supply services procedures.

- Considerable knowledge of safely packing heavy and delicate equipment.

- Knowledge of the geography of the areas served and of Ugandan traffic laws.

ADMINISTRATION DEPARTMENT
(TRANSPORT DIVISION)

DRIVER(S)

Knowledge, Abilities and Skills

- Ability to operate an automobile, pickup truck, or light truck safely and skillfully.
- Ability to plan delivery routes.
- Ability to lift 75 pounds.
- Ability to maintain standard transport records and follow oral and written instructions.
- Ability to communicate effectively with DAPCB personnel.

Education and Experience

Graduation from secondary school; one year's previous driving experience desirable; or any combination of education, experience and training that would provide the cited knowledge, abilities and skills.

ADMINISTRATION DEPARTMENT
(ADMINISTRATIVE SUPPORT DIVISION)

SENIOR ADMINISTRATIVE OFFICER

Nature of Work

This is professional administrative work.

Work involves providing all centralized administrative support services to DAPCB departments and partial administrative services to a ministry or large department. Work also involves the review and improvement of assignments and projects. Supervision is exercised over a moderate support and clerical staff. Work is performed with considerable freedom within established policies and procedures and is reviewed by administrative manager.

Examples of Work

- Supervises and trains DAPCB support and clerical personnel
- Handles purchasing of office equipment & supplies, as well as, other ancillary function (i.e. major reproduction jobs, management of clerk/typist pool, ...etc) needed to support the work of the divisions.
- Conducts continuous reviews of the support management system and effects improvements or recommends changes.
- Assumes responsibility for managing and assigning security personnel.
- Assumes responsibility for establishing and managing central supply store facility for DAPCB.
- Provides the facilities, services, material and additional manpower needed by a DAPCB department/division on a weekly basis.
- Prepares schedules of weekly support activities
- Manages institutional publications supply and photocopying.

Knowledge, Abilities and Skills

- Considerable knowledge of the principles and practices of public administration.
- Considerable knowledge of modern office management methods.
- Knowledge of public personnel and fiscal ADMINISTRATION.

ADMINISTRATION DEPARTMENT
(ADMINISTRATIVE SUPPORT DIVISION)

SENIOR ADMINISTRATIVE OFFICER

Knowledge, Abilities and Skills (continued)

- Ability to exercise effective supervision over a staff of support DAPCB personnel.
- Ability to comprehend DAPCB program goals and operations and to relate them to requirements for administrative support from various departments.
- Ability to use judgement and discretion in assigning administrative support services to various DAPCB departments and divisions.
- Ability to establish and maintain effective work relations with DAPCB employees.
- Ability to communicate effectively, both orally and in writing.

Education and Experience

A university degree in public or business administration or a related field an five years or experience in administrative work, of which at least one year was in a supervisory capacity; or any combination of education, training and experience.

ADMINISTRATION DEPARTMENT
(ADMINISTRATIVE SUPPORT DIVISION)

STORE KEEPER

Nature of Work

This is specialized work in the operation of central supply facility.

Work involves supervising and participating in one or more supply functions such as stock control; requisitioning and ordering supplies; receipt, storage and issues of goods ; clearance and transport of incoming goods; and inspection and disposal of unserviceable equipment. Work is performed in accordance with established policies and procedures and under supervision of Senior Administrative officer.

Examples of Work

- Plans and coordinates the control and movement of goods and the maintenance of stock records.
- Initiates replenishment of stock.
- Supervises taking of inventories and reconciliation of discrepancies.
- Investigates shortages and recommends appropriate corrective action.
- Administers the Stores Section of the DAPCB's central supply service; supervises laborers in the receipt, storage and issue of a large number of fast-moving items of hardware, office equipment, stationary supplies,..etc.
- Directs storage of incoming items making best use of available space and having concern for the security, fire and weather hazards.
- Supervises the issue of items on the basis of approved requisitions from DAPCB Department Managers, adjustment of quantity tags and the annotation of the requisition to indicate items issued.
- Maintains security of stock and storage areas.
- Monitors and controls the clearance through GOU Customs of DAPCB imports and their delivery.
- Visits wharves, airports, warehouses and parcel post with shipping documents.
- Identifies goods and arranges for duty-free entry.
- Investigates shortages and damages.

ADMINISTRATION DEPARTMENT
(ADMINISTRATIVE SUPPORT DIVISION)

STORE KEEPER

Examples of Work (continued)

- Apportions work to haulage contractors; prepares monthly reports of activities.

Knowledge, Abilities and Skills

- Knowledge of the GOU's supply system operations, procedures, practices and documentation.
- Knowledge of statutes, regulations and policies governing assigned supply operations.
- Knowledge of the various types and grades of assigned commodities, equipment and supplies.
- Ability to supervise the work of others
- Ability to establish and maintain effective work relations.
- Ability to communicate effectively, both orally and in writing.

Education and Experience

Civil Service entry requirements plus successful completion of supply training course and three years of experience in supply work; or any equivalent combination of education, training and experience.

ADMINISTRATION DEPARTMENT
(ADMINISTRATIVE SUPPORT DIVISION)

SECURITY GUARD(S)

Nature of Work

This is security work including assisting in a variety of situations and minor custodial tasks. The work is performed under the continuing supervision of Senior Administrative Officer.

Examples of Work

- Meets and greets the public and residents.
- Monitors grounds, buildings, parking, and other areas to dissuade trespassing or other violations on DAPCB property; reports lights that are out or any unusual situation.
- Monitors fire alarm systems.
- Assures doors are locked and lights are turned out at night.
- Performs related work as required.

Knowledge, Abilities and Skills

- Ability to learn basic security and emergency procedures.
- Ability to work well with DAPCB personnel and the public.
- Ability to follow instructions and to relay information.

Education and Experience

Possession of any combination of training equivalent to the completion of a primary education.

LEGAL DEPARTMENT

LEGAL DEPARTMENT

LAWYER

Nature of Work

This is highly responsible professional, legal and administrative work managing the DAPCB Legal Department.

Work involves providing legal counsel to the Board of Directors, The Executive Director, Deputy Director and others on items that have DAPCB-wide implications. Work includes managing all the operations of the legal department. Supervision is exercised over all professional and clerical staff. Duties are performed under direction of the Executive Director or the Deputy Director.

Examples of Work

- Provides legal advice to Board of Directors and Executive Director regarding various issues that impact on DAPCB.
- Serves on special projects committees as assigned by Executive Director.
- Supervises, delegates to, and reviews materials from subordinates and other outside counsel.
- Provides legal advice to departments or assists in creating new contracts, forms, or procedures; researches legal background; develops policies and procedures to adhere to legal requirements.
- Attends wide range variety of meetings and participates on boards, task forces, and committees, as required.
- Acts on behalf of DAPCB and its employees in court proceedings.
- Reviews and negotiates contracts and agreements before they are implemented by DAPCB
- Performs related work as required.

Knowledge, Abilities and Skills

- Thorough knowledge of the common law of Uganda.
- Thorough knowledge of Ugandan judicial procedures and of the rules of evidence.

LEGAL DEPARTMENT

LAWYER

Knowledge, Abilities and Skills (continued)

- Thorough knowledge of the principles, methods, materials and practices of legal research.
- Thorough knowledge of methods and practices of pleading civil and property cases and of effective techniques in trail of cases
- Ability to analyze and interpret complex legal documents and instruments
- Ability to analyze, appraise, and organize facts, evidence,and precedents in highly complex cases and to present such material in clear and logical form for oral or written presentation, as brief, opinions, orders, or decisions.
- Ability to communicate effectively, both orally and in writing, and to prepare clear and concise reports and legal materials.
- Ability to provide sound legal advice to DAPCB officials on a wide variety of circumstances and situations.
- Ability to plan and assign the work and supervise staff of paralegal, legal assistant, legal secretary and clerical employees.
- Ability to deal tactfully and effectively with DAPCB officials, court officials and the public.
- Ability to draft instruments, legislation and opinions.

Education and Experience

Graduation from an accredited law school and a minimum of five years of experience practicing law in Uganda; or any equivalent combination of education and experience that provide the cited knowledge, abilities and skills.

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LEGAL DEPARTMENT

LEGAL SECRETARY

Nature of Work

This is highly responsible and specialized work providing secretarial and administrative support for the lawyer.

The duties include carrying out complex legal procedures, dealing with sensitive or controversial and confidential matters, and having substantial public and tenant contact. Work is performed under the continuing supervision of the lawyer.

Examples of Work

- Plans and organizes office workflow activities to meet department's objectives in a timely manner.

- Evaluates and modifies work procedures and methods to ensure quality, effectiveness, and efficiency of operations.

- Types correspondence, legal documents and forms, research memoranda, statistical reports, and related office material into final format requiring familiarity with legal terminology; assures conformity of office correspondence to established requirements and makes necessary changes in procedures as applicable.

- Prepares purchase orders and checks requests; operates photocopier and other office equipment and performs general clerical duties; prepares time sheets.

- Develops and administers operating records, and coordinates activities with other departments within DAPCB, and outside agencies and as appropriate.

- Examines and compares data for verification or discrepancies; reconciles errors and ensures accuracy and consistency of all legal information data processed; maintains office statistics.

- Establishes control procedures for legal document handling and storage and develops data collection and record systems along with the procedures for control, storage, and purging of documents in accordance with applicable laws and regulations; notarizes documents as needed.

- Supervises work of Legal Assistant(s) and clerical support

LEGAL DEPARTMENT

LEGAL SECRETARY

Knowledge, Abilities and Skills

- Considerable knowledge of standard office practices and procedures, equipment, and its application to legal proceedings.
- Considerable knowledge of legal terminology and proper information processing procedures.
- Considerable knowledge of DAPCB policies, procedures, rules, and regulations.
- Ability to make independent decisions in accordance with established policies and procedures.
- Ability to make learn and use specialized legal language and technical terms.
- Ability to work under pressure.
- Ability to prioritize, organize, and perform work independently.
- Ability to take minutes and transcribe accurately at a reasonable rate of speed.
- Ability to know the daily developments and progress of work performed under direction.
- Ability to establish and maintain effective working relationships with other employees, tenants, outside agencies, and the public.
- Ability to deal with public relations problems courteously and tactfully.

Education and Experience

Graduation from Secondary and three years of experience in legal office work; or any equivalent combination of experience providing the cited knowledge, abilities and skills.

LEGAL DEPARTMENT

PARALEGAL(S)

Nature of Work

This is paraprofessional work assisting the DAPCB lawyer in administrative and related legal matters.

Work involves performing varied administrative duties and legal research to assist processing of legal cases. As the employee becomes familiar with paralegal practices more complex duties are assigned including those requiring independent judgement to negotiate grievance settlements. Work is performed under the general supervision of the lawyer who reviews work for completeness and accuracy.

Examples of Work

- Review non-litigated and litigated files to assess completeness of data; types settlement authorization letter based on the DAPCB lawyer's settlement offer; and prepares litigation report for each case.

- Monitors a variety of cases and acts as liaison between DAPCB, outside counsel, and investigative firms; reviews all correspondence regarding claims and complies with requests for information.

- Reviews requests for tenant grievance hearings; schedules hearings; and represents DAPCB at informal hearings; negotiates agreements and drafts the agreement awards.

- Assist others in legal office by drafting and typing letters and memos; researching case histories; scheduling court dates; maintaining case files; or entering data on the computer.

- Answers correspondence or questions regarding grievances.

- Researches information as requested by the lawyer.

- Performs general office duties such as preparing check requests and purchase orders, operating office equipment, and the like.

- Performs related work as required.

PARALEGAL(S)

Knowledge, Abilities and Skills (Continued)

- Considerable knowledge of business English, spelling, punctuation, and arithmetic.
- Considerable knowledge of office practices and procedures.
- Ability to learn provision of and routine interpretation of regulations, policies and laws.
- Ability to communicate effectively, orally and in writing.
- Ability to establish effective work relationship with others.
- Ability to collect, organize, and analyze material and present recommendations.
- Ability to maintain and complete files.
- Skill in using standard office equipment, including typewriters and computers.

Education and Experience

Graduation from secondary school supplemented by college level courses in paralegal studies or three to five years legal administrative office experience; or any equivalent combination of experience providing the cited knowledge, abilities and skills.

LEGAL DEPARTMENT

LEGAL ASSISTANT

Nature of Work

This is administrative, legal support and limited research oriented work. The work involves serving as an assistant to the lawyer and other legal staff, conducting research as assigned, and maintaining the DAPCB law reference material.

Work is performed under the general supervision of the legal secretary.

Examples of Work

- Serves as legal assistant to the lawyer and other staff members as assigned.
- Maintains reference services by updating of materials, assuring effective reference materials procedures, selecting new publications as needed, and paying of publishers' invoices.
- Assists in preparing Board resolutions, drafts texts of resolutions, and by entering such information into word processor.
- Conducts legal and bibliographic research, as assigned.
- Performs a variety of general office duties such as preparing purchase orders, time sheets, and check requests; operates photocopier and other office equipment.
- Ensures, effective implementation of legal office processes and procedures, as well as, assessing the use of office machine technology, as needed.
- Performs related work as needed.

Knowledge, Abilities and Skills

- Thorough knowledge of legal office processes, procedures and appropriate equipment.
- Considerable knowledge of effective research methods and techniques.
- Considerable knowledge of basic law library processes and procedures.
- Considerable knowledge of modern office technology
- Ability to evaluate office equipment and software and to determine appropriate applications for law office use.

LEGAL ASSISTANT

Knowledge, Abilities and Skills (continued)

- Ability to conduct legal and bibliographic research.
- Ability to communicate effectively, both orally and in writing.

Education and Experience

Graduation from a secondary school and 1-2 years of experience as a legal assistant, including experience in the use of computers and word processors; or any equivalent combination of experience providing the cited knowledge, abilities and skills.

FINANCE AND DATA MANAGEMENT DEPARTMENT

FINANCE AND DATA MANAGEMENT DEPARTMENT

FINANCIAL MANAGER

Nature of Work

This is highly responsible professional and administrative work in directing the major financial functions and administration of the DAPCB, in which complex financial operations, relative to the divestiture program, go beyond the ordinary limits of appropriation accounting.

Work involves the application of both financial and management expertise to ensure that available financial resources are used most effectively to reflect established objectives and priorities and to achieve optimum cost-benefits relations. Work is circumscribed by legislation, government mandates and broad policies. Work may be complicated by such factors as the execution of capital and other projects under loan agreements requiring special control and reporting arrangements.

Work is performed with broad latitude for independent judgement within established policies and priorities and is reviewed for conformance to general directives and results achieved. Supervision is exercised over a staff of professional, sub-professional and clerical staff.

Examples of Work

- Continuously monitors DAPCB's revenues and expenditure and institutes measures to correct adverse trends detected.
- Compiles monthly summaries of the government's cash flow requirements and, if resources allow, selects other programs/projects to which funds may be allocated.
- Arranges for provision of funds from Contingencies Fund for projects not fundable from Consolidated Fund.
- Prepares expenditure warrants authorizing release of funds to departments of DAPCB.
- Takes corrective action to avoid problems arising from potential over expenditure of DAPCB funds.
- Directs the review and monitoring of the financial performance and projections of DAPCB Departments and Divisions.
- Assists managers to determine their working capital needs.
- Determines whether financial status of operating DAPCB enterprises dictates cessation of operations (effecting of economies, conservation of resources, etc.)

FINANCIAL MANAGER

Examples of Work (continued)

- Ensures that regular reviews of DAPCB's financial operations, performance and projections are conducted.
- Provides financial information to the Internal Audit Department and to DAPCB managers.
- Establishes and maintains efficient financial systems within the DAPCB and its units.
- Ensures that financial activities conform to statutory requirements and policy decisions.
- Maintains records summarizing all financial activity, both to maintain accountability and to provide essential management information.
- Receives, holds and disburses all cash on behalf of the DAPCB.
- Participates in developing the DAPCB's budgets.
- Interprets financial regulations.
- Prepares materials needed by the Executive Director, Minister of Finance for parliamentary appearances.

Knowledge, Abilities and Skills

- Thorough knowledge of the principles and practices of financial analysis management.
- Extensive knowledge of the principles and practices of management, particularly as they involve financial considerations.
- Considerable knowledge of the structure, functions and operations of the government sector.
- Extensive knowledge of budget preparation, analysis and forecasting.
- Knowledge of the application of electronic data processing to financial information systems.
- Ability to analyze financial operations of wide scope and a high degree of complexity; identify salient factors involved in determining financial status and take appropriate steps to correct or anticipate identified problems.

FINANCE AND DATA MANAGEMENT DEPARTMENT

FINANCIAL MANAGER

Knowledge, Abilities and Skills (continued)

- Ability to understand and appreciate the reciprocal impacts of financial administration and management operations.
- Ability to supervise others.
- Ability to establish and maintain effective work relations with officials of public sector agencies.
- Ability to communicate effectively, both orally and in writing.

Education and Experience

University degree in accounting, business administration, economics, management studies or a related field, plus specialized or postgraduate training in finance and management and ten years of experience in financial administration, of which at least three years were in a senior capacity; or any equivalent combination of education, training and experience.

FINANCE AND DATA MANAGEMENT DEPARTMENT (ACCOUNTING DIVISION)

CHIEF ACCOUNTANT

Nature of Work

This is highly responsible professional and managerial accounting work.

Work involves responsibility for planning, organizing, coordinating and directing the central accounting functions of DAPCB. In addition to control of accounting operations, work involves serving as principal technical adviser to the Finance Manager, in specific area of accounting. Work is performed with wide latitude for the exercise of independent judgement and initiative. Supervision is exercised over professional, sub-professional and clerical staff. Work is reviewed through periodic audits, reports, conferences and observation of results obtained.

Examples of Work

- Serves as principal accounting adviser to the Manager of Finance.
- Devises policies and procedures to ensure proper and uniform accounting methods in the central accounting organization.
- Instructs and advises agency accounting personnel in proper accounting and reporting methods.
- Deals with internal and external audits and responds to audit queries.
- Participates in preparation and execution of annual budgets and preparation of supplementary budget requests.
- Prepares annual statements of accounts.
- Assures that sufficient funds are available to meet expenditure requirements and invests excess general fund receipts in approved manner to maximize returns.
- Analyzes complex accounting source documents and individual accounting entries; monitors entries to journals, ledgers and control summaries to ensure that all information and data have been properly entered and recorded; prepares adjustments; identifies imbalances and unmatched entries; prepares balances and cross-references adjustments to source documents.
- Conducts statistical analyses on complex financial and accounting data in order to determine trends, make estimations and identify important changes; assigns expenditures, encumbrances, receipts and receivables according to established procedures; assigns cost data in accordance with financial statements and reports.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(ACCOUNTING DIVISION)

CHIEF ACCOUNTANT

Examples of Work (continued)

- Establishes or supervises the establishment of accounting and financial controls employed by the DAPCB.

- Examines expenditure and encumbrance documents for appropriateness and conformity with GOU policy guidance and applicable legal authorities.

- Prepare a range of complex financial reports and statements, including reports on disbursements and receipts, comparative revenues and expenditure forecasts.

- Reviews financial statements for account classification accuracy; prepares correction journals, and makes adjusting entries; analyzes and balances accounts and prepares reconciliations.

- Examines accounting practices in other GOU agencies for conformity with generally accepted accounting practices and principles, GOU policy guidance and legal requirements; recommends modifications to improve the efficiency and security of DAPCB accounting practices.

- Supervises upper-level accounting staff.

Knowledge, Abilities and Skills

- Extensive knowledge of GOU accounting principles, procedures and practices.

- Extensive knowledge of the provisions of Financial Administration and Auditing and other statutes, regulations and procedures relevant to standardized accounting activities.

- Knowledge of investment strategies and investment procedures.

- Knowledge of the application of computers to the establishment and maintenance of accounting systems.

- Considerable knowledge of the legal requirements and policy guidance governing DAPCB accounting and investment practices.

- Ability to prepare and install standard and specialized accounting procedures and forms.

- Ability to analyze and interpret organizational and procedural problems and to make appropriate recommendations regarding their solution.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(ACCOUNTING DIVISION)

CHIEF ACCOUNTANT

Knowledge, Abilities and Skills (continued)

- Ability to maintain general and subsidiary ledgers and journals.
- Ability to assure appropriate and effective cash management.
- Ability to prepare and interpret a range of accounting and financial statements and reports; skill in analysis and maintenance of accurate accounting records.
- Ability to develop accounting procedures and monitor their adoption.
- Ability to communicate effectively, orally and in written documents.
- Knowledge of the application of electronic data processing to accounting systems.
- Ability to plan, organize and supervise a complex central accounting organization or one or more major functions of a specialized financial department.
- Ability to devise and install changes and modifications in established accounting systems, procedures, records and controls.
- Ability to provide sound advice on accounting matters to higher level financial managers.
- Ability to obtain the cooperation of others and to secure their acceptance of recommendations.
- Ability to communicate effectively, both orally and in writing.

Education and Experience

College or university graduate with degree in accounting with some additional study in financial analysis. Four years of progressively responsible experience in accounting and financial analysis. Cash management and investment analysis experience is a highly desirable quality in the incumbent. An equivalent combination of education and experience is acceptable, provided that the requisite knowledge, skills and abilities are demonstrated.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(ACCOUNTING DIVISION)

ACCOUNTANT(S) II

Nature of Work

This is professional level accounting work.

Work involves responsibility for direction of all accounting functions for DAPCB.

Work requires utilization of professional accounting knowledge and abilities in conducting important accounting functions. This includes the selection of proper procedures from various alternatives and extends at times to the modification of existing accounting systems. Supervision is exercised over subordinate accounting personnel, i.e. (Assistant Accountants and/or Accountants I) Work is performed under the supervision of the Chief Accountant. Work is performed independently within established policies, procedures and accounting techniques and is reviewed by superiors through conferences, reports, audits and internal controls.

Examples of Work

- Examines, analyzes and reports on the recurrent expenditures of the agency.
- Prepares the agency's annual recurrent budget.
- Authorizes payments, controls budgetary requests and reports on monthly recurrent cash flow.
- Prepares applications for supplementary budget requests.
- Supervises the maintenance of appropriation accounts.
- Responds to audit queries and takes appropriate action on audit reports and recommendations.
- Deploys cash to and controls accounting returns from outstations.
- Prepare consolidated ministry reports.
- Authorizes the opening of accounts within the approved classification and coding system.
- Prepares cash flow forecasts.

ACCOUNTANT(S) II

Examples of Work (continued)

- Analyzes accounting source documents and individual accounting entries; monitors journal and ledger entries and control summaries to assure the proper recording of information and data; prepares adjustments, locates imbalances and entry anomalies; cross-references adjustments to source documents and prepares balances.

- Conducts statistical analyses on summarized data to identify trends and make estimations and identify important changes. Distributes expenditures, encumbrances, receipts and receivables according to established schedules; assigns cost data and information according to financial information contained in financial statements and reports.

- Prepares statements and invoices for delivery to governmental, parastatal and other clients of the DAPCB. Reconciles and cross-references records to any special accounting records maintained for government and parastatal clients or agencies.

- Establishes and modifies accounting controls used to record financial information and data; determines journal and ledger formats, including the types of accounts required to appropriately and accurately record financial transactions.

- Analyzes expenditure and encumbrance documents for appropriateness and conformity with policy directives and legal requirements; reviews and reconciles financial records.

- Assigns and reviews the work of Assistant Accountants to ensure that all data and information have been properly and accurately entered; locates and corrects imbalances caused by incorrect posting.

Knowledge, Abilities and Skills

- Ability to plan, organize and supervise a small central accounting system.

- Ability to analyze and solve a variety of accounting problems.

- Ability to establish and maintain effective relations with associates.

- Ability to communicate factual information, both orally and in writing.

- Skill in the operation of accounting office equipment.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(ACCOUNTING DIVISION)

ACCOUNTANT(S) II

Education and Experience

College or university graduate with specialization in accounting and four years of increasingly complex experience in accounting. An equivalent combination of education and experience may be used if there is sufficient evidence that the requisite knowledge, skills, and abilities are possessed.

FINANCE AND DATA MANAGEMENT DEPARTMENT (ACCOUNTING DIVISION)

ACCOUNTANT I

Nature of Work

This is the first level of professional accounting work.

Work involves the supervision of paraprofessional or clerical staff and in some instances, Assistant Accountants,in one or more standard accounting operations, including the maintenance of accounting records; the preparation of internal and external financial reports and statements; the operation of payment and collection stations; and the conduct of simple accounting investigations. Work is performed in accordance with established procedures and applicable laws, regulations and practices. Specific guidelines are not available in all situations and interpretation and modification may be necessary in the solution of some work problems. Work is performed under the general supervision of a higher level accountant and is reviewed by observation, through reports, and by internal and external audits.

Examples of Work

- Responsible for the accounting control of ministry programs; supervises a small staff in maintaining accounting records; prepares prescribed and ad hoc financial statements and reports; ensures that all necessary financial transactions are executed in accordance with applicable laws and regulations; prepares monthly forecasts of expenditures; and assists in the preparation of the annual budget.

- Supervises the maintenance of complete sets of accounts for an accounting activity, including subsidiary, general ledger, budgetary and controls accounts; the making of appropriate entries and the preparation of necessary reports of account status; responds to special requests for accounting information by collecting and developing needed data and preparing required reports.

- Supervises three accountants engaged in the operation of a ministry's disbursement, salaries and final accounts sections; clarifies directives governing payment for goods and services; issues instructions regarding proper lodgement of receipts; ensures accuracy of monthly final statement of accounts; requests funds for payments made under externally funded projects; authorizes disbursement of funds and payment of bills, salaries and allowances in absence of accounting superior.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(PAYROLL DIVISION)

ACCOUNTANT I

Knowledge, Abilities and Skills (continued)

- Knowledge of accounting principles, procedures and practices governing the receipt, custody and expenditure of funds.
- Knowledge of governmental accounting principles and practices.
- Ability to maintain a variety of standard accounting records and to prepare reports of account status.
- Ability to analyze and solve routine accounting problems.
- Ability to establish and maintain effective relations with associates.
- Ability to supervise others.
- Ability to communicate factual information clearly, both orally and in writing.
- Skill in the operation of calculators and other office equipment.

Education and Experience

University graduation with major course work in accounting; or Civil Service entry requirements, plus two years of experience as an Assistant Accountant.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(ACCOUNTING DIVISION)

ASSISTANT ACCOUNTANT(S)

Nature of Work

This is semi-professional accounting work with responsibility for supervising the maintenance of accounting records and the preparation of internal accounting reports. Work requires the preparation and maintenance of accounting journals and ledgers; analyzing and interpreting financial transactions, and developing a diverse range of financial accounting statements and reports. Tasks include analysis of accounting documents and entries for conformity with accepted accounting principles and standards; preparation and comparison of trial balances of various accounts, and performing special studies, including statistical analyses concerned with budgetary compliance.

Work normally involves posting, checking entries, balancing accounts and preparing trial balances. Work is performed according to established procedures, but with some independence. Guidance and assistance is available from higher level accounting personnel. Work is reviewed through observation and review of records and reports.

Examples of Work

- Calculates, prepares and ensures timely payment of monthly and weekly salaries and allowances and ensures the correctness of amounts paid.

- Participates in the receipt and posting of advances and capital accounts from journal voucher to respective subsidiary ledger.

- Prepares monthly statements.

- Reconciles monthly subsidiary balances with main ledger accounts.

- Reviews vouchers, invoices and other fiscal documents for completeness, accuracy, proper authorization, proper coding and other requirements.

- Notifies appropriate personnel of incorrect or incomplete accounting documentation and requests corrections/revisions.

- Develops accounting records and reports to ensure conformance to applicable laws, regulations and procedures.

- Analyzes accounting source documents and accounting entry procedures. Monitors such entries to ensure that they are properly and accurately recorded. Prepares adjustments, locates imbalances as well as unmatched entries. Incumbent makes cross-reference adjustments to source documents and prepares balances as necessary.

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FINANCE AND DATA MANAGEMENT DEPARTMENT
(ACCOUNTING DIVISION)

ASSISTANT ACCOUNTANT(S)

Examples of Work (continued)

- Distributes expenditures, encumbrances, receipts and receivables according to established schedules; allocates cost data according to financial statements and reports.

- Prepares statements and invoices for submission to governmental, parastatal and other clients; reconciles and cross-references accounting records with special accounts maintained for clientele of the DAPCB.

- Establishes and modifies, as needed, accounting controls used to record financial data; develops journal and ledger formats including identification of the types of accounts required to accurately and completely record financial transactions.

- Analyzes expenditure and encumbrance information to assess their conformity with existing financial control procedures and applicable legal restrictions.

- Assures that all accounting information and data have been correctly recorded; identifies and corrects imbalances attributable to incorrect posting.

- Assigns and reviews the work of clerical personnel engaged in memoranda recording, financial transactions and other accounting records.

- Performs related work as required.

Knowledge, Skills and Abilities

- Considerable knowledge of basic accounting practices, procedures and methods, as well as related laws and regulations.

- Considerable knowledge of, and the ability to learn the basic GOU accounting principles and practices.

- Ability to maintain general and subsidiary ledgers and journals.

- Ability to prepare and interpret a variety of accounting statements, financial records and reports.

- Ability to assign and review the work of clerical staff engaged in the maintenance of financial records.

- Ability to communicate effectively, orally and in written documents.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(ACCOUNTING DIVISION)

ASSISTANT ACCOUNTANT(S)

Knowledge, Skills and Abilities (continued)

- Skill and accuracy in the analysis and maintenance of accounting records.
- Skill in operation of calculators, adding machines and the standard accounting office equipment.

Education and Experience

College or university graduate with specialization in accounting and two years' experience in accounting. Or, "A" level certificate with specialization in accounting and 3 years of advanced accounting experience. Other combinations of education and experience may be used if they demonstrate the possession of the requisite knowledge, skills and abilities.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(BUDGET DIVISION)

BUDGET ANALYST

Nature of Work

This is highly responsible professional and administrative work in directing the DAPCB's budget operations.

Work involves responsibility for developing and implementing central budget systems, analyzing and modifying budget proposals submitted; controlling the execution of DAPCB budgets. Work is performed under the general supervision of the Finance Manager. Work is reviewed in terms of broad achievement of government goals. Supervision is exercised over a staff of budget support personnel.

Examples of Work

- Plans, organizes, coordinates and supervises the activities of the Budget Division to ensure that the financial resources of the DAPCB are allocated and managed on a basis which reflects the objectives and priorities.

- Directs the analysis of DAPCB budget proposals for compliance with budgeting policy, operational viability, cost/benefits ratio, and cost levels; advises the Finance Manager on financial and policy implications of budget proposals; directs the preparation of draft estimates, supplementary estimates and final supplementary estimates of DAPCB departments.

- Directs the monitoring of budget implementations, the periodic review of agency expenditures and the determination of the advisability of continuing expenditures as originally approved.

- Advises on implementation strategies and develops modules to project recurrent expenditures.

- Develops and prepares budget requests for the operating units and other activities of the agency.

- Reviews departmental estimates for conformity with DAPCB goals, objectives and policies.

- Performs careful examination of budget requests; advises operating components of receipt, review and results of .

FINANCE AND DATA MANAGEMENT DEPARTMENT
(BUDGET DIVISION)

BUDGET ANALYST

Knowledge, Abilities and Skills

- Extensive knowledge of the objectives, priorities, policies, functions and activities of the DAPCB.
- Extensive knowledge of budgeting principles, techniques and practices.
- Thorough knowledge of management principles and practices.
- Considerable knowledge of the capabilities of electronic data processing in relation to budget operations.
- Ability to plan and implement complex financial management analyses, to devise solutions to problems identified and to present them in a clear, concise manner.
- Ability to visualize the impact of budget procedures and policies on line agencies.
- Ability to administer a budget organization and coordinate a large variety of budget operations.
- Ability to present the cooperation of others, and to secure acceptance of ideas and recommendations.
- Ability to learn the use of computer applications in budgeting.
- Knowledge of principles of public finance and accounting.

Education and Experience

University degree in accounting, business administration, economics, management studies or a related field, plus specialized or postgraduate training in finance and management and 4 years of experience in financial administration, of which at least 2 years were in a senior budgeting capacity; or any equivalent combination of education, training and experience.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(BUDGET DIVISION)

BOOKKEEPER

Nature of Work

This is skilled clerical work maintaining financial records and processing financial transactions. The work includes maintaining records and preparing reports as needed. The work is performed under the general direction of the Budget Analyst.

Examples of Work

- Maintains complete bookkeeping system for the DAPCB
- Makes financial reports to supervisor
- Maintains accurate records and prepares book rental reports
- Prepares and routes purchase orders and vendors invoices
- Maintains financial filing system
- Prepares financial statements, checkbook reconciliations, and bank statement reconciliations for supervisor.

Knowledge, Abilities and Skills

- Considerable knowledge of office procedures and equipment and basic bookkeeping practices.
- Ability to work accurately and quickly, accounting for large sums of money.
- Skill in maintaining accurate records and accounts
- Ability to perform general office duties.
- Ability to work well with others.

Education and Experience

Graduation from a secondary school; two years of general office or clerical experience including some experience in keeping financial records; or any combination of experience and training that would provide the requisite knowledge, abilities and skills.

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FINANCE AND DATA MANAGEMENT DEPARTMENT
(BUDGET DIVISION)

BUDGET CLERK

Nature of Work

This is semi professional work involving the processing of invoices, transportation/travel vouchers, and other budget support tasks as determined by the Budget Analyst.

Examples of Work

- Maintains budget files ensuring they are complete and up to date on a weekly basis.
- Assist Bookkeeper and/or Budget Analyst to prepare petty cash reports .
- Assist Bookkeeper and/or Budget Analyst to monitor all project vehicle records and accounts.
- Process vouchers, invoices, etc.
- Maintain and reconcile petty cash records.

Knowledge, Skills, Abilities

- Basic mathematical knowledge.
- Understanding of modern office practices.
- Knowledge of basic office equipment and ability to utilize or learn use of adding machines, calculators.
- Good oral and written communication skills.
- Ability to work independently, quickly and accurately

Education and Experience

Graduation from n accredited secondary school with some advanced training beyond secondary level. At least three years experience working in an budget office in a public or private setting.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(PAYROLL DIVISION)

CHIEF CASHIER

Nature of Work

This is advanced managerial and administrative work involving the collection of all DAPCB revenues.

Work involves collecting taxes and other revenues and depositing and processing all receipts; signing all checks and; reconciling bank accounts. Work is performed under the general supervision of the Financial Manager, who provides policy and procedural guidance. Work is performed independently and is reviewed by the Financial Manager for adherence to policy direction.

Examples of Work

- Plans, assigns, coordinates, and reviews the work of a subordinate staff involved in receiving cash from various DAPCB operations.
- Manages the distribution of the receipts to the proper funds, prepares daily cash reports and maintains records relating to bank deposits and withdrawals.
- Prepares and distributes DAPCB personnel payroll.
- Confers with members of the public who are requesting service or complaining about revenue collection problems, and disposes of these cases in accordance with established division and departmental policies and regulations.
- Confers with GOU government agencies, financial institutions, to resolve problems of mutual concern.
- Supervises the collection of all DAPCB revenues before divestiture, including any taxes and fees received from rentals of DAPCB properties and maintains accounts receivables for same.
- Supervises the signing of and control of all checks and the reconciliation of all bank accounts.
- Coordinates preparation and the collections reports for the Financial Manager.
- Prepares routine and special financial reports as required.
- Performs related work as required.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(PAYROLL DIVISION)

CHIEF CASHIER

Knowledge, Abilities and Skills (continued)

- Thorough knowledge of accounting principles and practices, with emphasis on governmental accounting and its use in application of Accounting Data Processing (ADP) equipment.
- Thorough knowledge of GOU laws and ordinances governing collection of funds.
- Thorough knowledge of the operations of the DAPCB cashier's office.
- Thorough knowledge of banking practices and cash processing procedures of commercial institutions.
- Considerable knowledge of accounting principles and practices.
- Ability to plan, assign, and supervise the work of a group of payroll support personnel in a manner conducive to full performance and high morale.
- Ability to establish and maintain effective working relationships with subordinates; other employees; bank officials; and the public.
- Skill in conducting personal and telephone contacts with a wide range of individuals.

Education and Experience

Graduation from an accredited four-year college or university, with major course work in accounting and thorough cash collection experience, including considerable supervisory experience; or any equivalent combination of acceptable education and experience providing the knowledge, abilities, and skills cited above.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(PAYROLL DIVISION)

ASSISTANT CASHIER

Nature of Work

This is responsible administrative work involving the collection of DAPCB revenue.

Work involves assisting in the collection of revenues and deposits; signs all checks; and reconciles bank accounts. Work is performed under the general supervision of the chief cashier, who provides instructions on special projects. Wok is performed independently and is reviewed as needed by the chief cashier for adherence to instructions.

Examples of Work

- Assists in the day -to- day operations involved in the collection of all revenues.
- Assist in preparation distribution of DAPCB personnel payroll.
- Manages the collection of delinquent revenues.
- Performs a variety of administrative task, such as responding to correspondence from DAPCB clients; assisting in the formulation of policies and procedures; authorizing refunds and journal entries; substituting for subordinate personnel during absences at peak workload periods; and assisting the internal auditors as necessary.
- Acts in the absence of the chief cashier; assists in supervising and advising subordinate personnel on difficult or unusual problems or procedures.
- Maintains responsibility for accounts receivables.
- Confers with other Government of Uganda or DAPCB departments, tracks inventory records for storage, and reviews bank reconciliation, as needed.
- Performs related work required.

Knowledge, Abilities and Skills

- Thorough knowledge of accounting principals and practices, with emphasis on governmental accounting and its use in application of Accounting Data Processing (ADP) equipment.
- Considerable knowledge of GOU codes/laws and ordinances governing collection of funds.

ASSISTANT CASHIER

Knowledge, Abilities and Skills (continued)

- Considerable knowledge of the operations of the cashier's office.
- Considerable knowledge of banking practices and cash processing procedures of commercial institutions.
- Ability to plan, assign and supervise the work of payroll clerical personnel in a manner conducive to full performance and high morale.
- Ability to communicate effectively, both orally and in writing, and to recognize and overcome attitudes or emotions that hinder effective communication.
- Ability to establish and maintain effective working relationships with subordinates; other employees; and the public.
- Skill in conducting personal and telephone contacts with a wide range of individuals.

Education and Experience

Graduation from an accredited four-year college or university with major course work in accounting or business administration and considerable experience in cash collection; or any equivalent combination of acceptable education and experience providing the knowledge, abilities, and skills cited above.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(PAYROLL DIVISION)

PAYROLL CLERK(S)

Nature of Work

This is entry-level work involving receiving, depositing, and maintaining custody of cash items or other clerical cash processing.

Work involves receiving cash for DAPCB rental properties; transmitting receipts to the Assistant Cashier and preparing and maintaining fiscal or related records. Work also involves providing information to DAPCB clients and the public seeking information regarding the DAPCB's activities. Work is performed under the continuing supervision of Assistant Cashier, who provides instructions on new or problematic situations and reviews the work for completeness and accuracy.

Examples of Work

- Operates cash register to receive fees and other revenues.
- Prepares daily cashier report; assists in preparation of DAPCB payroll.
- Receives clients and other DAPCB personnel; provides routine information; answers telephone; refers more difficult complaints to Assistant Cashier for resolution.
- Operates a cash register, calculator, microcomputer, and/or other standard cashier office equipment.
- Reviews daily cashier reports for completeness and accuracy; compiles such reports into a single department financial sheet; prepares daily financial reports and routes to Cashier.

Knowledge, Abilities and Skills

- Some knowledge of standard cashiering principles, practices and procedures.
- Some knowledge of standard procedures and methods.
- Ability to communicate effectively, orally and in writing.
- Ability to establish and maintain effective working relationships with DAPCB employees, and the public.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(PAYROLL DIVISION)

PAYROLL CLERK(S)

Education and Experience

Graduation from secondary school; or any equivalent combination of acceptable education and experience providing the knowledge, abilities and skills cited above.

(-Payroll clerks may be assigned special duties now being performed by DAPCB Salaries or Ledger Clerks.)

FINANCE AND DATA MANAGEMENT DEPARTMENT
(DATA MANAGEMENT DIVISION)

SYSTEMS ANALYST(S)

Nature of Work

This is advanced technical and professional work involving the design and development of computer programs for different types of equipment configurations and diverse applications performed in a data processing environment. Work involves the responsibility for analyzing and documenting various user systems or processes, determining the adaptability and feasibility of converting the system to data processing.

Work requires an analysis of user needs, development of software applications, and providing necessary technical support to the DAPCB's computer users. The incumbent also provides expert advice on computer and related equipment purchases and utilization and is performed under the general supervision of the Financial Manager.

Examples of Work

- Studies, designs, develops and installs computer-based information management systems.
- Maintains and modifies existing systems; determines requirements or changes necessary to adapt from the existing work system or process to the proposed data processing system.
- Conducts cost and other feasibility studies concerned with the computer needs of DAPCB.
- Makes recommendations on computer applications and defines means of achieving them through the use of computers.
- Develops and maintains adequate documentation regarding the design, objectives and operations of DAPCB application systems.
- Illustrates the flow of information in existing and proposed work systems and processes by preparing systems specifications and other documentation.
- Produces guidelines for programmers and assists computer programmer in resolving problems involving program intent, input-output requirements and other procedural technical items.
- Performs applications or software programming work as needed
- Instructs personnel in the use of new system and forms.

SYSTEMS ANALYST(S)

Examples of Work (continued)

- Serves as principal point of contact with suppliers of computer services, hardware and software

- Prepares periodic technical reports on the status of the DAPCB's computer operations

Knowledge, Abilities and Skills

- Thorough knowledge of the principles and practices of computer programming and analysis and of techniques used in systems analysis and design.

- Extensive knowledge of the functions and capabilities of data processing and the capabilities of installed computers.

- Ability to prepare technical reports for a non-technical audience. Ability to give and follow oral and written instructions.

- Ability to maintain effective working relationships with other employees and computer personnel.

- Knowledge of modern office procedures, practices and methods.

Education and Experience

Graduation from a university with a Bachelor's equivalent degree in Computer Science, Statistics, Mathematics or related field and two years of experience in programming and systems analysis or any combination of education, training and experience which provides the foregoing knowledge, abilities and skills.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(DATA MANAGEMENT DIVISION)

COMPUTER PROGRAMER(S)

Nature of Work

This is the full functioning level of applications programming performed in a data processing environment.

Work includes the responsibility for converting predetermined system information and specifications into the basic logic patterns used by a computer and then translating the logic into an appropriate symbolic code which is entered into the computer to process and execute the job. Work is performed under the general supervision of the consulting Systems Analyst.

Examples of Work

- Reviews and analyzes system specifications for completeness and compatibility with computer programming capabilities.
- Confers with Systems Analyst and other DAPCB personnel to resolve program intent,input/output requirements, and the use of internal checks and controls.
- Analyzes block diagrams, flow charts other prepared graphic forms for errors in logic and machine capabilities.
- Participates in feasibility and system studies or advises on computer programming.
- Performs related work as required or assigned.

Knowledge, Abilities and Skills

- Considerable knowledge of the principles and practices of computer programming and of computer programming capabilities.
- Extensive knowledge of block diagramming and symbolic language.
- Considerable knowledge of both computer and data processing practices, procedures and techniques.
- Ability to learn to develop methods for adapting various work systems and processes to electronic data processing techniques.

FINANCE AND DATA MANAGEMENT DEPARTMENT
(DATA MANAGEMENT DIVISION)

COMPUTER PROGRAMER(S)

Knowledge, Abilities and Skills (continued)

- Ability to communicate effectively both orally and in writing, concerning procedures of a technical nature.

- Ability to establish and maintain effective working relationships with others.

Education and Experience

Successful completion of undergraduate degree, including English and mathematics, supplemented by training in one or more Computer Languages (ie. COBOL, FORTRAN, etc.); the successful completion of Job Control Language and Data Controls course and three years of experience in computer programming; or any combination of education, training and experience which provides the foregoing knowledge, abilities and skills.

PROPERTY MANAGEMENT DEPARTMENT

PROPERTY MANAGEMENT DEPARTMENT (AGRICULTURAL/AGRO-INDUSTRIAL/INDUSTRIAL /COMMERCIAL/RESIDENTIAL/MAINTENANCE DIVISIONS)

SUPERINTENDENT(S)

Nature of Work

This is highly responsible technical, administrative and supervisory work in the maintenance of DAPCB properties in each of the four sectors: agricultural, agro-industrial, commercial and residential.

Work involves responsibility for the management of agricultural, agro-industries, commercial, industrial, and residential properties in Kampala and up-country. Included are the maintenance of roads and associated structures, DAPCB leased buildings, plants, and equipment. Work also involves the administrative and financial management of these properties. Instructions are received in written and oral form and are carried with wide latitude for exercise of technical judgement. Work is reviewed for general adequacy and timely completion by the manager of the Property Management Department.

Example of Work

- Plans, directs and coordinates the execution of approved property maintenance activities throughout Kampala and the up-country regions.
- Ensures that maintenance work is done in compliance with established policies, priorities and standards.
- Acts as coordinator for property maintenance requirements in all regions of Kampala and up-country.
- In consultation with the Department Manager, allocates funds and resources on the basis of DAPCB priorities, workloads and approved maintenance programs.
- Checks financial statements and progress reports submitted by Property Inspectors in his division; advises Department Manager of any unfavorable trends or trouble spots.

Knowledge, Abilities and Skills

- Thorough knowledge of maintenance, of either agricultural, agro-industrial, commercial or residential principles, and techniques.
- Thorough knowledge of the DAPCB properties and cost-effective use of maintenance materials.

PROPERTY MANAGEMENT DEPARTMENT
(AGRICULTURAL/AGRO-INDUSTRIAL/INDUSTRIAL
/COMMERCIAL/RESIDENTIAL/MAINTENANCE DIVISIONS)

SUPERINTENDENT(S)

Knowledge, Abilities and Skills (continued)

- Thorough knowledge of the types, uses and capabilities of small and heavy equipment.
- Considerable knowledge of the local and non-local maintenance and construction resources available to the DAPCB.
- Considerable knowledge of the basic principles of management and financial accountability.
- Ability to administer an extensive property maintenance program.
- Ability to establish and maintain effective work relationships with associates, official of other ministries and statutory bodies, local government officials and the public.
- Ability to communicate clearly, both orally and in writing.

Education and Experience

Post secondary school diploma plus specialized training courses in management, and five years of experience in maintenance work, of which at least four years were in a supervisory or managerial capacity; or any equivalent combination of education, training and experience.

PROPERTY MANAGEMENT DEPARTMENT
(AGRICULTURAL/AGRO-INDUSTRIAL/INDUSTRIAL
/COMMERCIAL/RESIDENTIAL/MAINTENANCE DIVISIONS)

PROPERTY INSPECTOR(S)

Nature of Work

This is specialized technical and administrative work in the maintenance of all DAPCB properties.

Work involves responsibility for the management of all properties in Kampala and up-country. Work involves the maintenance of associated structures, DAPCB leased buildings, and the maintenance of plants, vehicles and equipment. Work also involves the administrative and financial management of these activities. Supervision of staff, consisting of craftsmen, laborers and administrative personnel, is involved. Technical, financial and administrative instructions are received in both oral and written form and are carried out with some latitude. Work is reviewed through periodic reports and inspections.

Examples of Work

- Executes and controls maintenance activities in accordance with DAPCB organizational objectives.
- Visits work sites to inspect progress, ensure optimum utilization of labor, plant and materials, and maintains correct quality standards.
- Prepares cost estimates of proposed works; prepares contract agreements for approved works and awards contracts for works up to US $2,000.
- Ensures that expenditures and commitments of funds do not exceed amounts authorized by Senior Property Management Supervisor.
- Approves and certifies payment vouchers; checks cash books and cash balance on regular basis.
- Investigates claims and complaints from public and prepares reports and recommendations.
- Checks quality of materials and methods of construction.
- Performs inspections of existing buildings for hazardous conditions, structural failures, or improper uses.
- Answers questions from private citizens, contractors, and builders.
- Inspects work of maintenance/engineering aides and advises maintenance division of inadequately performed work.

PROPERTY INSPECTOR(S)

Examples of Work (continued)

- Requisitions parts and materials for repairs and maintenance of DAPCB properties.
- Recommends personnel engagement, transfer, dismissal, promotion, salary and allowance increases; takes appropriate disciplinary action; instructs and trains staff of craftsmen.

Knowledge, Abilities and Skills

- Considerable knowledge of the maintenance and construction principles and techniques.
- Considerable knowledge of the DAPCB properties and uses of road and building construction and maintenance materials.
- Considerable knowledge of the types and uses of maintenance equipment.
- Some knowledge of the basic principles of management activities.
- Ability to plan and coordinate a variety of maintenance activities.
- Ability to supervise others.
- Ability to establish and maintain effective work relations with associates, and the public.
- Skills in the operation of maintenance equipment.

Education and Experience

Secondary school diploma plus specialized training courses in management and maintenance/construction and five years of experience in maintenance/construction work, of which at least one year was in a supervisory or managerial capacity; or any equivalent combination of education, training and experience.

PROPERTY MANAGEMENT DEPARTMENT (AGRICULTURAL/AGRO-INDUSTRIAL/INDUSTRIAL /COMMERCIAL/RESIDENTIAL DIVISIONS)

CENTRAL REGISTRY CLERK(S)

Nature of Work

This is clerical work overseeing central registry operations. the work involves processing receipts, filing and efficient retrieval of records and data concerning the properties of the DAPCB. General supervision is provided by the Superintendent, through regular review conferences which look at such things as accuracy of filing system, adequacy of receipt processing and efficiency of retrieval of documents.

Examples of Work

- Processes or supervises the process of all files and data pertaining to the work of the Department of Property and Claims.
- Assures that entry of data and information on DAPCB properties is assigned to the proper registry location
- Assures that all files are current and accessible.
- On instruction from the Superintendent, purges files; prepares files for archives, or disposal.
- Prepares periodic reports and maintains records regarding the registry and its contents.
- Looks for more efficient means of handling the work of the Central Registry.
- Maintains contact with data management to assure coordination of electronic data entry and record-keeping requirements

Knowledge, Abilities and Skills

- Considerable knowledge of the work of the Department of Property Management and its information requirements.
- Considerable knowledge of record-keeping systems and procedures and government regulations concerning standards for retention and disposal of records.
- Knowledge of business mathematics.
- Ability to prepare and deliver reports, orally and in writing.

CENTRAL REGISTRY CLERK(S)

Knowledge, Abilities and Skills (continued)

- Ability to work well with others.
- Ability to communicate effectively with superiors.
- Ability to learn use of computers and other office equipment.

Education and Experience

"A" level certificate with 3 years general office experience, preferably in a related record-keeping position with some supervisory experience; or, an "O" level certificate with 5 years experience as indicated in the previous part; or any combination education and experience which meet the minimum qualifications of knowledge, abilities and skills.

PROPERTY MANAGEMENT DEPARTMENT
(MAINTENANCE DIVISION)

PLUMBING INSPECTOR(S)

Nature of Work

This involves technical and lead work in the review of plumbing systems plans and the inspection of buildings under construction for compliance with legal standards.

Work may include inspection of agricultural, commercial and residential properties. Inspections include installation of fixtures; installation of piping in floors, walls, and ceilings; and sewer and water lines outside the building. Inspections assure structural soundness and fire stopping safety. Work is performed under general supervision, and results are subject to quality control inspection.

Examples of Work

- Reviews plumbing systems and inspects plumbing systems inside and outside buildings for compliance with building code requirements and/or for application of safe practices.
- Checks quality of materials and methods of construction.
- Investigates plumbing systems complaints and conditions of buildings.
- Performs inspections of existing plumbing systems for hazardous conditions or improper uses; checks cross-connections in commercial, industrial and residential buildings.
- Approves final inspection certificates.
- Advises the Senior Property Management Supervisor in writing as to the issuance of violation notices, where plumbing is not being made in compliance with regulation as to methods and/or materials.
- Answers questions from private citizens, contractors and builders.
- Checks basic plans to determine compliance with codes.
- Testifies in court on code violation cases.
- Prepares reports and maintains records regarding inspections.
- Performs related work as required.

PROPERTY MANAGEMENT DEPARTMENT
(MAINTENANCE DIVISION)

PLUMBING INSPECTOR(S)

Knowledge, Abilities and Skills

- Thorough knowledge of all types of plumbing systems, methods and stages of plumbing when possible violations and defects may be most easily observed and corrected.
- Ability to detect poor workmanship, interior materials, and hazards of fire and collapse.
- Ability to read and interpret plans, specifications, and blueprints of ordinary complexity quickly and accurately.
- Ability to establish effective working relationships with contractors and the public.
- Ability to deal firmly and tactfully with people in enforcing ordinances and codes.
- Ability to lead the work of others and to act for supervisor in his/her absence.

Education and Experience

Graduation from secondary school and thorough experience in the plumbing-building-construction trade; or any equivalent combination of education and experience providing the knowledge, abilities and skills cited above.

PROPERTY MANAGEMENT DEPARTMENT
(MAINTENANCE DIVISION)

ELECTRICAL INSPECTOR(S)

Nature of Work

This is technical work in the review of electrical installation plans and the inspection of buildings.

Work may involve commercial, industrial and residential properties. Inspections include wiring, electrical devices, and equipment. Inspections assure proper spacing of outlets, adequate wire size and motor size, and proper hookups. Work is performed under general supervision and results are subject to quality control inspections.

Examples of Work

- Reviews electrical installation plans and inspects electrical installations of buildings for repairs or for compliance with building code requirements.
- Checks quality of materials and methods of construction.
- Enforces erosion control ordinances.
- Investigates electrical installation complaints and conditions of buildings where fires have occurred.
- Performs inspections of existing electrical installation for hazardous conditions, structural failures or improper uses.
- Approves final inspection certificates.
- Advises the Senior Property Management Supervisor in writing of violations.
- Answers questions from private citizens, contractors and builders.
- Performs basic plan, checking to determine compliances with codes.
- Prepares reports and maintains records regarding inspections.
- Performs related work as required.

Knowledge, Abilities and Skills

- Thorough knowledge of all types of electrical installation and violation and defects.
- Ability to detect code violations, inferior materials and hazards of fire and collapse.

ELECTRICAL INSPECTOR(S)

Knowledge, Abilities and Skills (continued)

- Ability to read and interpret plans, specifications, and blueprints of ordinary complexity quickly and accurately and to compare them with construction in process.
- Ability to establish working relationships with contractors and the public.
- Ability to deal firmly and tactfully with people in enforcing building ordinances and codes.

Education and Experience

Graduation from secondary school and thorough experience in the electrical trade; or any equivalent combination of acceptable education and experience providing the knowledge, abilities and skills cited above.

PROPERTY MANAGEMENT DEPARTMENT
(MAINTENANCE DIVISION)

MAINTENANCE/ENGINEERING AIDE(S)

Nature of Work

This is semi-skilled labor, principally involving both manual tasks in the care and cleaning of buildings and grounds, and in painting and repair of windows, walls, plumbing fixtures, electrical systems, and the like. The aides should also have some skills in painting and/or carpentry work. The work performed requires limited use of power tools and equipment. Work is carried out under the continuing supervision of property inspectors.

The **Maintenance and Engineering Aide** carries out a variety of preventive and corrective maintenance tasks involving the use of skills in the following areas: carpentry, electrical connections, plumbing, and masonry.

These tasks are carried out under the general supervision of the maintenance property inspectors.

Examples of Tasks

- Performs preventive and corrective maintenance on DAPCB properties, equipment and grounds.
- Performs maintenance and repairs on plumbing fixtures and sewer systems and electrical systems of DAPCB properties.
- Paints and installs door and window frames, finishes and puts up drywall/sheetrock, installs hardware for doors, windows and installs switches for electrical devices, e.g., lights and household appliances.
- Advises property inspectors of parts/materials needs.
- Operates power and hand tools and equipment.

Knowledge, Abilities and Skills

- Ability to read and understand technical drawings and blueprints.
- Performs related work as required.
- Thorough knowledge of the basic practices, techniques, tools and terminology of the building trades.
- Some knowledge of the methods, tools and equipment employed in plumbing, carpentry electrical repair, masonry and building trades.

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MAINTENANCE/ENGINEERING AIDE(S)

Knowledge, Ability and Skills (continued)

- Ability to work from plans, blueprints, technical drawings and sketches.
- Ability to follow oral and written communications.
- Skilled in the use of carpentry tools and mechanical instruments or power tools and equipment commonly used in the trade.

Education and Experience

"O" Level certificate or the equivalent training from a vocational/technical school, or a school specializing in building trades training, and at least two years of work experience in at least two of the building trades; or any equivalent combination of experience and training providing the requisite knowledge, skills and abilities.

Special Qualifications:

Possession of a valid driver's permit.

SALES DEPARTMENT

SALES DEPARTMENT

MANAGER, SALES DEPARTMENT

Nature of Work

This is highly advanced professional work requiring extensive knowledge of the public relations field.

The **Sales Manager** will be responsible for the administration of the sales of DAPCB properties once they have been cleared by the Tenders Committee and the Executive Board. The work involves responsibility for developing and implementing an informational and educational program for the entire DAPCB divestiture program. Work may also involve assisting a higher level information officer whose work is notably demanding and responsible. Work is performed under the general supervision of an information or administrative official who reviews work for adequacy of coverage, accuracy and effectiveness. Supervision of the entire sales department support staff.

Acts as the Executive Director's Press secretary by performing a variety of informational duties; researches and prepares press releases and other materials; assists in preparing background briefing material for the Executive Director's or Executive Committee's press conferences; assists in briefing the media on the DAPCB's statements and positions; maintains close and continuing contacts with the local press.

Examples of Work

- Designs the information activities and public affairs programs.
- Prepares news releases, articles, special features and other informational material.
- Develops and executes promotional campaigns, exhibits and displays
- Acts as DAPCB spokesman on special public relations assignments.
- Consults with Deputy and Executive Directors and Department Managers to keep abreast of activities and advises them on informational aspects of their operations.
- Lectures to groups on DAPCB subjects.
- Plans and participates in seminars and meetings to promote public understanding of the DAPCB Divestiture Program.
- Prepares and edits material for booklets, brochures and newsletters.
- Prepares and/or contracts for the design and development of all publicity and sales prospectuses.

SALES DEPARTMENT

MANAGER, SALES DEPARTMENT

Examples of Work (continued)

- Assists in the showing of properties.
- Serves as a secretariat for the Executive Board and the Tenders Committee.
- Provides advice on sales and negotiation matters.
- Develops Sales Department as the public information office for the DAPCB.
- Assures coordination between the work of the Tenders Committee and the Executive Committee.
- Assures that sales-related information from each of the Departments is made available in a timely manner so as not to impede the disposal of properties.
- Maintains records of all sales transactions and prepares quarterly reports on the progress of sales.
- Maintains valuation records for all properties.
- Receives and processes applications for purchase or tendering.
- Issues certificates of sales after certification of payment by Department of Finance and Data Management.

Knowledge, Abilities and Skills

- Extensive knowledge of journalistic principles and the techniques of planning composing and editing reports, bulletins, news releases and other informational material.
- Considerable knowledge of the DAPCB its functions and the nature of its divestiture program.
- Ability to understand the significant aspects of DAPCB policies and programs and to provide effective advice to department managers and the Executive Director regarding information approaches and policies.
- Ability to interpret and explain controversial and technical DAPCB issues to the public in a clear, persuasive manner.
- Ability to establish and maintain effective work relations with high government officials, media personnel and the public.

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MANAGER, SALES DEPARTMENT

Knowledge, Abilities and Skills (continued)

- Considerable knowledge of English usage, including grammar, punctuation and spelling.

- Considerable knowledge of journalistic principles and the techniques of planning, composing and editing reports, bulletins, news releases and other informational material.

Education and Experience

University graduation with major course work in mass communications, journalism, public relations or a closely related field, plus five years of experience in a communications or information field preferably in the private sector; or any equivalent combination of education, training and experience.

SALES DEPARTMENT

PUBLIC RELATIONS OFFICER

Nature of Work

This is responsible professional and administrative work in directing information services for the DAPCB.

Work involves responsibility for organizing and administering information services in accordance with government and DAPCB policies and DAPCB Executive Committee decisions. Work is reviewed by the Manager of the Sales Department in terms of adequacy of general coverage and public feedback.

Examples of Work

- Develops and implements a comprehensive Public Relations Program for the DAPCB divestiture program.
- Coordinates regional office activities in disseminating information to public and reporting on public reactions.
- Funnels incoming information to upcountry divisions on a selective basis according to the needs, interests and demands of each area.
- Ensures that there is a two-way flow of information between the DAPCB and the public, so that the DAPCB is aware of the public's interest and the public is informed of DAPCB activities in a timely manner.
- Visits upcountry offices on a recurring basis to obtain first-hand information and reports reactions and impressions back to DAPCB headquarters.
- Develops and operates a Public Relations Office for the DAPCB.
- Advises the Executive Committee through the Public Relations Office, on the information needs of the public.
- Develops by press releases, magazines, radio, TV, forums, mobile cinema vans or other media to publicize initiatives of DAPCB.
- Coordinates DAPCB office activities in disseminating information to audiences, collecting data on GOU public reactions and reporting on the findings of the data.
- Funnels incoming information to department managers on a selective basis according to the needs, interests and demands of each area.
- Conducts public seminars, conferences, etc. on DAPCB divestiture program

SALES DEPARTMENT

PUBLIC RELATIONS OFFICER

Knowledge, Abilities and Skills

- Considerable knowledge of GOU's domestic and foreign policies and program.
- Considerable knowledge of the principles of information dissemination and the use and evaluation of various media.
- Considerable knowledge of the composition, economic status, needs and psychology of the Ugandan population.
- Ability to administer a regional information program.
- Ability to design audio-visual programs and assess their impact on target audiences.
- Ability to establish and maintain effective work relations with associates.
- Ability to speak and write clearly and effectively.

Education and Experience

University graduation with major course work in mass communications, journalism, public relations or psychology, plus three years of experience in the information/communications field, of which at least one year has been in an administrative capacity; or any equivalent combination of education, training and experience.

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SALES DEPARTMENT

ASSISTANT INFORMATION OFFICER(S)

Nature of Work

This is responsible managerial and administrative support work in providing information services for the DAPCB.

Work involves responsibility for organizing and administering information services in accordance with government and DAPCB policies and DAPCB Executive Committee decisions. Work is reviewed in terms of adequacy of general coverage and public feedback by the Public Relations Officer.

Examples of Work

- Assists in design and implementation of DAPCB divestiture PR program
- Coordinates regional office activities in disseminating information to public and reporting on public reactions.
- Funnels incoming information to upcountry divisions on a selective basis according to the needs, interests and demands of each area.
- Ensures that there is a two-way flow of information between the DAPCB and the public, so that the DAPCB is aware of the public's interest and the public is informed of DAPCB activities in a timely manner.
- Visits upcountry offices on a recurring basis to obtain first-hand information and reports reactions and impressions back to DAPCB headquarters.
- Advises the Executive Committee through the Public Relations Office, on the information needs of the public, whether by press releases, magazines, radio, TV, forums, mobile cinema vans or other means.
- Coordinates DAPCB office activities in disseminating information to audiences and reporting on GOU public reactions.
- Funnels incoming information to department managers on a selective basis according to the needs, interests and demands of each area.

Knowledge, Abilities and Skills

- Considerable knowledge of GOU's domestic and foreign policies and program.
- Considerable knowledge of the principles of information, dissemination and the use and evaluation of various media.

SALES DEPARTMENT

ASSISTANT INFORMATION OFFICER(S)

Knowledge, Abilities and Skills (continued)

- Considerable knowledge of the composition, economic status, needs and psychology of the Ugandan population.
- Ability to design audio-visual programs and assess their impact on target audiences.
- Ability to establish and maintain effective work relations with associates.
- Ability to speak and write clearly and effectively.

Education and Experience

Major course work in mass communications, journalism, public relations or psychology, plus two years of experience in the information/communications field, of which at least one year has been in an administrative capacity; or any equivalent combination of education, training and experience.

GENERIC JOB DESCRIPTIONS FOR ALL DAPCB DEPARTMENTS

GENERIC DESCRIPTIONS FOR ALL
DAPCB DEPARTMENTS

ADMINISTRATIVE SECRETARY(S)

Nature of Work

This work involves advanced secretarial work for a dapcb department manager. Incumbents work in a setting of greater complexity, deal on a continuing basis with sensitive or controversial matters, have continual public contact, and must ensure that all activities under their control meet defined objectives. Work requires the exercise of initiative, sound judgement, and discretion in the performance of duties. Assignments are in the form of general outline or desired results, with methods and routines expected to be developed and implemented as appropriate. The work is performed under the general supervision of the department manager or unit supervisor.

Examples of Work

- Plans and organizes office and work flow activities to meet department objectives in a timely manner.

- Evaluates work procedures and methods to ensure quality, effectiveness, and efficiency of operations.

- Anticipates events, trends, consequences and/or problems.

- Types correspondence and statistical reports and related office material into final format; types bulletins, manuals, narratives, and other documents requiring familiarity with technical terminology; assures conformity of office correspondence to established requirements and makes necessary changes in procedures as applicable.

- Conducts extensive clerical research and completes data for administrative and public reports, bulletins, questionnaires, and other documents; performs directed analysis; drafts specific sections of statistical reports and verifies data; may have frequent contact with other department staff in the collection of data or the coordination of efforts that serve mutual interests and objectives.

- May take complex dictation and notes of meetings; keeps official records and reports; prepares correspondence for supervisor's signature; makes travel arrangements; maintains appointment calendar.

- Screens incoming calls and correspondence and refers to appropriate staff for action; assembles relevant attachments or notes for instruction or disposition.

- Makes appointments; prepares agendas; schedules and attends meetings and records minutes, as required.

(-Duties performed depends on Departmental or Assignment)

ADMINISTRATIVE SECRETARY(S)

Examples of Work (continued)

- Applies knowledge of microcomputer and word processing applications.
- Develops and administers operating records, and coordinates activities with other sections within division, department, or outside agencies and departments, as appropriate.
- Maintains and verifies payroll information; maintains personnel files; orders and maintains supplies and equipment; oversees petty cash fund.
- Examines and compares data for verification or discrepancies; reconciles errors and ensures accuracy and consistency of data processed; maintains office statistics.
- Establishes control procedures for document handling and storage and develops data collection and records systems along with procedures for control, storage, and purging of documents in accordance with applicable laws and regulations.
- May provide guidance to clerical employees.
- Performs related work as required.

Knowledge, Abilities and Skills

- Thorough knowledge of DAPCB operations and organization or ability to acquire such knowledge during a reasonable period of training.
- Thorough knowledge of standard office procedures, effective practices, and office equipment.
- Ability to make independent decisions in accordance with established policies and procedures.
- Ability to learn and use specialized language and technical terms.
- Ability to work under pressure.
- Ability to prioritize, organize and perform work independently.

ADMINISTRATIVE SECRETARY(S)

Knowledge, Abilities and Skills (continued)

- Ability to take minutes and transcribe accurately at a reasonable rate of speed.
- Ability to operate office equipment, as required, to accomplish the work assigned.
- Ability to establish priorities and organize group activities that maximize use of available resources and time management.
- Ability to know the daily developments and progress of work performed under direction.
- Ability to establish and maintain effective working relationships with employees and the public.
- Ability to deal with public relations problems courteously and tactfully.

Education and Experience

Graduation from high school and five years of experience in highly responsible clerical and secretarial work; or any equivalent combination of experience providing the cited knowledge, abilities and skills.

GENERIC DESCRIPTIONS FOR ALL DAPCB DEPARTMENTS

SECRETARY/CLERK TYPIST(S)

Nature of Work

This is highly responsible clerical or secretarial work.

Work involves the independent performance of difficult clerical and secretarial duties requiring some independent judgement, based on knowledge gained through previous work experience. An employee in this class provides clerical support to an operational staff member. Work problems involving departures from established rules and policies are reviewed with supervisor for final decision but, within general instruction.

Examples of Work (may not include all duties performed)*

- Types letters, memoranda reports, forms, invoices, and purchase orders, working from rough drafts, dictating machines, oral instructions, or established procedures; composes letters or memos independently.
- Maintains supervisor's calendar; sets up appointments for supervisor and other staff.
- May take and transcribe oral dictation, sort mail, make travel or conference arrangements, handle petty cash.
- Provides information, assistance and training, as needed, to less experienced employees.
- Maintains financial and other records; maintains a moderately complex record and filing system; compiles and verifies data for reports; orders supplies and equipment using appropriate procedures and forms.
- Operates standard office equipment, including word processors and microcomputers.
- Screens calls; replies in person, by telephone, or by correspondence to inquiries from DAPCB tenants and other callers; supplies general information on policies and procedures; refers more difficult inquiries to an appropriate official.
- Maintains and assures correctness of payroll information; assists with preparing and administering unit budget.
- May investigate or research special topics for the supervisor.

GENERIC DESCRIPTIONS FOR ALL
DAPCB DEPARTMENTS

SECRETARY/CLERK TYPIST(S)

Knowledge, Abilities and Skills

- Performs related work as required.
- Considerable knowledge of business English, spelling, punctuation, and arithmetic.
- Considerable knowledge of modern office practices, procedures, equipment and filing systems.
- Knowledge of effective practices and techniques in dealing with tenants.
- Ability to acquire knowledge of the policies, procedures and services of the division or department to which assigned.
- Ability to keep moderately complex records, to assemble and organize data, and to prepare reports from records.
- Ability to perform computations and tabulations with speed and accuracy.
- Ability to deal with other employees, tenants, and the public tactfully and courteously.
- Ability to type accurately and rapidly and to compose effective and accurate correspondence.
- Ability to take and transcribe oral dictation if required by the specific position.

Education and Experience

Graduation from a secondary school, including or supplemented by courses in business and secretarial subjects; three years of experience in responsible and varied clerical or secretarial work; or any equivalent combination of education and experience providing the cited knowledge, abilities and skills.

SECTION B: TENDERING PROCESS EXHIBITS

Exhibit I

DEPARTED ASIANS PROPETY CUSTODIAN BOARD

Property and Claims Data

Code	Plot	Unit Street	Town	Original Owner	Nature of Bus.	Type of Farm	Allocatee	Address	Entry	Lease Period	Beg. Date of Lease	Rent	Value	Sales Price
C01010101011	1	Bombo	Kampala	Vipul Navandas	C		Alan Enterprises	Box 3742 Kampala	01/01/75	49	01/23/66	1800		
I89898989899	16	Jinja	Jinja	Y. Yasim	I		Bolt Enterprises	Box 3344 Jinja	09/09/77	49	09/17/78	2500		
C03030303033	3	Jinja	Kampala	Kotecha	C		Francis Odida	Box 8742 Kampala	03/17/57	49	03/19/77	3000		
C04040404044	4	Jinja	Jinja	Karim Kanan	C		Sound Silencers	Box 8990 Jinja	04/15/79	49	03/17/66	5000		
R05050505055	5	Kampala	Kampala	Vithalaoas	R		Abdalla Kakisesi	Box 9900 Kampala	04/04/79	49	02/22/81	4000		
R06060606066	6	Jinja	Jinja	Inder Singh	R		Sulaiman Lutay	Box 0001 Jinja	07/07/88	49	04/22/76	2000		
R07070707077	7	Kampala	Kampala	Hasn Mat Ali	R		Sam Tekya	Box 3322 Jinja	05/05/66	49	07/30/72	3000		
A08080808088	8	Mukono	Mukono	N. Nushara	A	Tea	J. Mwanja	Box 3322 Mukono	06/24/75	99	04/05/77	18000		
A09090909099	9	Mukono	Mukono	S. Ladak	A	Coffee	V. Nansanga	Box 4455 Mukono	05/23/76	99	05/22/76	20000		
I67676767677	15	Jinja	Jinja	F. Swami	I		Woodchips	Box 4333 Jinja	08/24/79	49	06/30/81	30000		
A23232323233	11	Masaka	Masaka	P. Raji	A	Tea	P. Razale	Box 3333 Masaka	11/23/78	99	12/23/77	2000		
R32323232322	12	Kampala	Kampala	L. Rashnish	R		J. Bwima	Box 5555 Kampala	09/09/83	49	12/03/76	400		
I45454545455	13	6th Str	Kampala	P. Patel	I		Somi Industries	Box 6666 Kampala	10/10/77	49	10/10/77	10000		
I56565656566	14	7th Str	Kampala	R. Patel	I		Hot Spot	Box 7777 Kampala	11/23/66	49	11/23/66	20000		
A12121212122	10	Jinja	Jinja	S. Raja	A	Sug Cane	M. Biryabarema	Box 2299 Jinja	05/16/72	99	03/02/77	30000		
C02020202022	2	Kampala	Kampala	Hazi Nurmchamed	C		New Silence Bar	Box 9021 Kampala	02/02/73	49	02/19/82	2000		

Exhibit II

DEPARTED ASIANS PROPERTY CUSTODIAN BOARD

Prioritized Control List

Code	Plot	Unit Street	Town	Original Owner	Nature of Bus.	Type of Farm	Allocatee	Address	Entry	Lease Period	Beg. Date of Lease	Rent	Value
A12121212122	10	Jinja	Jinja	S. Raja	A	Sug Cane	M. Biryabarema	Box 2299 Jinja	05/16/72	99	03/02/77	30000	
A09090909099	9	Mukono	Mukono	S. Ladak	A	Coffee	V. Nansanga	Box 4455 Mukono	05/23/76	99	05/22/76	20000	
A08080808088	8	Mukono	Mukono	N. Nushara	A	Tea	J. Mwanja	Box 3322 Mukono	06/24/75	99	04/05/77	18000	
A23232323233	11	Masaka	Masaka	P. Raji	A	Tea	P. Razale	Box 3333 Masaka	11/23/78	99	12/23/77	2000	
I67676767677	15	Jinja	Jinja	F. Swami	I		Woodchips	Box 4333 Jinja	08/24/79	49	06/30/81	30000	
I56565656566	14	7th Str	Kampala	R. Patel	I		Hot Spot	Box 7777 Kampala	11/23/66	49	11/23/66	20000	
I45454545455	13	6th Str	Kampala	P. Patel	I		Somi Industries	Box 6666 Kampala	10/10/77	49	10/10/77	10000	
I89898989899	16	Jinja	Jinja	Y. Yasim	I		Bolt Enterprises	Box 3344 Jinja	09/09/77	49	09/17/78	2500	
C01010101011	1	Bombo	Kampala	Vipul Navandas	C		Alan Enterprises	Box 3742 Kampala	01/01/75	49	01/23/66	1800	
C04040404044	4	Jinja	Jinja	Karim Kanan	C		Sound Silencers	Box 8990 Jinja	04/15/79	49	03/17/66	5000	
C02020202022	2	Kampala	Kampala	Hazi Nurmchamed	C		New Silence Bar	Box 9021 Kampala	02/02/73	49	02/19/82	2000	
C03030303033	3	Jinja	Kampala	Kotecha	C		Francis Odida	Box 8742 Kampala	03/17/57	49	03/19/77	3000	
R05050505055	5	Kampala	Kampala	Vithaladas	R		Abdalla Kakisesi	Box 9900 Kampala	04/04/79	49	02/22/81	4000	
R07070707077	7	Kampala	Kampala	Hash Mat Ali	R		Sam Tekya	Box 3322 Jinja	05/05/66	49	07/30/72	3000	
R06060606066	6	Jinja	Jinja	Inder Singh	R		Sulaiman Lutay	Box 0001 Jinja	07/07/88	49	04/22/76	2000	
R32323232322	12	Kampala	Kampala	L. Rashnish	R		J. Bwima	Box 5555 Kampala	09/09/83	49	12/03/76	400	

Exhibit III

DEPARTED ASIANS PROPERTY CUSTODIAN BOARD

Priortized Control List
by Value

Code	Plot	Unit Street	Town	Original Owner	Nature of Bus.	Type of Farm	Allocatee	Address	Entry	Lease Period	Beg. Date of Lease	Rent	Value
A12121212122	10	Jinja	Jinja	S. Raja	A	Sug Cane	M. Biryabarema	Box 2299 Jinja	05/16/72	99	03/02/77	30000	300000
A09090909099	9	Mukono	Mukono	S. Ladak	A	Coffee	V. Nansanga	Box 4455 Mukono	05/23/76	99	05/22/76	20000	200000
A08080808088	8	Mukono	Mukono	N. Nushara	A	Tea	J. Mwanja	Box 3322 Mukono	06/24/75	99	04/05/77	18000	180000
A23232323233	11	Masaka	Masaka	P. Raji	A	Tea	P. Razale	Box 3333 Masaka	11/23/78	99	12/23/77	2000	20000
I67676767677	15	Jinja	Jinja	F. Swami	I		Woodchips	Box 4333 Jinja	08/24/79	49	06/30/81	30000	300000
I56565656566	14	7th Str	Kampala	R. Patel	I		Hot Spot	Box 7777 Kampala	11/23/66	49	11/23/66	20000	200000
I45454545455	13	6th Str	Kampala	P. Patel	I		Somi Industries	Box 6666 Kampala	10/10/77	49	10/10/77	10000	100000
I89898989899	16	Jinja	Jinja	Y. Yasim	I		Bolt Enterprises	Box 3344 Jinja	09/09/77	49	09/17/78	2500	25000
C01010101011	1	Bombo	Kampala	Vipul Navandas	C		Alan Enterprises	Box 3742 Kampala	01/01/75	49	01/23/66	1800	18000
C04040404044	4	Jinja	Jinja	Karim Kanan	C		Sound Silencers	Box 8990 Jinja	04/15/79	49	03/17/66	5000	50000
C02020202022	2	Kampala	Kampala	Hazi Nurmchamed	C		New Silence Bar	Box 9021 Kampala	02/02/73	49	02/19/82	2000	20000
C03030303033	3	Jinja	Kampala	Kotecha	C		Francis Odida	Box 8742 Kampala	03/17/57	49	03/19/77	3000	30000
R05050505055	5	Kampala	Kampala	Vithaladas	R		Abdalla Kakisesi	Box 9900 Kampala	04/04/79	49	02/22/81	4000	40000
R07070707077	7	Kampala	Kampala	Hash Mat Ali	R		Sam Tekya	Box 3322 Jinja	05/05/66	49	07/30/72	3000	30000
R06060606066	6	Jinja	Jinja	Inder Singh	R		Sulaiman Lutay	Box 0001 Jinja	07/07/88	49	04/22/76	2000	20000
R32323232322	12	Kampala	Kampala	L. Rashnish	R		J. Bwima	Box 5555 Kampala	09/09/83	49	12/03/76	400	4000

Exhibit IV

DEAPRTED ASIANS PROPERTY CUSTODIAN BOARD

Prioritized Control List
by Value
For Tendering Committees
Review

Code	Plot	Unit Street	Town	Original Owner	Nature of Bus.	Type of Farm	Allocatee	Address	Entry	Lease Period	Beg. Date of Lease	Rent	Value	Sales Price
A12121212122	10	Jinja	Jinja	S. Raja	A	Sug Cane	M. Biryabarema	Box 2299 Jinja	05/16/72	99	03/02/77	30000	300000	
Purchasers for Property:			Name	Address	Phone				Date Contacted			Offer Price		
Current Occupant (If Applicable)														
Bidder #1														
Bidder #2														
Bidder #3														
A09090909099	9	Mukono	Mukono	S. Ladak	A	Coffee	V. Nansanga	Box 4455 Mukono	05/23/76	99	05/22/76	20000	200000	
Purchasers for Property:			Name	Address	Phone				Date Contacted			Offer Price		
Current Occupant (If Applicable)														
Bidder #1														
Bidder #2														
Bidder #3														
A08080808088	8	Mukono	Mukono	N. Nushara	A	Tea	J. Mwanja	Box 3322 Mukono	06/24/75	99	04/05/77	18000	180000	
Purchasers for Property:			Name	Address	Phone				Date Contacted			Offer Price		
Current Occupant (If Applicable)														
Bidder #1														
Bidder #2														
Bidder #3														
A23232323233	11	Masaka	Masaka	P. Raji	A	Tea	P. Razale	Box 3333 Masaka	11/23/78	99	12/23/77	2000	20000	
Purchasers for Property:			Name	Address	Phone				Date Contacted			Offer Price		
Current Occupant (If Applicable)														
Bidder #1														
Bidder #2														
Bidder #3														
I67676767677	15	Jinja	Jinja	F. Swami	I		Woodchips	Box 4333 Jinja	08/24/79	49	06/30/81	30000	300000	
Purchasers for Property:			Name	Address	Phone				Date Contacted			Offer Price		
Current Occupant (If Applicable)														
Bidder #1														
Bidder #2														
Bidder #3														

Exhibit V

TENDER FORM

PRINT ALL INFORMATION

Tender Number: _____

Name:_____
Address:_____
City:_____
Contact:_____

Offer Price: _____

Financing Terms:

All Cash Purchase Price: _____

Purchase to be Financed:

Cash Down: _____

Remainder to be Financed_____

Tenative Payments: Principal_____ Interest_____

Interest Rate:_____

Years to Pay: _____

Operating Experience:_____
_____
_____
_____
_____
_____
_____
_____

Number of Years residing on Property _____

(Please Attach the Following):
1. Original Tender Form
2. Certified Bank Draft for "Tendering Fee"
3. Bank Pre-Qualification Finance Letter from Bank

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Exhibit VI

Advertisements for Property Divestiture to Current Occupant

Based on "Right to Match" Tenders

CUSTODIAN PROPERTY BOARD
TENDERS

Tenders are invited from interested parties
for the following properties:

TENDER #	DESCRIPTION
C01010101011	Retail Shop Located 3434 Kampala Road, Kampala Shop is approximately 20 on Kampala Road.
A23232323233	Coffee Estate, Approximately 10 square kilometers, Located 10 kilometers east of Jinja on Jinja Road. Estate has not been in operation since 1979.

Those interested should obtain required tender forms and rules on payment of non-refundable 300 Shs from either the Custodian Property Board, Box 2323 Kampala, or Tendering Committee, Box 3434 Kampala.

BASIC CONDITIONS OF SALE:

Current Occupant given "right to match" combination of highest price, financing and experience based on tenders submitted.

Tendering Fee submitted by certified Bank Draft.

Intending purchasers are requested to view the properties and verify all the details for themselves as these are not warranted by the Custodian Property Board.

Tender documents/quotations should be returned in sealed clearly marked envelopes indicating the Tender No. in the left hand corner and should be delivered in person to:

Tendering Committee
2323 Parliament House
Kampala

so as to reach them on or before 30th June, 1989

The Custodian Board does not bind itself to accept the highest

tender and reserves the right to accept wholly or in part any tenders submitted without assigning any reason for its decisions.

Exhibit VII

Advertisements for Property Divestiture
by Public Auction

CUSTODIAN PROPERTY BOARD
PUBLIC AUCTION

Under instructions of the Minister of Finance the following properties will be sold by Public Auction:

On Friday, June 21, 1989 at 10:30 A.M. in
Kampala Near the Parliament House

DESCRIPTION

Retail Shop Located 3434 Kampala Road, Kampala. Shop is approximately 20 square meters, with frontage on Kampala Road.

Coffee Estate, Approximately 10 square kilometers: Located 10 kilometers east of Jinja on Jinja Road. Estate has not been in operation since 1979.

BASIC CONDITIONS OF DIVESTITURE:

Rules for the Auction can be obtained by writing the Custodian Property Board, Box 3434 Kampala, or in person at Central or Regional Tendering Committee address where the properties are being sold.

Intending purchasers are requested to view the properties and verify all the details for themselves as these are not warranted by the Custodian Property Board.

A deposit of 10 per cent must be paid in cash or certified Bank's Draft at the fall of the hammer and the balance to be paid within 30 days from the date of auction to the Custodian Property Board.

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SECTION C: SCHEDULES OF PROPOSED FEES AND DOWNPAYMENTS

Appendix 1

Schedule of Non-Refundable Application Fees.

Agricultural Estates:	USh
Small	25.000
Medium size	50,000
Large Estates	75,000
Agro-industrial	
Small	150,000
Medium size	75,000
Large	100,000
Industrial Properties	
Small	100,000
Medium Size	250,000
Large corporation	500,000
Commercial	
Shops,stores	100,000
Office space	150,000
Office building	300,000
Residential	
Up country flat	5,000
Downtown flat	15,000
Downtown Bungalow	100,000
Up country villa	125,000
Downtown villa	250,000
Multi-purpose building	500,000

Appendix 2

Schedule of Proposed Downpayments

	%
Agricultural Estates	10/15
Agro-industrial Properties	15/20
Commercial	
Shops/stores	40/50
Office space	35/45
Office building	35/45
Residential	
Single unit/flat	10/15
Bungalow	20/30
Villa	20/30
Apartment Building	20/30

Appendix 3

List of Contacts
(incomplete)

USAID Mission

Richard Podol	Mission Director
Fred Winch	Acting Mission Director
Ed Smith	PDO
Bruno Kamatech	PDO

GOU

Dr. Kisekka	Prime Minister
Dr. Kiyonga	Minister of Finance
	Minister of Lands & Surveys
Kaijuka	Minister of Energy
	Minister of Justice
Kafumbe-Mukasa	Deputy Min. of Finance
	P.S. of Planning
Rashid Kitunzi	Economist, Prime Min. Office

DAPCB

Steven Kavuma	Deputy Minister for DAPCB
Matia Kasaija	Exec. Director
Dpt Heads	All

PARASTATALS

John Kanakulya	Chm UDC

BANK OF UGANDA

Joshua Mugeynyi	Secretary
Dr. Seruma	Director of Research
Gerald Okutu	Dir. DFD

BANKS

Barclays
Standard & Chartered
UCB
Baroda
Nile Bank
UDB

PRIVATE SECTOR

DONORS

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