

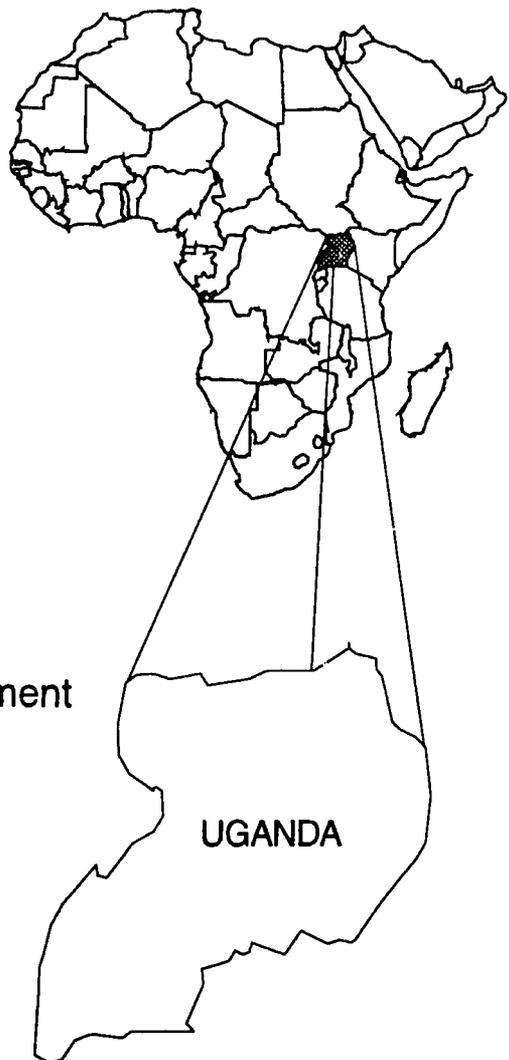
# UGANDA TRADE AND INFORMATION MISSION TO THE U.S.A.

June 19 - 29, 1994

Summary Report on Mission Activities

Subcontract No. 94-698-8677  
dated June 2, 1994 awarded to  
the Uganda Investment Authority  
by LABAT-ANDERSON inc. under  
Terms of its Prime Contract with the  
U.S. Agency for International Development  
No. AOT-0438-C-00-3011-0

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### **Uganda Trade and Information Mission to the U.S.A.**

This report summarizes the objectives, activities, presentations, contacts, follow-up next steps, and lessons learned from a mission of senior Ugandan public officials and businessmen which visited the United States in June, 1994.

The Report is in satisfaction of a subcontract (No. 94-698-8677 dated June 2, 1994) awarded to the Uganda Investment Authority by Labat-Anderson, under terms of its "prime contract" with the U.S. Agency for International Development (USAID), Contract No. AOT-0438-C-00-30111-0. This report follows the Scope of Work as contained in Appendix B of the subcontract document.

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## I. Executive Summary

This report documents and assesses the results of a trade, information, and investment mission made to the United States in June 1994 by a high level public and private sector delegation from Uganda led by H.E. President Museveni. Contained in the annexes of the report are the essential facts on the Ugandan delegation, U.S. participants in the various promotional events, and the schedule of activities carried out in Washington, D.C., Minneapolis, MN, and Dallas, TX.

The overall initial assessment of the mission is that it accomplished important "image-building" objectives, and began the important process of developing business and investment dialogues between Ugandan businessmen and US counterparts. A final judgement of the long-range effectiveness of the mission must await the test of time in terms of new investments made, jobs created and export volumes achieved.

The key to mission success over the short term will be the effectiveness of the follow-up activities taken by private sector participants and the Uganda Investment Authority in bringing it investment fruition initial contacts and agreements. A number of such follow-up activities are discussed in this report.

The U.I.A. and the Government of Uganda wish to use the opportunity of the publication of this report to address its warm thanks for the enthusiastic support of the U.S. Ambassador to Uganda, the Director of USAID, Kampala and USAID's Africa Bureau who have been unstinting in their assistance. Without this support the mission described in this report would not have taken place.

## **II. Mission Background, Goals, and Activities**

The Uganda Investment Authority (UIA) was created under provisions of the Investment Code of 1991. It is a statutory body with an independent private sector dominated Board of Directors empowered by law to grant incentives provided under the Code. The Ministry of Finance and Economic Planning has general policy oversight over UIA activities, but plays no role in the day-to-day operational activities of the Authority.

The UIA has the following major responsibilities under the Code.

- Issue licenses and approve Investment Code incentives for local and foreign investors.
- Assist local and foreign investors with all government formalities as a one-stop center.
- Promote local and foreign investments.
- Provide entrepreneurial and business development services for local investors.
- Advise government on investment policies designed to improve the investment climate and to encourage local and private investments.

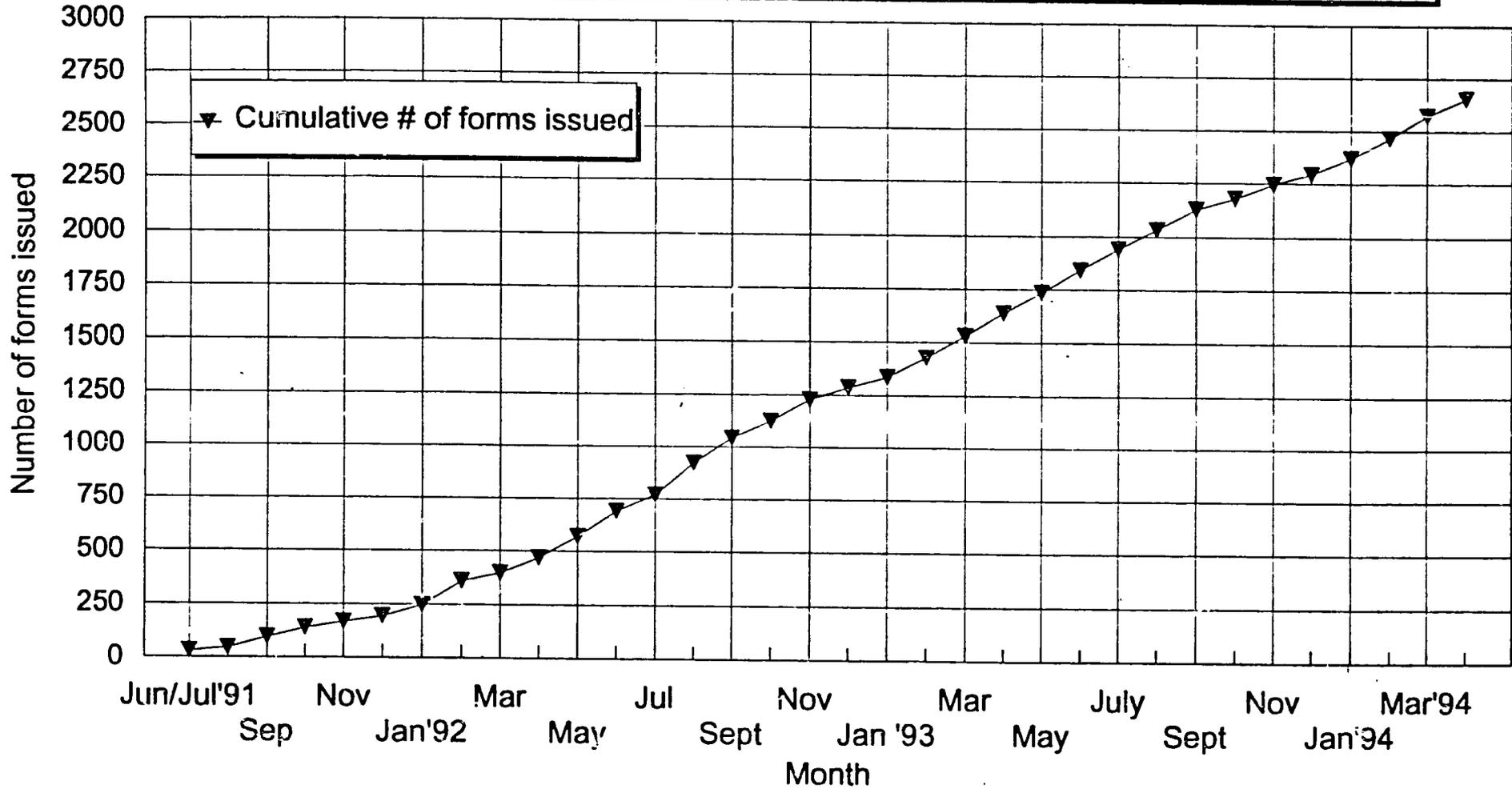
The Uganda Investment Authority came into being in June 1991. By late 1992, the organizational and staffing plans were implemented and in place. Investor response to the Investment Code has been highly positive.

- Interviews conducted and application forms issued reached 2700 by April 1994. (See Exhibit I)
- Project proposals submitted to the UIA reached 900 in April 1994. (See Exhibit II)
- Projects licensed by the UIA exceeded 700 by April 1994. (See Exhibit III)
- Manufacturing, business services, tourism, and construction leads the list of licensed projects, with total proposed investments exceeding \$1.1 billion. (See Exhibit IV and V)
- Kampala and Jinja head the list as preferred Ugandan investment locations. (See Exhibit VI)
- Britain, Kenya, India, and Canada are major sources of inward investment. (See Exhibit VII)

In its formative years of 1991-1992, the UIA was hard pressed to handle the large inflow of prospective investors and investment delegations. Its first major outreach investment promotion activity was in London in May, 1993. Led by H.E. President Museveni, the investment mission attracted a great deal of both public and private sector interest. Although the London series of promotional events was designed to be primarily "image building" in

# APPLICATION FORMS ISSUED BY UIA

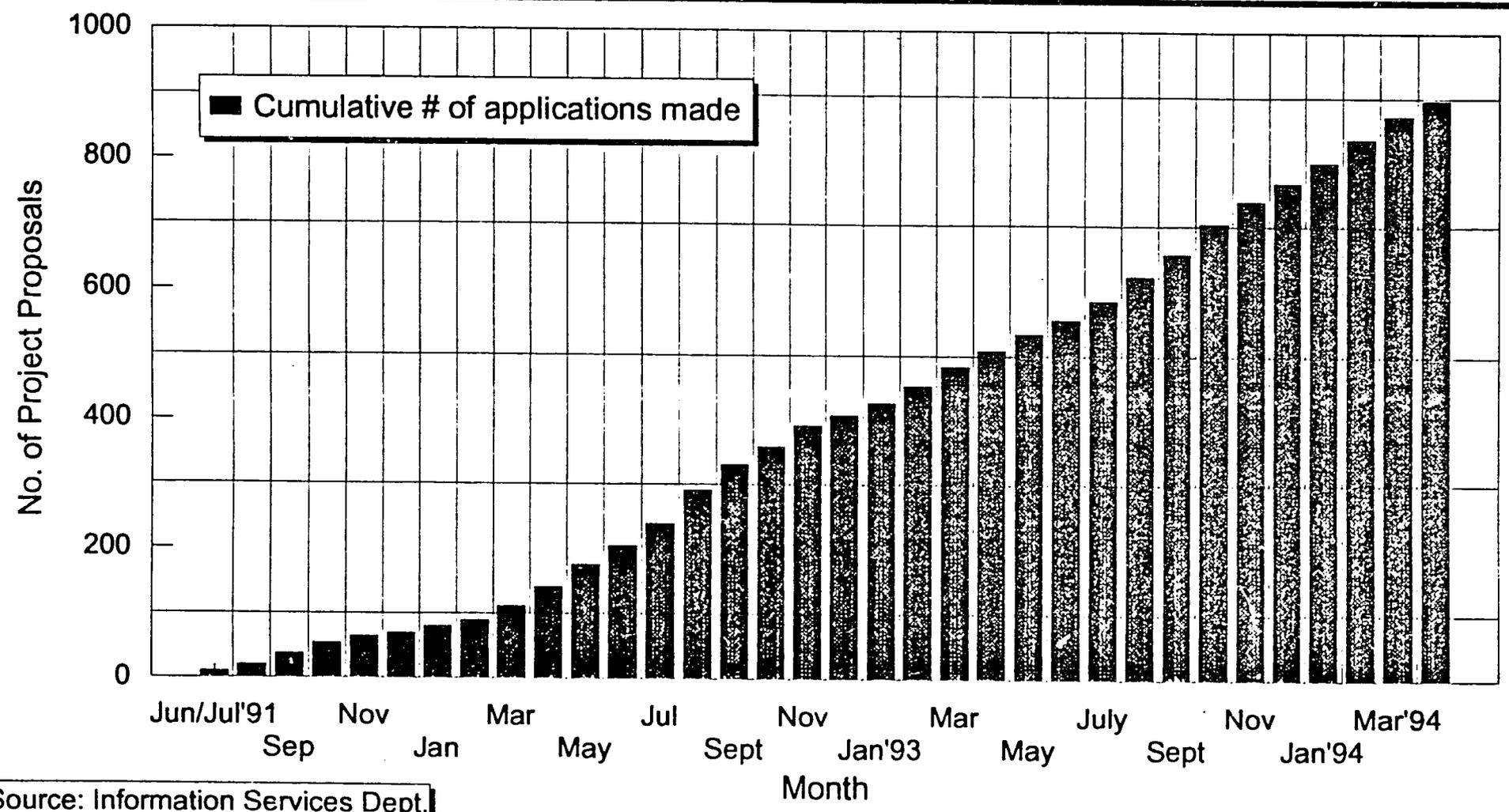
Exhibit I: JUNE 1991 - APRIL 1994



Source: Information Services Dept.: UIA

# PROJECT PROPOSALS RECEIVED AT THE UIA

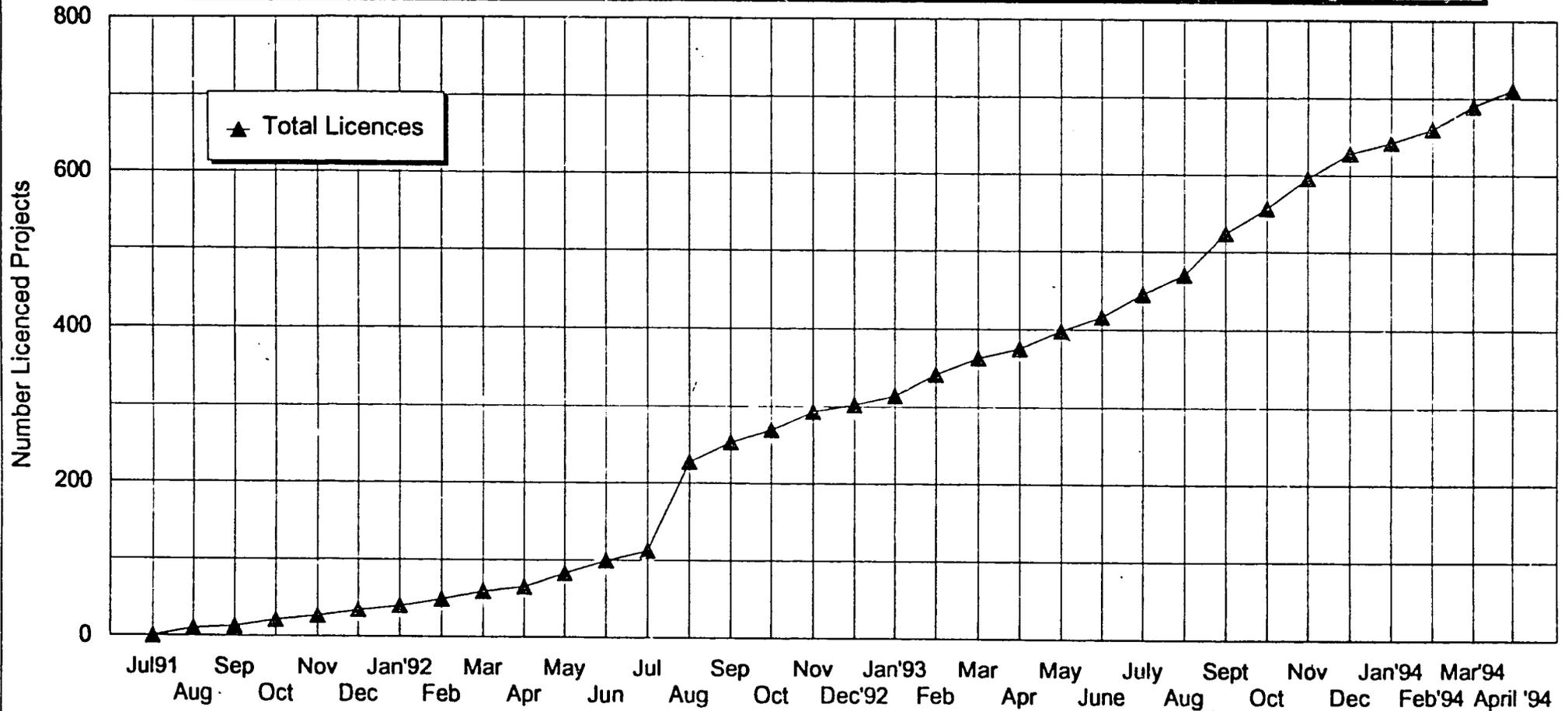
Exhibit II - JULY 1991 - APRIL 1994



Source: Information Services Dept.

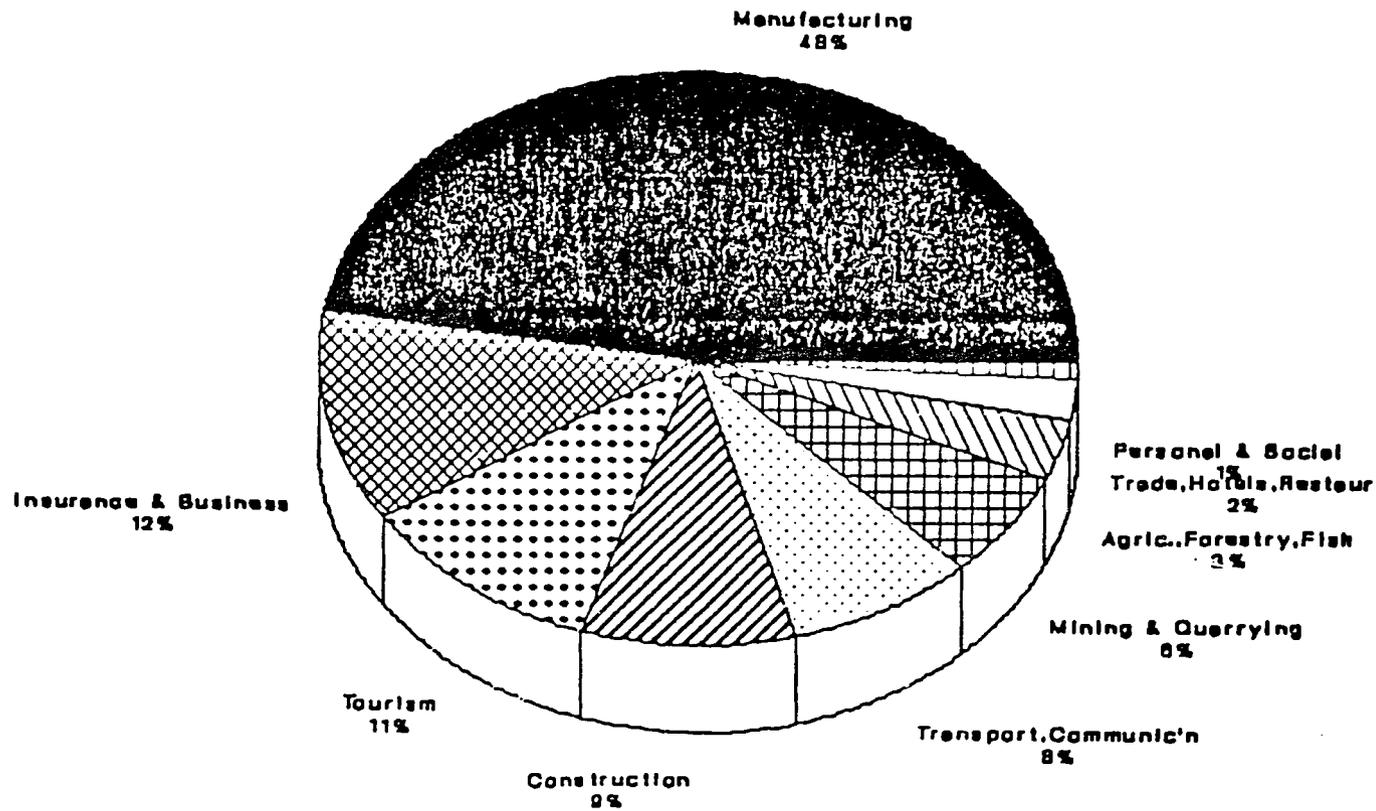
# PROJECTS LICENCED BY UIA

Exhibit III JUNE 1991 - APRIL 1994



Source: Information Services Dept.: UIA

# LICENCED PROJECTS: JULY 1991 - APRIL '94 BY SECTOR & BY PLANNED INVESTMENT



Value Is In US \$ Million

Source : Information Services Dept. UIA

Exhibit V

**INVESTMENT STATUS BY SECTOR, STATUS, NUMBER AND VALUE OF  
268 PROJECTS OUT OF 690 LICENCED PROJECTS WITH INVESTMENT  
ESTIMATED AND MONITORED ON-THE-GROUND**

PERIOD JULY 1991- MARCH 1994

SECTOR	STATUS	NUMBER	VALUE (US\$)
Manufacturing	Operational	103	118,156,765
	Constructing	41	30,639,608
	Implementation	22	4,777,883
	<b>Total</b>	<b>166</b>	<b>153,574,256</b>
Agriculture, Forestry & Fishing	Operational	13	6,332,775
	Constructing	5	133,752
	Implementation	1	49,465
	<b>Total</b>	<b>19</b>	<b>6,515,992</b>
Transport, Communication & Storage	Operational	6	7,623,667
	Constructing	3	585,778
	<b>Total</b>	<b>9</b>	<b>8,209,445</b>
Construction	Operational	6	3,055,690
	Constructing	4	2,160,000
	<b>Total</b>	<b>10</b>	<b>5,215,690</b>
Tourism (Includes Casinos, Hotels)	Operational	13	8,659,529
	Constructing	6	3,026,043
	Implementation	2	235,641
	<b>Total</b>	<b>21</b>	<b>11,921,213</b>
Trade and Restaurants	Operational	7	2,170,264
	Constructing	2	2,124,431
	Implementation	1	79,211
	<b>Total</b>	<b>10</b>	<b>4,373,906</b>

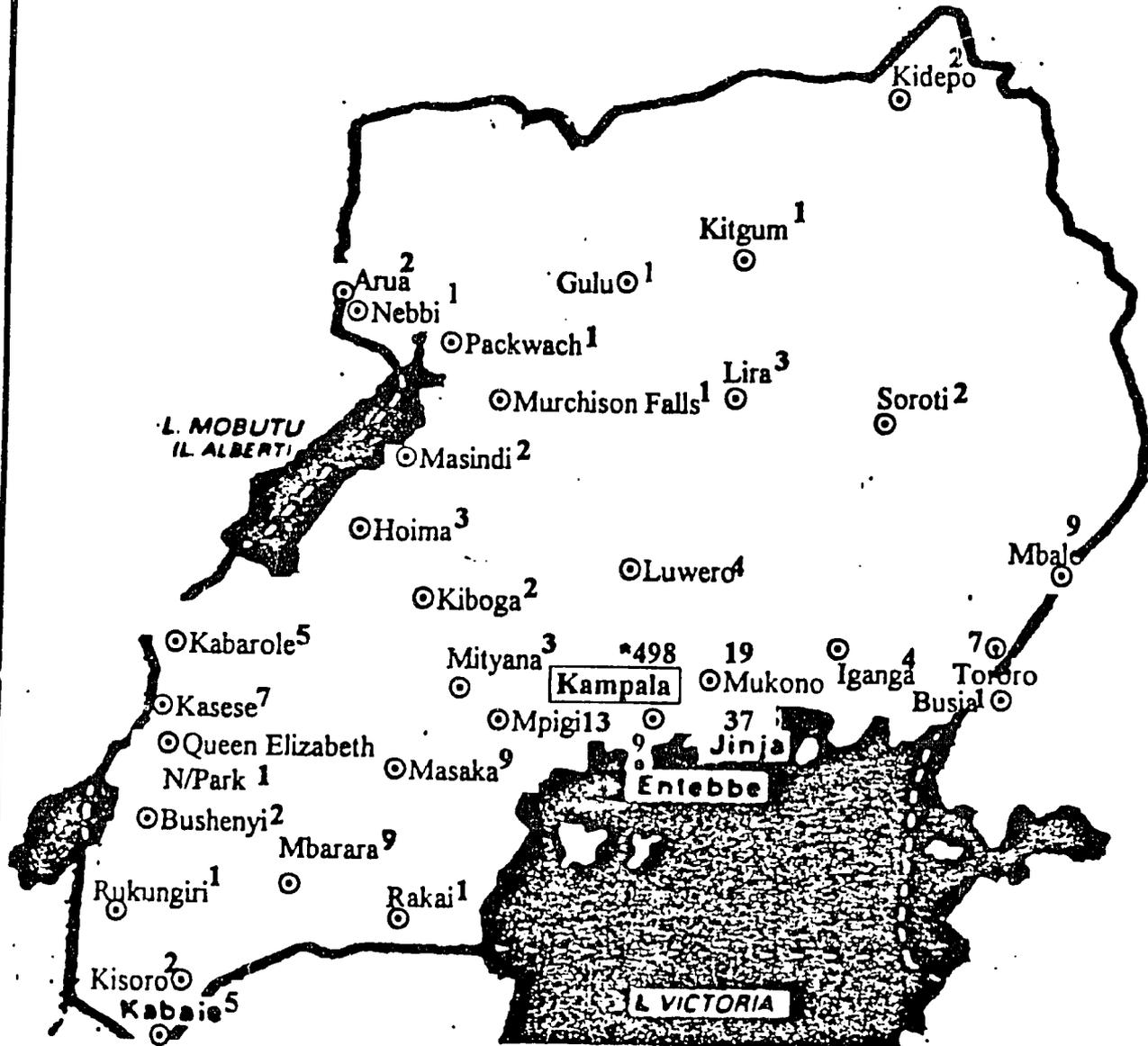
Exhibit V

SECTOR	STATUS	NUMBER	VALUE (US\$)
Insurance & Business Services	Operational	18	11,710,015
	Implementation	3	201,449
		<b>Total</b> 21	<b>11,911,464</b>
Personal & Social Services	Operational	9	1,685,599
		<b>Total</b> 9	<b>1,685,599</b>
Mining & Quarrying	Constructing	2	127,000
	Implementation	1	5,000,000
		<b>Total</b> 3	<b>5,127,000</b>
	<b>GRAND TOTALS</b>	<b>268</b>	<b>208,534,565</b>

The Uganda Investment Authority licensed 690 projects as of the end of March 1994 . Of these 690 licensed projects , 268 or 39% of the total were monitored by UIA teams to determine actual estimates of in-the-ground investments . The monitored projects were placed in the following three major categories :

CATEGORY	TOTAL ESTIMATES OF IN-GROUND VALUES (US\$)
Operational	159,394,304
Under Construction	38,796,612
Implementation (Pre-Construction)	10,343,649
<b>TOTAL IN-THE-GROUND INVESTMENTS</b>	<b>208,534,565</b>

**MAP SHOWING THE LOCATION OF PROJECTS  
LICENCED BY THE UIA [AS AT END OF MARCH 1994 ]**



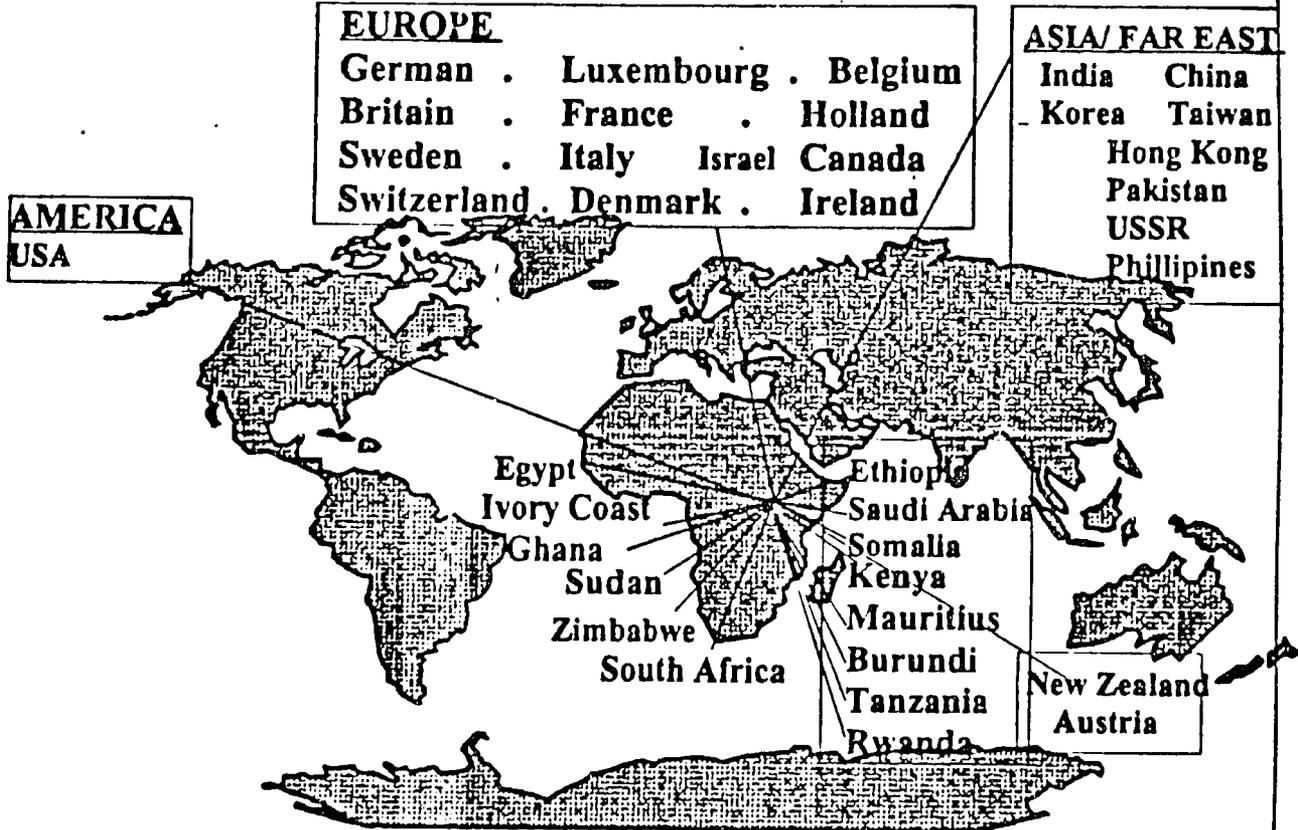
**Key**

⊙ Project Location by Number per Town / District  
(Not on Scale)

\* the Number given is indicative for Proposed Location in the case of even Projects Not Yet Implemented

Exhibit VII

**SOURCES OF INWARD INVESTMENT INTO UGANDA  
BY DECLARED COUNTRIES OF ORIGIN OF THE INVESTORS  
HOLDING UIA INVESTMENT LICENCES**



Legend : Number of Investors by Declared Country of Origin

Britain	204	USA	23	Rwanda	4	Denmark	4
Kenya	115	Germany	12	Egypt	10	Austria	2
Canada	56	Somalia	14	Ethiopia	1	New Zealand	2
India	60	Pakistan	11	Ghana	2	Luxembourg	3
Korea	29	Taiwan	6	Burundi	2	Mauritius	1
Sudan	19	France	4	Tanzania	5	Israel	1
Switzerland	17	Belgium	6	Ivory Coast	1	Saudi Arabia	1
Italy	16	Sweden	2	Zimbabwe	2	Hong Kong	1
China	15	Holland	4	South Africa	1	Phillipines	1

Source : Uganda Investment Authority

nature, a number of new agreements and investments can be traced to this conference, particularly in the tourism sector.

The second major program of investment promotion was planned in late 1993 and carried out in early 1994. Country targets were Austria, Sweden, Norway and Denmark. While the "image building" objective was still important, these missions were designed to encourage joint venture linking between Ugandan entrepreneurs and European companies and investors.

Economic development agencies of Sweden, Norway and Denmark provided consultants who worked closely with UIA investment officers in identifying, interviewing, assessing and selecting projects proposed by Ugandan entrepreneurs for linking with potential joint venture partners, suppliers and investors in their countries. These investment promotion missions—again led by H.E. President Museveni—were carried out in May 1994. While it is still too early to judge the success of these "partnering" missions, there is little doubt that the positive "image building" impact of the visits was considerable.

Plans for the U.S. mission were started as early as May of 1992, the date of a major OPIC/USAID sponsored business mission to Uganda. The "return OPIC mission" was the subject of several working sessions which involved USAID Kampala, the UIA, and leading representatives of private sector Ugandan companies. The mission was tentatively scheduled to take place after the successful nation-wide elections for Uganda's representative constitutional assembly.

The Ugandan Embassy in Washington spearheaded the planning for the U.S. trip. A number of private companies and groups in Washington, Minneapolis and Dallas volunteered their assistance and financial support. USAID Kampala provided the major funding which made the mission possible. USAID provided travel and per diems for a six person UIA delegation, and per diems for a group of Ugandan private sector entrepreneurs.

The broad goals of the U.S. mission as established by the UIA and USAID were related to providing an initial "image building" opportunity in three major cities led by H.E. President Museveni, and exploratory business contacts by a Ugandan private sector delegation with an important focus on agriculture and cattle/dairy production and processing.

Selection of the three cities was driven by these goals: Washington to provide top level government, institutional, financial and World Bank contacts and exposure. Minneapolis to emphasize Uganda's overriding concerns with agricultural and dairy production. Dallas to highlight Uganda's competitive advantage in cattle raising, and related meat, dairy, and hides business opportunities.

The overall USA mission planning, therefore, was organized to provide for the following:

- Broad exposure of U.S. business and government leaders to Uganda's development needs by means of "conference" type public meetings in each of the three target cities.

- Opportunities for private one-on-one contacts between Ugandan business people and U.S. businesses.
- Private meetings between H.E. President Museveni and high-level business, government and institutional leaders.
- Opportunities for orientation/familiarization tours of educational institutions and private sector organizations.
- Press conferences and media events built around the theme of "The New Uganda."
- Meetings with Ugandan nationals resident in the U.S. to emphasize their role as positive public relations agents in their communities.

The chapter which follows describes in greater detail the organization of the mission.

### **III. Mission Itinerary, Presentations, Promotional Materials and Contacts**

While the activities of the Ugandan mission differed from city to city, there was in each city a common core of formalized activities which included the following:

- Public sessions for all members of the Ugandan delegation and invited guests. All guests were registered and provided with a pre-packaged folder of promotional handouts which included the following printed materials:
  - "Investing In Uganda
  - Trade and Investment Opportunities
  - Sector Profile: Finance
  - Sector Profile: Dairy Industry
  - Sector Profile: Building and Construction
  - Sector Profile: Wood and Wood Industries
  - Sector Profile: Manufacturing
  - Sector Profile: Infrastructure
  - Sector Profile: Food Industries
  - Sector Profile: Mining
  - Sector Profile: Agriculture
  - Sector Profile: Tourism
  - The Investment Code, 1991
  - "A Review of Uganda's Resource Endowment and Comparative Advantage"

These printed handouts are included in a portfolio attached to this report as Annex 10.

- A keynote address by H.E. President Museveni officially opened each public session. See Annex 1, Key Address.
- Workshop sessions followed brief introductory remarks by the Ministers of Finance and Economic Planning, Trade & Industry, and Agriculture. These sessions generally followed a question-and-answer format, with follow-on opportunities for private meetings with the Ministers.
- Private meetings were scheduled by Ugandan private sector delegates with U.S. counterparts.
- H.E. President Museveni scheduled meetings with leading national and local officials and senior business executives.
- A Presidential press conference was scheduled in each city. The President and Mrs. Museveni met in each city with resident Ugandans and non-profit organizations active in Uganda.
- A reception and dinner were scheduled in each city for invited guests. H.E. President Museveni made informal remarks at each of these events.

- Visits were scheduled separately for the President and members of the Ugandan delegation to family farms, processing and manufacturing plants, maintenance facilities, universities, and laboratories.

Annexes 2, 3, 4, 5, 7, 8, and 9 provide a listing of members of the Ugandan delegation; participants attending the public sessions; and a schedule of events for Washington, D.C., Minneapolis, and Dallas.

#### **IV. Private Sector Participant Objectives and Business Contacts**

Private Sector Ugandan participants were selected from a leading group of businessmen interested in participating as members of the delegation, having bonafide projects or a feasibility studies appropriate for discussion with U.S. companies, and able to cover transportation costs to and from the United States. They were provided per diem allowances by USAID Kampala. Exhibit VIII, which follows this page, "Companies and Projects For Promotion In the United States," provides the name, company affiliation, and project interests of the private sector participants.

Annex 6 to this report, Ugandan Delegation Data Sheets, provides further information. Due to the necessity to submit this report by the close of business on June 30, 1994, these data sheets are not complete in listing contacts made and agreements reached. A number of the delegates were still in travel status on June 29 and 30. The UIA will complete the Data Sheets upon the return of the delegates to Kampala.

Primary areas of interest of private sector Ugandan delegates fall into the following areas:

- Wheat and wheat flour
- Animal feed production
- Housing and building construction
- Ceramics
- Banking, financial and insurance services, primarily for small scale enterprises
- Dairy products, cheese, milk, cattle, extension services
- Manufacturing: steel products, electronics
- Oils and essential oils
- Sugar refining related artificial sweeteners, ethanol
- Pharmaceutical, primarily low cost generics
- Beef cattle
- Miscellaneous agro processing

## Exhibit VIII

## COMPANIES AND PROJECTS FOR PROMOTION IN USA

COMPANY	REPRESENTATIVE	PROJECT/SECTOR
1. Uganda Grain Milling Co. P.O. Box 895 JINJA	Ms Assey Mukasa Managing Director	Wheat Flour Production Animal Feed Production  Sector: Agro-processing
2. National Housing & Construction Corporation P.O. Box 659 KAMPALA - UGANDA Tel:(256-41)257461/3 Fax:(256-41)258708	Mr. Peter K. Musoke Corporation Secretary Mr. Ben K. Okot Technical Manager	Housing Estates  Sector: Building and Constructions
3. Inter Kiln Ltd P.O. Box 1350 KAMPALA	Mr. Gordon Wavamunno Chairman, Spear Motors and Nile Bank	Ceramics/Banking  Sector: Manufacturing
4. Sembule Group of Companies P.O. Box 15182 KAMPALA Tel:(256-41)270701 270147/7 Fax:(256-41)236537 230828	Mr. Kakembo-Ntambi General Manager	Manufacturing of: - Steel Related Products - Electronics - Computers - Banking - Insurance  Sector: Manufacturing/Finance
5. Liberty Dairy Services Limited P.O. Box 4795 KAMPALA Tel:(256-41)267605 Fax:(256-41)254423	Mr. R. Bakojja Managing Director	Dairy Products: - Cheese - Milk - Heifers - Extension Services  Sector:Dairy Processing
6. Kawoko General Agencies P.O. Box 2024 KAMPALA Tel:(256-481)20173 Fax:(256-41)245580	Mr. E. Lubega Managing Director	- Export of surplus cereals and pulses - Essential Oil Production  Sector:Agro-Processing
7. Madhvani Group of Companies P.O. Box 121 JINJA Tel:(256-043)20511 21318 Fax:(256-043)20909	Mr. Mayur Madhvani Mr. K.P. Eswar Hon. Manzi Tumubweinee Mr. Pratab Madhvani Mr. Munubai	- Production of artificial Sweetner (Nutra Sweet) - Production of Ethanol  Sector: Manufacturing

Exhibit VIII

<p>8. BK Industries Ltd P.O. Box 4844 KAMPALA Tel:(256-41)270046 270277 Fax:(256-41)234960</p>	<p>Mr. B. Kabuye Managing Director</p>	<p>- Sanitary Ware Production  Sector: Manufacturing</p>
<p>9. Bule Stock Farm P.O. Box 5448 KAMPALA Tel:(256-41)243036</p>	<p>Haji A. Kangave Managing Director</p>	<p>Beef Ranching  Sector: Agriculture</p>
<p>10. Kawesi Agro Projects P.O. Box 6839 KAMPALA Tel:(256-41)233805 242623 Fax:(256-41)259753</p>	<p>Mr. S.L. Kawesi Managing Director</p>	<p>- Spices  - Essential Oil Production  Sector: Agriculture</p>
<p>11. Booster Inputs Ltd P.O. Box 4399 KAMPALA</p>	<p>Mr. Walukaga Kiyemba Managing Director</p>	<p>Pharmaceutical Manufacturing and Distribution  Sector: Pharmaceuticals</p>
<p>12. Kato Neon Advertising Industry P.O. Box 8583 KAMPALA Tel:(256-41)231928 Fax:(256-41)231928</p>	<p>Mr. Kanyike Managing Director</p>	<p>Manufacture of Neon Advertising Signs and All Types of Signs and Labels.  Sector: Advertising</p>
<p>13. MACO International P.O. Box 3331 KAMPALA Tel: (256-41)259238</p>	<p>Dr. L. Kirinya Director</p>	<p>Beef Cattle Breeding  Sector: Agriculture</p>
<p>14. P.O. Box 30574 KAMPALA</p>	<p>Hon. J.Z. Mugwanya Managing Director</p>	<p>Soap Manufacturing  Sector: Manufacturing</p>
<p>15. Victoria Agro Industry P.O. Box 6671 KAMPALA Tel:(256-41)531288 Fax:(256-41)531288</p>	<p>Hon. Jjuko Walugembe Managing Director</p>	<p>1. Leather Tanning &amp; Leather Products 2. Paper Manufacturing 3. Safety Matches Manufacturing 4. Agro-processing 5. Crop Marketing 6. Glass Manufacturing  Sectors: Manufacturing/ Agro-Processing</p>

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Exhibit VIII

<p>16. Shama Trade Ltd P.O. Box 406 KAMPALA Tel: (256-41) 250951/2 Fax: (256-41) 250951</p>	<p>Mr. Sam Engola Managing Director</p>	<p>Transportation Services Sector: Transport</p>
<p>17. Vitafoam Ltd P.O. Box 2826 KAMPALA Tel: (256-41)258798 231143 Fax: (256-41)242808</p>	<p>Justin Okeny Chairman</p>	<p>Oil Seed Processing Plant - Cotton Textile and Garment Manufacturing - Timber and Furniture  Sector: Agro-Processing/ Manufacturing</p>
<p>18. Century Bottling Company</p>	<p>Mr. Bagalaliwo Managing Director</p>	<p>Soft Drinks  Sector: Manufacturing</p>
<p>19. Getco/TNT Express</p>	<p>Miss Byanyima</p>	<p>Courier Services</p>
<p>20. Poolmax (U) Ltd P.O. Box 1396 KAMPALA Tel: (256-41)244916</p>	<p>Mr. S. Banya</p>	<p>Coffee Processing  Sector: Agro-Processing</p>

## **V. Presidential and Ministerial Delegation Activities**

The President was heavily scheduled—probably over scheduled—for both group and private meetings and visits to farms, plants, and institutions. He held press conferences in each city, and met with Ugandans living in the area. Press conferences tended to focus on political issues due to the intense international interest in events in neighboring Rwanda.

The Ministers accompanying the official delegation—Finance and Economic Planning, Trade & Industry, and Agriculture—served as conference leaders and were available for private one-on-one meetings. The Governor of the Bank of Uganda, the Secretary to the Treasury, and the Chairman and Executive Director of the UIA were also active and available for private meetings.

There is little doubt that the high-level nature of both the public and private sector delegations led by a responsive, highly articulate, committed, and charismatic President was very important in demonstrating to U.S. audiences the seriousness of purpose with which Uganda is addressing economic development. The President's formal and informal remarks concentrated on a theme of "You can make money in Uganda"—and the Government will do all in its power to facilitate investments.

The response by U.S. participants to the official delegation was highly favorable and encouraging. Many remarked on the "power" which Uganda is placing behind its efforts to rehabilitate and modernize its economy via encouragement of private sector initiatives.

Annexes 6, 7, and 8 outline the schedule of activities for the Presidential and Ministerial delegations.

## VI. Mission Impact Assessment

Any assessment of the results and effectiveness of a trade information and investment mission carried out only a few days after completion of that mission must be at best impressionistic, anecdotal and tentative. Thus is particularly true for a mission carried out in three large American cities involving hundreds of individuals and institutions and a large Ugandan delegation interacting with them.

It is almost a truism to state that the impact of such a mission will depend heavily on what happens months after the completion of the mission in terms of patient but aggressive follow up. This has certainly been the case in tracking the results of the UIA organized Presidential mission to London in May 1993. Aggressive follow-up in that case—particularly in the hotel and tourism sectors—yielded substantial new investments and operating agreements. Follow-up to this London meeting continues with activities planned for July 1994.

Interviews with Ugandan mission delegates and American participants during and after the presentations and meetings in Washington, Minneapolis, and Dallas can, however, provide at least a "feel" for their views on the effectiveness of what they experienced.

- The willingness of President Museveni and his key ministers to participate actively in open presentations and discussions, and to make themselves available for private discussions was viewed as an outstanding indication of Uganda's commitment to private sector development.
- Active sponsorship by local and Ugandan private sector companies and institutions in organizing and financing programs in each of the three locations was viewed as a public indication of their solidarity and active support.
- The abundance and quality of printed material on Uganda, in particular up-to-date investment sector summaries, was seen as a reflection of Uganda's professionalism and maturity in organizing overseas investment promotion missions.
- The high quality of the facilities and services in which public and private meetings were held definitely added a dimension of proper attention to business expectations and a concern for services to participants.
- Ugandan private sector representatives were viewed by their U.S. business counterparts as mature, purposeful and articulate entrepreneurs with demonstrated track records of successful performance.

While it is as yet too early to identify all agreements, or specify future relationships which may result from the delegations contacts, the following listing is suggestive of possible developments. Note that Annex 6, Ugandan Delegation Data Sheets, contains a more detailed—although still incomplete—listing of business contacts made and follow-up required. Annex 6 will be completed upon the delegations return to Kampala.

- The Mahdvani Group held an official signing ceremony in Washington announcing agreements with Nutrasweet for development of a non-sugar sweetener operation at the company's sugar plant in Jinja.
- Discussions continued between the Mahdvani Group and the Exim Bank of the U.S., regarding the financing, construction and operation of a new ethanol plant for producing gasoline blending stock.
- Mr. Jerry Ward, Chairman of IRDA confirmed in a public presentation his company's continuing discussions and agreements with the Government of Uganda on oil exploration; an ENTEBBE airport development project including cold storage facilities; and development with the UIA of an investment park and export processing zone.
- The Sembule group of companies continued discussions on computer assembly (ATC-USA) and banking relationships(Equator Bank).
- BOOSTER Pharmaceutical Uganda explored several opportunities for production and financing of manufacturing and distribution of generic pharmaceutical. (Carrington Labs, Lewis & Co., Nova Corp, and the SAKYI Group).
- The National Housing and Construction Corp. has arranged visits to Uganda with several prospective investors. (Quality Unlimited, Eagle Corp. , Premier EDS Corp., ODP Group, and Basheer & Assoc.).
- The Uganda Development Corp(UDC) signed a letter of understanding with Lewis & Co. for financing of a major phosphate project.

## VII. Lessons Learned

The mission to the United States was the UIA's first experience in organizing a combined diplomatic and business delegation to the U.S. The size of the delegation; the multi-faceted nature of the events scheduled to accommodate both governmental and private sector interests; the complexities involved in a three city tour; and the necessity for the UIA to work from a long distance with Uganda's Washington embassy and multiple private sector sponsors and participants presented a major planning, scheduling and coordination challenge. The end results have demonstrated that the overall program was carried out successfully; that several serious projects have been put into play; and that a number of investment and trade initiatives requiring follow-up do exist.

Notwithstanding the general view that the mission was successful, a number of lessons were learned—lessons which will be taken seriously into account in the planning of future missions of this kind.

- *The UIA must strictly limit the number of major overseas promotional activities undertaken in any one year.* The fiscal year 1993/94 ending on June 30, 1994 was in retrospect overly ambitious in terms of overseas missions undertaken by the UIA. Not only were there a series of missions in which the UIA accompanied Presidential delegations to South East, Asia, India, and Austria, but there were full scale investment missions undertaken to Sweden, Norway, and Denmark. The year ended with the major program in the U.S., attendance at an important trade fair in Italy, and a follow-up delegation to the U.K. This level of activity put a major strain on both UIA's; human and financial resources, not only to plan and manage the overseas programs, but to effectively handle on-going promotional and client relationships in Uganda.
- Plans and budgets for FY 1994/95 will set promotional priorities and establish budgets for the year in order to prevent an overload on UIA human and financial resources.
- *Trade and investment missions in the future must move from general country image building to a focus on priority business sectors and targeted potential investors.* While "image building" must remain a continuing concern of the UIA to counteract out-dated views of Uganda and promote a positive view of the country's investment promotion, priorities over the next several years must shift towards proactive promotion of priority sectors such as agro processing, textiles and mining. This change in approach will mean less emphasis on general promotional events and across-the-board business contacts which characterized the U.S. progress to highly specific marketing of priority sectors directed at pre-targeted sectors, countries and companies.
- *The UIA must assume greater direct in-country management responsibility for planning, scheduling and directing important target country trade and promotion events.* The U.S. mission highlighted the need for direct, on-the-ground control of major UIA-sponsored missions. While Uganda's embassy in Washington provided

enormous support at all phases of the program, coordination proved extremely difficult given the number of other groups in three cities responsible for important program elements. The U.S. program would have benefitted enormously from assignment of a senior UIA promotional officer able to make at least two planning and coordinating trips to the U.S. to personally evaluate and coordinate activities in each of the three cities.

- *Closer control of corporate sponsors is essential.* The program in Minneapolis, for example, was dominated by Land O' Lakes corporate interests. The company tightly scheduled President Museveni for Land O' Lakes sponsored events. The public investment workshop, for example, was poorly attended by companies outside Land O' Lakes. Future promotional events should obviously seek corporate sponsors, but the interests of the UIA must take precedence over corporate sponsors "taking over" the program.
- *Careful scheduling of contacts for private sector participants is essential.* The investment promotion missions to Sweden, Norway and Denmark can serve as a model for future UIA promotional activities involving Ugandan private sector participants. Consultants from each of the sponsoring governments worked closely with the UIA in Uganda over several months in identifying, selecting, counselling and scheduling private sector Ugandan entrepreneurs to ensure "matching" with potential joint venture partners and investors in their countries. Time and resources did not permit this to be done for the U.S. delegation. The result was the less effective linking of Ugandan businessmen with U.S. counterparts.
- *All mission participants must be carefully briefed on program, travel and administrative arrangements.* Multi-city promotional missions involving a large number of participants and complex international travel and hotel arrangements require careful briefing, current information, and accurate published activity programs. Future international promotional programs must pay greater attention to such matters. The U.S. program suffered from a lack of such information.
- *Promotional materials prepared by the UIA and distributed to all participants proved highly effective.* The attractively package set of handout materials proved highly effective. Future programs should ensure that these standards are maintained and that materials distributed are current and professionally printed. The short video prepared by the Ministry of Trade and Industry was highly appreciated. A longer and updated version of such a video should be prepared for each major promotional mission.
- *Greater attention must be paid to developing close relationships with and assistance to the media.* While press conferences were held in all cities, there appeared to be a lack of representatives from the major media news and TV organizations. There was a noticeable lack of materials suitable for press releases before, during and after the mission. Consideration should be given in future major missions to the assignment of an UIA investment officer concerned solely with media relations and support.

### VIII. Next Steps

The ultimate success of the Ugandan trade and investment mission to the US will depend in large part on the proactive measures taken by the Ugandan private sector participants and the Uganda Investment Authority in diligently following up the contacts made. While a number of contacts and agreements were announced during the mission and essentially represent "done-deals", many of the contacts were of a preliminary nature requiring follow-up.

While it is too early to present a definitive list of follow-up activities which will be undertaken, the following are suggestive of these activities.

- The UIA will recontact all private and public sector Ugandan participants to obtain information on serious contacts made which will require some form of follow-on action. Ugandan Delegation Data Sheets will be up-dated (see Annex 6).
- The UIA and private sector participants will work out appropriate follow-up activities.
- The UIA will assist in the planning and scheduling of U.S. companies which have indicated the intent to travel to Uganda. The UIA will provide assistance in scheduling meetings, plant tours, and leisure time activities. UIA investment officers will be assigned on a case-by-case basis.
- The forthcoming issue of UIA's quarterly publication, The Investor, will feature the mission to the US. Mailings of this special issue will be made to key US participants in mission events.
- The UIA will encourage and support Uganda's Ambassador to the US and members of his staff in the planning and execution of mission follow-up activities in the US. Considerations will be given to sending a senior UIA investment officer on one or more trips to assist in this activity.
- Formal consideration will be given to a proposal to fund a permanent UIA resident investment officer in the United States.
- Talks will begin on priority sector and company targeting for the US, and the development of appropriate marketing programs and tools to reach these targets.

## ANNEXES

1. Key Address  
H.E. Yoweri Kaguta Museveni  
President of the Republic of Uganda
2. Members of the Ugandan Delegation,  
Economic Mission to the United States  
June 22-28, 1994
3. Participants in Washington, D.C. Meetings  
June 20-22, 1994
4. Participants in Minneapolis, MN Meetings  
June 26-28, 1994
5. Participants in Dallas, TX Meetings  
June 26-28, 1994
6. Ugandan Private Sector Data Sheets
7. Schedule of Events, Washington, D.C.  
June 20-22, 1994
8. Schedule of Events, Minneapolis, MN  
June 23-25, 1994
9. Schedule of Events, Dallas, TX  
June 26-28, 1994
10. "Invest In Uganda" - Portfolio of Promotional Material  
Distributed in Washington, Minneapolis and Dallas

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ANNEX 1

KEY ADDRESS

H.E. Yoweri Kaguta Museveni

President of the Republic of Uganda

I AM IN THE UNITED STATES TO TELL THE STORY OF THE NEW UGANDA. IN MY MEETINGS WITH KEY LEADERS IN YOUR GOVERNMENT, BUSINESS AND VOLUNTARY ORGANIZATIONS IN WASHINGTON, MINNEAPOLIS AND DALLAS, I SHALL BE ASKING ALL OF THEM-AS I AM ASKING YOU TODAY-TO TAKE A CAREFUL AND OBJECTIVE LOOK AT WHO WE ARE AS A PEOPLE AND A NATION; WHAT WE HAVE DONE IN A SHORT TIME TO RESTORE PEACE AND CONFIDENCE TO OUR NATION AND ITS PEOPLE; WHERE OUR SIGHTS ARE SET FOR OUR FUTURE GROWTH AND PROSPERITY; AND HOW WE ARE BUILDING OUR DEMOCRATIC INSTITUTIONS TO TAKE US INTO THE 21ST CENTURY.

MY PLEASURE IN BEING WITH YOU TODAY OWES A LARGE DEBT OF GRATITUDE TO OUR MANY FRIENDS AND SUPPORTERS IN THE UNITED STATES GOVERNMENT, IN THE PRIVATE SECTOR, AND VOLUNTARY ASSOCIATIONS. IT IS THEY WHO HAVE ENCOURAGED AND SUPPORTED US TO UNDERTAKE THIS ECONOMIC AND TRADE MISSION - OUR FIRST EFFORT TO INFORM THE AMERICAN PEOPLE AND ITS LEADERS ABOUT THE REALITY OF THE NEW UGANDA AND HER ASPIRATIONS.

OUR PARTICULAR WARM THANKS MUST GO TO OUR GOOD FRIENDS IN THE AMERICAN EMBASSY AND USAID IN KAMPALA. LED BY AN OUTSTANDING GROUP OF CONCERNED, CAPABLE AND EXPERIENCED INDIVIDUALS, THEY HAVE BEEN UNSTINTING IN THEIR MORAL AND FINANCIAL SUPPORT, AND, AS IMPORTANTLY, HAVE BEEN A SOURCE OF OBJECTIVE COUNSEL AND WARM ENCOURAGEMENT.

WITH THEIR HELP, I AM HERE TO TELL YOU ABOUT INVESTMENT OPPORTUNITIES WHICH AWAIT IN UGANDA WHICH YOU AND WE CAN EXPLOIT FOR MUTUAL BENEFIT:

- ◆ OUR FERTILE RAIN FED SOILS, WHICH SPAN THE EQUATOR AT AVERAGE ALTITUDES OF 2000 FEET ABOVE SEA LEVEL, SUPPORT BOTH EQUATORIAL AND TEMPERATE ZONE CROPS OF BROAD DIVERSITY AND HIGH QUALITY. MULTIPLE ANNUAL CROPPINGS ARE NORMAL. WITH ANNUAL RAINFALL RANGING FROM 40-60 INCHES AND YEAR-ROUND TEMPERATURES SIMILAR TO THOSE OF NEW

ENGLAND IN APRIL AND MAY, OUR AGRICULTURAL PRODUCTION RANGES FROM TEA, COFFEE AND SUGAR; THROUGH AN ALMOST ENDLESS LIST OF FRUITS AND VEGETABLES; TO COTTON AND SILK, FIBERS, GRAINS, AND SPICES, INCLUDING THE NEWEST ADDITIONS OF PYRETHRUM AND VANILLA - WHOSE BIGGEST MARKET IS THE UNITED STATES.

- ◆ NOT ONLY IS UGANDA FULLY SELF SUFFICIENT IN FOOD, BUT IT ALSO EXPORTS LARGE QUANTITIES OF FOODSTUFFS TO WORLD MARKETS AND TO NEIGHBORING COUNTRIES. WE HAVE, FOR EXAMPLE, BEEN ABLE TO RESPOND QUICKLY TO THE NEEDS OF NEARBY TROUBLED COUNTRIES, MAKING AVAILABLE TO INTERNATIONAL AID ORGANIZATIONS LARGE SUPPLIES OF BASIC FOODS FOR FEEDING POPULATIONS DISPLACED BY WAR AND DROUGHT.
  
- ◆ THE QUALITY OF OUR MEDIUM-LONG STAPLE COTTON, ROBUSTA COFFEE, AND TEA SET WORLD STANDARDS. YOU WILL SOON SEE UGANDA REGAIN ITS POSITION AS A WORLD CLASS SUPPLIER OF THESE PRODUCTS. ALSO WATCH FOR OUR ENTRY INTO NON TRADITIONAL AGRICULTURAL EXPORT MARKETS: RED PEPPER, GINGER, PYRETHRUM, VANILLA AND EXOTIC VEGETABLES ARE ALREADY BEING EXPORTED. THE EXPORT OF FRESH ROSES TO EUROPEAN MARKETS BEING GROWN IN UGANDA EMPLOYING STATE-OF-THE-ART TECHNOLOGY IS WELL ADVANCED. UGANDA MAY SOON BECOME ONE OF - IF NOT THE - LARGEST EXPORTERS OF ROSES IN AFRICA.
  
- ◆ WE ARE SEEKING SERIOUS INVESTORS IN AGRO PROCESSING. IT IS OUR BELIEF THAT OUT-GROWER SCHEMES UTILIZING PRODUCTION FROM THOUSANDS OF FARM FAMILIES POINT THE WAY TOWARDS INCREASED RURAL DISPOSABLE INCOME, SAVINGS, FINANCIAL STABILITY, AND SECURITY.

- ◆ UGANDA HAS A LONG HISTORY OF CATTLE RAISING. TRADITIONAL AND EXOTIC BREEDS FLOURISH IN MANY PARTS OF THE COUNTRY.
- ◆ THE DAIRY INDUSTRY IS IMPORTANT AND EXPANDING. AS A FARMER AND CATTLE RAISER MYSELF, I TOOK GREAT PRIDE THAT IN RECENT BEEF COMPETITION IN TEXAS, THE ANCIENT ANKOLE LONGHORN OF UGANDA TOOK FIRST AND SIXTH PLACES OF ALL BREEDS IN COMPETITION. THE YELLOW FAT, LOW CHOLESTEROL QUALITIES OF THE LONG-HORN BEEF CATTLE WERE HIGHLY APPRECIATED. WE ARE AWAITING YOUR EXPERTISE IN THIS AREA TO REALIZE THE FULL POTENTIAL OF THIS BREED OF CATTLE.
- ◆ I HAVE ALSO BEEN EXTREMELY PLEASED TO WELCOME TO UGANDA ONE OF AMERICA'S LARGEST DAIRY COOPERATIVES, MINNEAPOLIS - BASED LAND O'LAKES. THEIR SPECIALIST TEAMS HAVE ASSESSED UGANDA'S DAIRY INDUSTRY AND HAVE PREPARED LONG TERM PLANS FOR ITS DEVELOPMENT BY THE PRIVATE SECTOR. OUR LAND O'LAKES FRIENDS HAVE RECENTLY CONCLUDED A STUDY TO GUIDE US IN THE PRIVATIZATION OF OUR LARGEST STATE OWNED DAIRY COMPANY, AS PART OF OUR MASSIVE PRIVATIZATION EFFORTS.
- ◆ CATTLE-BASED BUSINESS OPPORTUNITIES IN MILK, BEEF, SKINS AND HIDES ABOUND; PRODUCTION OF IMPROVED QUALITY BREEDS OF GOATS, SHEEP, PIGS AND RABBITS OFFER ADDITIONAL POSSIBILITIES. WE HAVE EVEN RECENTLY LICENSED AN EXPORT ORIENTED OSTRICH FARM. I UNDERSTAND THAT ALL PRODUCTS OF THIS BIRD ARE USED, FROM FEATHER, MEAT THAT I UNDERSTAND TO HAVE NO CHOLESTEROL, AND EVEN ITS SKIN IS HIGHLY SOUGHT AFTER.
- ◆ WITH 14,000 SQUARE MILES OF OPEN FRESH WATER - INCLUDING THE WORLD FAMOUS LAKES BEARING SUCH NAMES AS VICTORIA, KYOGA, ALBERT, GEORGE AND EDWARD - OUR ACTUAL AND POTENTIAL FISHERIES INDUSTRY IS IMPORTANT. ALREADY FRESH

FISH FROM LAKE VICTORIA IS MOVING BY AIR TO EUROPEAN CENTERS. THE BONELESS, WHITE FILLETS OF TILAPIA AND NILE PARACH HAVE FOUND READY MARKET ACCEPTANCE AND PREMIUM PRICES. ONE COMPANY IS CURRENTLY RAISING AND EXPORTING EELS TO ITS CUSTOMERS IN NORTHERN EUROPE AND JAPAN.

- ◆ UGANDA'S LARGELY UNDEVELOPED MINERAL RESOURCES ALSO DESERVE CAREFUL STUDY BY POTENTIAL INVESTORS. PHOSPHATE RESERVES AROUND TORORO, IN EASTERN UGANDA, ARE ESTIMATED AT 230 MILLION METRIC TONS OF PHOSPHATE ROCK OF 60% PURITY. HIGH QUALITY IRON ORE DEPOSITS ARE BEING STUDIED FOR LOCAL PRODUCTION OF IRON AND STEEL. THESE DEPOSITS ARE AMONG THE PUREST DEPOSITS IN THE WORLD. THERE ARE LARGE LOCAL DEPOSITS OF MARBLE, LIMESTONE, ALLUVIAL GOLD, COPPER AND COBALT.
  
- ◆ WE KNOW THAT WE HAVE OIL AND GAS RESERVES. WE ARE LOOKING TO YOUR TECHNOLOGY AND CAPITAL TO EXPLOIT THESE RESERVES.
  
- ◆ THE SOURCE OF THE NILE AS IT FLOWS FROM LAKE VICTORIA TO BEGIN ITS LONG JOURNEY TO THE MEDITERRANEAN SEA OFFERS A VIRTUALLY LIMITLESS RESERVOIR OF ENERGY. WHEN CURRENT EXPANSION OF THE JINJA DAM IS COMPLETED, THERE WILL BE 380 MEGAWATTS OF POWER AVAILABLE FROM THAT POINT ALONE. FIVE OTHER IDENTIFIED SITES FURTHER DOWN THE NILE HAVE THE POTENTIAL TO GENERATE ADDITIONAL 6000 MEGAWATTS. OTHER RIVERS HAVE SIMILAR POTENTIAL. WE ARE SEEKING FOREIGN PRIVATE SECTOR INVESTORS TO DEVELOP AND MARKET THESE RICH ENERGY RESOURCES. UGANDA'S GEOGRAPHIC POSITION MEANS THAT MARKETS IN NEIGHBORING COUNTRIES FOR ELECTRICITY ARE HUGE. WE ALREADY EXPORT ELECTRICITY TO KENYA AND TANZANIA; ZAIRE AND SUDAN ARE POTENTIAL ADDITIONAL MARKETS.

- ◆ UGANDA, OVER THE NEXT FIVE YEARS, WILL RECAPTURE ITS PLACE AS A LEADING EAST AFRICAN TOURISM DESTINATION. NINE NATIONAL PARKS PROVIDE A RANGE OF TOURISM SPECTACULARS: LARGE MAMMALS, BIRDS, MOUNTAIN GORILLAS, VIRGIN FORESTS, MOUNTAINS, RIVERS AND LAKES. FIFTEEN CONCESSIONS HAVE ALREADY BEEN AWARDED TO LOCAL AND FOREIGN INVESTORS TO ESTABLISH TOURIST FACILITIES RANGING FROM LUXURY HOTELS TO TENTED CAMP SITES. I CAN SAFELY PREDICT THAT TOURISM WILL REMAIN A VIBRANT SECTOR IN TERMS OF NEW INVESTMENT, VOLUME OF TOURISTS, FOREIGN EXCHANGE EARNINGS AND PROFITABILITY.

THE AWE-INSPIRING NATURAL RESOURCES WITH WHICH UGANDA IS ENDOWED MEAN LITTLE UNLESS THEY CAN BE ACCESSED AND EXPLOITED. THIS REQUIRES DEVELOPMENT OF BOTH PHYSICAL INFRASTRUCTURE AND HUMAN RESOURCES TO EXPLOIT THESE NATURAL RESOURCES. HAVING LONG AGO TAKEN THE IRREVOCABLE DECISION TO MOVE GOVERNMENT OUT OF PRODUCTION AND BUSINESS ACTIVITIES, WE ARE DIVESTING AND PRIVATIZING PUBLIC ENTERPRISES AS QUICKLY AS POSSIBLE SO THAT WE CAN PUT THEM IN PRIVATE SECTOR HANDS IN ORDER TO SPEED THE PROCESS OF ECONOMIC DEVELOPMENT. GOVERNMENT HAS TAKEN THE FOLLOWING STEPS TO ENSURE THAT INVESTORS WHO COME TO OUR COUNTRY CAN PROFITABLY EXPLOIT THESE RESOURCES.

- ◆ MAJOR PAVED ROADS, RAILROADS AND LAKE TRANSPORT NOW LINK ALL OF UGANDA'S CITIES, AND PROVIDE DIRECT ACCESS TO NEIGHBORS AND MARKETS OF ZAIRE, RWANDA, BURUNDI, TANZANIA, KENYA AND SUDAN. SHIPMENT OF GOODS INTO UGANDA AND ON INTO CENTRAL AFRICAN MARKETS ARE MOVING READILY FROM THE OCEAN PORTS OF MOMBASA IN KENYA AND DAR ES SALAAM IN TANZANIA. MAJOR ROAD, RAIL AND WATER TRANSPORT IMPROVEMENTS HAVE BEEN MADE AND OTHERS ARE CURRENTLY UNDERWAY. LONG TERM ALLOCATIONS FOR CONTINUING IMPROVEMENT HAVE BEEN PROVIDED FOR IN FUTURE BUDGETS.

- ◆ THE DECISION HAS BEEN TAKEN TO PRIVATIZE UGANDA'S TELECOMMUNICATIONS NETWORK. LICENSES HAVE ALSO BEEN ISSUED TO PRIVATE SECTOR INVESTORS FOR INSTALLATION AND OPERATION OF CELLULAR TELEPHONE AND PAGING SYSTEMS. MORE APPLICATIONS ARE BEING REVIEWED TO CONSTRUCT OTHER NON-CORE SERVICES WHICH ARE NEEDED BY A MODERN ECONOMY.
  
- ◆ THE OWEN FALLS DAM IN JINJA HAS BEEN RENOVATED AND EXPANDED. A MAJOR NEW DAM IS CURRENTLY UNDER CONSTRUCTION.
  
- ◆ MAJOR NEW GOVERNMENT INITIATIVES ARE UNDERWAY AND BEING PLANNED IN EDUCATION AND HEALTH. IN THE FINAL ANALYSIS, NATURAL RESOURCES AND INFRASTRUCTURE MEAN LITTLE WITHOUT TRAINED, EFFICIENT AND HEALTHY PEOPLE. WE AGREE WITH THE GROWING EVIDENCE FROM MULTINATIONAL AGENCIES AND DONOR STUDIES WHICH INDICATE THAT ONE OF THE MOST IMPORTANT INVESTMENTS WHICH A COUNTRY CAN MAKE TO ENSURE ITS LONG TERM ECONOMIC DEVELOPMENT IS IN ITS PEOPLE. WE RECOGNIZE THAT WE HAVE A VERY LONG WAY TO GO IN DEVELOPING UGANDA'S HUMAN RESOURCES. AS AN EXAMPLE, MAKERERE UNIVERSITY IN KAMPALA WAS ONCE RECOGNIZED AS EAST AFRICA'S LEADING UNIVERSITY. WHILE WE ARE MAKING EXCEPTIONAL EFFORTS TO RESTORE MAKERERE TO ITS FORMER STATUS, IT MAY BE YEARS BEFORE WE CAN COMPLETE THE DIFFICULT ON-GOING INSTITUTION BUILDING PROCESS WHICH IS REQUIRED TO REBUILD A WORLD CLASS MAJOR UNIVERSITY CENTER. WE HAVE TAKEN STEPS TO AUTHORIZE OPERATION OF PRIVATELY OPERATED UNIVERSITIES AND OTHER INSTITUTIONS OF HIGHER LEARNING TO HELP US IN THIS TASK. IN THE FIELDS OF ELEMENTARY AND SECONDARY EDUCATION WE ARE COMMITTED TO UNIVERSAL PRIMARY EDUCATION AND WE ARE PUTTING IN PLACE THE INSTRUMENTS TO DELIVER THE SERVICE.

I WOULD LIKE TO BRIEFLY TO SHARE WITH YOU THE STEPS WHICH UGANDA HAS TAKEN AND THE RESULTS ACHIEVED SINCE 1986 WHEN OUR GOVERNMENT TOOK POWER:

- ◆ A STRUCTURAL ADJUSTMENT PROGRAM WAS LAUNCHED IN 1987 WHICH FOCUSED ON REDUCING PUBLIC SECTOR SPENDING; CONTROLLING RAMPANT INFLATION; IMPROVING PUBLIC SERVICES AND INFRASTRUCTURE; LIBERALIZING FOREIGN EXCHANGE TRANSACTIONS; PROVIDING INCENTIVES FOR INVESTMENT AND SERVICES; AND PRIVATIZING A LARGE AND INEFFICIENT PUBLIC SECTOR. WHAT HAS BEEN OUR RECORD IN ACHIEVING THESE REFORMS?
  
- ◆ SINCE THEN THE GROWTH OF MONEY SUPPLY HAS BEEN CONTROLLED; INFLATION HAS DECLINED DRAMATICALLY: GDP HAS GROWN AT AN AVERAGE ANNUAL RATE OF 5%; THE FINANCIAL SECTOR HAS BEEN STRENGTHENED; INTEREST RATES HAVE BEEN DECONTROLLED AND CONTINUE TO MOVE DOWN; FOREIGN TRADE HAS BEEN LIBERALIZED; PURCHASE OF FOREIGN EXCHANGE IS UNRESTRICTED; THE UGANDAN SHILLING IS FULLY CONVERTIBLE AND STABLE; PARASTATAL ORGANIZATIONS ARE BEING PRIVATIZED; AND MAJOR MANPOWER REDUCTIONS HAVE BEEN ACHIEVED IN BOTH THE PUBLIC AND MILITARY SECTORS.
  
- ◆ WHILE ALL THESE ARE MAJOR ADVANCES TOWARDS OUR ULTIMATE GOALS, THE WORK HAS JUST BEGUN. WE INTEND BY OUR ACTIONS TO CONVINCE THE INTERNATIONAL LENDING AGENCIES, THE DONORS, AND MOST IMPORTANTLY, YOU THE PRIVATE INVESTORS, THAT WE CAN DELIVER RESULTS.

OUR ORGANIZED EFFORTS TO INCREASE TRADE, INVESTMENTS, AND TECHNOLOGY TRANSFER ARE STILL IN THEIR EARLY DAYS. THE UGANDA INVESTMENT AUTHORITY HAS BEEN FULLY OPERATIONAL FOR LITTLE MORE THAN TWO YEARS, BUT THE RECORD SHOWS STRONG AND CONTINUING INTERNATIONAL INTEREST IN UGANDA.

- ◆ SINCE THE AUTHORITY BEGAN LICENSING INVESTMENT PROJECTS IN SEPTEMBER OF 1991, 711 INVESTMENT PROJECTS HAD BEEN LICENSED BY THE END OF MAY 1994. THE LEVEL OF INVESTMENTS INDICATED IN THE PROJECT PROPOSALS AMOUNTS TO OVER \$1 BILLION AND WILL EVENTUALLY CREATE OVER 45,000 FORMAL SECTOR JOBS ONCE FULLY IMPLEMENTED.
- ◆ OVER 45% OF THE 711 PROJECTS ARE IN THE MANUFACTURING SECTOR, WHICH INCLUDES MAJOR AGRO PROCESSING INVESTMENTS IN COFFEE, TEA, AND SUGAR.
- ◆ PROJECT SPONSORS ARE INTERNATIONAL IN SCOPE. OVER 35 COUNTRIES ARE REPRESENTED IN THE LIST OF LICENSED PROJECTS. THE UNITED KINGDOM LEADS THE LIST WITH 204 PROJECTS; KENYA FOLLOWS WITH 115. CANADA, INDIA, KOREA, AND THE USA HAVE ORIGINATED A TOTAL OF 168 PROJECTS.
- ◆ THE 16 PROJECTS IN WHICH THERE ARE U.S PARTICIPATION INCLUDE INVESTMENTS IN TOURISM, FOOD PROCESSING, PETROLEUM MARKETING, SOFT DRINKS, TOOTHPASTE, COMMERCIAL BANKING, COLD STORAGE, CONSTRUCTION, ELECTRONICS ASSEMBLY, FISH PROCESSING, BLENDED SUGAR, AND TELEPHONE SETS. COMPANIES INVOLVED INCLUDE HOUSEHOLD U.S NAMES SUCH AS CALTEX, COCA COLA, COLGATE PALM OLIVE, NUTRASWEET, AND AMERICAN MONARCH.

UGANDA FACES ITS FUTURE WITH THE MEMORY AND HERITAGE OF A DEVASTATING PAST. HOW CAN THIS PAST BE EXPLAINED? HOW DOES ONE ACCOUNT FOR THE INSTABILITY THAT ENGULFED UGANDA AND MANY OTHER AFRICAN COUNTRIES? I HAVE LONG SINCE LEARNED THAT IT DOES LITTLE GOOD TO BLAME OTHERS. WHAT UGANDA HAS ACCOMPLISHED THUS FAR HAS BEEN THE RESULT OF LOGICAL DIAGNOSIS, SOUND POLICIES, AND DETERMINED ACTIONS. IT IS NECESSARY, HOWEVER, FOR THOSE BOTH INSIDE AND OUTSIDE AFRICA TO RECOGNIZE THE LONG AND DEEP SHADOW OF COLONIALISM IN WHICH MANY IN AFRICA STILL LIVE. AT INDEPENDENCE, POWER PASSED TO AFRICAN SERGEANTS WHO BECAME FIELD MARSHALS AND

PRESIDENTS; NURSES WHO BECAME MINISTERS OF HEALTH; SENIOR CLERKS WHO BECAME PRIME MINISTERS. TO SAY THAT THESE PEOPLE WERE HOPELESSLY UNPREPARED AND OUT OF THEIR DEPTH IS A MAJOR UNDER-STATEMENT.

THERE WERE, IN ADDITION, FEW EDUCATED AFRICAN MEN AND WOMEN AVAILABLE TO TURN TO. TANGANYIKA, FOR EXAMPLE, HAD THIRTEEN COLLEGE GRADUATES AT INDEPENDENCE. TOO MANY OF THE GRADUATES THAT THERE WERE HAD BEEN BROUGHT UP AND EDUCATED IN COLONIAL SOCIAL SCIENCES WHICH EMPHASIZED TRIBAL CULTURES, SUBSERVIENCE TO FOREIGN RULE, AND A "GO-ALONG" MENTALITY.

THE LACK OF AN ENTREPRENEURIAL MIDDLE CLASS - OR EVEN THE BEGINNINGS OF AN ENTREPRENEURIAL SPIRIT OR ETHOS - PREVENTED OR CERTAINLY DELAYED THE EMERGENCE OF AN INDIGENOUS PRIVATE SECTOR WHICH WE NOW RECOGNIZE AS AN ESSENTIAL ELEMENT IN NATIONAL DEVELOPMENT.

UGANDA'S THIRTEEN YEAR BATTLE AGAINST THE NEFARIOUS REGIMES OF AMIN AND OBOTE WAS LED BY YOUNG PEOPLE OF A RISING INTELLIGENTSIA STRONGLY SUPPORTED BY THE PEASANTRY. WE ARE THE NEW UGANDA. THE MOST IMPORTANT TASK IS TO TRANSFORM THE BENEFITS OF POLITICAL STABILITY INTO ECONOMIC STABILITY - TO BUILD A MODERN AGRO-INDUSTRIAL SOCIETY OUT OF A TRIBAL AND PRE-INDUSTRIAL SOCIETY WHICH WE INHERITED. THIS MEANS:

- ◆ REGIONAL MARKET INTEGRATION TO STIMULATE INDUSTRIAL PRODUCTION AND FACILITATE TRADE.
- ◆ AN ECONOMY SOLIDLY BASED ON LOCAL RAW MATERIALS AND LOCAL VALUE ADDED PROCESSING.
- ◆ THE CREATION OF AN ENTREPRENEURIAL CLASS, SKILLED MANAGERS, ENGINEERS AND SCIENTISTS.

◆ A SOCIETY STRESSING ANTI-SECTARIANISM, NATIONALISM AND PAN AFRICANISM

UGANDA'S GOVERNMENT, BECAUSE OF ITS HISTORICAL ROOTS, IS INEVITABLY LIBERAL AND STRESSES INDIVIDUAL INITIATIVE. THE FOUNDATION FOR FUTURE POLITICAL AND ECONOMIC DEVELOPMENT IS BEING LAID BY THE FORMULATION OF A NATIONAL CONSTITUTION THROUGH A DEMOCRATIC PROCESS. ON MARCH 28, 1994 THE PEOPLE OF UGANDA PARTICIPATED IN FREE AND FAIR ELECTIONS TO SELECT DELEGATES TO THE CONSTITUENT ASSEMBLY WHICH WILL DEBATE AND ADOPT A NEW NATIONAL CONSTITUTION. PLANS ARE BEING MADE TO HOLD GENERAL PRESIDENTIAL AND PARLIAMENTARY ELECTIONS UNDER THE NEW CONSTITUTION IN EARLY 1995.

NOW A FEW WORDS OF ENCOURAGEMENT TO POTENTIAL INVESTORS AND TRADING PARTNERS. WE ARE IN EARNEST SEARCH OF MODERNIZATION THROUGH INDUSTRIALIZATION. WE HAVE, THEREFORE PUT IN PLACE POLICIES WHICH ENCOURAGE INVESTORS. WE HAVE:

- ◆ A REALISTIC EXCHANGE RATE
- ◆ MARKET DETERMINED INTEREST RATES
- ◆ INFLATION WHICH IS UNDER CONTROL VIA CAREFUL SCRUTINY OF GOVERNMENT EXPENDITURES AND THE MONEY SUPPLY
- ◆ 100% FOREIGN EXCHANGE RETENTION ACCOUNTS FOR EXPORTERS
- ◆ A ONE-STOP-INVESTMENT CENTRE, THE UGANDA INVESTMENT AUTHORITY
- ◆ TAX EXEMPTIONS FOR NEW INVESTMENTS
- ◆ A CONVERTIBLE CURRENCY, PRIVATE FOREX BUREAUS, AND AN INTERBANK MARKET.

- ◆ DUTY FREE IMPORT OF CAPITAL ASSETS
- ◆ FIRST ARRIVAL PRIVILEGES FOR FOREIGN STAFF
- ◆ FACILITATION OF REPOSSESSION OF ALL ASIAN PROPERTIES BY THEIR ORIGINAL OWNERS
- ◆ COMPLETION OF WORK FOR CREATION OF A KAMPALA STOCK EXCHANGE
- ◆ SIMPLIFIED AND GUARANTEED REPATRIATION OF CAPITAL AND DIVIDENDS.
- ◆ MEMBERSHIP IN THE MULTILATERAL INVESTMENT GUARANTEE AGENCY OF THE WORLD BANK.

WE SOMETIMES ENCOUNTER OPPOSITION TO CERTAIN OF THESE POLICIES. WHY, ASK SOME OF OUR CRITICS, SHOULD WE PERMIT FULL REPATRIATION OF DIVIDENDS?

MY RESPONSE IS SIMPLE. BY THE TIME A FOREIGN INVESTOR DECLARES DIVIDENDS WE UGANDANS HAVE ALREADY TAKEN OUR SHARE. WE HAVE ALREADY SOLD OUR RAW MATERIALS TO HIM; HE HAS ALREADY PAID FOR OUR LABOUR; HE HAS ALREADY BOUGHT AND PAID FOR ELECTRICITY, WATER AND TELEPHONE SERVICES; HE HAS PAID A VARIETY OF TAXES ON HIS IMPORTS, PRODUCTS AND EARNINGS. WHY SHOULD WE DENY HIM FULL AUTHORITY OVER HIS HARD EARNED DIVIDENDS?

OUR EMERGING INVESTMENT STRATEGY AND POLICIES WILL CONCENTRATE MORE AND MORE ON ENCOURAGEMENT OF INVESTMENTS WHICH USE AND ADD VALUE TO LOCALLY PRODUCED RAW MATERIALS; GENERATE FORMAL AND INFORMAL SECTOR EMPLOYMENT AND FLOW OF FUNDS TO RURAL AREAS; BRING IN NEW TECHNOLOGY AND TRAINING OPPORTUNITIES; AND CONTRIBUTE TO A GROWING VOLUME OF NON TRADITIONAL EXPORTS.

INCOME PER CAPITA CAN BE RAISED BY THESE POLICIES. LOOK AT A COUNTRY SUCH AS DENMARK. AN AREA OF 43,000 SQUARE KILOMETERS OF WHICH 70% IS BARREN HAS A PER CAPITA INCOME OF \$25,000. UGANDA WITH 241,00 SQUARE KILOMETERS AND WITH 80% OF THIS LAND CULTIVABLE HAS A PER CAPITA INCOME OF \$198.

WE HAVE MOUNTED VIGOROUS AND FAR REACHING EFFORTS TO BROADEN OUR REVENUE BASE TO REDUCE OUR DEPENDENCE ON DONOR FUNDING. PRIVATE SECTOR INVESTORS ARE THE SUREST WAY TO ENSURE THAT OBJECTIVE. MY GREATEST PERSONAL WISH WOULD BE TO GO TO A PARIS CLUB MEETING WITHIN THE NEXT DECADE AS A DONOR!

FINALLY, LET ME RE-EMPHASIZE THAT TRADE WITH AND INVESTMENTS IN UGANDA INVOLVE SUPPLYING A NATIONAL MARKET OF 17 MILLION PEOPLE, AND A REGIONAL PREFERENTIAL PTA MARKET OF 230 MILLION, WHICH COULD WELL GROW TO 300 MILLION WITH THE ACCESSION OF ZAIRE AND SOUTH AFRICA. WE OURSELVES LOOK FORWARD TO TRADE WITH TWENTY-THREE COUNTRIES OF THE COMESA REGION.

IN CONCLUDING, I WOULD LIKE TO REMIND MY AMERICAN FRIENDS THAT FROM THE LANDING OF THE PILGRIMS AT PLYMOUTH ROCK IN 1620 TO THE EARLY 20TH CENTURY, THE UNITED STATES - THEN A DEVELOPING ECONOMY - WAS SUPPORTED, SUSTAINED AND FINANCED BY EUROPEAN TECHNOLOGY AND CAPITAL TO TURN ITS ABUNDANT NATURAL AND HUMAN RESOURCES INTO THE GREATEST INDUSTRIAL DEMOCRACY OF ALL TIME. MY DELEGATION AND I HAVE COME TO THE UNITED STATES IN SEARCH OF THE CAPITAL AND TECHNICAL KNOWHOW TO ASSIST US TO DUPLICATE - IN A MUCH MORE MODEST WAY - THAT SAME ECONOMIC AND SOCIAL TRANSFORMATION. TRADE, INVESTMENT, AND TECHNICAL AND CULTURAL INTERCHANGES ARE THE SUREST WAY FOR US TO REACH THAT GOAL. AID WOULD THEN BECOME A THING OF THE PAST WE WOULD BE HAPPY TO SEE IT GO.

ANNEX 2

MEMBERS OF THE UGANDAN DELEGATION

Economic Mission to the United States

June 22-28, 1994

MEMBERS OF THE UGANDAN DELEGATION

ECONOMIC MISSION TO THE UNITED STATES

June 22-28, 1994

MISSION LEADER:

His Excellency Yoweri Museveni  
President of Uganda

MEMBER OF THE OFFICIAL GOVERNMENT DELEGATION:

- The Hon. Kawanga Ssemwogerere  
The Second Deputy Prime Minister and  
Minister of Foreign Affairs
- The Hon. Jehoash Mayanja-Nkangi  
Minister of Finance and Economic Planning
- The Hon. Richard Kaijuka  
Minister of Trade and Industry
- The Hon. (Mrs.) Victoria Ssekitoleko  
Minister of Agriculture, Animal Industry and Fisheries
- Mr. C.Nyonyintono Kukonyogo  
The Governor of the Bank of Uganda
- His Excellency Katenta Apuuli  
Uganda's Ambassador to the United States
- Mr. Chris Katsigazi  
Permanent Secretary  
Ministry of Foreign Affairs
- Mr. Keith Muhakanizi  
Economic Advisor  
Ministry of Finance and Economic Planning
- Ms. Hope Kivengere  
Press Secretary to the President
- Mr. Katimbo-Mugwanya  
Chief Accountant  
Bank of Uganda

REPRESENTATIVES OF THE UGANDA INVESTMENT AUTHORITY

- Mr. Albert Abaliwano  
Chairman of the Board
- Mrs. Mary C. Muduuli  
Director and Acting Commissioner, Ministry of  
Finance and Economic Planning
- Mr. George Rubagumya  
Executive Director
- Mr. Arnold F. Lessard  
Senior Advisor
- Mr. Freddie Ruhindi  
Corporate Secretary and Director  
Corporate Services Division

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REPRESENTATIVES OF UGANDAN PUBLIC BODIES AND CORPORATIONS

- Mr. S.B. Rutega  
Chairman, Uganda Development Corporation (UDC)  
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- Mr. Robert Rutaagi  
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Public Enterprise Reform and Divestiture  
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- Mr. A.R. Rutta  
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- Mr. B. Okot  
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Mr. Peters K. Musoke  
Corporation Secretary  
National Housing and Construction Corp.  
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Fax: 256-41-258708

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Fax: 25641/236148
- Mr. F. Odur, Chairman  
Northern Uganda Manufacturers Assn. (NUMA)
- Mr. M. Walukagga Kiyemba  
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- Mr. Major Mahduani  
Director  
Mr. K. P. EsWar  
Corporate Secretary  
Madhyani Croup (Diversified Industrial, Sugar, Brewing)  
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Fax: 041-255972
- Mr. Richard Bakojja  
Managing Director  
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Services)  
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- Mr. Gordon Wavamunno, Chairman  
G.M. Co., Ltd. (Steel Products)  
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- Mr. Feux Odur  
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ANNEX 3

PARTICIPANTS IN WASHINGTON, D.C. MEETINGS

June 20-22, 1994

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June 20-22, 1994

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Fax: (305) 421-6793
- Mr. Gerard Byam

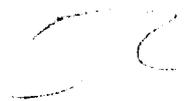
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ANNEX 4

PARTICIPANTS IN MINNEAPOLIS, MN

June 23 - 25, 1994

PARTICIPANTS IN MINNEAPOLIS MEETINGSJUNE 23-25, 1994

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- Ms. Milana Bergthold  
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- Mr. Charles E. Talbert  
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400 One Financial Plaza  
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Fax: (612) 397-4550 .
- Mr. Dan (and Lois) Treb  
Dan Treb Painting (Safari)  
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Fax: (612) 476-8269
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- Mr. Russell Underdahl  
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Pinecrest (Wood & Jewelry Mfg.)  
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- Ms. Collete Younar  
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Fax: (612) 481-2556

ANNEX 5

PARTICIPANTS IN DALLAS, TEXAS MEETINGS

June 26 - 28, 1994

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PARTICIPANTS IN DALLAS MEETINGS

JUNE 26-28, 1994

- Mr. Jerry W. Allen  
President and CEO  
Carter & Burgess Inc.  
(Consulting Engineering & Architecture)  
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- Bakama Bakamanume  
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Associate  
Global Partners Investment (Investment Financing,  
& Micro-Small Business Financing)  
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Fax: (610) 975-4577 .
- Mr. Ron Baselice  
Slaff Photographer  
Los Colinos Business News  
Tel: (817) 695-0456
- Mr. Larry A. Basheer  
Owner  
Basheer & Assoc. (Finance and Trade)  
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Fax: (817) 429-1559
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(Telecommunications Equipment Manufacturers)  
1000 Coit Rd. MS 023  
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- Mr. Patrick C. Buckley  
President

International Petroleum Data Services  
(Acquisition, storage, marketing and consulting for  
petroleum and mining including environment and  
reclamation studies)  
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- Mr. Drew Davis  
Vice President  
O.D.P. Group (Soil Stabilization, Water Purification)  
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- Mr. Larry Denig  
President IRDG
- Mr. William D. Dorsey  
Zigler Corporation (Corporate and Promotional Training)  
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- Mr. Daniel A. Oramiga  
Electrical Engineer (Small Business Opportunities)  
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- Mr. Cody W. ICE  
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- Patrick and Beatrice IGA  
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- Dr. Abu L. Senkayi  
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- The Rev. Canon J. Victor Sheldon  
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CEO  
Farrah Group of Companies  
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  - Mr. Bruce W. Vernon  
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  - Mr. Jerry Ward  
Chairman  
IRDA (Business Development)
  - Charles Turner  
Sec-Treasurer
  - Robert McDonald  
Special Counsel
- David Mauris  
V.P. General Counsel

- Larry Deneg  
President
  
- Mr. Richard Williams  
President  
Rich-Millennium, Inc..  
(Tele/Video Conferencing)  
11630 Chayote St., #3  
West Los Angeles, CA 90049  
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- Mr. Dennis and Moses Wilson  
Marketing Director, WILTEC  
(Civil Engineering, General Investments)  
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Pasadena, CA 91101  
Tel: (818) 564-1944  
Fax: (818) 564-0969
  
- Mr. John Young  
Owner  
Ideal Cattle Co.  
(Beef Items Using African Watusi Cattle)  
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ANNEX 6

UGANDAN DELEGATION DATA SHEETS

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

NAME: RICHARD S. BAKUJJA	
TITLE: MANAGING DIRECTOR	
COMPANY: LIBERTY DAIRY SERVICES LTD.	
COMPANY PRODUCTS AND SERVICES:	
COMPANY ADDRESS: P.O. BOX 4795	
STREET NAME: PLOT 12, BLOCK 42(00)	TOWN/CITY: KAMPALA
TELEPHONE: 267605	FAX: 254423
OBJECTIVES IN VISITING U.S.A. <i>Briefly describe your major reasons for participating in the mission</i>	
FOLLOW UP CONTRACTS MADE WITH LANDO' LAKES AND WORLDWIDE SIRES	
MAJOR BUSINESS CONTACTS MADE	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
NAME:	COMPANY AND PRODUCT/SERVICES
WILL PROVIDE FURTHER INFORMATION UPON RETURN TO KAMPALA	
AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED <i>List by Company all agreements, Contracts, and plans follow up</i>	
COMPANY	AGREEMENTS, CONTRACTS AND FOLLOW UP
GENERAL COMMENTS OR CONTINUATION	

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

<b>NAME:</b> MESSRS K.P. ESWAR, ROY, N. MADHVANI AND MAJWR MADHVANI	
<b>TITLE:</b> DIRECTORS, CORP. SECRETARY, CONSULTANT	
<b>COMPANY:</b> MADHVANI GROUP OF COMPANIES	
<b>COMPANY PRODUCTS AND SERVICES:</b> SUGAR, OIL, BEER AND OTHER PROCESSED AND MANUFACTURED PRODUCTS	
<b>COMPANY ADDRESS:</b> P.O. BOX 121	
<b>STREET NAME:</b>	<b>TOWN/CITY:</b> JINJA
<b>TELEPHONE:</b> (043-255973	<b>FAX:</b> 041-255972
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
SIGN BUSINESS AGREEMENT WITH NUTRASWEET FOLLOW UP AND INITIATE DISCUSSIONS IN AGROPROCESSING, TELECOMMUNICATIONS, ETHANOL, SOLAR ENERGY, HYDRO/GEOTHERMAL ENERGY	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
VARIOUS TO BE SUBMITTED ON RETURN TO UGANDA	
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
NUTRASWEET INC.	SIGNATURE OF AGREEMENT FOR CONSTRUCTION OF NUTRASWEET PLANT AND BLENDING FACILITIES IN UGANDA
SCHAEFFER ASSOC.	FOLLOW-ON DISCUSSIONS FOR CONSTRUCTION OF ETHANOL PLANT
<b>GENERAL COMMENTS OR CONTINUATION</b>	

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

<b>NAME:</b> KAKEMBO-NTAMBI	
<b>TITLE:</b> GROUP GENERAL MANAGER	
<b>COMPANY:</b> SEMBULE GROUP OF COMPANIES	
<b>COMPANY PRODUCTS AND SERVICES:</b> MANUFACTURE OF STEEL PRODUCTS, ELECTRONIC AND COMPUTING EQUIPMENT, BANKING, INSURANCE AND AGRICULTURE	
<b>COMPANY ADDRESS:</b> P.O. BOX 15182	
<b>STREET NAME:</b> NA LUKOLONGO INDUSTRIAL AREA	<b>TOWN/CITY:</b> KAMPALA
<b>TELEPHONE:</b> 270701/270146-7	<b>FAX:</b> 236537 / 230828
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
HOLD DISCUSSIONS WITH POTENTIAL JOINT VENTURE PARTNERS IN PRODUCTION OF EXPORTABLE STEEL PRODUCTS, BANK CORRESPONDENCE RELATIONSHIPS, SOLAR LIGHTING, PIPE MANUFACTURE, AND EXPANSION OF COMPUTER ASSEMBLY PLANT	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
C. SMITH	ATC - USA INC. COMPUTER ASSEMBLY
C. BARLOW	TOTAL QUALITY MANAGEMENT INC. JOINT VENTURE PARTNER IDENTIFICATION
S. CASHIN	EQUATOR BANK BANKING RELATIONSHIPS
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
WILL PROVIDE DETAILED LIST OF CONTACTS AND REQUIRED FOLLOWUP UPON RETURN TO KAMPALA	
<b>GENERAL COMMENTS OR CONTINUATION</b>	

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
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PARTICIPANT DATA SHEET**

<b>NAME:</b> DR. LAMECK MUKASA KIRINYA	
<b>TITLE:</b> CONSULTANT VETERINARY SURGEON	
<b>COMPANY:</b> MACO INTERNATIONAL LTD.	
<b>COMPANY PRODUCTS AND SERVICES:</b> AGRIBUSINESS, BEEF INDUSTRY	
<b>COMPANY ADDRESS:</b> P.O. BOX 3331	
<b>STREET NAME:</b>	<b>TOWN/CITY:</b> KAMPALA
<b>TELEPHONE:</b> 259-238	<b>FAX:</b> 532859
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
1. ANIMAL - BEEF CATTLE BREEDING	
2. VETERINARY AND HUMAN PHARMACEUTICAL PRODUCTS	
3. VETERINARY AND MEDICAL INSTRUMENTS	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
WILL ADVISE UIA UPON RETURN TO UGANDA	
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
<b>GENERAL COMMENTS OR CONTINUATION</b>	

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

<b>NAME:</b> MED WALUKAGGA KIYEMBA	
<b>TITLE:</b> MANAGING DIRECTOR	
<b>COMPANY:</b> BOOSTER PHARMACEUTICALS LTD.	
<b>COMPANY PRODUCTS AND SERVICES:</b> PHARMACEUTICAL	
<b>COMPANY ADDRESS:</b> KAMPALA - ENTEBBE RD. P.O. BOX 4399	
<b>STREET NAME:</b>	<b>TOWN/CITY:</b> KAMPALA
<b>TELEPHONE:</b> 200111 / 220660	<b>FAX:</b> (216) -41-2578941
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
FIND TECHNICAL AND FINANCIAL PARTNERS TO FACILITATE LOCAL MANUFACTURE OF LOW COST GENERIC PHARMACEUTICAL PRODUCTS AS IMPORT SUBSTITUTES, AND ALLOW TECHNOLOGY TRANSFER TO UTILIZE OTHER LOCAL RAW MATERIALS	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
1. CARRINGTON LABORATORIES INC. 2000 W. WALNUT HILL LANE 1300 E. ROCHELLE RD. DALLAS, TEXAS	MANUFACTURERS OF PHARMACEUTICALS
2. MS. JOANITA JAKANA SENIOR ELECTRON MICROSCOPIST BAYLOR COLLEGE OF MEDICINE AUSTIN, TEXAS 77030	POSSIBLE ESTABLISHMENT OF A CONTRACT CHEMICAL AND PHARMACEUTICAL TESTING AND RESEARCH LAB IN UGANDA. RESEARCH ON LOCAL HERBAL MEDICINES.
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
3. MR. C. MAYAMBALA SR. MEDICAL TECHNOLOGIST LABORATORY OF MOLECULAR DIAGNOSTICS 5323 HARRY HINES BLVD. DALLAS TEXAS	INTERESTED IN PROMOTING UGANDAN PRODUCTION OF LOW COST GENERIC DRUGS

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4.	MS. RACHEAL KIRMERUD 2123 LABETTE MANOR BR. # W21 L.R. ARK. 72205	PRODUCTION OF LOCALLY PRODUCED GENERIC DRUGS
5.	LEWIS & CO. 4809 FOUR SEASONS DRIVE EAGEN, MN 55722-3325	PHARMACEUTICAL PROJECT FUNDING.
<b>GENERAL COMMENTS OR CONTINUATION</b>		
6.	MR. HEZI BEZOLEL MARATHON CORP., LTD	PHARMACEUTICAL PROJECT FINANCING
7.	THE SAKYI GROUP 718 13 ST. SE. WASHINGTON, DC 20003	PHARMACEUTICAL PROJECT FINANCING
8.	MR. MICHAEL F. CARLOSS NOVA CORP. 873 VILLAGE WAY PALM HARBOR FLORIDA, 34683	DISTRIBUTION OF LOW COST PHARMACEUTICAL PRODUCTS FOLLOWED BY LOCAL PRODUCTION
<p>WILL SEND PROJECT PROFILES TO ABOVE AND MAINTAIN CONTACTS. THE TRIP PROVED USEFUL IN ESTABLISHING CONTRACTS AND APPRECIATION OF AMERICAN BUSINESS THINKING. WE IN UGANDA NEED TO PERFECT OUR BUSINESS STRATEGIES. THE INVOLVEMENT OF THE UGANDAN COMMUNITY IN DALLAS WAS OUTSTANDING AND SHOULD BE FOLLOWED IN FUTURE U.S. MISSIONS.</p>		

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**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

<b>NAME:</b> ASSEY N.L. MUKASA	
<b>TITLE:</b> MANAGING DIRECTOR	
<b>COMPANY:</b> THE UGANDA GRAIN MILLING CO. LTD.	
<b>COMPANY PRODUCTS AND SERVICES:</b> AGRICULTURE, WHEAT FLOUR, MAIZE FLOUR, ANIMAL FEEDS AND BREAD	
<b>COMPANY ADDRESS:</b> P.O. BOX 895	
<b>STREET NAME:</b> TOBACCO ROAD	<b>TOWN/CITY:</b> JINJA
<b>TELEPHONE:</b> 256-043/20054/20171	<b>FAX:</b> 256-043-20060
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
1. POSSIBILITY OF INCLUDING UGANDA IN U.S.A. EXPORT ENHANCEMENT PROGRAM FOR WHEAT GRAINS.	
2. IDENTIFY DIRECT SUPPLIERS OF WHEAT GRAINS.	
3. IDENTIFY POSSIBLE INVESTORS IN THE COMPANY	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
1. DONALD J. NOVOTNY DIRECTOR	GRAIN AND FEED DIVISION U.S. DEPT. OF AGRICULTURE WASHINGTON, D.C.
2. CHARLES T. DELAPLANE DEP. DIRECTOR PROGRAM DEVELOPMENT	GRAIN AND FEED DIVISION U.S. DEPT. OF AGRICULTURE WASHINGTON, D.C.
3. JOHN HOWARD DIRECTOR OF PROGRAMS	U.S. WHEAT ASSOCIATES INC. WASHINGTON, D.C.
4. JON A. JACOBSON U.P. MARKETING	CONGRA TRADING COS. MINNEAPOLIS, MN
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
5. GARY R. GUSTAFSON MANAGER GRAIN EXCHANGE	CARGILL GRAIN DIVISION MINNEAPOLIS, MN
6. THIERRY REITER V.P.	U.S. AGRICULTURE WASHINGTON, DC.

**GENERAL COMMENTS OR CONTINUATION**

WHILE NO SPECIFIC AGREEMENTS WERE MADE, PLAN TO FOLLOW-UP AN ABOVE CONTACTS. DELEGATES WOULD HAVE BEEN BETTER PREPARED IF MORE INFORMATION ON ADMINISTRATIVE ARRANGEMENTS HAD BEEN PROVIDED, SUCH AS TRANSPORT, HOTEL ACCOMMODATIONS AND RATES.

THERE IS A QUESTION OF WHETHER OVERALL TRIP COULD HAVE BEEN SHORTENED TO ABOUT ONE WEEK.

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

<b>NAME:</b> PETERS K. MUSOKE	
<b>TITLE:</b> CORPORATION SECRETARY	
<b>COMPANY:</b> NATIONAL HOUSING & CONSTRUCTION CORP.	
<b>COMPANY PRODUCTS AND SERVICES:</b> HOUSING CONSTRUCTION	
<b>COMPANY ADDRESS:</b> P.O. BOX 659	
<b>STREET NAME:</b>	<b>TOWN/CITY:</b> KAMPALA
<b>TELEPHONE:</b> 256-41-232313	<b>FAX:</b> 250-41-258708
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
1. SEEK JOINT VENTURE PARTNERS IN HOUSING CONSTRUCTION.	
2. INTEREST U.S. UGANDAN COMMUNITY TO BUY HOUSES	
3. SEEK PROJECT FINANCE.	
4. TO SEE NEW BUILDING CONSTRUCTION TECHNOLOGIES.	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
1. QUALITY UNLIMITED INC. NORTH CAROLINA	FINANCING
2. EAGLE CORPORATION WASHINGTON, D.C.	JOINT VENTURES
3. PREMIER EDS CORP. MINNEAPOLIS	FINANCING
4. ODP GROUP TEXAS	CONSTRUCTION
5. BASHEER & ASSOC. TEXAS	FINANCING
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
CONTACT WILL BE MAINTAINED WITH THE ABOVE COMPANIES. VISITS TO UGANDA ARE POSSIBLE NEXT STEP.	

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**GENERAL COMMENTS OR CONTINUATION**

OUR CONTRACTS WERE EXTREMELY FRUITFUL. WE ARE GRATEFUL TO THE UIA FOR HAVING ARRANGED SUCH AN EXCELLENT OPPORTUNITY FOR US TO MEET FINANCIERS, JOINT VENTURE PARTNERS, AND SELLERS OF CONSTRUCTION EQUIPMENT.

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**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

<b>NAME:</b> FELIX ODUR	
<b>TITLE:</b> CHAIRMAN AND MANAGING DIRECTOR	
<b>COMPANY:</b> NORTHERN UGANDA MANUFACTURERS ASSN. (NUMA)	
<b>COMPANY PRODUCTS AND SERVICES:</b> PROVIDE BUSINESS SERVICE TO PRIVATE SECTOR MEMBERS OF ASSN.	
<b>COMPANY ADDRESS:</b> P.O. BOX 296	
<b>STREET NAME:</b> ADUKU RD.	<b>TOWN/CITY:</b> LIRA
<b>TELEPHONE:</b> LIRA 256	<b>FAX:</b> 250951
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
MAKE BUSINESS CONTACTS FOR JOINT VENTURES; CONTACT FINANCIAL INSTITUTIONS FOR REVOLVING CREDIT FUND; SECURING PARTNERSHIPS IN BRICKS, TILES, GRAIN MILLING, OIL PROCESSING, HEALTH CARE.	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
1. DIANE V. PAIGE BUSINESS PROMOTION SPECIALIST	OFFICE OF INTERNATIONAL BUSINESS GOVT. OF DISTRICT OF COLUMBIA 717 14TH ST. NW SUITE 1100 WASHINGTON, DC 20005 DISCUSSED STUDIES FOR FRUIT CONCENTRATES, TRAINING, OIL MILLING. WILL RECONTACT IN AUGUST
2. PAUL F. WILLIAMS CHAIRMAN OF INTERNATIONAL COMMITTEE, CHAMBER OF COMMERCE PRESIDENT	TIPCO (THE INFORMATION PROCESSING CO. INC.) 1400 35TH ST. SE WASHINGTON, DC 20020 (202) 583-5519 DISCUSSED TECHNICAL ASSISTANCE AND FINANCING.
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>

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3. HATTIE R. PORTIS PRESIDENT	PORTIS & ASSOC., BUSINESS DEVELOPMENT CONSULTANTS 899 PEARL ST. SUITE 100 DENVER, COLORADO 80203 (303) 832-6195 REPRESENTS FINANCIAL INSTITUTIONS. DISCUSSED REVOLVING CREDIT SCHEME PARTICIPATION
4. HAWARD A. WALLACK SENIOR PROGRAM OFFICER	CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE 1615 H. ST. NW WASHINGTON, DC TEL: (202) 887-3447 FAX: (202) 463-5901 TRAINING AND FINANCING OF SMALL MICRO ENTERPRISE
<b>GENERAL COMMENTS OR CONTINUATION</b>	
5. STEPHEN D. CASHIN V.P. AND WASHINGTON REP.	EQUATOR BANK 1850 K. ST. NW SUITE 300 WASHINGTON, DC. 20006 TEL: (202) 293-3275 FAX: (202) 872-1521 PROJECT FINANCE
6. JON. A. JACOBSON V.P. MARKETING	CONAGRA TRADING COS PEAVEY BLDG. P.O. BOX 2903 730 SECOND AVE. SOUTH MINNEAPOLIS, MN 55402 TEL: (612) 370-7846 FAX: (612) 370-7504
7. ALSO SEE: - BOYNTON HEALTH SERVICE - EXQUISITE TRANSPORT INC. - E.R.L. SERVICES - MARATHON CORP. LTD. - LEWIS & CO.	SMALL BUSINESS TECHNICAL ASSISTANCE, FINANCING, JOINT VENTURES, EXPORT, TRANSPORT

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
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PARTICIPANT DATA SHEET**

<b>NAME:</b> JUSTINE B. OKENY	
<b>TITLE:</b> MANAGING DIRECTOR	
<b>COMPANY:</b> VITAFOAM UGANDA LTD	
<b>COMPANY PRODUCTS AND SERVICES:</b> FLEXIBLE FOAM	
<b>COMPANY ADDRESS:</b> BOX 2826	
<b>STREET NAME:</b> JINJA RD. PLOT 16	<b>TOWN/CITY:</b> KAMPALA
<b>TELEPHONE:</b> 258798/231143	<b>FAX:</b> 242808
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
DISCUSS WITH U.S. INVESTORS POSSIBILITIES OF JOINT VENTURE ARRANGEMENTS IN OILSEED PROCESSING, COTTON TEXTILES, GARMENT MFG., TIMBER AND FURNITURE	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
ROBBINS W. FISCHER PRESIDENT	SOYPRO INTERNATIONAL, INC. 314 MAIN ST. CEDAR FALLS, IOWA 50613 TEL: (319) 277-4700 FAX: (319) 266-8544
SIGNED LETTER OF INTENT FOR A JOINT VENTURE OILSEED PROCESSING PLANT PROJECT.	
AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
WILL SUBMIT FULL LIST OF CONTENTS ON RETURN TO KAMPALA.	
<b>GENERAL COMMENTS OR CONTINUATION</b>	

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
JUNE 1994  
PARTICIPANT DATA SHEET**

<b>NAME:</b> SAMUEL RUTEGA	
<b>TITLE:</b> CHAIRMAN	
<b>COMPANY:</b> UGANDA DEVELOPMENT CORP. (UDC)	
<b>COMPANY PRODUCTS AND SERVICES:</b> MANUFACTURING AND MINING DEVELOPMENT	
<b>COMPANY ADDRESS:</b> P.O. BOX 7042	
<b>STREET NAME:</b> PARLIAMENT AVE.	<b>TOWN/CITY:</b> KAMPALA
<b>TELEPHONE:</b> KAMPALA 241588	<b>FAX:</b> 241588
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
SEEK INVESTORS FOR A NUMBER OF INVESTMENT PROJECTS IN THE MANUFACTURING AND MINING SECTORS CURRENTLY UNDER STUDY	
<b>MAJOR BUSINESS CONTACTS MADE</b> <i>List the major contacts you made directly related to your reasons for participating in the mission</i>	
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
1. MR. WILLIAM BUCKNAM V.P. CORPORATE AFFAIRS	M&W PUMP CORPORATION INSTANT COFFEE PROJECT
2. MR. MARK LEWIS PRINCIPAL	LEWIS & CO. EAGEN MINNESOTA PHOSPHATE PROJECT
3. MR. KARL H. MEISHER PRESIDENT/CEO	CARRINGTON LABORATORIES IRVING, TEXAS PHARMACEUTICALS
<b>AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED</b> <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
LEWIS & CO.	LETTER OF UNDERSTANDING SIGNED FOR RAISING \$18 MILLION FOR UGANDA PHOSPHATE INVESTMENTS. MR. LEWIS AND ASSOCIATES WILL ATTEND PROJECT MEETING IN KAMPALA 26/7/94 - 28/7/94.
CARRINGTON & CO.	DR. KARL MEISHER HAS AGREED TO INVEST IN A PHARMACEUTICAL PROJECT
M&W PUMP CORP.	MR. BUCKNAM WILL VISIT UGANDA TO FOLLOW UP DISCUSSIONS

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**GENERAL COMMENTS OR CONTINUATION**

THE U.. TRIP WAS VERY USEFUL. THE UIA SHOULD ENSURE AN EFFECTIVE FOLLOW UP AND MONITOR PROGRESS. THE DALLAS, TEXAS MEETINGS WERE VERY WELL ORGANIZED. ARRANGEMENTS IN MINNEAPOLIS FOR PRIVATE SECTOR MEETINGS LEFT A GREAT DEAL TO BE DESIRED. ALL IN ALL, THE U.S. TRIP WAS HIGHLY REWARDING.

**UGANDA TRADE AND INFORMATION MISSION TO THE USA  
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<b>NAME:</b> MANZI TUMUBWEINEE	
<b>TITLE:</b> DIRECTOR, UGANDA WESTMENT AUTHORITY. OWNER, MANZEXTRA LTD.	
<b>COMPANY:</b> SERVICES	
<b>COMPANY PRODUCTS AND SERVICES:</b> SERVICES	
<b>COMPANY ADDRESS:</b> P.O. BOX 1729	
<b>STREET NAME:</b> PARLIAMENT AVE.	<b>TOWN/CITY:</b> KAMPALA
<b>TELEPHONE:</b> 250860 / 234109 VIA	<b>FAX:</b> 242903
<b>OBJECTIVES IN VISITING U.S.A.</b> <i>Briefly describe your major reasons for participating in the mission</i>	
1. GENERAL PROMOTION OF UGANDA REPRESENTING UGANDA INVESTMENT AUTHORITY	
2. OBTAIN SOURCES FOR MILK PRODUCTS PROCESSING	
<b>MAJOR BUSINESS CONTACTS MADE</b>	<i>List the major contacts you made directly related to your reasons for participating in the mission</i>
<b>NAME:</b>	<b>COMPANY AND PRODUCT/SERVICES</b>
WILL PROVIDE LIST OF CONTACTS UPON RETURN TO UGANDA FOR APPROPRIATE FOLLOWUP	
AGREEMENTS, CONTRACTS OR FOLLOW UP REQUIRED <i>List by Company all agreements, Contracts, and plans follow up</i>	
<b>COMPANY</b>	<b>AGREEMENTS, CONTRACTS AND FOLLOW UP</b>
<b>GENERAL COMMENTS OR CONTINUATION</b>	
<p>THE U.S. TRIP WAS A PUBLIC RELATIONS AND IMAGE BUILDING SUCCESS. DALLAS WAS THE MOST SUCCESSFULLY ORGANIZED AND STRUCTURED. FOLLOWUP OF ALL CONTRACTS IS ESSENTIAL. UIA AND MEMBERS OF THE BUSINESS DELEGATIONS SHOULD WORK CLOSELY TO ENSURE SUCH FOLLOW UP.</p> <p>FUTURE TRADE MISSIONS SHOULD DO A BETTER JOB OF "LINKING" UGANDAN AND LOCAL BUSINESSMAN. EVERY EFFORT SHOULD BE MADE TO INVOLVE BUSINESSES ALREADY OPERATING IN UGANDA.</p>	

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ANNEX 7

SCHEDULE OF EVENTS, WASHINGTON, D.C.

June 20 - 22, 1994

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SCHEDULE OF EVENTS, WASHINGTON, D.C.

JUNE 20-22, 1994

Monday, June 20, 1994Introductory and Welcome  
Remarks:

- Ambassador David C. Miller, Jr.  
Chairman, Corporate Council on  
Africa

Round Table on Business and  
Investment Opportunities in  
Uganda:

- H.E. President Museveni
- Ministers of Finance & Economic  
Planning, and Trade & Industry
- Invited Guests
- Ugandan Delegation

Press Lunch:

- H.E. President Museveni
- Invited Guests

Investment Conference:

- H.E. President Museveni
- Ministers of Finance & Economic  
Planning, and Trade & Industry
- Chairman of the Uganda  
Investment Authority
- Ugandan Delegation
- Invited Guests

Reception:

- Hosted by Atlantic Telenetwork
- Ugandan Delegation
- Invited Guests

Tuesday, June 21, 1994Presidential Meetings:

- Key US Cabinet Officers
- Senate & House of  
Representatives
- World Bank

Delegation Breakfast  
Meeting:

- District of Columbia Chamber of  
Commerce
- Ugandan Delegation

Ugandan Business Delegation  
Meetings with US  
Counterparts:

- By Appointment
- Signature of Monsanto-  
Nutrasweet/Mahdvani Group  
Agreement

Private Dinner at  
Cosmos Club:

- Host: Mr. Steven Cashin  
of Equator Bank
- H.E. President Museveni
- Invited Guests

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Wednesday, June 22, 1994

Presidential Meetings:

- Department of State
- United States Agency for International Development
- Capitol Hill
- International Monetary Fund
- Keynote Address: "Democracy and Governance in Africa."

Ugandan Delegation Business Meetings:

- By Appointment

Depart Washington for Minneapolis:

- Presidential and Private Sector Delegations

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ANNEX 8

SCHEDULE OF EVENTS, MINNEAPOLIS, MN

June 23- 25, 1994

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SCHEDULE OF EVENTS, MINNEAPOLIS, MN

JUNE 23-24, 1994

Thursday, June 23, 1994Introduction and Welcome  
Remarks:

- Ms. Rosemarie Kelly-Rieks  
Vice-President  
Land O' Lakes

Keynote Address:

- H.E. President Museveni

Workshop on Doing Business  
in Uganda:

- Ministers of Finance & Economic  
Planning, Chairman
- Minister of Trade & Industry
- Chairman, Uganda Investment  
Authority
- Ugandan Delegation
- Invited Guests

Presidential Meeting with  
Directors, Land O' Lakes;  
U. of Minnesota; and  
Leading Businessmen

- H.E. President Museveni
- Mr. Jack Gherty,  
CEO, Land O' Lakes, Inc.
- Mr. Nils Haselmo,  
President, U. of Minnesota
- Members of Land O' Lakes  
Board of Directors
- Mr. Walter Hanson,  
CEO, Ibberson International,  
Inc.
- Mr. Jon Jackson,  
VP, Marketing, CONAGRA

Presentation at U.of  
Minnesota, Receipt of  
Humphrey Medal, and Award of  
Honorary Doctorate of Law:

- H.E. President Museveni

Dinner Meeting with Non-  
Profit Voluntary  
Organizations Active in  
Uganda

- H.E. & Mrs. Museveni
- CARE, Int.
- Project Teach
- Books for Africa
- Minn. International Health  
Volunteers
- Minneapolis/Kampala Friendship  
Association
- Peace Corps

Friday, June 24, 1994

Meetings with US Business  
Representatives:

Meetings and Visits with  
Private Sector and  
Government Representatives:

Reception, Azur Ballroom,  
Minnesota:

- Ugandan Delegation
- H.E. President Museveni
- Mr. Peter Gillette,  
Commissioner of Trade and  
Economic Development
- Ms. Mary Townsend, Vice  
President, Green Coffee,  
Starbuck's Coffee
- Mayor Sayles - Belton
- Ms. Denise Johnson, Colors  
Magazine
- Eichten Hidden Acre Cheese Farm
- Mr. Hasselquist, Vice  
President, Minnesota Farm  
Bureau
- H.E. President Museveni
- Ugandan Delegation
- Invited Guests

Saturday, June 24, 1994

Press Conference:

Depart for Dallas:

- H.E. President Museveni
- Ugandan Delegation

Sunday, June 25, 1994

- H.E. President Museveni
- US Senator Durenburger
- Ugandan Community of  
Minneapolis/St. Paul

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ANNEX 9

SCHEDULE OF EVENTS, DALLAS, TX

June 20-28, 1994

SCHEDULE OF EVENTS, DALLAS, TX

JUNE 25-28, 1994

Saturday, June 25, 1994

Breakfast and Press  
Conference, Minneapolis:

- H.E. President Museveni
- Invited Guests

Meeting With Local Ugandans,  
Dallas:

- H.E. President Museveni
- Ugandan Delegation
- Invited Guests

Sunday, June 26, 1994

Tour of Texas A&M University  
Facilities, College of  
Agriculture and Animal  
Sciences,  
College Station, Texas

- H.E. President and Mrs. Museveni
- Texas A&M Faculty
- Invited Members of Ugandan Delegation

Joint Session of  
Ugandan/North American  
Association, Dallas African  
Chamber of Commerce

- H.E. President Museveni
- Dr. Abu L. Senkayi
- Hon. S.T.K. Kateta Apui,  
Ambassador to the U.S.
- Invited Guests

Dinner Party

- H.E. President and Mrs. Museveni
- Invited Members of Ugandan Delegation

Monday, June 27, 1994

Workshop on Investing in Uganda:

- Mr. BJ Raper, Mayor of Irving, Texas, Welcome Remarks
- H.E. President Museveni, Keynote Address
- Presentations by Ministers of Finance and Economic Planning; Trade and Industry; and Agriculture, Animal Industries and Fisheries
- Members of Ugandan Delegation
- Invited Business Guests

Private Business Discussions:

- H.E. President Museveni
- Members of Ugandan Delegation
- US Private Sector Businessmen Proposing Projects in Uganda

Dallas Council on World Affairs:

- H.E. President Museveni, Guest Speaker
- Invited Guests

Reception and Dinner:  
Hosted by the Mahdvani Group

- Mr. Carl Ware, Vice President for Africa, Coca Cola, Keynote Speaker
- H.E. President and Mrs. Museveni
- Ugandan Delegation
- Invited Guests

Tuesday, June 28, 1994

Visit and Presentations,  
EDS Inc., Plano Campus:

- H.E. President Museveni,
- Ugandan Delegation
- Invited Guests

Final Press Conference:

- H.E. President Museveni and Ministerial Delegation

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ANNEX 10

"INVEST IN UGANDA"

PORTOFOLIO OF PROMOTIONAL MATERIALS

Annex 10

SEE ATTACHED "INVEST IN UGANDA" PORTFOLIO  
MADE AVAILABLE TO PARTICIPANTS

- "Investing in Uganda" Brochure
- Investment Code, 1991
- "The New Uganda Trade and Investment Opportunities"
- Sector Profile: Food Industries
- Sector Profile: Mining
- Sector Profile: Agriculture
- Sector Profile: Infrastructure
- Sector Profile: Manufacturing
- Sector Profile: Wood and Wood Industries
- Sector Profile: Building and Construction
- Sector Profile: Dairy Industry
- Sector Profile: Finance
- Sector Profile: Tourism
- " A Review of Uganda's Resource Endowment and Comparative Advantage"

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