

# BANK OF UGANDA



## **SPEECH BY THE DEPUTY GOVERNOR AT THE FUNERAL OF DR JOSHUA MUGYENYI**

Ladies and Gentlemen:

On behalf of the Board of Directors of Bank of Uganda, the staff and management, I wish to convey our sincere condolences and sympathies to the family and friends of the late Dr Joshua Baitwa Mugenyi, who, before his untimely death on Friday 15 March 2002, was our Executive Director of Administration. We pray that the Almighty God gives them the strength and courage to go through this period of bereavement.

I am personally touched by the loss of Dr Joshua Mugenyi. He last came to my office in October to request for a two-week leave to attend to an urgent domestic problem, which I granted. Subsequently, towards the end of the two week period, the Bank of Uganda medical doctor, Dr Kagawa, came to me to request that Joshua should be taken to South Africa for cancer treatment. I was shocked by this piece of bad news, because at no time had he shown any signs of illness. He had always looked strong and healthy.

A short while after he had left for South Africa, I rang him to find out how he was faring. In his usual sense of humour, he joked about his illness. I wished him well, expecting that he would be treated and return home after three weeks. We started getting concerned when the treatment continued into the months of November and December. I decided to travel to Pretoria in South Africa, accompanied by the Bank Doctor, to see him.

We met him in his hospital bed and had a conversation that took the whole morning. He was full of humour and our conversation traversed a number of subjects: from politics to sports. He was quite up-to-date with the developments in Uganda in spite of his health problem. We were joined by two of his

former colleagues from Dalhousie University in Canada: Dr. Larry Swatuk and Dr. David Black. The three referred to themselves as the three musketeers and had a stimulating academic discussion. They even discussed a re-union in July this year at which Joshua requested that he should be allowed to take a beer on that day. Little did we know that Joshua Mugenyi would not be with us before the end of March. In Pretoria, he had neither lost the will to live nor his sense of humour. He had also plenty of time to reflect on three things: his God, his family and the Bank of Uganda as an institution and employer.

The Late Joshua Mugenyi joined Bank of Uganda on 24 September, 1988 as Secretary of the Bank. In 1993, he became the Executive Director of Administration, while still holding position of Secretary. In 1998 the Positions of Secretary and Executive Director Administration, were separated, with Joshua Mugenyi retaining the latter position, which he held until his death. He also served as a Board Secretary and Secretary of the Executive Committee and a number of other Committees of management. During his tenure of office Joshua was not only a very hard working but also a very pleasant, intelligent, knowledgeable and witty person. His greatest quality was his humility and sense of dedication to work and achievement of objectives. Joshua was due to retire from the Bank of Uganda establishment on 27 May this year.

The Board, Staff and Management of the Bank of Uganda will always remember Joshua Mugenyi for his integrity, amazing sense of humour, but above all, his contribution to the enhancement of administrative systems and procedures, and the improvement of staff welfare.

We remember him as a man of principle. He always reminded management not to beat about the bush: to be “brutally frank” in discussions. Joshua also projected a high sense of confidence and hated using discretion in applying policy. He was always able to fight for what he believed was right, stand up and be counted in defense of that even when the mood of the day was not favourable.

With regard to streamlining administrative systems and procedures, Joshua was instrumental in establishing an impeccable system of recruitment, which ensured that only qualified and competent staff were recruited. He introduced a staff performance system based on result oriented management, including developing manuals and policy documents for the Bank such as job evaluation procedures. The deceased also introduced a computer package, which helped in updating staff bio-data. At the time of his death, he had embarked on the exercise of revamping the central registry. He will always be remembered for initiating new Bank projects and maintaining the old ones, including the construction of upcountry currency centres and the renovation of old buildings.

We remember him for initiating a number of schemes for staff welfare, including Housing and Vehicle loans, and the Pensions scheme, and several revisions of salaries, allowances and other benefits aimed at improving staff emoluments and welfare, which were fully approved by the Board. Joshua also introduced staff membership to health clubs and sports facilities at all staff levels. Indeed, he was an active user of the facilities. Joshua, Richard Apire and myself regularly played squash at the Sheraton Hotel Health Club.

Joshua recognised the importance of capacity building in enhancing the efficiency of the Bank to perform its role and achieve its objectives. For this, we remember him for putting in place policy based on the

needs of the individual and that of the Bank, which enabled staff, at all levels, to acquire additional qualifications.

We mourn Joshua, for he had a sense of humour, was dedicated to work and strengthened the capacity of the Bank to undertake its mission better. We reaffirm our commitment to complete the projects that Joshua had started for the Bank, which he left unfinished.

We mourn the death of Joshua, for he cared for staff as the most important asset of the Bank in carrying out its mission.

And we lament his death for his legacy as a man of principle and vision, which made the Bank relate to the general public better. Joshua will be very much missed by Bank of Uganda and its staff.

MAY HIS SOUL REST IN ETERNAL PEACE