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CONFIDENTIAL FILING.

Prime Ministers meetings with
Permanent Secretaries.

CIVIL SERVICE

February 1988

Referred to	Date	Referred to	Date	Referred to	Date	Referred to	Date
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25.3.88							
23.5.91							
15.9.92							
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10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

15 September 1992

PRIME MINISTER'S LUNCH WITH SIR PETER MIDDLETON,
1 OCTOBER 1992

The Prime Minister has invited Sir Peter Middleton to lunch on 1 October. I should be grateful for a brief note on any particular points Sir Peter may raise, or which it might be useful for the Prime Minister to raise. Please may I have the brief by Monday, 28 September.

MRS MARY FRANCIS

Owen Barder Esq
HM Treasury

f



NOT SIR

cc Bkup

Foreign and Commonwealth Office

London SW1A 2AH

Sir Patrick Wright GCMG
Permanent Under-Secretary of State

26 June 1991

Stephen Wall Esq LVO
10 Downing Street

Dear Stephen,

Prime Minister

CALL ON THE PRIME MINISTER BY SIR PATRICK WRIGHT, 26 JUNE

I enclose, as requested, a copy of Sir Patrick Wright's CV. I understand you would also welcome a note on Sir Patrick's future intentions. The Prime Minister's Committee has recommended, and the Foreign Secretary agreed, that Sir Patrick might take up non-Executive Directorships with Unilever, Barclays, BP and De La Rue. During his three months purdah he and Lady Wright are taking a holiday in Ecuador and the Galapagos Islands.

There is no full time employment in prospect, nor is it being sought.

Yours,

Tim Simmons

Tim Simmons
Private Secretary

SIR PATRICK (RICHARD HENRY) WRIGHT GCMG

Born: 28 June 1931

Educated: Marlborough (44-49)
Merton College Oxford (51-55)

At Present: Permanent Under-Secretary and Head of HM
Diplomatic Service since June 1986

Entered Foreign Service through the 1955 Normal Competition

Career:

1950-51	Royal Artillery (National Service)
1955	Foreign Office (General Training and Language Study) - Third Secretary
1956	MECAS (Full-time Arabic language study)
1957	Foreign Office (American Department)
1958	Beirut (Second Secretary, Information)
1960	Washington (Second Secretary and Private Secretary to HM Ambassador)
1962	Promoted sur place to First Secretary
1965	Foreign Office (Northern Department)
1965	Foreign Office (Private Secretary to the PUS)
1967	Cairo (First Secretary and Head of Chancery)
1971	Bahrain (Deputy Political Resident) - on promotion to Counsellor
1972	FCO (Head of Middle East Department)
1974	On loan to CSD as a PS to the Prime Minister
1977	Luxembourg (HM Ambassador)
1979	Damascus (HM Ambassador)
1982	FCO (DUSS - Defence)
1984	Jedda (later Riyadh) (HM Ambassador)

Handwritten:
2 Harold Wilson
Jim Callaghan

Married: 1958 - Virginia Anne Gaffney

Children: Two sons (1959 and 1964)
One daughter (1963)

SIR PATRICK (RICHARD HENRY) WRIGHT GCMG
PERMANENT UNDER-SECRETARY OF STATE AND
HEAD OF THE DIPLOMATIC SERVICE since June 1986

Sir Patrick Wright was born at Reading on 28 June 1931 and was educated at Marlborough and Merton College, Oxford. Between school and university he carried out National Service duties as a Lieutenant with the Royal Artillery, spending some time in Germany.

He entered the Foreign Service through the 1955 Normal Competition and following a period of general training and Arabic language study in London was assigned early in 1956 to a full-time course in Arabic at the Middle East Centre for Arab Studies at Shemlan, Lebanon. At the end of 1957 he was transferred to the Foreign Office for duties as a Third Secretary in American Department. In 1958 he was appointed Second Secretary (Information) at Beirut and two years later moved on to Washington as Second Secretary and Private Secretary to HM Ambassador. He was promoted to First Secretary sur place in 1962 and the following year returned from UK leave to a new post in the Washington Chancery. In 1965 he returned to the Foreign Office and served first in Northern Department and later as Private Secretary to the Permanent Under-Secretary. At the end of 1967 he was appointed First Secretary and Head of Chancery at Cairo and in 1971, on promotion to the rank of Counsellor, he became Deputy Political Resident at Bahrain. The following year he returned to London once more, on appointment as Head of Middle East Department in the Foreign and Commonwealth Office, and at the end of 1974 was posted on loan to the CSD as a Private Secretary to the Prime Minister. From 1977 to 1979 he served as HM Ambassador and Consul-General at Luxembourg and was then appointed HM Ambassador at Damascus. Early in 1982 he took up appointment as a Deputy Under-Secretary of State in the FCO and in August 1984 he took up appointment as HM Ambassador at Jedda (now Riyadh).

Sir Patrick Wright was made a CMG in 1978, a KCMG in 1984, and a GCMG in the 1989 Birthday Honours.

In 1958 he married Virginia Anne Gaffney, who was born at Southsea, Hampshire. They have two sons, born in 1959 and 1964, and a daughter, born in 1963.

PRIME MINISTER

AID

Tim Lankester is coming in to see you tomorrow to talk about aid. He has told Mrs. Chalker that he is coming to see you to give you a factual briefing.

You may want to glance again at the attached paper on famine in Africa. You may also want to focus on some of the following questions.

(i) Is our aid well spent?

The general view of independent experts is that it is. We get a lot of bang for our buck but you might ask:

(ii) Given that our aid as a proportion of GNP is falling can we do more to concentrate it in areas of real need? Should we be giving large chunks of programme aid to countries like Zambia, where political reform is likely to remain very hesitant?

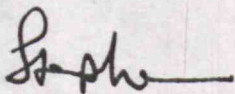
(iii) How can we actually implement our policy of linking aid to good government? Should we not start to set firm conditions, eg. reduced aid for countries like India and Pakistan that pursue nuclear weapons' programmes or reduced aid for countries with a hefty defence budget.

(iv) Do we compartmentalise our aid too much? Would it be better to have an overall budget to advance our interests in a particular country including aid for development. We might earmark a particular sum to aid but have some leeway to switch funds as priorities change.

4. What are our plans for ensuring better disaster relief co-ordination through the UN? Should there be a single UN co-ordinator with responsibility for all the disaster relief funds. Are there existing UN agencies which should be scrapped?

(v) Is there any scope for developing the Leonard Cheshire idea of a UN disaster relief force? Could it only work with the consent of the governments concerned? If so, would it have any advantages over the existing system?

You may want to emphasise that asking these questions is not intended as criticism of the ODA but is really mind clearing. One of the reasons why we have largely got away with a relatively small aid programme is because it is well run, and not least because of Mrs. Chalker's genuine care and concern for her clients. President Mugabe's tribute to her early today is a case in point.



STEPHEN WALL

23 May 1991

c:\foreign\aid (slh)



Foreign and Commonwealth Office

London SW1A 2AH

10 May 1991

Dear Stephen

Famine in Africa

The Foreign Secretary is increasingly concerned about the famine in Africa where some 29 million people are now at risk. He thinks that the Prime Minister and other OPD colleagues may be interested in the enclosed background note.

The Foreign Secretary will circulate before long a further note on his conclusions on the way forward.

I am copying this letter to the Private Secretaries of other OPD members, the Chief Secretary and Sir Robin Butler.

Your ever,

(R H T Gozney)
Private Secretary

J S Wall Esq
10 Downing Street



FAMINE IN AFRICA

The Scale of the Problem

1. The World Food Programme (WFP) estimates that about 29 million people are at risk - see map at Annex A. The most seriously affected sub-region is the Horn of Africa where more than 17 million people are in danger of starvation. The six most seriously affected countries in Africa are Angola, Ethiopia, Liberia, Mozambique, Somalia and Sudan: details are in the following table.

	<u>millions</u>
Angola	1.9
Ethiopia	7.5
Liberia	1.4
Mozambique	2.0
Somalia	2.1
Sudan	<u>7.7</u>
Total	<u>22.6</u>

WFP figures.

2. Within populations, the old, sick and children are the most vulnerable. Children under five become malnourished in a matter of days. In many affected areas more than half of those at risk are under the age of 16.

What Causes Famine

3. Much of Sub-Saharan Africa is inherently drought prone. People live with food insecurity - a lack of food available from local production and imports and the inability to buy food. Food insecurity does not necessarily lead to famine, except in the most extreme cases. People have traditional ways of coping. It is when other factors intervene that food insecurity turns to food crisis and famine.



4. The causes of famine are drought, civil conflict, economic mismanagement, especially inappropriate agricultural policies and inefficient distribution systems, and high population growth rates. The relative importance of these factors varies from location to location. But in the five most seriously affected countries, with the exception of Liberia, drought and civil war have combined with devastating effect and in Sudan the situation has been aggravated by gross economic mismanagement.

5. Ethiopia and Sudan are entering a second year of drought, compounding the problems of a poor harvest in 1989. People in the affected areas have not been able to build up food reserves to see them through another season of crop failures.

6. In both countries civil wars rage. In Ethiopia, the Government is fighting a 30 year old civil war in Eritrea, Tigray and Gondar, which are also food deficit areas. It is far from sure whether the coming peace talks in London will bring a ceasefire and relief. In Sudan, the fundamentalist regime is fighting against the Christian South. These wars have killed thousands and destroyed infrastructure and services - vaccination, veterinary and pest control services have all been dislocated. They are a major drain on economies - defence expenditure has exceeded 50% of Ethiopia's recurrent budget for several years. They also disrupt food systems; crops are not planted; transport systems become unusable because of danger or lack of maintenance; and distribution systems, either within the region or from surplus areas outside, breakdown. Relief efforts are therefore needed and these themselves are hindered in the same way.

7. The Ethiopian and Sudanese economies have been weak for years. In Sudan, Government management of the economy has been consistently poor with major distortions in the allocation of



resources and the pursuit of unsustainable policies. Growth in GDP has averaged about 1% a year over the last decade and per capita income has declined. Inflation is 70% per annum. Sudan has been declared non-cooperating by the IMF. Poor agricultural policies have contributed to food shortages. Government decisions to replace cotton on irrigated land with wheat have favoured urban consumers and a small number of large-scale farmers over the mass of poor farmers and nomads. Wheat is a mechanised crop so unemployment has resulted. It is also an urban food - rural communities eat millet and sorghum - and it is expensive in water and imported fuel, to produce.

8. Even before recent droughts, Ethiopia was ranked as one of the world's poorest countries. Growth of GDP is about 2.2% per year. The economy is almost entirely dependent on agriculture which is rain-fed and therefore vulnerable to drought; and for many years land nationalisation and state control of marketing and prices resulted in stagnation of the agricultural sector. Following pressure from international donors, the Government, in March 1990, adopted a reform programme to begin to shift the centralised planned economy towards a market-oriented, mixed economy. Changes in the approach to grain prices and marketing and to opportunities for the private sector brought about substantial increases in crop production in those areas under Government control.

9. Underlying all these factors is population growth. At over 3% per annum about 1.6 million people are added to Ethiopia's population each year, causing pressure on vulnerable land and a demand for more food.

10. The food crisis in Mozambique stems largely from the disrupting impact of war on agricultural production and economic infrastructure, exacerbated by pockets of drought. The

destabilisation has caused farming communities in large numbers to leave their land, which would in normal years otherwise be productive. In Angola, 15 years of civil war have, in a similar way, disrupted agricultural populations and production in a country otherwise rich in mineral, oil and agricultural resources. Angola is also facing its third successive year of drought. In Liberia civil war has disrupted farming and imports. Somalia's economy has collapsed as a result of recent fighting between rival factions. There are acute shortages of cash, food and fuel.

The Needs and the Relief Effort

11. WFP estimates a relief effort costing \$2 billion will be needed to save African countries from starvation in 1991. This includes 4 million tonnes of food; about 2.5 million of which is for the Horn. Almost half has already been pledged. But tonnages delivered are much lower, particularly in Sudan (146,000 tonnes has arrived), where donors have been reluctant to provide large quantities of food without assurances from the Government that it will reach the needy.


12. The US and the European Community are traditionally the biggest food aid donors. The Community has committed 456,000 tonnes to the Horn, a figure that will be substantially increased by the Horn's share of the new 400,000 ton pledge for famine relief in Africa as a whole agreed by the Community last week. The UK share of this - about 20% - is a charge to the ODA budget. In addition, we have pledged 127,000 tonnes of bilateral food aid to Ethiopia and Sudan. The US has, so far, contributed 455,000 tonnes of food for Ethiopia and Sudan.

13. In Ethiopia, despite extensive military activity, the three relief routes are working. But the food pipelines are running low and Somali refugees are creating increased pressures. In Sudan, the relief effort has been slow to start because of the Government's lack of cooperation. There are now some welcome indications of a more positive approach and food is beginning to be delivered. But Sudan is a vast country with a weak administrative capacity and poor transport infrastructure. Relief distribution outside Khartoum and the main centres is difficult and will become more so as we move into the rainy season.

UK Response

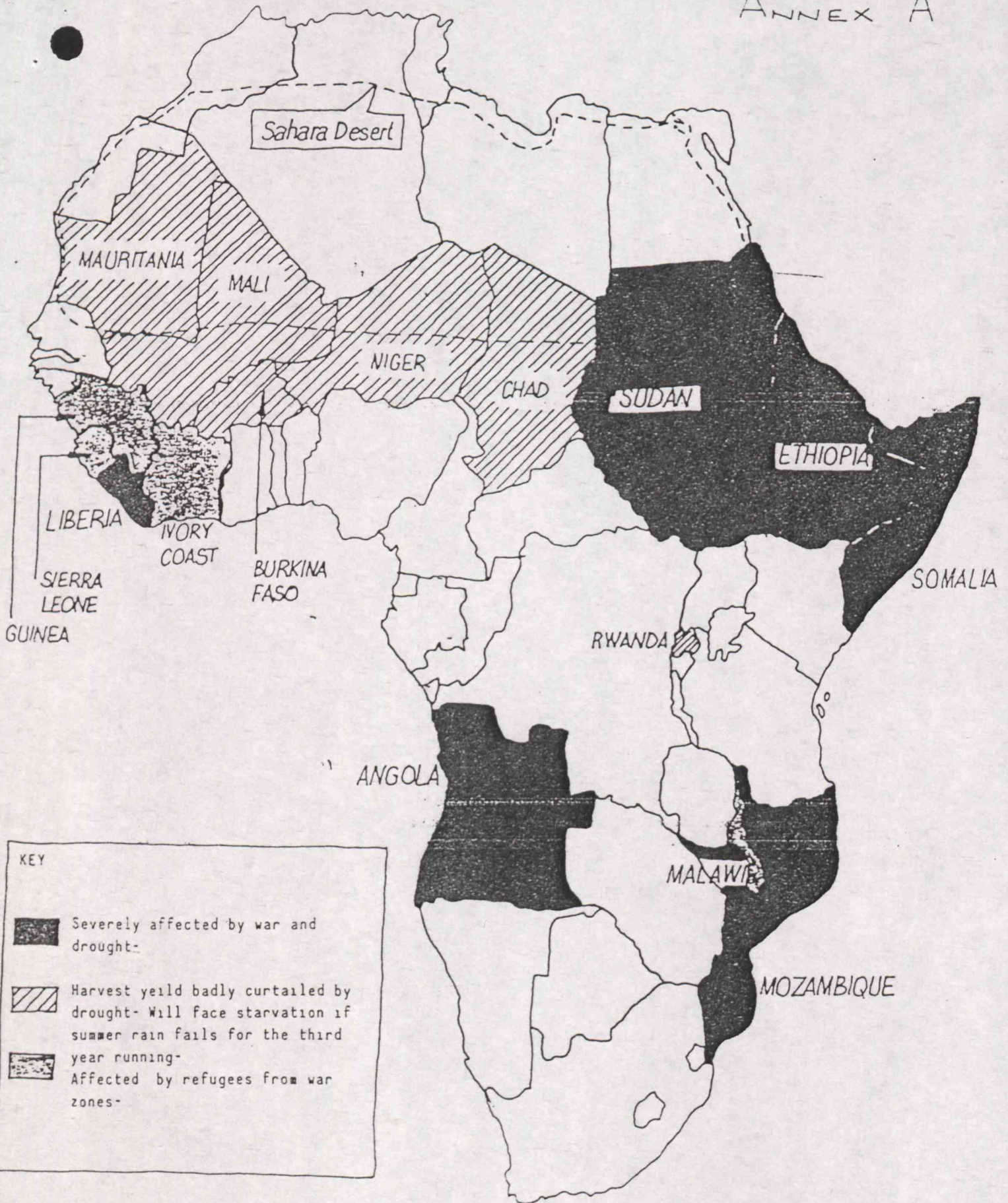
14. Since September 1990, Britain has pledged more than £70 million in food and non-food assistance to the most affected countries, the major part for the Horn - details at Annex B. Assistance has been channelled through international and British relief agencies.

15. We have responded swiftly and flexibly. As soon as the first signs of famine emerged last autumn, we committed 24,000 tonnes of food and other help worth £1.1 million to Ethiopia and 10,550 tonnes of food to Sudan. Since then, our response has been sustained and steady, even in Sudan where the Government has until recently failed to help put any relief infrastructure in place. Of our bilateral food for Ethiopia (72,000 tonnes) 62,000 tonnes is in the country or on the way. In Sudan, of total pledges of 55,550 tonnes, 15,550 tonnes is in the country. Since September, we have committed 158,000 tonnes of food aid to Africa (127,000 tonnes to the Horn) compared to our normal global annual programme of 110,700 tonnes. On 15 April, Mrs Chalker announced an additional new pledge of £33 million for famine affected



countries in Africa; £30 million of this comes from the £40 million humanitarian relief line in the Framework which is intended to cover worldwide needs.

16. In addition, we also contribute through our share of European Community actions. A Community proposal to provide an extra 400,000 tonnes of food aid to be channelled through the Commission, was agreed last week. In addition, and as part of the same initiative, Member States agreed to provide a further 200,000 tons bilaterally. Discussions continue on how Member States are to share the cost of this element of the proposal, taking into account their earlier contributions to the relief effort. Our current estimate is that the cost to the UK of our share of the 400,000 tons could be at least £16 million, to be met in 1992/93. Our share of the 200,000 tons could be as much as £8 million, to be met this year.



ANNEX B

UK BILATERAL FOOD AID AND NON-FOOD EMERGENCY AID 1990 and 1991 TO SUDAN, ETHIOPIA, LIBERIA, ANGOLA, MOZAMBIQUE AND SOMALIA.

<u>Year</u>	<u>1990</u>	<u>1991</u>	<u>Assistance Provided since September 1990</u>
<u>Country</u>			£m
Sudan	10.610	12.900	17.407
Ethiopia	17.408	12.597	18.091
Liberia	3.608	0.456	0.172
Angola	2.63	-	1.200
Mozambique	18.009	3.24	3.400
Somalia	1.000	0.238	0.238
Total	53.265	29.431	40.508*

* An additional £30m was pledged on 15 April for famine relief throughout Africa. This sum has not yet been allocated to countries.

noted.

p.a.

S 16/5



10 DOWNING STREET

Stephen

P m has agreed to
spend morning of
Friday 24 May
in London.

Suggest, therefore,

call by Tim Lankester

at ? 0930

Will you arrange?

S 16/5

Landra

I have confirmed for 0930

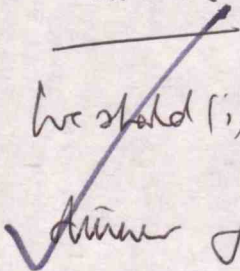
Landra

P. 4 12/5 Stephen
S ✓ Fixed
as below.
S 15/5



10 DOWNING STREET

Sandra



We should (i) Arrange the third

dinner for P. Wright

(ii) fix a **farewell call**

for P. Wright on the PM as that

good news coincides with bad

Wed 26 July
at 1100-1130

(ii) fix an **introductory call** by

Attorney on the PM

Karr

Tuesday 2 July

Jodir

at 0930-1000

2145

[Signature]
14 12



cc/Up

10 DOWNING STREET

Prime Minister

As Brian Cribben
is calling to say
goodbye.

His C.V. is attached.

I do not know his
future plans, but
believe that he is
keen to continue
working.

N.L.U.
2.5.8

CUBBON, Sir Brian (Crossland), GCB 1984 (KCB 1977; CB 1974); Permanent Under Secretary of State, Home Office, since 1979; *b* 9 April 1928; *m* 1956, Elizabeth Lorin Richardson, three *s* one *d*. *Educ.* Bury Grammar Sch.; Trinity Coll., Cambridge. Entered Home Office, 1951; Cabinet Office, 1961-63, 1971-75; Private Sec. to Home Sec., 1968-69; Permanent Under-Sec. of State, Northern Ireland Office, 1976-79. *Address:* c/o Home Office, SW1. *Club:* United Oxford & Cambridge University.

Prime Minister 1 NW 1030 Tues. 29th March



HOME OFFICE
QUEEN ANNE'S GATE
LONDON SW1H 9AT *celcp*

Brian Cubbon
has done long
+ faultless service (at some
personal cost); so I

SIR BRIAN CUBBON GCB
PERMANENT UNDER-SECRETARY OF STATE

know that he
would appreciate 15. 3. 88
a farewell call. Agree to see him?

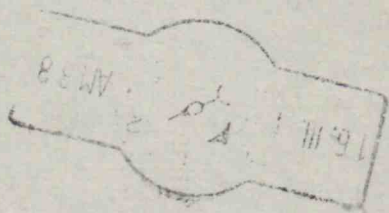
Dear Nigel of course N.C.U
me 15. 3

Do you think I
could make a farewell call
on the Prime Minister before
I leave the Home Office on
30 March?

Yours ever
Brian

CIVIL SERVICE; PM meetings
with Perm Secs

Feb 1988



PRIME MINISTER

You are seeing Mr. Russell Hillhouse tomorrow, the Permanent Secretary designate of the Scottish Office. His CV is attached.

I suggest that you open the discussion by asking Mr. Hillhouse what he sees as his main task as Permanent Secretary. Does he have any plans for the Department?

You might ask him to define the main task of the Scottish Office.

You might also ask whether he agrees that the Government's radical policies have been more effectively applied in England than in Scotland; and if so, why. Certainly, the forthcoming Scottish education legislation is not so radical as that for England and Wales (no opting out). It has also taken a long time to get around to privatising the Scottish Transport Group.

You might also ask whether there is more scope for cross-posting civil servants from the Scottish Office to English departments (Mr. Hillhouse had a spell in the Treasury) and, just as important, from the English departments into the Scottish Office.

Finally, you might ask about staffing of Private Office, and say that you have heard that some of the Scottish Office junior Ministers have only one (junior grade) Private Secretary. Is that correct? Does not Mr. Hillhouse think junior Ministers' Officers ought not to be better staffed?

N.L.W.

NIGEL WICKS

15 February 1988

Note for Editors

Mr Hillhouse, who is 49, was educated at Hutchesons' Grammar School, Glasgow and at Glasgow University.

He entered the Scottish Office in 1962 and his early service was in the Scottish Education Department. Between 1971 and 1974 he was on secondment as a Principal to HM Treasury. Returning to the Scottish Office on promotion to Assistant Secretary, his subsequent service included a period as Head of Police Division in the Scottish Home and Health Department, 1977-80, a post he left on promotion to become the Principal Finance Officer for the Scottish Office.

In 1985 he was appointed an Under Secretary in the Scottish Education Department with responsibility for crucial areas of education policy, including teachers' salaries and conditions of service, school curriculum and examinations, and school management; he became Secretary of the Department in December 1987.

Mr Hillhouse is married with two daughters.



10 DOWNING STREET

Press Notice

NEW PERMANENT UNDER SECRETARY OF STATE
FOR SCOTTISH OFFICE

The Prime Minister, with the agreement of the Secretary of State for Scotland, has approved the appointment of Mr Russell Hillhouse, presently Secretary of the Scottish Education Department, as Permanent Under Secretary of State in the Scottish Office in succession to Sir William Fraser GCB who will be leaving the public service on 31 March 1988.

1 February 1988

Note for Editors

Mr Hillhouse, who is 49, was educated at Hutchesons' Grammar School, Glasgow and at Glasgow University.

He entered the Scottish Office in 1962 and his early service was in the Scottish Education Department. Between 1971 and 1974 he was on secondment as a Principal to HM Treasury. Returning to the Scottish Office on promotion to Assistant Secretary, his subsequent service included a period as Head of Police Division in the Scottish Home and Health Department, 1977-80, a post he left on promotion to become the Principal Finance Officer for the Scottish Office.

Telephone 01-930 4433

In 1985 he was appointed an Under Secretary in the Scottish Education Department with responsibility for crucial areas of education policy, including teachers' salaries and conditions of service, school curriculum and examinations, and school management; he became Secretary of the Department in December 1987.

Mr Hillhouse is married with two daughters.

Sir William Fraser, who is 58, has been Permanent Under Secretary of State in the Scottish Office since April 1978. He will become Principal and Vice-Chancellor of the University of Glasgow in October 1988.

This announcement was also issued in Edinburgh today by the Press Office, Scottish Office.

Grey Scale #13



A 1 2 3 4 5 6 **M** 8 9 10 11 12 13 14 15 **B** 17 18 19

