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IMPLEMENTATION OF THE DECLARATION ON THE GRANTING OF INDEPENDENCE
TO COLONIAL COUNTRIES AND PEOPLES BY THE SPECIALIZED AGENCIES AND
THE INTERNATIONAL INSTITUTIONS ASSOCIATED WITH THE UNITED NATIONS

Report of the Secretary-General

Addendum

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Action by the United Nations Industrial Development Organization (UNIDO) concerning assistance to the Namibian people is described in the attached note by the Executive Director (see enclosure) which was endorsed by the Permanent Committee at its tenth session, held at Vienna from 2 to 12 May 1978.

1/ See also A/33/109.

Industrial Development Board
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Enclosure

TECHNICAL ASSISTANCE TO THE NAMIBIAN PEOPLE

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Note by the Executive Director

1. In pursuance of General Assembly resolution 31/30, of 29 November 1976, calling upon United Nations organizations concerned to initiate or broaden contacts and co-operation with colonial peoples in consultation with the Organization of African Unity, an information note (ID/B/INF.56) was submitted by the Secretariat to the Industrial Development Board at its eleventh session. The present document is intended to indicate the action taken by UNIDO to implement the above-mentioned resolution.
2. In an effort to formulate a useful programme of technical assistance in the field of industrial development for the Namibian people, a series of investigating visits and discussions were organized by UNIDO. A senior staff member of UNIDO visited Geneva in this connection and had extensive discussions with different officials in the International Labour Organisation (ILO), who informed him of the various programmes of assistance they had in mind, particularly in the field of vocational training and training of trainers. He also called on the Permanent Observer of the Organization of African Unity (OAU), who thought that it would be useful to get in touch with the Executive Secretary of the OAU Co-ordinating Committee for the Liberation of Africa, at Dar-es-Salaam. He expressed the view that Namibia would need assistance in the future reorganization of the economy and in planning the Government's organizational set-up. He put great emphasis on training as a component of technical assistance to Namibia during the period of struggle and even thereafter.
3. Subsequently, in October 1977, a consultant engaged by the United Nations Office of the Commissioner for Namibia, in New York, visited UNIDO Headquarters. It was agreed in the course of discussions that the terms of reference of UNIDO technical assistance might be drawn up in January 1978.
4. In November 1977, a team consisting of two staff members of UNIDO and a representative of the Economic Commission for Africa visited Lusaka and had discussions with the UNDP Resident Representative, the United Nations Institute for Namibia (UNIN), the United Nations Council for Namibia, the local branch of ILO, the Regional Representative of the World Health Organization, the local representative of OAU, members of the South West African People's Organization, and the office of the High Commissioner for Refugees in Lusaka. Subsequently, a senior staff member of UNIDO had discussions with senior officials of the Executive Secretariat of the OAU Co-ordinating Committee for the Liberation of Africa.
5. A desk study of the industrial situation of Namibia was also conducted. Unfortunately, it has not been easy to collect reliable statistics on Namibia, particularly as all statistics relating to Namibia were integrated by South Africa with its own in 1967. Nevertheless, an attempt was made to gather information from different sources and a Country Note on Namibia was prepared. Namibia emerges from the Note as one of the richest countries in Africa on the basis of ratio of known natural resources per head of population; it is the fourth largest mineral producer in Africa. However, there is a wide disparity in incomes and much of the profits flow out of the country. The educational system is distorted and discriminatory and only about 2.6 per cent of black children go on up to the higher secondary level. There is no university in Namibia, and access to South African universities is denied to Namibian children. Most of the industries are concentrated at Lüderitz Bay where there are, among others, some meat canning and fish processing plants, a printing shop, a woodworking plant, sea salt processing, maintenance workshops and even some copper and lead smelters. There is considerable scope for new industries such as garment making, maize milling, farm implements, wheat flour

milling and fishing boat manufacture. There is also scope for more abattoirs and a tannery. Meat canning capacities could be increased and a substantial dairy industry could be developed. Further, there is an evident need and scope for promoting the building industry: for the refugees returning home and, in consequence of both a change in the present pattern of habitation and migrant labour, better houses and dwelling units will be required. It became apparent in the course of the desk study that one of the most important things would be to provide training during the period of struggle and even thereafter, and to ensure that the transition from bondage to freedom was smooth. An important concern would be to keep the industries running.

6. Following the desk study and discussions, UNIDO prepared a draft blueprint of technical assistance in the field of industrial development for Namibia (the draft blueprint is annexed to the present document). A number of constraints were encountered in its preparation. Apart from the difficulty in obtaining information and data, the document had to be based upon certain assumptions; for example, the assumption was made that Namibia would attain independence by the end of the current year. Moreover, there is a gamut of decisions which only the Government of an independent Namibia could take. In the blueprint, therefore, UNIDO has refrained from speculating upon the respective spheres of activity of the public and private sectors or of foreign investment. Another basic assumption was that the highest priority would be accorded to the task of ensuring that the transition from illegal occupation to independence would be smooth and that there would be as little disruption and dislocation as possible.

7. The recommendations in the blueprint cover the period of struggle, which is assumed to last till the end of the current year, and the post-independence phase in both short- and long-term perspectives. Training will be the cornerstone and the basic form of assistance provided to the Namibian people during the period of struggle and will continue to be an essential and indispensable component of technical assistance after the country achieves independence. The scope of training to be imparted to the Namibians is such that a major part of it will be imparted with assistance from ILO. The training will consist of items such as vocational training and training of trainers; this aspect of training has been included in the plans and proposals formulated by ILO. As far as UNIDO assistance is concerned, it was felt that an urgent and pressing requirement would be to prepare a nucleus of persons who may be called upon to hold positions of responsibility in the Ministry of Industry at levels of Permanent Secretary and intermediate positions. It was felt that these positions should be held by Namibians themselves. A project document was prepared and forwarded to the Resident Representative in Lusaka for UNDP assistance in organizing a workshop for this purpose and for the appointment of a full-time instructor, to be attached to the United Nations Institute for Namibia, who is to develop a curriculum on industrial strategy and conduct a programme of lectures. In the blueprint (see annex), UNIDO also recommended a study tour for four persons, likely to be entrusted with responsibilities in the Ministry concerned with industrial development, to selected countries in Africa and Asia, as well as the secondment of 10 students of the United Nations Institute for Namibia to selected UNIDO projects in African countries. Further, UNIDO proposed that a future official of Namibia should visit UNIDO Headquarters at Vienna. These activities are to be financed from the United Nations Industrial Development Fund.

8. Another important element of assistance, of an immediate nature, would be the constitution and appointment of an advisory group for a period of four years, drawn from different disciplines, to work in the Ministry of Industry. The group should be headed by a person who has long

years of experience in the sphere of economic and industrial planning and who has himself held high administrative positions in his country. The group is expected to render assistance in providing the framework of a policy of industrial development to a nation that has just emerged, in consonance with the economic and political philosophy of the new Government. The group will help not only in organizing the structure of the Ministry and in introducing efficient management systems, but also in the long-range planning and implementation of a programme of industrial development for the country. Another important recommendation is to keep in readiness a selected body of politically acceptable expatriate personnel who may be called upon to move into Namibia at short notice and manage the existing enterprises.

9. A long-term plan of assistance is visualized by UNIDO to consist of a strategy for training of manpower, creation of institutions for executing a programme of industrial development and an evaluation of candidate industries that will be helped to develop over a period of time in the course of a sustained promotive endeavour. As institutional support to some of these programmes, an industrial development corporation is also visualized. Such a corporation may conceivably be called upon to help in the preparation of feasibility studies, in the evaluation of comparative merits of technologies, in the planning and construction of industrial estates, and in the procurement and supply of machinery on a hire-purchase basis; it might also act as a constructive liaison between entrepreneurs or industrial co-operatives and banking institutions.

10. It should be noted that some of the estimates and projections made and the institutions visualized will be subject to changes and adjustments according to the given situation that may prevail at the time and, certainly, to the decisions of the new Government.

11. The draft blueprint of technical assistance to Namibia (see annex) has already been forwarded by UNIDO to the United Nations Commissioner for Namibia.

ANNEX

BLUEPRINT OF TECHNICAL ASSISTANCE TO NAMIBIA

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Introduction

1. The General Assembly, by its resolution A/RES/31/153 decided to launch, in support of the nationhood of Namibia, a comprehensive assistance programme within the United Nations system, covering both the present period of struggle for independence and the initial years of independence of Namibia and including the consolidation of all measures in a comprehensive and sustained plan of action. It called upon the specialized agencies and other organizations and bodies in the United Nations system to participate, in co-operation with the United Nations Council for Namibia, in the planning and implementation of the Nationhood Programme for Namibia. The General Assembly also adopted resolution A/RES/31/30 which, among others,

"Recommends that the organizations concerned should initiate or broaden contacts and co-operation with the colonial peoples in consultation with the Organization of African Unity, review their procedures with respect to the formulation and preparation of assistance programmes and projects and introduce greater flexibility in these procedures so as to be able to extend the necessary assistance without delay to help the colonial peoples and their national liberation movements in their struggle to exercise their inalienable right to self-determination and independence in accordance with General Assembly resolution 1514 (XV);

"Urges the executive heads of the specialized agencies and other organizations within the United Nations system, having regard to the recommendations contained in paragraph 7 above, to formulate with the active co-operation of the Organization of African Unity and to submit, as a matter of priority, to their governing and legislative organs concrete proposals for the full implementation of the relevant United Nations decisions, in particular specific programmes of assistance to the peoples in the colonial Territories and their national liberation movements."

2. Members of the United Nations Council for Namibia met the Executive Director of UNIDO in this connection. The political representative of the South West African People's Organization (SWAPO) was also present. It was agreed that UNIDO would submit tentative proposals for industrial assistance.

3. The matter was carefully considered and one of the conclusions reached was that for a blueprint of technical assistance to be meaningful and effective, it was of the greatest importance to establish contact with the Organization of African Unity (OAU), SWAPO, the International Labour Organisation (ILO), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Institute for Namibia (UNIN) at Lusaka, the United Nations Development Programme (UNDP) Resident Representative stationed at Lusaka, the Regional Office of the United Nations Council for Namibia, the United Nations High Commissioner for Refugees and the local staff of the different United Nations agencies concerned at Lusaka.

The constraints

4. Any programme of assistance to a country which has not yet obtained independence and which is under illegal occupation presents a peculiar complexity of problems and difficulties. These problems have been multiplied manifold by the decision of the Government of the Republic of South Africa in 1967 to integrate Namibian statistics with those of South Africa. The scope of training Namibians is severely restricted by the fact that not many Namibians may be educationally qualified enough to receive the training at comparatively high levels which falls

within the competence of UNIDO. Nevertheless, an attempt has been made to arrive at conclusions on the basis of such meagre and scanty literature as was available within the limitations of a study indirectly made outside the country. This information has been further supplemented by discussions with a wide variety of persons met in the course of UNIDO missions by staff members.

The background

5. The role and scope of UNIDO assistance can be understood and appreciated only against the background of the contemporary economic situation of the country; the present state and nature of industrial activities; the level of education and skills of the Namibian population; and the peculiar difficulties likely to be encountered in the process of transition by a nation yet to emerge. It seems, therefore, best to give a conspectus in brief of the present situation especially where it has a bearing on any scheme of technical assistance relating to industrial activities.

6. The economy of Namibia is characterized by substantial natural resources, rapid growth to be attributed largely to mineral products, uneven distribution as between different sectors, a dualistic and discriminatory policy of development, heavy reliance on the export of primary commodities, and an imposed dependence upon South Africa. In terms of endowments, the country is one of the richest in Africa on the basis of the natural resources per head of population. In terms of mining output, it is the fourth largest on the continent of Africa. However, the range of resources is limited to mining, off-shore fishing, cattle and karakul farming, and tourism. There are constraints imposed by extreme geographic conditions and distances. There is absence of iron ore and coal and scarcity of water and climate and vegetation do not generally speaking favour crop farming.

7. When one considers sectoral contributions to gross domestic product (GDP), the share of the primary sector in 1970 was R 175 million or 46.3 per cent. Mining contributed 30.3 per cent while agriculture, forestry and fishing accounted for 16 per cent. The share of the secondary sector was 14.4 per cent of which manufacturing accounted for 9.4 per cent. The tertiary sector contributed 30.9 per cent (trade and accommodation 12 per cent; finance, insurance, etc., 8.1 per cent and general government 7.1 per cent). It has been found that the GDP for Namibia increased from R 379 million to 455.5 million in 1972 and showed a rate of 10 per cent nominal and 4.9 per cent at constant prices. It is estimated that GDP in 1974 might have been of the order of R 592 million at prices current in that year. Discounting the rate of inflation, the real GDP per capita seems to have increased by 50 per cent over a period of 15 years up to 1974.

8. These features reveal, however, only the macro trends and ignore the change which has occurred in the real living standard of the population groups. It has been calculated, for instance, that in 1975 per capita GDP was R 160.2 for whites and R 61 for non-whites in northern homelands. It is also noteworthy that the difference between wages of whites and non-whites is of staggering proportions. It is also to be noted that the sector which plays the most crucial and dominant role, namely, mining, employs no more than 7 per cent of the total labour force, while manufacturing accounts for only 4.45 per cent. The Namibian economy is characterized by a low labour productivity of agriculture, a low labour-intensity of mining and a small employment potential of manufacturing at present constituted.

9. Imports appear to be significantly lower than exports which at R 368 million constitute 62 per cent of the GDP while imports at R 288 million show a sizeable foreign trade surplus. The economy is, however, highly dependent upon exports, which are subject to flexible commodity prices and external economic forces. A major share of the national income accrues to foreign and South African entrepreneurs, shareholders, property holders, etc. The trend is indicated by the fact that while the gross national product (GNP) and GDP were almost equal in 1954 to 1958, there has been a yawning gap over the years as time passed.

10. The mining industry is the largest single contributor to exports. The dominant share is that of diamond production which is entirely in the hands of Consolidated Diamond Mines, a subsidiary of De Beers Corporation. Annual production appears to be of the order of 1.6 million carats, mostly in gem diamonds. These accounted for about 40 per cent of the total group profit of De Beers. There is a total number of nine large operating mines, 13 medium-sized mines and 34 smaller mining and quarrying operations. The extraction industry has, however, largely been dependent upon the production of Consolidated Mines and Tsameb Corporation. In the 1960s, two mines alone, namely, the diamond fields at Oranjemund and the copper mine at Tsameb, produced between 27 and 35 per cent of the total GDP of the country and 50 per cent of the exports though their share in the overall employment was only 4 per cent in 1970. Sixty per cent of the total overseas investment in fishing, mining and manufacturing is in the mining sector alone. There are indications that both output and sales are expanding. Other items of mineral production are blister copper, refined lead, zinc, vanadium and lithium ores. Copper is currently the major object of prospecting activity. A uranium exploration programme in the Swakopmund district has been undertaken by the Anglo-American Corporation.

11. A fact which is to be noted in this context is that the backward areas have been isolated from the modern areas as a result of restricted access. An attempt has been made to fragment an already small economy through the policy of separate development. The contract labour system and restrictions on internal migration have limited the scope for organic urbanization of non-whites in the major economic growth centres. Statutory and conventional job reservation has restricted the vertical mobility of the blacks. There are restrictions on the movement of capital and entrepreneurial talent to the backward areas. There is absence of a clearly defined policy of local industrialization and import substitution. There is a policy of low wages for non-whites in both private and public sectors, which, apart from discrimination, impedes the growth of local purchasing power and savings. A dynamic black educated class which could function as a major agent for social change and economic development has not emerged.

12. The territory is divided into two types of areas. The white area includes townships, diamond areas, nature and game parks and all the known base mineral deposits and diamond resources. It includes a total of some 50.6 million hectares of white farming and government lands. It also includes the Walvis Bay enclave and the overwhelming bulk of the commercially active agricultural and fishing sectors. The non-white areas have some 32.8 million hectares which vary from thinly populated semi-desert reserves to relatively densely populated areas such as Ovambo-land.

13. An unfortunate feature of the Namibian situation is the exceedingly poor opportunity available to non-whites to have worthwhile education. There is no university in Namibia and admission to universities in the Republic of South Africa is denied to non-whites. All educational facilities in the territory are segregated by race and separate legislation exists

on that basis. Education for whites is compulsory up to a relatively high level and some 99 per cent of white children are said to be at school. There is no compulsion, however, in the case of either Africans or coloured people. The percentage of Africans in secondary schools is 2.66, the drop-out rate being appallingly high and on an average a student goes out of school in four years. The medium of instruction in all primary schools for non-whites is the mothertongue. There are separate wage scales for teachers and separate career structures for them.

The present state of industry and manufacturing activities

14. It has already been mentioned that the share of manufacturing in the GDP is rather small (about 9.4 per cent) when it is abstracted and separated from mining which does not fall within the sphere of UNIDO activity. The assembling of precise and accurate information as to the number of manufacturing establishments, the value and quantity of production or the nature of equipment installed can be one of the most perplexing of preoccupations. It is obvious, however, that the major share of the sector, perhaps 60 per cent, is taken up by meat, dairy and fish processing. Other subsectors include baking and soft drinks, vehicle-ship-machinery repair (10 to 15 per cent), sawmilling and wood products (5 to 7.5 per cent); inputs into mining and mineral processing (5 to 7.5 per cent), and printing and publishing (1 to 2 per cent).^{1/} It also seems certain that the following industries exist in Namibia:

- a meat canning plant;
- a woodworking plant (somewhere in the northern area);
- fish-processing plants (eight at Walvis Bay; the other two at Lüderitz Bay);
- a printing shop;
- a fishing boat overhaul;
- a copper smelter;
- a lead smelter;
- zinc ore concentrate facilities;
- uranium ore processing plants (this falls within the sphere of activities of the International Atomic Energy Agency);
- maintenance workshops for 12 mining units; and
- sea salt processing.

The magnitude and scale of activity in some of these subsectors are perhaps not small. For instance, some 111,400 tons of canned pilchards were produced in 1972. The production of fish meal and fish oil was also considerable. The following figures speak for themselves:

Fishing ^{2/}
 (in metric tonnes)

	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>
Canned pilchards	111,400	n.a.	n.a.	n.a.
Fish meal	111,200	143,141	161,766	146,640
Fish oil	29,400	46,811	28,483	28,296

1976: Total catch 572,529 metric tonnes.

^{1/} Source: "Toward manpower development for Namibia", United Nations Institute for Namibia, Lusaka, 1977.

^{2/} Source: Africa South of the Sahara, Europa Publications Ltd, London, 1977/78.

The value of fish products was estimated to be of the order of R 48.9 million (US\$1 = Rand 0.87). However, the proportion of persons employed in the manufacturing sector cannot be large. This sector together with electricity and water employed in 1970-1971 only 12,000 persons or 4.6 per cent of the total work force of the country.^{3/}

15. There is immense potential for development of new industries. Besides some new industries will also need to be established for logistic reasons on the attainment of independence. This aspect will be dealt with subsequently after the strategy of technical assistance has been discussed.

The method of approach

16. Any programme of technical assistance to Namibia within the purview of UNIDO activities is sure to be based on certain assumptions and imponderable factors, since the situation is fraught with uncertainty. The problem is not mainly one of lack of statistics to which reference has already been made. The exact date of Namibian independence is not known. Secondly, there is a whole gamut of decisions which only the Government of an independent Namibia will take on assumption of power. For instance, it would be premature to speculate upon the respective spheres of activity of the public sector and the private sector, or the extent to which foreign investors will be permitted to run the existing industry, or allowed to set up new industrial units.

17. This Plan of Work has, therefore, been prepared on certain assumptions which are considered reasonable in the totality of circumstances and which steer clear of the area where there is the slightest question of anticipating any decisions of a political nature to be taken by an independent Government. It has, however, been assumed, for the purpose of preparing a schedule of implementation, that the country will attain independence at the end of 1978. On an analysis of the contemporary economic and social situation together with the fact that the Namibians have had a raw deal in the matter of education or in that of occupying positions of trust and responsibility, one is also inevitably driven to the conclusion and, in the present context, a basic assumption that the highest priority is to be accorded to the task of ensuring that the transition from illegal occupation to independence is as smooth as possible. We have to reckon with a whole lot of disturbing possibilities and guard against them. The example of some other countries of Africa gives a pointer in this direction. It cannot, for instance, be considered beyond the bounds of possibility that the South Africans, while withdrawing, may destroy installations and equipment or take away a substantial quantity of them. Secondly, in spite of providing a whole range of training to Namibians, it will be impossible for them all by themselves to take charge of the situation. Even if industries are not nationalized, it seems unavoidable that a nucleus of well-chosen expatriates who are politically acceptable is kept in a state of readiness to move into the country for handling a variety of jobs and for occupying positions of major responsibility.

18. It needs to be emphasized, however, that what is stated above does not in any manner reduce or minimize the importance of training in the peculiar circumstances of the country. The strategy of assistance must, therefore, have a scale of priorities and a well-defined demarcation of immediate or short-term and relatively long-term plans. The short-term plan which is also perhaps the more important ought to concentrate on ensuring that the transition is smooth; that the existing establishments are kept running as normally as possible without

^{3/} Source: W.H. Thomas in Labour conditions and discrimination in Namibia, ILO, Geneva, 1977, p.51.

disruption or dislocation; and that certain new establishments which are considered imperative for logistic reasons are established without the slightest avoidable delay. If existing and ongoing activities are disrupted, the consequences will, indeed, be disastrous. Apart from the fact that it is often a long time before normal production is restored in such cases and that the outlays and effort involved will be of exceptional magnitude, the country will in the alternative lose, in the initial years, much of the surpluses needed for a programme of economic development and reconstruction. From any reckoning, the surpluses the country is capable of generating and mobilizing for such development are not small.

19. Irrespective of the nature and time-horizon of a specific plan, training will be an indispensable part, the cornerstone, of technical assistance. The entire territory being inaccessible for all practical purposes and the present level of educational qualifications being unfortunately low, this is evidently the one area on which it is of crucial importance to concentrate. The United Nations Institute for Namibia (UNIN) will have to play an increasingly crucial role in this sphere of assistance.

Plan of assistance in the short term

20. One of the urgent and pressing requirements of assistance which should have priority over all others will be to prepare a nucleus of persons who may be called upon to hold positions of high responsibility in the Ministry of Industry at levels of Permanent Secretary or in intermediate positions. These are positions which only Namibians can and should hold and, no matter how able, trustworthy and politically acceptable an expatriate may be, it will be unfortunate if circumstances compel him to be in charge of such a position. The UNIDO team which visited Lusaka had discussions in this connection with the UNDP Resident Representative and had occasion to impress upon him the pre-eminent requirement and importance of such training. UNIDO is thankful to the Resident Representative for having agreed to provide a suitable amount not less than \$50,000 for this purpose from the Indicative Planning Figure for Namibia. A workshop will be organized under this project with the assistance of a UNIDO expert. All important questions which have a bearing on the evolution and development of a coherent policy of industrial development will be brought out and discussed. After completion of the workshop referred to above, a full-time instructor will be attached to the staff of the United Nations Institute for Namibia who will be responsible for the development of a curriculum on industrial strategy and development, its integration in the curriculum already established in the Economic Department of the Institute, for conducting a lecture programme and for assisting and advising on secondment or industrial attachments of students of the Institute in the industrial field.

21. A draft of a Project Document was prepared in this connection and forwarded to him. The total contribution of UNDP comes to \$67,600. It is suggested that four persons from Namibia who are likely to be entrusted with responsibilities in the Ministry concerned with industrial development will undertake a study tour to selected countries in Africa and Asia. They will visit and study in these countries governmental and parastatal organizations engaged in industrial development activities. If so required, the study tour may include visits to institutions in Europe, which are engaged in providing assistance to developing countries. The breakdown of the costs involved is given below:

<u>Cost per participant</u>	<u>US\$</u>
International travel	2,000
Per diem 60 days x \$45	2,700
Internal travel and miscellaneous	300
	<u>5,000</u>
Total cost for four persons	<u>20,000</u>

Within the framework of activities under the programme of Technical Co-operation Among Developing Countries (TCDC), it is suggested that 10 students of the United Nations Institute for Namibia be seconded to selected UNIDO executive projects in African countries in the field of industrial development, small-scale industry promotion, small-scale industry extension services or related aspects. The duration of these secondments will vary from one to three months. As some of these potential host countries belong to the category of the least developed countries and front line States, the condition that the host country finance the local cost may have to be waived. The total cost for 30 months including stipend at the proforma rate of \$1,500 per man-month will amount to \$45,000. It is also suggested that one of the future officials of the Ministry of Industry visit UNIDO for one month. A specific study programme will be drawn up. This study visit may be financed from UNIDO's regular programme of technical assistance. The estimated cost is \$3,000.

22. A selected body of expatriate personnel who can be called upon at short notice to move into Namibia at the time of independence will have to be kept in readiness. The requirements for such personnel who will be in position for at least two years have been drawn up. The total cost over a period of two years will come to \$12,940,800. This is one of the crucial elements of assistance required in the peculiarly unfortunate circumstances in which Namibia is placed. The chapter entitled "The background" of the present blueprint, especially paragraphs 13 and 14 and what is stated in paragraph 17, provide ample justification for the provision suggested here.

23. An important element of assistance of an immediate nature would be the constitution and appointment of an advisory group drawn from different disciplines to work over a long stretch of time in the Ministry of Industry. It should be headed by a person who has long years of experience to his credit in the sphere of economic and industrial planning and who has himself held high administrative positions in his country in the Ministry concerned with industrial development. He will be able to render invaluable assistance in providing the framework of a policy of industrial development and growth to a nation which has just emerged, in consonance with the social, economic and political philosophy of the new Government. He will also be able to organize the structure of the Ministry and to introduce efficient management systems. He will have to be assisted by an industrial economist, an industrial engineer and an expert in small-scale industries. The appointment of this advisory group should synchronize with the attainment of independence if it does not precede it by a couple of months. The UNDP contribution involved in this group will be apparent from the table below. The appointment of this advisory group is one of the most basic and fundamental recommendations of this Plan of Action. No amount of training imparted to Namibians during the period of struggle just preceding the onset of independence will be adequate and proportionate to the requirements in the peculiar circumstances of the country.

<u>Component</u>	<u>Man-months</u>	<u>1979-1982 US\$</u>
Team leader	48	240,000
Industrial economist	48	230,400
Industrial engineer	48	230,400
Small-scale industry adviser	48	230,400
Training adviser	48	230,400
Agro-industries adviser	48	230,400
Maintenance adviser	48	230,400
Non-ferrous metallurgist	48	230,400
Total	384	1,852,800

24. In the meantime, there is an urgent need to make a desk study on a continuous basis of the industrial situation of the illegally occupied territory of Namibia until it attains freedom. This study will be organized by the International Centre for Industrial Studies at UNIDO Headquarters. While it is true that reliable information is not easy to come by, it may still be necessary to examine whatever information exists with a critical and sceptical eye and to attempt to have a glimpse of what exists in the country. It will be a good idea if the Statistical Office of the United Nations also begin to focus attention on Namibia and make an attempt to collect as much information and statistics as possible.

25. An important point to which attention needs to be given concerns a railway workshop which will need to be established. There appears to be none at the moment within the territory and the present needs and requirements are met by the workshop which exists at Capetown. In case transport and communications are to be maintained undisturbed, it will not be a moment too soon if preparations are made beforehand for establishing a workshop. It will be appropriate if the World Bank were to commission a study of this important matter.

26. It was a matter of satisfaction for us to note that training in telecommunications is already being imparted to Namibians under the aegis of the United Nations Council for Namibia.

27. Training will be as important in the short-term plan as in the long-term one. There is virtually no time to be lost. It is, however, relevant to mention in this context that an important role in this matter will be played by ILO. Considering the level of educational attainments and qualifications of Namibians, it is in the realm of vocational training or in that of training of trainers for that purpose that the greatest amount of work needs to be done. Fortunately, ILO has taken some initiatives in this matter. If the question of this kind of training has not been dwelt upon at great length in this note, it is not for an inadequate or imperfect realization of such needs.

Plan of assistance in the long term

28. Any programme of technical assistance to Namibia has to be prepared in the perspective of a long-term strategy. While it is true that it is of overriding importance to ensure that the transition from illegal occupation to independence is smooth and that things are kept running, it is no less important to ensure that the potential of the country is exploited in an optimum way and that industrial development, long neglected, now gets the support it deserves. A plan of assistance to Namibia, viewed against this background, will seem to consist of a long-term strategy for training of manpower, creation of institutions which will act as effective instruments in the execution of a programme of industrial development and an evaluation of candidate industries which will be helped to come up over a period of time in the course of a sustained promotive endeavour.

29. From such literature and snippets of information as it has been possible to gather, it seems that a number of industries can thus be actively promoted. Some of these industries can be garment making, maize milling, farm implements, wheat flour milling and fishing boat manufacture. Considering the size of the livestock population and the number of cattle which are exported on the hoof, it will be an excellent proposition if a few more abattoirs come up and if meat canning capacities are enhanced. There is also scope for a tannery to come up. There is, of course, evidently scope for a substantial dairy industry. The 1975 figures of livestock population and livestock products speak for themselves.

<u>Livestock product</u>	<u>Thousands of metric tonnes</u>
Beef and veal	24
Mutton and lamb	13
Goats' meat	6
Pork	2
Edible offals	8,252
Cows' milk	74
Butter and ghee	2,000
Wool: greasy	4,500
Wool: clean	2,700
Cattle hides	2,690
Sheep skins	2,683

30. Another industry which has considerable potential is the building industry. It appears that a feasibility study for setting up a cement plant has already been conducted and the results are positive. There will be a need also to promote a brick industry. A great amount of building activity is clearly foreseen in view of the return of refugees, some 7,500 of them, from Angola, Botswana and Zambia. There will also be a change in the present pattern of habitation and much of the migrant labour may want to have proper housing.

31. It will be part of the activities of the advisory group (see para. 23 above) to investigate the kind of new industries which can be promoted and to prepare a set of project profiles which presents a basket of options to intending entrepreneurs. It appears necessary, however, for the country to get adequate institutional support in the furtherance and implementation of promoting new enterprises. A number of developing countries in Africa and elsewhere have set up parastatal corporations for this purpose. The scope of such corporations differs from country to country and depends a great deal upon the economic, political and social policies of the Government concerned. In case the corporation looks after major industrial enterprises in the form of a holding company, its activities and scope are inevitably large and comprehensive. But even where industry is not nationalized, a whole variety of activities are often handled by industrial development corporations which are usually parastatals. These corporations tend to be chosen as instruments of execution of a variety of development activities as they are believed to strike a balance between the flexibility of a commercial organization and the accent on public purpose and public accountability which is a characteristic of a state organization. The barest minimum functions which an industrial development corporation in Namibia may be called upon to perform would be the preparation of feasibility studies, evaluation of comparative merits of technologies offered by foreign concerns, planning and construction of industrial estates, procurement and supply of machinery and equipment on a hire-purchase basis to entrepreneurs and acting as a constructive liaison between entrepreneurs or industrial co-operatives and banking institutions. The corporation should come into being at the beginning of 1980. The following international experts may be required for a minimum of four years:

<u>Component</u>	<u>Man-months</u>	<u>1980-1983</u> <u>US\$</u>
Expert in feasibility studies	48	230,400
Financial analyst	48	230,400
Business management expert	48	230,400
Agro-industries expert	48	230,400
Building industry expert	48	230,400
Total	240	1,152,000

Conclusion

32. The important thing to be noted in the context of Namibia is that the country is in the grip of an extremely difficult situation. The problem of preparing the illegally occupied territory of Namibia for independence and of ensuring that the transition is smooth needs inevitably to be tackled in a comprehensive manner. If it is dealt with in a fragmentary fashion, it may not prove to be fully effective. The main assistance during the period of struggle, which hopefully will be over by the end of the current year, will lie in the main, in the sphere of training. The amounts we have suggested for this period are by no means large. These consist of the following components:

<u>Component</u>	<u>US\$</u>
Project document already forwarded to the Resident Representative in Lusaka for organizing a workshop and for an instructor who will work at UNIN	67,600
Study tour	20,000
Secondment of 10 students	45,000
Visit of a future official to UNIDO	3,000
Total	135,600

Subsequently, a much larger provision is visualized. The greatest concern once Namibia attains independence will be to ensure that things are kept running and that the existing industry does not cease to function at a reasonable level of efficiency. The biggest provision is, therefore, for a nucleus of expertise which could move into the country swiftly after independence. Similarly, there is an important need to make provision for an advisory group for the Ministry of Industry and later for a possible parastatal corporation. The following provisions have been made in the present blueprint:

<u>Component</u>	<u>US\$</u>
Advisory group	1,622,000
Expertise which may be required to move into Namibia	12,940,800
Parastatal corporation	1,152,000
Total	15,714,800

It may, however, be mentioned that the estimates made for the period after the country attains independence, may be subject to changes and adjustments according to the given situation that may prevail at that time.