



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> anniversary of the United Nations Industrial Development Organisation.



**TOGETHER**  
*for a sustainable future*

## DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

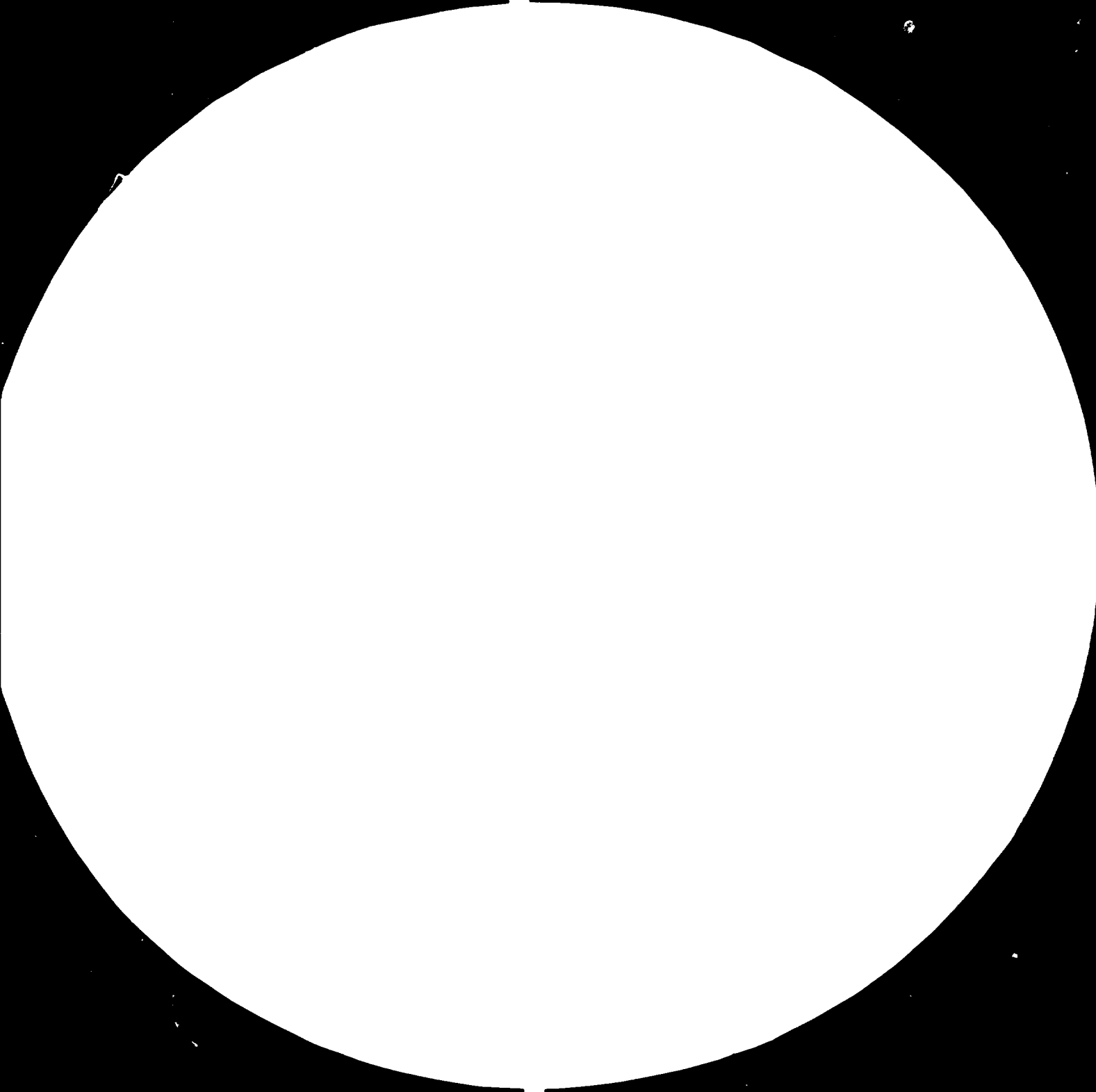
## FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

## CONTACT

Please contact [publications@unido.org](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)





1.25



1.4



1.6

Microfilm Resolution Test Chart

Resolution Test Chart



11602

UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

Distr.  
RESTRICTED  
UNIDO/PC/R.3  
7 April 1982  
ENGLISH

UNIDO HEADQUARTERS PROGRAMME FORMULATION MISSION ON  
ASSISTANCE TO THE NATIONAL LIBERATION MOVEMENTS (NLMs)

Zambia, 3-8 March 1982

Tanzania, 9-13 March 1982

Report\*

Prepared by Mohamed Toure  
Programme Development and Evaluation Branch

003385

\* This document has been reproduced without formal editing.

V.82-24427

CONTENTS

<u>CHAPTER</u>	<u>Page</u>
I. <u>INTRODUCTION</u>	2 - 3
A. Background	2
B. Terms of Reference	2
C. Members of the Mission	2
D. Organization of the Work of the Mission	3
E. Acknowledgements	3
II. <u>SUMMARY OF DISCUSSIONS</u>	4 - 13
A. UNDP	4
B. SWAPO/UNIN	5
C. ANC	8
D. PAC	9
E. OAU	10
F. FAO/ILO/UNIC	10
G. National Commission for Development Planning of Zambia	11
H. Discussions with the SWAPO Students and UNIDO Experts in Zambia on the UNIDO Training Programme	12
III. <u>CONCLUSIONS OF THE MISSION</u>	13 - 16
A. Assistance to SWAPO	13
B. Assistance to ANC	14
C. Assistance to PAC	15
D. Common Assistance to all NLMs	15
IV. <u>RECOMMENDATIONS FOR FOLLOW-UP ACTION BY UNIDO</u>	16 - 17

Annexes

I. MISSION PROGRAMME	18-22
II. LIST OF PERSONS MET	22-23
III. COPY OF CABLE FROM UNDP RESIDENT REPRESENTATIVE IN LUSAKA TO UNDP HEADQUARTERS	24-25
IV. COVERING LETTERS TO:	
A. Mr. G. G. Geingob, Director, UN Institute for Namibia	26-27
B. Ms. N. Nandi, SWAPO Chief Representative in East Africa	28-29
C. Mr. R. Mazimba, Chief Representative for East Africa, African National Congress	30-31
D. Mr. T. Gola, Chief Representative, Pan African Congress of Azania	32-33
E. Col. H. Mbita, Executive Secretary, OAU Liberation Committee, Dar es Salaam	34-36
F. Mr. D. Quattara, Resident Representative, UNDP Dar es Salaam	37-39
V. PROJECT PROPOSALS	40-115

I. INTRODUCTION

A. Background

During the UNDP Inter-Agency meeting on assistance to the NLMs recognized by the OAU discussions were held by the UNIDO delegation with representatives of the NLMs ways and means of intensifying their cooperation with UNIDO. The meeting also recognized the need to urge agencies to hold greater consultations with the NLMs in formulating project proposals for possible financing by the UNDP in its Third Programming Cycle. As a follow-up, UNIDO, in consultation with the UNDP Resident Representatives in Dar es Salaam and Lusaka and with the agreement of the NLMs fielded a Headquarters NLM Programme Formulation Mission to Zambia and Tanzania in March 1982.

B. Terms of Reference

The purpose and terms of reference of the Mission was to carry out detailed discussions with the NLMs, the UNDP field offices, the OAU and other relevant organizations with a view to obtaining more information and thus a greater appreciation and understanding of the needs and requirements of each NLM in the industrial sectors. On the basis of the above, the Mission was expected to assist the NLMs in formulating precise project proposals, for presentation to the UNDP before the end of March 1982, as agreed during the Dar es Salaam NLM Inter-Agency Meeting, and to identify ways and means of intensifying co-operation between UNIDO and the NLMs.

C. Members of the Mission

The Mission was composed of:

1. Mr. Shadrack N. Ndam (Team Leader),  
Technical Assistant to the Deputy Executive Director
2. Mr. Mohamed Touré  
Industrial Development Officer  
Programme Development and Evaluation Branch
3. Mr. F. Chacon-Puig  
Industrial Development Officer  
Engineering Industries Section

D. Organization of the Work of the Mission

Following a one day stopover in Addis Ababa by two members of the Mission for consultations and agreement with the other Team Member on the strategy and approach to be adopted for the Mission, the Mission proceeded to Lusaka on 2 March 1982. Although it had initially been planned for the Mission to proceed from Lusaka to Dar es Salaam on 7 March, it could only depart Lusaka on 8 March due to the postponement of the Zambia Airways flight on which the Mission team had been booked. The Mission completed its field work in Tanzania on 13 March 1982. The programme for the Mission is attached as Annex I.

.....

In addition to consultations with offices of the UNDP, the mission held extensive working sessions with the competent authorities of each of the NLMs. Consultations were held with the Executive Secretariat of the OAU Liberation Committee, FAO and ILO, in Dar es Salaam and in Lusaka, with the UN Information Centre, and the National Commission for Development Planning of Zambia. Visits were made to the ANC farm on the outskirts of Lusaka and the Solomon Mahlangu Freedom College in Mazimbu, near Morogoro in Tanzania. The mission regrets its inability to meet with the representative of the UN Commissioner for Namibia in Lusaka. A list of the persons met during the Mission is attached as Annex II.

.....

E. Acknowledgements

The Mission wishes to record its deep appreciation to the NLMs for the serious attention attached to the work of the Mission which transpired in very harmonious atmosphere of mutual understanding. The Mission is also deeply grateful to the office of the UNDP and SIDFAs in Lusaka and Dar es Salaam for the interest shown in the work of the Mission as well as for providing suitable local transportation and secretarial services. The Mission also wish to express its appreciation for the various social courtesies extended to it.



## II. SUMMARY OF DISCUSSIONS

### A. Discussions with the UNDP

In accordance with the normal practice, the mission started its work in each country by holding discussions with the offices of the UNDP Resident Representatives. This was considered very important since the mission obtained valuable guidance from the UNDP Resident Representatives.

In Lusaka, the UNDP Resident Representative advised the mission to listen more to the National Liberation Movements while, at the same time, not to be timid in putting forward ideas that could contribute to their development efforts. In this regard, he underlined the importance of utilizing the TCDC approach in some of the activities which UNIDO made in developing the NLMs, for example, by arranging joint programmes with Zimbabwe and Angola. He also advised the mission and UNIDO as an organization, to give serious consideration to the placement of the NLM personnel training by UNIDO in governmental or industrial establishments in selected African countries, in order to continue their training pending the time when the Liberation Movements would attain full control of their territories. He indicated that Zambia had expressed its willingness to co-operate in this direction. In view of the delicate nature of the work of the NLMs, the Resident Representative also advised UNIDO not to insist on the information. The advice of the Resident Representative was reinforced by Mr. Dhakkar, his Deputy, who was also very involved with the programmes of the NLMs and the UNIDO SIDFA, Mr. Sen. The mission is to record its deep appreciation to the human and realistic approach adopted by the UNDP Resident Representative in Lusaka for the assistance to the NLMs. His advice was found most useful in the course of the mission, not only in Zambia, but also in Tanzania.

In Dar es Salaam the mission did not have the opportunity of meeting the Resident Representative in person since he was out of the country on mission. Useful discussions were, however, held with Mr. Reynolds, his Deputy and Officer-in-Charge of the office, Mr. Mahai, who was assigned to work full time with the mission and Mr. Henein, the UNIDO SIDFA, who became integrated in the mission team in view of his deep interest in

the work of the mission. The mission gave a briefing on its work in Lusaka and agreed on the approach of the Agenda for the mission's work in Dar-es-Salaam. The UNDP Officer-in-Charge noted with satisfaction the fact that the mission was planning to visit some of the projects of the NLMs since this would help the mission to assist them in formulating realistic projects. He also advised the mission to take into consideration the work of other UN agencies.

At the end of the work in each country the mission met with the Resident Representatives to brief them on the work accomplished. In Lusaka the Resident Representative expressed his satisfaction with the work of the mission and fully supported the project proposals which it had assisted the NLMs to prepare. By his own initiative, he decided to send a cable to the UNDP Headquarters accordingly. A copy of this cable is attached as Annex III to this report. In Dar-es-Salaam, in view of the absence of the Resident Representative, the mission, after briefing the Officer-in-Charge, left a complete set of the project proposals prepared in Dar-es-Salaam and Lusaka, with a letter of transmittal for the Resident Representative.

.....

B. Discussions with the South-West African Peoples Organization (SWAPO) and the United Nations Institute for Namibia (UNIN)

The mission was fortunate that its visit to Lusaka coincided with that of Mr. Amathila, the SWAPO Secretary for Economic Affairs, who briefed the mission on the uncertainty about the independence date for Namibia. Arising from this, he briefed the mission on the approach adopted by SWAPO in developing its economic activities, as broadly indicated in the Nationhood Programme. He expressed SWAPO's gratefulness to UNIDO for having fielded the mission which, he was confident, would assist SWAPO in developing meaningful project proposals. In addition to the project proposals earlier submitted by UNIDO to SWAPO, he requested that the mission should also formulate a project of assistance to SWAPO in the establishment of a mechanical workshop in Luanda, Angola. He stressed the importance of this project to which SWAPO was according very high priority. Mr. Amathila indicated that he would have preferred the UNIDO mission to visit Luanda but in view of the prevailing circumstances, he hoped every effort would be made for a UNIDO mission to visit

Luanda at a later stage in order to lay ground work for the timely implementation of the project proposal related to the establishment of a mechanical workshop.

Following this initial meeting with Mr. Amathila, the mission held intensive discussions with the Director of the United Nations Institute for Namibia, Mr. Geingob and selected staff of the relevant departments of the Institute. Mr. Geingob gave an exhaustive briefing of the work of the Institute and its relationship with the National Programme. In view of the close relationship of the work of the Institute and the Nationhood Programme, the Director of the Institute had been appointed as the SWAPO Co-ordinator for the implementation of the Nationhood Programme. He presented us a set of documents related to specific activities of this Institute.

Mr. Geingob expressed particular interest in the joint UNDP/UNCTAD Study on economic development perspectives of Namibia and indicated that his Institute would like to have a similar study prepared for Namibia. In preparation for this exercise, the UNIN had prepared a working paper entitled "Towards Economic Development Strategy Options for Independent Namibia", copy of which was handed to the mission with an urgent request for UNIDO's comments. UNIN is planning a workshop in Zimbabwe in early April to discuss this document to which UNIDO had already been invited to participate. He expressed the intention of UNIN to fully associate UNIDO in the preparation of the final Study. He also gave us copies of a Draft Report prepared by his Institute on "Legal Aspects of Namibia's Mining Industry", for which he also requested UNIDO's urgent comments.

Concerning the project proposals earlier submitted by UNIDO to SWAPO, Mr. Geingob indicated SWAPO's support to the ones dealing with training in industrial and technological development; preparation of a resource based industry oriented Study of Namibia for the elaboration of a national industrial development programme; and the formulation of a legal and policy framework for accelerated national industrial development. He, however, felt that this project needed reformulation.

Concerning the project proposal on the management of industrial production units, Mr. Geingob indicated that while the project would be very important in helping to maintain the level of operation of Namibia's existing industries immediately after independence, the present pre-independent activities of the limited financial resources do not permit its consideration at this time. He endorsed, supported and cleared, on behalf of SWAPO, the project proposal for common assistance to all NLMs for participation in the activities of the Industrial Development Decade for Africa. In addition to the above mentioned, the need to intensify co-operation between UNIDO and UNIN was also identified. In fact, the UNIN authorities foresaw the relevance of a co-operation agreement being signed by UNIDO and UNIN. In order to develop and realize in concrete terms such co-operation, it was agreed to develop a project for UNIDO's pre-independence assistance to Namibia, which entails the provision of UNIDO Headquarters and field staff and recruited consultant, if need be, in order to work jointly with UNIN staff in carrying out various activities of mutual interest to both organizations.

Following the above discussions which provided the overall framework for the mission's work, intensive working sessions were held with the technical staff of the relevant departments of UNIN during which each of the endorsed project proposals was discussed in details and elaborated in the final form. In this regard, it is important to note that the project dealing with the resource based study of the legal framework were merged into one project and rather than carrying out studies which UNIN had already done a lot of work, it was considered preferable to concentrate the project activities on the preparations of alternative industrial plans and legal frameworks for consideration by the Namibian authorities as soon as it attains independence. Emphasis was also placed on the need for the project activities to identify concrete projects and profiles (pre-feasibility studies) prepared for each one to provide the Namibian authorities for a portfolio of industrial projects for consideration after independence. At the end of the mission's work in Lusaka, a round-up meeting was held with the Director of the Institute during which the results of the mission were discussed. A letter of transmittal (Annex IV(a)) was subsequently submitted to him. While in Dar-es-Salaam, the mission held discussions

.....

with Ms. Nandi, the SWAPO Representative to East Africa and her Deputy during which detailed briefing was provided on the work jointly undertaken by the mission and the SWAPO and UNIN authorities in Lusaka. She expressed her appreciation for the efforts of UNIDO and requested for a complete set of all the project proposals which were transmitted to her with a covering letter (Annex IV(b)). Ms. Nandi expressed particular interest in UNIDO's activities related to technology negotiations and acquisition as well as all relevant industrial and technological information. She felt that the subject of technology should be one on which a workshop UNIDO could organize with UNIN.

C. Discussion with the African National Congress (ANC)

In Lusaka, the mission held discussions with the ANC headquarters. Detailed briefing was given on ANC's operations in general and in Lusaka in particular. The mission undertook a visit to the ANC farm on the outskirts of Lusaka. With regard to the assistance to ANC, the mission worked closely with the ANC staff in Lusaka in developing and elaborating a project proposal in the training of ANC staff in the development of operation of small-scale industries. In the round-up meeting with the ANC in Lusaka, it indicated its full support to this project along with the project of common assistance to all NLMs for participation in the activities of the Industrial Development Decade for Africa. It also indicated its support to the third project which the mission would be preparing with the ANC staff in Tanzania.

In Tanzania, the mission held a meeting with Mr. Mazimba, ANC Representative to East Africa, during which he was briefed on the work of the mission in Lusaka and agreement reached on the work in Tanzania. The mission visited the Solomon Mahlangu Freedom College in Mazimbu near Morogoro. A description of the development plans of the College, around which an ANC Settlement is being developed was presented. The mission was also shown around the installations in Mazimbu and description of the development plans in Dakawa, a large piece of land recently made available to the ANC by the Government of Tanzania was also presented. On the basis of the information presented, the existing

facilities of the potential needs of the ANC settlement in Mazimbu, the mission worked very closely with the ANC project Co-ordinator with the Mazimbu Centre, Mr. Dennis, in developing another project of assistance to the ANC in strengthening its mechanical workshop in Mazimbu, Tanzania. In the course of the discussions, the need arose for a readjustment of the ANC training projects initially prepared in Lusaka which resulted in a reduction of the project cost from US\$260,000 to US\$220,000. At the end of the mission's work, a round-up meeting was again held with Mr. Mazimba, during which he was briefed on the results of its work with the ANC. On his request, a set of project documents was submitted to him along with a transmittal letter (Annex IV(c)).

.....

D. Discussions with the Pan-Africanist Congress (PAC)

Following a general meeting with Mr. Gola, Chief Representative of PAC and his colleagues at the PAC Headquarters, during which the PAC endorsed the project of common assistance to all NLMs for participation in the activities of the Industrial Development Decade for Africa in Dar-es-Salaam, working sessions were held with the relevant technical staff of the PAC in elaborating a project proposal for the training of the PAC staff in the development and operation of small-scale industries. This work took into consideration the technical comments prepared by UNIDO on the project proposal that had earlier been submitted by PAC to UNIDO Headquarters. Every care was taken to ensure that the activities of the project were oriented towards meeting the immediate needs of the PAC and long-term programmes would be developed at a later stage when the development programmes of the PAC are well defined. In this connection, both the PAC and the mission considered it much more appropriate to postpone a visit that had been planned to Bagamoyo, a piece of land that has been allocated to the PAC by the Government of Tanzania until such a time when the development activities on the piece of land would have reached a stage requiring meaningful industrial activities. A round-up meeting was held with the PAC during which the results of the mission's work were presented, and as requested, the project proposals were transmitted with a covering letter (Annex IV(d)) to Mr. Gola.

.....

E. Meeting with the Secretariat of the OAU Liberation Committee in Dar-es-Salaam

Although the mission did not have the opportunity of meeting the Executive Secretary of the OAU Liberation Committee in person, in view of its delayed arrival in Dar-es-Salaam, it had the pleasure of meeting with Mr. Oyaka, the Assistant Secretary General of the Committee. During the first meeting, he gave us a general briefing on the work of the OAU Committee on National Liberation Movements in Africa as well as the activities of the SWAPO, ANC and PAC. He welcomed the initiative taken by UNIDO to hold discussions with the Liberation Movements before formulating programmes as this would ensure that the project proposals to be elaborated are meaningful and met the needs of the Liberation Movements. He advised the mission to take into consideration the capacity of each National Liberation Movement to implement projects in order to ensure that the amount of the resources to be invested would produce a meaningful impact on the work of the Liberation Movements.

The mission briefed Mr. Oyaka on the work accomplished in Lusaka and indicated its programme in Tanzania. At the end of its work in Tanzania, the mission met once again with Mr. Oyaka to brief him on the work accomplished by the mission. He welcomed and indicated support of the Secretariat of the OAU Liberation Committee for the projects prepared and hoped that consultations would be held with each individual Liberation Movement, in order to formalize the OAU's endorsement. On his request, the mission made available to him a set of project proposals prepared both in Lusaka as well as in Dar-es-Salaam, along with a covering letter (Annex IV(e)).

.....

F. Discussions with the Director of the United Nations Information Centre in Lusaka and the Representatives of FAO and ILO in Dar-es-Salaam

While in Lusaka, the mission held brief discussions with Mr. Malafa, the Representative of the UNIC in Zambia. He welcomed the opportunity made available to him to meet the UNIDO mission. He felt that such

meetings are useful in briefing his office on the work of the agencies in the country and the Liberation Movements and to enable it to respond to inquiries that may be addressed to it from time to time. In this regard, he expressed particular interest in receiving complete information on the actions being taken on the Industrial Development Decade for Africa and, in fact, suggested that a briefing to all Directors of UN information centres in Africa by UNIDO, ECA and OAU would be useful to enable them contribute more effectively to popularizing the Decade.

In Dar-es-Salaam, the mission held separate discussions with Mr. Telahun, Director of the ILO Office in Tanzania and Mr. Wozab, the FAO Representative in the country. The mission exchanged views with them on the programmes of assistance to the NLMs. They indicated the ongoing and future activities of their organizations for assistance to the NLMs, drawing particular attention to the problems encountered. The mission found these discussions very useful in that they provided additional information that helped it in refining the project proposals jointly prepared with the NLMs. At the same time, a common understanding was reached with them that the activities to be undertaken in the context of the projects being prepared by UNIDO were not in duplication of the ongoing or planned activities to be undertaken by the FAO or the ILO, but would reinforce each other. It was, in fact, recognized that the output of some of the FAO and ILO activities were vital inputs for the activities to be undertaken in the context of the projects being elaborated by UNIDO.

G. Discussions with the National Commission for the Development Planning of Zambia

In accordance with the establishment practice in Zambia, the mission met with Mr. Habbanti, Director for Sectional Planning in the National Commission for Development Planning for Zambia. The mission briefed Mr. Habbanti on the purpose of its visit and expressed appreciation to the Government of Zambia for having facilitated the procedures for its mission. The mission also expressed UNIDO's interest to utilize



more Zambian experts in technical assistance programmes not only to the NIMs but also to other UNIDO field projects.

Mr. Habbanti welcomed the visit of the mission and expressed his satisfaction with the initiatives being taken by UNIDO to intensify its co-operation with the NIMs. He indicated the intention of his Government to continue to support the NIMs and to reach suitable arrangements for the placement of the NIM training by UNIDO in Zambian Government Institutions or industries. He welcomed the idea to utilize some Zambian experts in UNIDO's work.

H. Discussions with the SWAPO Students and UNIDO Experts in Zambia on the UNIDO Training Programme

The presence of the mission in Zambia coincided with the arrival of the SWAPO students who had been undertaking a training programme organized by UNIDO. In addition to discussions held with the UNDP and the authorities of the Institute for Namibia, the mission had the opportunity to discuss face to face with the students, their impressions of the programme. The mission also took advantage of its presence in Zambia to meet with the various experts that have been involved with the implementation of the training programme in Zambia.

In general, the programme was considered as a useful activity which helped to enhance the training of the students. The students felt that their programme in India was the most successful part of their programme since some preparations had been made and adequate attention accorded to them. The degree of success of the programme in other places (Kenya, Ethiopia, Tanzania and Egypt) varied greatly among the countries. The problems encountered could be summed up to the fact that in some countries the students were left stranded, not only at the airport, but also in the country itself without proper attention given to their training programme. Visits to various establishments were ad hoc in nature and the trainers had invariably not been briefed nor did they really appear to be concerned with the objectives of the programme. This appears to boil down to a well prepared training programme with the involvement of UNIDO Headquarters and the UN Institute for Namibia prior to the arrival of the students in the

host country. These observations were also echoed by the UNIDO experts in Zambia, who underlined the need for proper preparations in advance of the implementation of the training programme. It was also considered that for the training programme to be meaningful, its duration should not be less than nine months and plans made for placement of the students either at the UNIDO Headquarters, field projects or government and industrial establishments in selected African countries after their training, pending the attainment of independence for Namibia.

### III. CONCLUSIONS OF THE MISSION

The conclusions of the mission are reflected in the project proposals which the mission assisted the NIMs to prepare.

#### A. Assistance to SWAPO

Four project proposals of assistance to SWAPO were prepared, as follows:

##### 1. Training in Industrial and Technological Development

This project proposal essentially entails the extension and expansion of the ongoing SWAPO project DP/NAM/002 with the main objective of training potential Namibian policy makers in selected areas of industrial and technological development. The total cost of the project amounts to US\$ 490,000 over a three-year period.  
.....  
A copy of the project proposal is attached as Annex V(a).

##### 2. Formulation of a National Industrial Development Plan and Legal Framework for Independent Namibia

This is a merger of two projects originally presented by UNIDO in relation to a resource-based industry-oriented study of Namibia for the elaboration of a National Industrial Development Programme and the formulation of a legal and policy framework for an accelerated national industrial development. The immediate objective of the reformulated project is to prepare, on the basis of available studies on Namibia, alternative national development plans and legal frameworks along with project profiles for

consideration by the Government of Namibia when it attains independence. The total cost of the project is US\$ 379,000 for the period of two years. A copy of the project proposal is attached as Annex V(b).

3. Assistance to SWAPO in the Establishment of a Mechanical Workshop in Angola

This is a new project formulated on the request of the SWAPO authorities. Its objective is to establish a mechanical workshop (wood and metal working) for the production of simple agricultural tools and implements, repair and maintenance of construction equipment, vehicles and agricultural tools and implement, production of household and school furniture and training of SWAPO technical staff. The total cost of the project containing a high equipment component amounts to US\$ 550,000 for a period of two years. (Annex V(c))

4. UNIDO Pre-independence Assistance to Namibia

This is a project proposal to reinforce co-operation between UNIDO and the UN Institute for Namibia. Its activities include the provision of the services of UNIDO Headquarters field experts and consultants to the UNIN in carrying out identified joint activities, training of UNIN staff on study tours and the joint organization of workshops. The project for which SWAPO would be sending an official request for financing by UNIDO, is estimated to cost US\$ 80,000 over a period of two years. (Annex V(d))

B. Assistance to ANC

The following two project proposals were prepared for assistance to ANC:

1. Training of ANC Staff in the Development and Operation of Small-scale Industries

The objective of the project is to train selected ANC staff in the management of existing ANC industrial production units including repair and maintenance of industrial equipment and the identification,

..... preparation and implementation of small scale industries. The total cost of the project is US\$ 220,000 over a period of two years. A copy of the project proposal is attached as Annex V(e).

2. Assistance to the ANC in Strengthening its Mechanical Workshop at Mazimbu, Tanzania

..... The immediate objectives of the project are to assist the Solomon Mahlangu Freedom College in Mazimbu, Tanzania in strengthening its programmes and facilities, mechanical workshops and in training technical personnel for the design and production of simple combined wood-metal agricultural hand tools and implements and furniture to provide repair and maintenance services for construction equipment, vehicles and agricultural machinery, tools and implements and to provide on-the-job training to ANC technical staff in carrying out the above mentioned operations. The total cost of the project amounts to US\$ 389,500 for a period of two years. A copy of the project proposal is attached as Annex V(f).

C. Assistance to PAC

..... Only one project proposal was prepared for assistance to the PAC, which is the "Training of PAC Staff in the Development and Operation of Small scale Industries". The immediate objective of the project is to train PAC staff in the management of PAC industrial production units related to food processing, garment production and wood working and carpentry, including equipment repair and maintenance as well as in the identification, preparation and implementation of new small-scale industries including the relevant appropriate technologies. The total cost of the project amounts to US\$ 95,000 over a period of three years. A copy of the project proposal is attached as Annex V(g).

D. Common Assistance to all NLMs

This is a modest project entitled "Participation of NLMs in the Activities of the Industrial Development Decade for Africa" with the objective of facilitating the continuous involvement of the NLMs in the series of activities to be undertaken at the regional and subregional levels for the formulation and implementation of the Decade programme by meeting the travel and subsistence costs of their staff. The total cost

of the project amounts to only US\$ 50,000 over a period of four years. A copy of the project proposal is attached as Annex V(h).

IV. RECOMMENDATIONS FOR FOLLOW-UP ACTION BY UNIDO

The mission wishes to make the following recommendations for follow-up action by UNIDO:

1. The Programme Development and Evaluation Branch should take immediate action to submit the relevant project proposals to the UNDP for consideration and approval for financing from its allocation to the NLMs in the third programming cycle (1982-1986). In order to facilitate the UNDP approval process, UNIDO should also send cables to the NLM urging them to urgently send in their formal endorsements of the project proposals to the UNDP.
2. In order to maintain the integrity of UNIDO and to reinforce the mutual confidence established between SWAPO/UNIN and UNIDO, the competent authorities in UNIDO are urged to give favourable consideration to and to approve the project proposal on "UNIDO Pre-independence Assistance to Namibia".
3. In view of the special and delicate nature of the activities of Liberation Movements which require a very deep knowledge of their situation, a flexible and pragmatic implementation approach, different from the conventional one used in independent countries, is required. This is essential to maintain and even strengthen the confidence of the NLMs in the Executing Agency. In the light of the above, it is recommended that UNIDO considers as an exceptional situation, to appoint an "NLM Project Co-ordinator" who will have the overall responsibility for co-ordinating all the actions in UNIDO for the implementation of the projects of Assistance to the NLMs. The functional responsibility for the implementation of the projects would, however, still rest with the Division of Industrial Operations.
4. Since the UNDP Resident Representative in Tanzania has been accorded the overall field co-ordination of UNDP NLM programmes coupled with

the fact that most of the activities to be undertaken in the project proposals formulated by the mission will take place in Tanzania, it is recommended that Mr. Henein, the UNIDO SIDFA in Dar-es-Salaam be given the overall responsibility for co-ordinating the UNIDO NLM activities in the field. The mission is convinced that Mr. Henein is well placed to effectively carry out this function in view of his deep interest and understanding of the problems of the NLMs.

PROGRAMME OF THE MISSION

LUSAKA, ZAMBIA - From 3 March 1982 to 8 March 1982

Wednesday, 3 March 1982

Morning

- Meeting with Mr. D. Dragic, Resident Representative of the UNDP in Zambia.  
Present: Mr. A. B. Dhakkar, Deputy Resident Representative  
Mr. K. C. Sen, SIDFA
- Short courtesy visit to Mr. Geingob, Director of the UN Institute for Namibia in Lusaka
- Meeting at the SWAPO Headquarters in Lusaka.  
Present: Mr. Amathila  
Mr. Mushimba  
Mr. Mbako

Afternoon

Meeting at UNIN

- Present: Mr. H. G. Geingob, Director  
Mr. H. S. Aulakh, Head of the Economics Division  
Mr. W. W. Asombag, Professor, Economics Division  
Mr. M. Tjitendero, Head, Social and Education Division  
Mr. Tabor, Personal Assistant to the Director

Thursday, 4 March 1982

Morning

- 8:30 Working session with UNIN/SWAPO staff on the project proposals  
11:15 Meeting with Mr. Malafa, Director, UN Information Center in Lusaka  
Present: Mr. K. C. Sen, SIDFA

Afternoon

- Continuation of the working session with UNIN/SWAPO staff on the project proposals.
- Meeting with the African National Congress (ANC), Lusaka  
Present: Mr. Thomas Nkobi, ANC Treasurer General  
Mr. S. Masomola, ANC Chief Representative  
Mr. T. Maseko, Principal SOMAFCO  
Mr. D. September, Administrative Secretary in the Treasury
- Continuation of the working session with UNIN/SWAPO staff till late in the evening.

Friday 5 March 1982

Morning

- 8:30 Meeting with Namibian Students
- 10:00 Visit to the National Commission for Development Planning (NCDP)  
Meeting with Mr. Habbanti, Director for Sectional Planning  
Present: Mr. K. C. Sen
- 11:00 Working session at UNIN
- 11:45 Meeting with Mr. Dragic, Resident Representative of the UNDP in Zambia
- 14:30 Meeting with the UNIDO experts
- 15:30 UNIDO Headquarters Mission working session for the formulation of SWAPO, UNIN, ANC project proposals.

Saturday, 6 March 1982

Morning

Working session of the three member UNIDO Headquarters mission in drafting project proposals at the UNDP office.

Afternoon

- Continuation of the working session of the UNIDO team.
- 3:30 Visit to the ANC farm settlement in Lusaka (40 km from Lusaka)
- 7:00 p.m. Continuation of the working session of the UNIDO team at the UNDP office.

Sunday, 7 March 1982

Morning

Continuation of the working session of the UNIDO team at the UNDP office.

Monday, 8 March 1982

- 8:30 Finalisation of the mission work in Lusaka
- 11:15 Departure from Lusaka for Dar-es-Salaam



DAR ES SALAAM, TANZANIA - From 3 March 1982 to 14 March 1982

Monday, 3 March 1982 - Arrival at Dar-es-Salaam

Tuesday, 9 March 1982

- 8:00 - 9:00 Meeting with Mr. P. Reynolds, Deputy UNDP Resident  
Co-ordinator and O-I-C.,  
Mr. S. Henein, SIDFA  
Mr. B. Mahai, NLMs co-ordinating Programme Officer  
Ms. M. Nilson-Dag, JPO
- 9:00 - 10:00 Meeting with OAU Liberation Committee -  
Mr. L. Onyaka, Assistant Secretary General Liberation Committee  
Present: Mr. S. Henein  
Mr. B. Mahai
- 10:00 - 11:30 Meeting with SWAPO Representative in East Africa -  
Ms. N. Nandi  
Present: Mr. S. Henein  
Mr. B. Mahai
- 11:30 - 13:00 Meeting with ANC Representative in East Africa -  
Mr. R. Mazimba  
Present: Mr. S. Henein  
Mr. B. Mahai
- 14:00 - 15:30 Meeting with PAC Representatives -  
Mr. Thobile Gola, Chief Representative  
Mr. J. Mfanasehhaya  
Mr. E. MFaxa  
Mr. I. Mafole  
Ms. M. Masekela  
Present: Mr. S. Henein  
Mr. B. Mahai

Wednesday, 10 March 1982

- Whole Day Visit to ANC Mazimbu Centre, Morogoro "Solomon Mahlangu Freedom  
College" (around 150 Kms from Dar-es-Salaam) -  
Mr. A. Masondo, ANC National Commissar  
Mr. O. Dennis, ANC Community Project Manager  
Mr. D. G. Gaboo, ANC Regional Treasurer  
Mr. W. Mboli, Asst. Project Manager  
Present: Mr. S. Henein  
Mr. B. Mahai

Thursday, 11 March 1982

- 8:30 - 10:00 Meeting with ILO Representative -  
Mr. Telahun, Director  
Present: Mr. S. Henein
- 10:00 - 11:00 Meeting with FAO Representative, Mr. D. Wozab  
Present: Mr. S. Henein
- 11:00 - 15:00 Drafting project proposals  
Present: Mr. S. Henein

Friday, 12 March 1982

- 8:00 - 9:00 Meeting with UNDP Resident Co-ordinator (O-I-C)
- 9:00 - 11:00 Meeting with OAU Liberation Committee
- 11:00 - 12:00 Meeting with PAC Representatives
- 12:30 - 13:45 Meeting with SWAPO Representative
- 14:15 - 15:15 Meeting with ANC Representative  
( The same representatives were met as on 9 March 1982)

Saturday, 13 March 1982

Morning: Finalization of mission work in Dar-es-Salaam

Afternoon: Drafting of mission report and attachments.

Sunday, 14 March 1982 - Departure

All the Meetings took place in the offices of the respective organizations.

ADDIS ABABA, ETHIOPIA - 14 March to 16 March 1982

Sunday, 14 March 1982 - Arrival at Addis Ababa

Monday, 15 March 1982

General review of all programme established by the UNIDO Headquarters Mission on Assistance to NLMs, and drafting of the report.

The meeting took place in the OAU office of Mr. Ndam.

LIST OF PERSONS MET

A. Persons Met in Zambia

UNDP Office, Lusaka

Mr. D. Dragic, Resident Representative and Regional Co-ordinator  
Mr. A. B. Dhakkar, Deputy Resident Representative  
Mr. K. C. Sen, SIDFA

UN Institute for Namibia

Mr. H. G. Geingob, Director  
Mr. H. S. Aulakh, Head of Economics Division  
Mr. W. W. Asombag, Lecturer in Economics  
Mr. M. Tjitendero, Social and Education Division  
Ms. Tabor, Personnel Assistant to the Director

South West Africa People's Organization (SWAPO)

Mr. B. Amathila, SWAPO Secretary for Economic Affairs  
Mr. H. Mbako, Deputy SWAPO Representative in Zambia  
Mr. T. Mushimba, Deputy SWAPO Representative in Zambia

African National Congress (ANC)

Mr. T. T. Nkobi, ANC Treasurer-General  
Mr. S. Masomala, ANC Chief Representative  
Mr. T. Maseko, Principal SOMAFCO  
Mr. D. September, Administrative Secretary in the Treasury

Lusaka ANC Farm

Mr. H. Tlomo, Director  
Mr. G. Naicker, Financial Chief

National Commission for Development Planning of Zambia

Mr. A. Habbanti, Director for Sectional Planning

UN Information Center in Lusaka

Mr. P. Malafa, Director

UNIDO Project Managers and Experts in Lusaka

SWAPO Students on UNIDO Training Programme

Ms. Uule  
Ms. Ipinge  
Ms. Haikali  
Ms. Shithigona  
Ms. Mutilifa

B. Persons Met in Tanzania

UNDP Office, Dar-es-Salaam

Mr. P. S. Reynolds, Deputy Resident Representative  
Mr. S. Henein, SIDFA  
Mr. B. Mahai, Programme Officer  
Ms. M. Nilson-Dag, JPO

Organization of African Unity

Mr. L. Onyaka, Assistant Secretary General, Liberation Committee

South West Africa People's Organization

Ms. N. Nandi, SWAPO Representative in East Africa  
Mr. K. Liswani, Deputy Chief Representative

Pan-Africanist Congress (PAC)

Mr. T. Gola, Chief Representative  
Mr. G. Mfanasekhaya, Project Co-ordinator  
Mr. E. Mfana, Officer of the Sub-committee for Projects  
Mr. I. Mafole, Officer of the Sub-Committee for Projects  
Ms. M. Masekela, Representative for Education and Manpower Development

African National Congress (ANC)

Mr. R. Mazimba, ANC Representative for East Africa

Solomon Mahlangu Freedom College (ANC Community in Mazimbu)

Mr. A. Masondo, ANC National Commissar  
Mr. O. Dennis, ANC Community Project Manager  
Mr. D. G. Gaboo, ANC Regional Treasurer  
Mr. W. Mbali, Assistant Project Manager

ILO - Tanzania

Mr. H. Telahun, Director

FAO - Tanzania

Mr. D. Wozab, Representative

nnnn

zczc v110535 1bn0557 lun023

dd udp vif dar add zim lum lad

.Lusaka (unido) 080900

dp83 for doo Kingue, commissioner for Namibia, atchou. info khane/  
siddiqui unido, ouatara, oua dar. colonel mbita, onitiri, blanch-  
soler, asplund. as follow up to undp dar es salaam inter agency  
meeting on assistance to nlms unido fielded a three-man mission in  
Lusaka from 2-7 march which held indepth discussions with swapo,  
unin, anc authorities and undp office in order to clearly define  
the needs of nlms in the industrial sector. on basis of above  
mission worked very closely with swapo, unin and anc authorities  
in reformulating projects in the industrial field earlier submitted  
to undp by unido as follows: aaa training in industrial and techno-  
logical development which is essentially an extension and enlarge-  
ment of ongoing swapo project dp/nam/79/002 with the main objective  
of training potential namibian policy makers in selected areas  
of industrial and technological development. total cost of project  
amounts to usdollar 490,000 over a three-year period. bbb formula-  
tion of a national industrial development plan and legal framework  
for independent namibia which is a merger of two projects originally  
presented by unido related to a resource based industry oriented  
study of namibia for the elaboration of a national industrial  
development programme and the formulation of a legal and policy  
framework for an accelerated national industrial development.  
the immediate objective of the reformulated project is to prepare,  
on the basis of available studies on namibia, alternative national  
development plans and legal frameworks along with project profiles  
for consideration by the government of namibia when it attains inde-  
pendence, the total cost of the project is usdollar 379,000 for

a period of two years. ccc assistance to swapo in the establishment of a mechanical workshop in angola which is a new project formulated on the request of swapo authorities whose objective is to establish a mechanical workshop (wood and metal working) for the production of simple agricultural tools and implements, the repair and maintenance of construction equipment, vehicles and agricultural tools and implements, the production of household and school furniture and the training of swapo technical staff. the total cost of the project containing a high equipment component amounts to usdollar 550,000 for a period of two years. ddd training of anc staff in the development and operation of small scale industries with the objective of training selected anc staff in the management of existing anc industrial production units including repair and maintenance of industrial production units including repair and maintenance of industrial equipment and the identification, preparation and implementation of small scale industries. the total cost of the project is usdollar 260,000 for a period of two years. eee a small project of common assistance to all nms with the objective of facilitating the participation of their staff in the activities of the industrial development decade for africa. the total cost of the project is usdollar 50,000 for a period of four years. please note that mission is proceeding to dar es salaam for further assistance to anc and pac in formulating other projects. undp office in lusaka fully supports these project proposals which are in the process of being officially submitted or endorsed by swapo and anc authorities and recommends undp headqua ter favourable consideration. unido nlm mission's contribution is much appreciated. regards (dragic)

col dp33 2-7 dp/zam/79/002 490,000 379,000 550,000 260,000 50,000

alt rtd fm vif

-03081034

Khane

Siddiqui

Registry

'82 MAR 8 11:00

Lusaka

7 March 1982

Dear Mr. Gaingob,

Please find enclosed, as agreed the originals of the following project proposals:

- 1 Training in Industrial and Technological Development (Phase II).
- 2 Formulation of a National Industrial Development Plan and Legal Framework for Independent Namibia.
- 3 Assistance to SWAPO in the establishment of a Mechanical Workshop in Angola.
- 4 Participation of NLMs in the activities of the Industrial Development Decade for Africa.

The first project is essentially an extension and expansion of the scope of the on-going UNDP/UNIDO project DP/NAM/79/002 for a further period of three years for a total amount of US\$ 490,000.

The second project is a merger of two original project proposals: "the Resource-based Industry Oriented Study for the Formulation of a National Industrial Development Programme for Namibia and "the Formulation of an Industrial Policy and Legal Framework for Namibia." As you would recall the staff of your Institute worked very closely with the UNIDO Mission in reformulating these two projects into the present form for a total cost of US\$ 379,000 over a period of two years.

The third project has been formulated on the request of SWAPO Headquarter CDr. Amathila. The UNIDO mission has made every effort to ensure that the objectives and activities of the project are in accordance with the needs and requirements of SWAPO as explained to us by CDr. Amathila. Its total cost amounts to US\$ 550,000 over a two-year period.

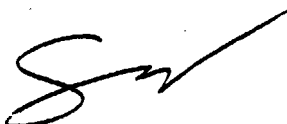
The fourth project has been prepared in response to the endorsement given by the three National Liberation Movements during the Dar es Salaam UNDP/UN Inter-Agency Meeting on assistance to National Liberation Movements last December to the idea for the UNDP to set aside some funds to enable the consistent participation of the NLMs in the activities of the Industrial Development Decade for Africa. It costs only US\$ 50,000 for a period of four years.

In the light of the above, and as agreed, it would be appreciated if you would ensure that SWAPO formally submits these projects to the UNDP or, at least, sends a formal letter endorsing them as soon as possible preferably by 20 March 1982. Copies have been handed over to the UNDP Resident Representative in Dar es Salaam with a copy of this letter.

In addition to the above-mentioned four projects we also attach herewith a copy of the project proposal entitled "UNIDO Pre-Independence Assistance to Namibia" which the UNIDO mission drafted in consultation with you following the agreement with you and your staff to strengthen co-operation between UNIDO and your Institute. It would also be greatly appreciated if you would indicate your Institute's support for the project to UNIDO with a view to facilitating the financing of the project by UNIDO. Its estimated cost amounts to US\$ 80,000 for a period of two years.

It was indeed a great pleasure for the UNIDO team to work with you and your staff and we should like to take this opportunity to express to you our most sincere appreciation not only for the frank and harmonious working atmosphere and the time devoted by you and your staff to the UNIDO mission but also for your kind hospitality. We hope that our meeting marked the turning point in the co-operation between UNIDO and SWAPO, in general, and with your Institute in particular. Please be rest assured of UNIDO's readiness and commitment, within the limitation of its resources, to intensify and translate into meaningful terms its co-operation with SWAPO and your Institute in support of the noble liberation struggle for Namibia.

Yours sincerely,



S. N. Ndam

Technical Assistant to Deputy Executive Director

Mr G. G. Geingob  
Director  
UN Institute for Namibia  
Lusaka

c.c. Mr. F. Chavín-Puig (UNIDO Mission Team)  
c.c. Executive Secretary  
OAU Liberation Committee

c.c. Mr. D. Dragic  
Resident Representative  
UNDP  
Lusaka

c.c. Mr. D. Ouattara  
c.c. Mohamed Toure (UNIDO Mission Team)





**UNITED NATIONS  
DEVELOPMENT PROGRAMME**

**DAR ES SALAAM. TANZANIA**

**MATASALAMAT PANSION  
Zanaki Street**

**Cable: UNDEVPRO, DAR ES SALAAM**

**POST OFFICE BOX 9182**

**Reference**

**Telex 41284 Telephone: 27411-5  
13 March 1962**

**Dear Ms. Handi,**

Please find attached, as agreed, a set of the Project Proposals which the UNIDO Team helped SWAPO and the United Nations Institute for Namibia (UNIN) to elaborate during its recent mission to Lusaka. Also attached is a copy of the letter from the mission transmitting the proposals to Mr. Geingob, Director of UNIN as well as a copy of the same from Mr. Dragie the UNDP Resident Representative in Lusaka informing the UNDP Headquarters of the results of the UNIDO mission along with his support.

It would be appreciated if you would take the necessary follow-up action with the SWAPO Headquarters, the OAU Office in Dar-es-Salaam and the Office of the UN Commissioner for Namibia to ensure that the project proposals are duly endorsed and transmitted to the UNDP in due time. Please note that the UNDP should receive the endorsement for the projects to be financed from its resources, either by signature of the project proposals (documents) or by a simple letter, as soon as possible, preferably by 20 March 1962 in accordance with the established procedure.

With regard to the project proposal on "UNIDO Pre-independence Assistance to Namibia", we look forward to receive as soon as possible SWAPO's request, as indicated by UNIN. This would greatly facilitate its early financial approval by the UNIDO Headquarters' competent authorities.

**Ms. Mumba Handi  
SWAPO Chief Representative  
in East Africa  
P.O. Box 2603  
Dar es Salaam**

- 29 -

It was indeed a great pleasure for the UNIDO team to meet and exchange views with you and your colleague and to work with the SWAPO and UNIZ staff in Lusaka. We hope that our meeting would help to reinforce the actions initiated in Lusaka for strengthening the co-operation between UNIDO and SWAPO. Please rest assured of our genuine commitment, within the limitations of our resources, to ensure the timely and effective implementation of the projects and to not hesitate to contact UNIDO, either directly at its Headquarters in Vienna or through Mr. S.K. Hensin, the Senior Industrial Development Field Advisor, stationed in the UNDP office in Harare-Salazar.

Yours sincerely,



Shadrach E. Egan  
Team Leader  
UNIDO Headquarters ILM Mission

- |   |   |
|---|---|
| cc: Mr. D. Guttera<br>Resident Representative<br>UNDP<br>Harare Salazar                 | cc: Mr. E. Toure<br>UNIDO Mission Team Member       |
| cc: Mr. S.K. Hensin<br>Senior Industrial Development<br>Field Advisor - Har             | cc: Mr. J. Chansa-Pais<br>UNIDO Mission Team Member |
| cc: Col. E. Nbits<br>Executive Secretary<br>JAZ Liberation Committee<br>Harare-Salazar  |   |
| cc: Mr. M.S. Gwagob<br>Director<br>The United Nations Institute<br>for Zambia<br>Lusaka |   |
| cc: Mr. B. Anabills<br>Secretary for Economic Affairs<br>SWAPO Headquarters<br>Lusaka   |   |



**UNITED NATIONS  
DEVELOPMENT PROGRAMME**

**DAR ES SALAAM TANZANIA**

**MATASALAMAT MANSION  
Zanaki Street**

**Cable: UNDEVPRO, DAR ES SALAAM**

**POST OFFICE BOX 9182**

**Reference**

**Telex 41284 Telephone: 27411-5**  
**13 March 1982**

**Dear Mr. Mazimba,**

**Please find attached three Project Proposals relating to:**

- 1. Training of ANC staff in the development and operation of small-scale industries;**
- 2. Assistance to the ANC in strengthening its Mechanical Workshop in Mazimbu, Tanzania and**
- 3. Participation of NLMs in the activities of the Industrial Development Decade for Africa.**

**As indicated to you during our meeting at the UNDP office in Dar-es-Salaam on 12 March 1982, these project proposals were elaborated by the UNIDO mission after extensive discussions with the relevant ANC staff in Lusaka and Mazimbu. The mission has made every effort to ensure that the objectives and envisaged activities of the project proposals are in accordance with the needs and requirements of the ANC.**

**In the light of the above, and as agreed, it would be appreciated if you would take the necessary follow-up action to ensure that the project proposals are endorsed by the ANC and the Executive Secretariat of the OAU Liberation Committee and submitted to the UNDP in due time. Please note that these endorsements which could be made either through signing the project documents or by a simple letter endorsing them, should reach the UNDP, in accordance with established procedures, as soon as possible, preferably by 20 March 1982. Copies have been handed to the UNDP office in Dar-es-Salaam and the Executive Secretariat of the OAU Liberation Committee.**

**Mr. Eaddy Mazimba  
Chief Representative for East Africa  
African National Congress  
Tanzania**

- 31 -

It was indeed a great pleasure for the UNIDO team to meet you personally and to work with your colleagues in Lusaka and Mazimbu. We should like to convey, through you to the ANC our most sincere thanks not only for the harmonious working atmosphere and for the time devoted by the relevant ANC staff to the UNIDO mission but also for its kind hospitality at Mazimbu. Please be rest assured of UNIDO's commitment and readiness to expedite all action for the timely implementation of the projects. Please do not hesitate to contact UNIDO, either directly at its Headquarters in Vienna or through Mr. S.K. Hensin, the Senior Industrial Development Field Adviser, stationed in the UNDP office in Dar-es-Salaam.

Yours sincerely,



Shadrack N. Udam  
Team Leader

UNIDO Headquarters ELM Mission

- cc: Mr. J. Guattara  
Recipient Representative  
UNDP  
Dar es Salaam
- cc: Mr. S.K. Hensin  
Senior Industrial Development  
Field Adviser  
Dar es Salaam
- cc: Col. E. Mbita  
Executive Secretary  
OAU Liberation Committee  
Dar es Salaam
- cc: Mr. P.T. Ekobi  
Treasurer-General  
African National Congress  
Lusaka
- cc: Mr. M. Isure  
UNIDO Mission Team Member
- cc: Mr. F. Chacón-Puig  
UNIDO Mission Team Member



UNITED NATIONS  
DEVELOPMENT PROGRAMME

DAR ES SALAAM. TANZANIA

MATASALAMAT MANSION  
Zanaki Street

Cable: UNDEVPRO, DAR ES SALAAM

POST OFFICE BOX 9182

Reference

Telex 41284 Telephone: 27411-5

13 March 1982

Dear Mr. Gola,

Please find attached Project Proposals relative to:

1. Training of PAC staff in the development and operation of small-scale industries; and
2. Participation of NLMs in the activities of the Industrial Development Decade for Africa.

As indicated to you in our brief meeting at your premises, these project proposals were elaborated by the UNIDO mission after extensive discussions with the relevant staff of the PAC Headquarter in Dar-es-Salaam. The mission has made every effort to ensure that the objectives and envisaged activities of the project proposals are in accordance with the needs and requirements of the PAC.

In the light of the above, and as agreed, it would be appreciated if you would take the necessary follow-up action to ensure that the project proposals are endorsed by the PAC and the Executive Secretariat of the OAU Liberation Committee and submitted to the UNDP in due time. Please note that these endorsements which could be made either through signing the project documents or by a simple letter endorsing them, should reach the UNDP, in accordance with established procedures as soon as possible, preferably by 20 March 1982. Copies have been handed to the UNDP office in Dar-es-Salaam and the Executive Secretariat of the OAU Liberation Committee.

Mr. T. Gola  
Chief Representative  
Pan African Congress of Azania  
P.O. Box 2412  
Dar es Salaam

It was indeed a timely opportunity for the UNIDO team to meet you and to work with your colleagues. We should like to take this opportunity to thank you and your staff for the time devoted to the UNIDO mission. Please be rest assured of UNIDO's readiness to expedite all action for the timely implementation of the projects and please do not hesitate to contact UNIDO, either directly at its Headquarters in Vienna or through Mr. S.K. Henein, the Senior Industrial Development Field Adviser, stationed in the UNDP office in Dar-es-Salaam.

Yours sincerely,



Shadrack N. Ndam  
Team Leader

UNIDO Headquarters ILM Mission

- cc: Mr. D. Ouattara  
Resident Representative  
UNDP  
Dar es Salaam
- cc: Mr. S.K. Henein  
Senior Industrial Development  
Field Adviser  
Dar es Salaam
- cc: Col. E. M'Elia  
Executive Secretary  
OAU Liberation Committee  
Dar es Salaam
- cc: Mr. M. Tours  
UNIDO Mission Team Member
- cc: Mr. P. Chacon-Puig  
UNIDO Mission Team Member



UNITED NATIONS  
DEVELOPMENT PROGRAMME

DAR ES SALAAM. TANZANIA

MATASALAMAT MANSION  
Zanaki Street

Cable: UNDEVPRO, DAR ES SALAAM

POST OFFICE BOX 9182

Reference

Telex 41284 Telephone: 27411-5  
13 March 1982

Dear Col. Mbita,

Please find attached copies of the following project proposals envisaged for financing from the UNDP funds for the ILMs.

1. Training in industrial and technological development (Phase II - SWAPO);
2. Formulation of a National Development Plan and Legal Framework for Independent Namibia (SWAPO);
3. Assistance to SWAPO in the establishment of a mechanical workshop in Angola (SWAPO);
4. Training of ANC staff in the development and operation of small-scale industries (ANC);
5. Assistance to the ANC in strengthening its Mechanical Workshop at Masimbu, Tanzania (ANC);
6. Training of PAC staff in the development and operation of small-scale industries (PAC); and
7. Participation of ILMs in the activities of the Industrial Development Decade for Africa (SWAPO, ANC and PAC).

Col. Mbita  
Executive Secretary  
OAU Liberation Committee  
Dar es Salaam

We should like to inform you that these project proposals were jointly elaborated by the UNIDO and the relevant authorities of the respective ILMs after extensive discussions. Consultations were also held with the FAO and ILO representatives in Dar es Salaam. Every effort has been made to ensure that the objectives and envisaged activities of the project proposals are in accordance with the needs and requirements of the respective ILMs. Particular attention was accorded to the limitation of available financial resources and the capacity of each ILM to effectively absorb the assistance. We have therefore been both modest and realistic in costing the projects which are all geared to meeting the pressing needs of the respective ILM.



- 35 -

It is also being the liberty to attach herewith, for your information, a copy of the project proposal on UNIDO's pre-independence assistance to Malawi, which is expected to be financed from UNIDO's resources.

Please also find attached copies of letters from the Mission to the UNDP Resident Representative in Dar es Salaam as well as to the SWAPO, ANC and the PAC transmitting the respective project proposals to each of them for follow-up action. You must have, by now, also received a copy of the cable from the UNDP Resident Representative in Lusaka to UNDP Headquarters concerning the three SWAPO projects, the ANC training project proposal and that of women assistance to all FIMs. In this connection, please note that the ANC training project initially formulated in Lusaka was slightly modified in Dar es Salaam thereby reducing its total cost from US\$250,000 to US\$220,000.

- 36 -

We should also like to take this opportunity to express our appreciation for the interest shown by your office in the work of the mission as reflected by the time taken by your deputy, Mr. Onyiah, for consultations with us at the beginning and at the end of its work in Dar-es-Salaam. Although we did not have the opportunity of meeting you in person, we are confident and rely on the support and follow-up action by your office to ensure the early approval of these project proposals to enable UNIDO to undertake the necessary action for their timely implementation.

Yours sincerely,

Shadrack E. Ndan  
Team Leader  
UNIDO Headquarters NLM Mission

- cc: Mr. B. Dragis  
Resident Representative  
UNDP  
Luanda
- cc: Mr. D. Ouattara  
Resident Representative  
UNDP  
Dar es Salaam
- cc: Mr. S.K. Hensin  
Senior Industrial Development  
Field Adviser  
Dar es Salaam
- cc: Mr. M. Toure  
UNIDO Mission Team Member
- cc: Mr. F. Chacon-Puig  
UNIDO Mission Team Member



UNITED NATIONS  
DEVELOPMENT PROGRAMME

DAR ES SALAAM. TANZANIA

MATASALAMAT MANSION  
Zanaki Street

Cable: UNDEVPRO, DAR ES SALAAM

POST OFFICE BOX 9182

Reference

Telex 41284 Telephone: 27411-5  
13 March 1982

Dear Mr. Quattara,

Please find attached copies of the following project proposals envisaged for financing from the UEDP funds for the ILMS.

1. Training in industrial and technological development (Phase II - SWAPO);
2. Formulation of a National Development Plan and Legal Framework for Independent Namibia (SWAPO);
3. Assistance to SWAPO in the establishment of a mechanical workshop in Angola (SWAPO);
4. Training of ANC staff in the development and operation of small-scale industries (ANC);
5. Assistance to the ANC in strengthening its Mechanical Workshop at Masibabu, Tanzania (ANC);
6. Training of PAC staff in the development and operation of small-scale industries (PAC); and
7. Participation of ILMS in the activities of the Industrial Development Decade for Africa (SWAPO, ANC and PAC).

Mr. D. Quattara  
Resident Representative  
UEDP  
Dar es Salaam

- 38 -

We are also taking the liberty to attach herewith, for your information, a copy of the project proposal on UNIDO's pre-independence assistance to Zambia which is expected to be financed from UNIDO's resources.

Please also attached are copies of letters from the Mission to the SWAPO, AEC and the PAC transmitting the respective project proposals to each of them for follow-up action. You must have, by now, also received a copy of the cable from the UNDP Resident Representative in Lusaka to UNDP Headquarters concerning the three SWAPO projects, the AEC training project proposal and that of common assistance to all ELZs. In this connection, please note that the AEC training project initially formulated in Lusaka was slightly modified in Harare Salama thereby reducing its total cost from US\$260,000 to US\$220,000.

We should like to inform you that these project proposals were jointly elaborated by the UNIDO and the relevant authorities of the respective ILMs after extensive discussions. Consultations were also held with the PAO and ILO representatives in Dar es Salaam. Every effort has been made to ensure that the objectives and envisaged activities of the project proposals are in accordance with the needs and requirements of the respective ILMs. Particular attention was accorded to the limitation of available financial resources and the capacity of each ILM to effectively absorb the assistance. We have therefore been both modest and realistic in costing the projects which are all geared to meeting the pressing needs of the respective ILM.

We should also like to take this opportunity to note and, indeed, thank your office for the interest shown in the work of our mission and the assistance extended to it. We should, in particular, mention the keen participation of Mr. Isaac, the Senior Industrial Development Field Adviser and Mr. Khami, your programme officer in the work of the mission and the time taken by your deputy Mr. Reynolds for consultations with us at the beginning and at the end of its work in Dar es Salaam. We should also like to thank your office for providing us with suitable local transportation, as well as, secretarial and photocopying services all of which greatly contributed to the success of the mission.

- 39 -

We are sorry to have missed meeting you in person but are confident and rely on your office to ensure the early approval of these project proposals to enable UNIDO undertake the necessary action for their timely implementation.

Yours sincerely,



Shadrack N. Ndam  
Team Leader  
UNIDO Headquarters NLM Mission

- cc: Mr. D. Dragis  
Resident Representative  
UNDP  
Lusaka
- cc: Mr. S.K. Hensia  
Senior Industrial Development  
Field Adviser  
Dar es Salaam
- cc: Col. E. Mbita  
Executive Secretary  
CAF Liberation Committee  
Dar es Salaam
- cc: Mr. H. Teure  
UNIDO Mission Team Member
- cc: Mr. P. Chacon-Paiz  
UNIDO Mission Team Member

National Programme for Namibia  
 UNITED NATIONS DEVELOPMENT PROGRAMME  
 Project Document

Project Title: Training in Industrial and Technological  
 Development - Phase II

Project Number: DP/YAM/79/002/A/01/37 (Phase II)

Duration: 3 years

Sector: Industry - 35

Sub-Sector: Industrial training - 3540

Government:  
 Implementing agency: United Nations Institute for Namibia

Executing agency: United Nations Industrial Development Organization  
 (UNIDO)

Date of submission: 7 October 1981

Starting Date: July 1982

UNDP Contribution: US \$400 000 Government Contribution: Four memoire

\_\_\_\_\_  
 Signed on behalf of the SWAPO

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Signed on behalf of the UNCN

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Signed on behalf of UNIDO

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Signed on behalf of UNDP

\_\_\_\_\_  
 Date

PART I - LEGAL AND INSTITUTIONAL CONTEXT

A. Legal Context

The United Nations has, by assuming direct responsibility for Namibia, also assumed the responsibility of assisting the people of Namibia morally and materially. To fulfill this responsibility the General Assembly has decided, by its resolution 31/153 of 20 December 1976, to launch the Nationhood Programme, and a comprehensive assistance programme in support of the nationhood of Namibia. The implementation of this programme has been undertaken largely by the United Nations Institute for Namibia, established on 26 August 1976 in accordance with United Nations General Assembly resolution 3296(XXIX) of 13 December 1974, under the overall policy guidance of the SWAPO Co-ordinating Committee for the Nationhood Programme.

This project has been prepared and approved within the context of the above General Assembly resolution, which calls upon the United Nations Council for Namibia, in consultation with the South West Africa People's Organization (SWAPO), to direct and co-ordinate the implementation of the programme and, furthermore, calls upon the specialized agencies and other organizations and bodies of the United Nations system to participate in the planning and implementation of the programme.

This project document incorporates the understanding between the United Nations Development Programme (UNDP) and the United Nations Commissioner for Namibia regarding legal arrangements with the executing agencies and the host Governments, contained in Section 12 of "Guidelines to determine modalities or the relationship between the Office of the United Nations Commissioner for Namibia and UNDP regarding the administration of the Nationhood Programme for Namibia".



B. Institutional Framework

This project falls under the jurisdiction of the United Nations Council for Namibia, established as the Administering Authority of the Territory of Namibia by General Assembly resolution 2248(S-V) of 19 May 1967. The United Nations Institute for Namibia shall act as the SWAPO implementing Agency for the project. The Institute which is located in Lusaka, Zambia, is responsible for training and research in the field of management and development studies. It conducts a three year training programme for middle level public administrators and has departments covering the following disciplines: Constitutional, Legal and Judicial Affairs; Historical, Political and Cultural Affairs; Economics; Agricultural and land Resources; Social and Education and Information and Documentation. In the implementation of the project, however, co-ordination shall be maintained with the Office of the United Nations Commissioner for Namibia, on behalf of the Council for Namibia. The UNDP shall supervise the execution of the project as specified in the agreed guidelines attached as an annex to this project document.

C. Special Nature of the Project

The Nationhood Programme to which the present project is directly related, is aimed towards the overall objectives of preparing for the freedom of Namibia, securing and maintaining genuine economic independence consistent with the political self-determination and meeting the basic needs of the Namibian people.

The project is of a special nature in that it is designed to provide assistance to a territory, which is in the midst of the struggle for its independence and for which the United Nations has assumed direct responsibility. The project therefore requires an approach different in some regards from that of conventional technical assistance to independent countries.

Implementation of the project is made difficult by the limitation of reliable socio-economic data on Namibia. It is further complicated by the lack of access to the territory due to South African illegal occupation. Training aspects of the project need special attention due to the scarcity of education that has been available to Namibians under the South African rule. Within these constraints, this project is designed to contribute towards making it possible for the future independent government to assume effective control of the economic and social policies of Namibia. In this connection strict care will be taken not to commit the independent government or to limit its options in advance by choices or decisions taken prior to independence.

## PART II - THE PROJECT

### A. Development Objective

The development objective of the project is to prepare Namibia for the management and accelerated development of the industrial sector, when it attains independence by providing trained middle and higher level officials in the Ministry which shall be responsible for the industrial sector of the sovereign Government and any parastatal bodies which may be set up for the purpose of ensuring a smooth and efficient management of industrial and technological activities.

### B. Immediate Objectives

The immediate objective of the project is to train potential Namibian policy makers in the field of industrial and technological development through fellowships, study tours and on-the-job. The training activities will accord special emphasis on the development of potential Namibian cadres who would assist the government of the independent country in formulating and monitoring

the implementation of policy measures, plans and programmes. In addition to training potential Namibian cadres in the above mentioned fields, special skills will also be trained in diamond evaluation, cutting and grinding.

C. Special Considerations

This project forms part of the assistance provided through the UNIN to prepare a cadre of Namibians who would be in a position to assume responsibilities in the Government of Namibia after the country has attained independence. Its objectives as well as inputs will be revised, if so required, after Namibia has attained independence. The project will be executed in conjunction with the other relevant UNIDO and UNIM projects.

D. Background and Justification

Namibia is endowed with substantial natural resources. Its economic growth has been largely dependent on the exploitation of mineral resources and characterized by uneven distribution between different sectors; a dualistic and discriminatory policy; heavy reliance on the export of primary commodities, the country is one of the richest in Africa. Its economic activities are, however, limited to mining, off-shore fishing and cattle and karakul farming, the main cornerstones of the national economy.

According to Namibia's Chamber of Commerce, GDP in 1979 was R.21 billion and its per capita income was R1200. These figures do not tell anything in the face of black-white per capita income ratio varying between 1:25 in rural areas and 1:12 in urban areas. 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 labour force, while manufacturing accounts for only 4.45 per cent. The economy is characterised by a low labour productivity of agriculture, a low-labour intensity of mining and a small employment potential of manufacturing, as at present constituted. The economy is also highly dependent upon exports, which

are subject to fluctuating commodity prices and external forces. A major share of the national income comes from foreign and South African entrepreneurs, shareholders, property holders, etc. The trend is indicated by the fact that while the GNP and GDP were almost equal in 1954 and 1958, there has been a yawning gap over the years.

### Agriculture

Agriculture in Namibia is centred around cattle and banabuls. The crucial role of stock raising is apparent from the fact that it accounts for 98 per cent of agricultural production's gross value. In 1978, 2.663 million banabul pelts were marketed. The total value from these pelts amounted to R31.119 million. It may be noted that Namibia supplies about half of all banabul pelts sold in the world market. The fish industry's contribution to GDP in the territory, at constant prices (1975) dropped continuously from R8.1 million in 1978 to around R7.2 million in 1979 and R6.8 million in 1980. The estimated contribution of livestock in 1980 to GDP at market prices was R171 (10 per cent of GDP) million.

Approximately one-third of the total head of cattle is exported yearly to South Africa, as is 80 per cent of cattle culled for slaughter. Pelts and wool of karakul sheep are also exported primarily overseas. The only international auction market for these pelts is in London where the average price per unit rose from 5.78 to 17.82 rand between 1970 and 1976. Although the number of Namibian exported pelts dropped from 3,089 million to 2,886 million units during the above mentioned period, their corresponding value increased from 18 million to over 51 million rand, due to the substantial price increase. Other animal products include meat and cattle hides, butter and milk, which are generally available locally. Products range from milk (74 000 metric tons in 1975), beef and veal (24,000 metric tons), and wool (7,200 metric tons) to goat meat (6,000 metric tons), cattle hides (2,700 metric tons), pork (2,000 metric tons) and butter and ghee

(2,000 metric tons). Arable and pastoral farming are the only sub-sectors in Namibia where ownership does not go to South Africa or to overseas companies.

### Fishing

The country has abundant fish resources which, up to the beginning of the 1960's were hardly exploited. The relatively insignificant catches, in particular lobsters and white fish, were then reserved for local consumption. The picture has completely changed since the years thereafter, and production now operates on a large scale, not only to serve the local processing industry but also for export, as a result of the activities deployed by South Africa and other countries. In fact, the activities of the foreign fleets have reached such proportions that, in spite of a twelve-mile protected zone, they represent a permanent danger of over-fishing.

### Mining

Available statistics on GDP, foreign exchange earned, employment generated and taxes paid show that the mineral sector is the most important economic activity in Namibia. Its share of GDP increased from 13.1 per cent in 1945 to 53 per cent in 1980. Mining accounted for between 30 per cent and 40 per cent of total revenue and between 50 per cent and 70 per cent of direct taxes during 1974-75 to 1977-78. However, its contribution to employment is marginal. Despite the relatively high number of foreign firms, the extraction activities are dominated by three companies: Consolidated Diamond Mines (CDM), mainly engaged in the production of gem diamonds, and Tsumeb Corporation, which controls the base metal production (copper, lead, zinc) and Possing Uranium Limited. These three produce over 90 per cent of all minerals extracted in the country. Other minerals include cadmium, beryllium, lithium, nickel, manganese, silver, salt, tungsten, tin, wolfram, vanadium and semi-precious stones.

Industry

The share of manufacturing in the GDP was 2 per cent in 1980. 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, sawmilling and wood products, inputs into mining and mineral processing, printing and publishing. It also seems certain that the following industries exist in Namibia: a meat plant, a woodworking plant, fish-processing plants, a printing shop, a fishing boat overhaul, a copper smelter, a lead smelter, zinc ore concentrate facilities, uranium ore processing plants, maintenance workshops and sea salt processing.

After independence, however, there will be a need in Namibia to adjust existing industrial legislation enacted by the present illegal regime. In order to be able to control its industrial development and growth, the independent Government will have to decide on a basic policy for the sector and to establish an articulated legal basis for the accelerated industrial development of the country including the regulation of technology. Furthermore, it is estimated that a great amount of skilled workers will be required to fill the gap especially at the management level in industrial enterprises which would be created by the departure of some of the present ones as soon as Namibia attains its independence.

It is for the above reason that this project proposal was prepared on the suggestion of the Lusaka Workshop in March 1978, and sent to all concerned in November 1978. Following discussions with the UNDP Mission on the evaluation and programming of assistance to African National Liberation Movements in Vienna from 5 to 7 October 1981, and with the authorities of SWAPO and the United Nations Institute for Namibia in Dar es Salaam in December 1981 and Lusaka in March 1982 the original project document has been revised taking into consideration the

programme for the Industrial Development Decade for Africa. The project is therefore consistent with the general objective of "achievement of genuine economic independence consistent with the political independence".

E. Project Output

The project output will consist of:

- (a) The training of 15 Namibians to enable them to assume key positions in the management of the industrial sector after independence.
- (b) A workshop on a selected aspect of industrial and technological development.

F. Project Activities

The activities of the project would be directed towards the training of a number of selected middle and high level cadres through fellowships and study tours in Africa and other countries in various aspects of industrial and technological development. Each programme, which will last for a minimum of 9 months, will include well prepared courses at selected institutions and attachment at UNIDO Headquarters and field projects as well as on-the-job training. Special emphasis will be accorded to the development of potential Namibian industrial and technological policy makers who will be responsible for formulating and monitoring the implementation of policy measures, plans and programmes related, in particular to:

- (a) negotiations for industrial and technology agreements;
- (b) project identification, preparation and elaboration;
- (c) industrial planning, monitoring and technology regulation;
- (d) industrial and technological manpower planning; and
- (e) the management of industrial and technological institutions;

- (f) the management of existing industrial enterprises;
- (g) industrial financing and investment promotion;
- (h) industrial and technological information.

In addition to the above special skills will also be trained for diamond evaluation, cutting and grinding.

In the light of the above, the project activities will consist of:

- (a) preparation and revision of training programmes with the assistance of consultants from the host Institution or through the visits of UNIM staff to host institutions, as need be;
- (b) identification of training institutions and UNIDO field projects for the placement of studies;
- (c) selection and placement of trainees;
- (d) organization of study tours for senior UNIM and SWAPO staff;
- (e) organization of a workshop on a selected aspect of industrial and technological development.

The project activities will also include a programme for the close monitoring of the project by the United Nations Institute for Namibia at all, especially the critical, stages of implementation. The project activities will take into account the programme Industrial Development Decade for Africa and will include direct assistance from the United Nations Industrial Development Organization in conducting the workshop and in closely monitoring the implementation of the project.

a) Government Inputs:

The counterpart inputs to the project will be provided by the United Nations Institute for Namibia. These will include counterpart staff for the formulation and monitoring of the implementation of the programme as well as the services required for conducting of the workshop.



b) UNDP/UNIDO Inputs

The UNDP will provide, through UNIDO,

- 1 18 m/m of short-term consultants to assist in the elaboration of the training programmes as well as in preparing and conducting the workshop.
- 2 Administrative support staff consisting of temporary assistance to short-term.
- 3 Training for middle and high level Namibian staff as well as special skills on fellowships and study tours in various aspects of industrial and technological development.
- 4 Overall substantive backstopping by UNIDO including the services of its specialized Headquarter staff in carrying out some aspects of the project.
- 5 Miscellaneous expenses including, in particular training material.

H. Schedules of Project Monitoring and Evaluation

- (i) The United Nations Institute for Namibia will provide six-monthly reports on the progress of the project.
- (ii) The project will be subject to the usual UNDP monitoring/evaluation procedure.
- (iii) In addition, there will be a UNIDO review on the progress of the project at the end of the first.

I. Budget

a) Government Counterpart Contribution

Four memoire.

b) UNDP Contribution

The UNDP will provide the project inputs indicated in section G (project Inputs) and detailed in the attached estimated Project Budget.

Annex I

PROJECT BUDGET

Country: Namibia

Project Title: Training in Industrial and Technological Development - Phase II

Item	Total		1982		1983		1984	
	m/m	US\$ 000	m/m	US\$ 000	m/m	US\$ 000	m/m	US\$ 000
10.00 Project Personnel								
11.01 Short-term Consultants	18	135.00	6	45.00	6	45.00	6	45.00
13.00 Administrative Support Staff		5.00		2.00		2.00		1.00
16.00 Executing Agency Mission Cost		25.00		5.00		10.00		10.00
19.99 Component Total		165.00		52.00		57.00		56.00
30.00 Training(Fellowships and Study Tours)	1.50	300.00	20	40.00	70	140.00	60	120.00
50.00 Miscellaneous including Tripartite Project Reviews and Training Material		25.00		5.00		10.00		10.00
99.00 PROJECT TOTAL		490.00		97.00		207.00		186.00

**NATIONHOOD PROGRAMME FOR NAMIBIA  
UNITED NATIONS DEVELOPMENT PROGRAMME**

**Project Document**

**Project Title:** Formulation of a National Industrial Development Plan and Legal Framework for independent Namibia

**Project Number:** DP/NAM/82/ /A/01/37

**Duration:** 2 Years

**Sector:** Industry - 35

**Sub-sector:** Industrial Studies and Planning - 35

**Government implementing Agency:** United Nations Institute for Namibia

**Executing Agency:** United Nations Industrial Development Organization (UNIDO)

**Date of Submission:** 7 October 1981

**Starting Date:** July, 1982

**UNDP Contribution** US \$ 379,000      **Government Contribution:** Four memoirs

\_\_\_\_\_  
Signed on behalf of SWAPO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of the UN Council  
for Namibia

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNIDO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNDP

\_\_\_\_\_  
Date

PART I - LEGAL AND INSTITUTIONAL CONTEXT

A. The United Nations has, by assuming direct responsibility for Namibia also assumed the responsibility of assisting the people of Namibia morally and materially. To fulfil this responsibility the General Assembly has decided, by its resolution 31/153 of 20 December 1976, to launch the Nationhood Programme and a comprehensive assistance programme in support of the nationhood Namibia. The implementation of this programme has been undertaken largely by the United Nations Institute for Namibia, established on 26 August 1976 in accordance with United Nations General Assembly resolution 3296 (XXIX) of 13 December 1974, under the overall policy of the SWAPO Co-ordinating Committee for the Nationhood Programme.

This project has been prepared and approved within the context of the above General Assembly resolution, which calls upon the United Nations Council for Namibia, in consultation with the South West Africa People's Organization (SWAPO), to direct and co-ordinate the implementation of the programme and, furthermore, calls upon the specialized and other organizations and bodies of the United Nations system to participate in the planning and implementation of the programme.

This project document incorporates the understanding between the United Nations Development Programme (UNDP) and the United Nations Commissioner for Namibia regarding legal arrangements with the executing agencies and the host Governments, contained in Section 12. of "Guidelines to determine modalities of the relationship between the Office of the United Nations Commissioner for Namibia and UNDP regarding the administration of the Nationhood Programme for Namibia".

B. Institutional Framework

This project falls under the jurisdiction of the United Nations Council for Namibia, established as the Administering Authority of the Territory of Namibia by General Assembly resolution 2248 (S-V) of 19 May 1967. The United Nations Institute for Namibia shall act as the SWAPO implementing agency for the project. The Institute, which is located in Lusaka, Zambia, is responsible for training and research in the field of management and development studies. It conducts a three year training programme for middle level public administrators and has departments covering the following disciplines: Constitutional, Legal and Judicial

affairs; Historical, Political and Cultural Affairs; Economics, Agricultural and Land Resources; Social and Education and Information and Documentations. In the implementation of the project, however, coordination shall be maintained with the Office of the United Nations Commissioner for Namibia, on behalf of the Council for Namibia. The UNDP shall supervise the execution of the project as specified in the agreed guidelines attached as an annex to this project document.

C. Special Nature of the Project

The Nationhood Programme to which the present project is directly related, is aimed towards the over-all objective of preparing for the freedom of Namibia, securing and maintaining genuine economic independence and growth consistent with the political self-determination and meeting the basic needs of the Namibian people.

The project is of a special nature in that it is designed to provide assistance to a territory which is in the midst of the struggle for its independence and for which the United Nations has assumed direct responsibility. The project therefore requires an approach different in some regards from that of conventional technical assistance to independent countries.

Implementation of the project is made difficult by the limitation of reliable socio-economic data on Namibia. It is further complicated by the lack of access to the territory due to South African illegal occupation. Training aspects of the project need special attention due to the scarcity of education that has been available to Namibians under the South African rule. Within these constraints, this project is designed to contribute towards making it possible for the future independent Government to assume effective control of the economic and social policies of Namibia. In this connexion strict care will be taken not to commit the independent Government or limit its options in advance by choices or decisions taken prior to independence.

PART II - THE PROJECT

A. Development Objective

Development objective of the project is to assist the pre-independence authorities in promoting the economic development of the country by determining a framework for the rapid and orderly development of the industrial sector, based on the development and utilization of identified natural

resources within the framework of an industrial development plan as well as a legal framework.

B. Immediate Objectives

The immediate object of the project is to prepare, on the basis of various studies carried out on Namibia, drafts of alternative national industrial development plans and legislative frameworks for consideration by the Namibia authorities when the country gains independence.

C. Special Consideration

The project Document has been prepared on the basis of the assumptions that Namibia will soon attain independence and that it would require a national industrial development plan and legal framework to ensure the smooth functioning and accelerated development of the industrial sector within the overall policy framework of the Government. It will be executed in conjunction with other UNIDO and UNIN projects.

D. Background and Justification

Namibia is endowed with substantial natural resources. Its economic growth has been largely dependent on the exploitation of mineral resources and characterized by uneven distribution between different sectors; a dualistic and discriminatory policy; heavy reliance on the export of primary commodities, the country is one of the richest in Africa. Its economic activities are, however, limited to mining, off-shore fishing and cattle and karakul farming, the main cornerstones of the national economy.

According to Namibia's Chamber of Commerce, GDP in 1979 was R.21 billion and its per capita income was R1200. These figures do not tell anything on the face of black-white per capital income ratio varying between 1:25 in rural areas and 1:12 in urban areas. 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 labour force, while manufacturing accounts for only 4.45 per cent. The economy is characterized by a low labour productivity of agricultural, a low-labour intensity of mining and a small employment of manufacturing, as at present constituted. The economy is also highly dependent upon exports, which are subject to fluctuating commodity prices and external forces. A major share of the national income comes from foreign and South African entrepreneurs, shareholders, property holders, etc. The trend is indicated by the fact that while the GNP and GDP were almost equal in 1954 and 1958, there has been a yawning gap over the years.

### Agriculture

Agriculture in Namibia is centred around cattle and banabuls. The crucial role of stock raising is apparent from the fact that it accounts for 98 per cent of agricultural production's gross value. In 1978, 2.663 million banabul pelts were marketed. The total value from these pelts amounted to R31.119 million. It may be noted that Namibia supplies about half of banabul pelts sold in the world market. The fish industry's contribution to GDP in the territory, at constant prices (1975) dropped continuously from R8.1 million in 1978 to around 7.2 million in 1979 and R6.8 million in 1980. The estimated contribution of livestock in 1980 to GDP at market prices was R171 (10 per cent of GDP) million.

Approximately one-third of the total head of cattle is exported yearly to South Africa, as is 80 per cent of cattle culled for slaughter. Pelts and wool of karakul sheep are also exported primarily overseas. The only international auction market for these pelts is in London where the average price per unit rose from 5.78 to 17.82 Rand between 1970 and 1976. Although the number of Namibian exported pelts dropped from 3.089 million to 2.886 million units during the above mentioned period, their corresponding value increased from 18 million to over 51 million Rand, due to the substantial price increase. Other animal products include meat and cattle hides, butter and milk, which are generally available locally. Products range from milk (74,000 metric tons in 1975), beef and veal (24,000 metric tons), and wool (7,200 metric tons) to goat meat (6,000 metric tons), cattle hides (2,700 metric tons), pork (2,000 metric tons) and butter and ghee (2,000 metric tons). Arable and pastoral farming are the only sub-sectors in Namibia where ownership does not go to South Africa or to overseas companies.

### Fishing

The country has abundant fish resources which, up to the beginning of the 1960's, were hardly exploited. The relatively insignificant catches, in particular lobsters and white fish, were then reserved for local consumption. The picture has completely changed since the years thereafter, and production now operates on a large scale, not only to serve the local processing industry but also for export, as a result of the activities deployed by South Africa and other countries. In fact, the activities of the foreign fleets have reached such proportions that, in spite of a twelve-mile protected zone, they represent a permanent danger of over-fishing.

### Mining

Available statistics on GDP, foreign exchange earned, employment generated and taxes paid show that the mineral sector is the most important economic activity in Namibia. Its share of GDP increased from 13.1 per cent in 1945 to 53 per cent in 1980. Mining accounted for between 30 per cent and 40 per cent of total revenue and between 50 per cent and 70 per cent of direct taxes during 1974-1975 to 1977-1978. However its contribution to employment is marginal. Despite the relatively high number of foreign firms, the extraction activities are dominated by three companies: Consolidated Diamond Mines (CDM), mainly engaged in the production of gem diamonds, and Tsumeb Corporation, which controls the base metal production (copper, lead, zinc) and Rossing Uranium Limited. These three produce over 90 per cent of all minerals extracted in the country. Other minerals include cadmium, beryllium, lithium, nickel, manganese, silver, salt, tungsten, tin, wolfram, vanadium and semi-precious stones.

### Industry

The share of manufacturing in the GDP was 8 per cent in 1980. 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, sawmilling and wood products, inputs into mining and mineral processing, printing and publishing. It also seems certain that the following industries exist in Namibia: a meat plant, a woodworking plant, fish-processing plant, a printing shop, a fishing boat overhaul, a copper smelter, a lead smelter, zinc ore concentrate facilities uranium ore processing plants, maintenance workshops and sea salt processing.

After independence, however, there will be a need in Namibia to adjust existing industrial legislation operated by the present illegal regime. In order to be able to control its industrial development growth, the independent Government will have to decide on a basic policy for the sector and to establish an articulated legal basis for the accelerated industrial development of the country including the regulation of technology. Furthermore, it is estimated that a great amount of skilled workers will be required to fill the gap, especially at the management level in industrial enterprises, which would be created by the departure of some of the present ones as soon as Namibia attains its independence.



It is for the above reason that a number of project proposals were prepared on the suggestion of the Lusaka Workshop in March, 1978, and sent to all concerned in November, 1978. Following discussions with the UNDP Mission on the evaluation and programming of assistance to African National Liberation Movements in Vienna from 5 to 7 October 1981 and with the authorities of SWAFC and the United Nations Institute for Namibia in Dar-es-Salaam in December 1981 and Lusaka in March 1982, two of the original projects have been revised and combined into a single project in order to optimise the utilization of the limited UNDP resources. The project is therefore consistent with the general objective of "achievement of genuine economic independence consistent with the political independence."

E. Project Output

The output of the project will be:

- (i) a list of potential industrial development projects based on agricultural, mineral, fish and other local natural resources;
- (ii) proposed alternative national industrial development plans;
- (iii) draft alternative legal frameworks for industrial development;
- (iv) project profiles of viable industries, with a view to initiating the implementation of the identified potential industrial projects as soon as Namibia becomes independent;

F. Project Activities

The activities of the project would consist of:

- (a) A detailed review of various economic studies carried out on Namibia particularly the study by the United Nations Institute for Namibia on the "Economic Development Strategy Options for Independent Namibia" and other relevant studies related to the natural resources endowment of Namibia;
- (b) An analysis of the potential demand for industrial goods for the domestic market as well as for export;
- (c) On the basis of the above review, identification of potential industrial projects based on the available local natural resources;

- (d) Preparation of alternative draft industrial legal framework;
- (e) Formulation of alternative draft industrial development plan;
- (f) Preparation of project profiles for the identified potential industrial projects; and
- (g) On-the-job training of Namibia staff.

The project activities will take into account the programme for the Industrial Development Decade for Africa.

G. Project Input

1. Government Inputs

The counterpart inputs to the project shall be provided by United Nations Institute for Namibia. These will consist of counterpart staff, suitable office space and logistic support to the UNDP/UNIDO consultants.

2. UNDP/UNIDO Inputs

The UNDP/UNIDO will provide:

1. The following personnel:

- (i) 12 m/m of an Industrial Economist with experience in the preparation of the industrial development plans.
- (ii) 6 m/m of a specialist in the preparation of industrial legal framework.
- (iii) 30 m/m of short-term consultants (including specialists in the design/development of agro-industries (meat, dairy and fish processing), mineral processing industries and of other secondary industries based on other local natural resources as well as a market specialist to study and identify national industrial needs and possible export requirements; and
- (vi) Administrative support staff

- 2. On-the-job training of Namibia staff in industrial project preparation and evaluation

3. Overall substantive backstopping by UNIDO including the services of its specialized Headquarters staff in carrying out some aspects of the project.

4. Miscellaneous expenses

H. Schedule of Project Monitoring and Evaluation

- (i) The United Nations Institute for Namibia will provide six-monthly reports on the progress of the project.
- (ii) The project will be subject to the usual UNDP monitoring/evaluation procedure.
- (iii) In addition, there will be a UNIDO review on the progress of the project at the end of the first year.

I Budget

1. Government Counterpart Contribution

Four memoire

2. UNDP Contribution

The UNDP will provide the project inputs indicated in section G (Project Inputs) and detailed in the attached estimated Project Budget (Annex I).



**PROJECT BUDGET/REVISION**

**ANNEX I  
PROJECT BUDGET**

3 COUNTRY	4. PROJECT NUMBER AND AMEND	5. SPECIFIC ACTIVITY
	DP/NAM/82/ /A/01/37	
10. PROJECT TITLE		
Assistant in the formulation of a Legal and Policy Framework for Accelerated National Industrial Development		

15. 10.	PROJECT PERSONNEL EXPERTS / Post title	18. TOTAL		17. 1982		18. 1983		19. 1984		20. 1985	
		m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
11	Industrial Economist	12	66.00			12	66.00			-	-
11-01	Specialist in Industrial Legislation	6	33.00			6	33.00				
02	Short-term Consultants	30	225.00			24	180.00	6	45.00		
03											
04											
05											
06											
07											
08											
09											
10											
11											
12											
13											
14											
15											
16											
17											
18											
19											
20											
21	SUBTOTAL:	48	324.00			42	279.00	6	45.00		

- 61 -

16. REMARKS



JIDO

PROJECT BUDGET/REVISION

ANNEX I (Cont'd)

2. PAD NUMBER

PROJECT NUMBER DP/NAM/82/ /A/01/37	16. TOTAL		17. 1982		18. 1983		19. 1984		20. 1985	
	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
12.01 OPAS Experts										
13.00 Support Personnel	-	15.00				10.00		5.00		
14.00 Volunteers										
15.00 Experts Travel										
16.00 Other Personnel Costs		20.00				10.00		10.00		
17.01 Locally hired Experts										
17.02 Locally hired Experts										
19.00 Total Personnel Component		359.00				299.00		60.00		
20. SUBCONTRACTS										
29.00 Total Subcontracts Component										
30. TRAINING										
31.00 Fellowships										- 62 -
32.00 Study Tours, UNDP G. Training/Meetings										
33.00 In-service Training										
34.00 Group Training (non-UNDP)										
35.00 Meetings/Consultations (non-UNDP)										
39.00 Total Training Component										
40. EQUIPMENT										
40.00 Total Equipment Component										
50. MISCELLANEOUS										
51.00 Operations - Maintenance										
52.00 Reports										
53.00 Supplies										
54.00 Other (non-UNDP)										
59.00 Total Miscellaneous Component		20.00				10.00		10.00		
TOTAL TOTALS		379.00				309.00		70		

**PROJECT BUDGET/REVISION**

2. PAD NUMBER / PA

PROJECT NUMBER	16. TOTAL		17. 1982		18. 1983		19.		20.	
	m/m	\$ '000	m/m	\$ '000	m/m	\$ '000	m/m	\$	m/m	\$
12.01										
13.00		5.00		2.50		2.50				
14.00										
15.00										
16.00		25.00		15.00		10.00				
17.01										
17.02										
19.00		60.00		32.50		27.50				
20.										
29.00										
30.										
31.00										
32.00		15.00		8.00		7.00				
33.00										
34.00										
35.00										
39.00		15.00		8.00		7.00				
40.										
49.00										
50.										
51.00										
52.00										
53.00										
55.00										
59.00		5.00		3.50		1.50				
99.		80.00		44.00		36.00				
	<b>GRAND TOTAL:</b>									

NATIONHOOD PROGRAMME FOR NAMIBIA  
UNITED NATIONS DEVELOPMENT PROGRAMME

Project Document

Project Title: Assistance to SWAPO in the Establishment  
of a Mechanical Workshop in Angola

Country: Namibia

Project Number: DP/NAM/82/ /A/01/37

Duration: 2 years

Sector: Industry - 35

Sub-sector: Engineering

Government Implementing Agency: South West Africa People's Organization (SWAPO)

Executing Agency: United Nations Industrial Development  
Organization (UNIDO)

Date of submission: March 1982

Estimated starting Date: July 1982

Government inputs: Pour memoire

UNDP Contribution: US\$ 550, 000

\_\_\_\_\_  
Signed on behalf of SWAPO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of the UNCN

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNIDO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNDP

\_\_\_\_\_  
Date

PART I - LEGAL AND INSTITUTION CONTEXT

A. Legal Context

The United Nations has, by assuming direct responsibility for Namibia, also assumed the responsibility of assisting the people of Namibia morally and materially. To fulfill this responsibility the General Assembly has decided, by its resolution 31/153 of 20 December 1976, to launch the Nationhood Programme, and a comprehensive assistance programme in support of the nationhood of Namibia.

This project has been prepared and approved within the context of the above General Assembly resolution, which calls upon the United Nations Council for Namibia, in consultation with the South West Africa People's Organization (SWAPO), to direct and co-ordinate the implementation of the programme and, furthermore, calls upon the specialized agencies and other organizations and bodies of the United Nations system to participate in the planning and implementation of the programme.

This project document incorporates the understanding between the United Nations Development Programme (UNDP) and the United Nations Commissioner for Namibia regarding legal arrangements with the executing agencies and the host Governments, contained in Section 12. of "Guidelines to determine modalities or the relationship between the Office of the United Nations Commissioner for Namibia and UNDP regarding the administration of the Nationhood Programme for Namibia", attached as an Annex to this project document.



B. Institutional Framework

This project falls under the jurisdiction of the United Nations Council for Namibia, established as the Administering Authority of the Territory of Namibia by General Assembly resolution 2248(S-V) of 19 MAY 1967. SWAPO shall act as the implementing Agency for the project. In the implementation of the project however, co-ordination shall be maintained with the Office of the United Nations Commissioner for Namibia and the SWAPO Co-ordinating Committee for the Nationhood Programme shall act as its co-ordinating authority. The UNDP shall supervise the execution of the project.

C. Special Nature of the Project

The Nationhood Programme, to which the present project is directly related, is aimed towards the overall objective of achieving freedom for Namibia, securing genuine economic independence consistent with the political self-determination and meeting the basic needs of the Namibian people.

The project is of a special nature in that it is designed to provide assistance to a territory which is in the midst of the struggle for its independence and for which the United Nations has assumed direct responsibility. The project therefore requires an approach different in some regards from that of conventional technical assistance to independent countries.

PART II - THE PROJECT

A. Development Objectives

The development objectives of the project is to assist SWAPO in the implementation of a self-reliance programme, aimed at sustaining the active survival of the SWAPO Community in Angola which is engaged in a struggle for the liberation of Namibia.

B. Immediate Objectives

The immediate objectives of the project are to assist the South West Africa People's Organization (SWAPO) in the establishment of a mechanical (wood and metal working) workshop at its Community in Angola for the production of combined wood-metal agricultural hand tools and implements, to provide repair and maintenance services for construction equipment, vehicles and agricultural machinery, tools and implements and to provide on-the-job training to SWAPO technical staff in carrying out the above mentioned operations. Additionally, the workshop would contribute to the production of furniture particularly household and school furniture.

C. Special Considerations

The assistance to be provided through this project will form an intergral part of the present and future activities of SWAPO within the framework of the Nationhood Programme. It will therefore be implemented in conjunction with other SWAPO projects being executed by other United Nations Agencies.

D. Background and Justification

On April 19, 1960, the brave patriots of Namibia came together with clear intentions of joining hands and efforts in their determination to end racist South Africa's occupation of Namibia. The South West Africa People's Organization (SWAPO) was therefore created. The United Nations has recognised SWAPO as the sole and authentic representative of the Namibian people.

Due to the continued occupation of Namibia by South Africa thousands of Namibian citizens have been forced to abandon their country and are now living in the neighbouring countries. The majority of the Namibian people who have fled their country have been resettled in Angola on a piece of land provided by the Government. The members of the above mentioned Namibian community aspire to be self-sufficient, especially in food production, and to develop such activities as would enhance their productive capacities and to improve their living conditions. In order to support the agricultural and infra-structural development activities of the settlement in Angola, it is considered necessary to establish a mechanical workshop which could assist the community to produce combined wood-metal agricultural hand tools and implements; to create equipment repair and maintenance capabilities and facilities for the available vehicles, agricultural equipment, tools and implements, and wood-working equipment; to produce household and school furniture; and to create a source of skilled personnel for carrying out the above mentioned operations.

E. Project Outputs

- (a) A fully established, well equipped and operational mechanical (wood-metal working) workshop.
- (b) A number of prototypes of agricultural tools and implements
- (c) Household and school furniture; and
- (d) Skilled personnel for carrying out the operations mentioned above and repair and maintenance work.

F. Project Activities

The project activities would include the following:

- 1) elaboration of a detailed work plan for the implementation of the project (outline attached as Annex 2);
- 2) selection of the site and equipment for the workshop;
- 3) selection of SWAPO staff for training and preparation of the training programme;
- 4) training of SWAPO staff on fellowships and on-the-job
- 5) production, on the basis of the selected prototypes, of selected simple agricultural tools and implements;
- 6) design and production of simple household and school furniture;
- 7) provision of repair and maintenance of agricultural tools and implements, vehicles and road working equipment.

G. Project Inputs

1) Government Inputs

The Implementing Agency, SWAPO, will provide the following inputs:

- land, electricity and other utilities for the workshop;
- 4 counterpart personnel for the management of the workshop  
one of them will be the Director of the workshop and SWAPO local project Co-ordinator;
- 6 technical staff for training;
- other workshop staff;
- wood and metal for the production of the first tools and implements as well as household and school furniture;
- administrative and logistics support to UNIDO and local transportation.

2) UNDP/UNIDO Inputs

The UNDP will provide, through UNIDO the following

- a) 12 m/m of a Mechanical Engineer (Project Co-ordinator)
- b) 12 m/m of a specialist in the production of agricultural tools and implements
- c) 6 m/m of a wood-working expert
- d) 6 m/m of a repair and maintenance expert
- e) 6 m/m of short term consultants
- f) administrative support staff
- g) training of workshop staff
- h) equipment for the workshop (tentative list and estimated cost attached as Annex III)
- i) miscellaneous including hire of local transportation.

H. Schedules of Project Monitoring and Evaluation

- (i) the Project Co-ordinator will provide six-monthly reports on the progress of the project.
- (ii) The project will be subject to the usual UNDP monitoring/evaluation procedure.
- (iii) In addition, there will be a UNIDO review on the progress of the project at the end of the first year.

I. Budget

a) Government Counterpart Contribution

Four memoire.

b) UNDP Contribution

The UNDP will provide the project inputs indicated in section G (Project Inputs) and detailed in the attached estimated Project Budget (Annex I).



UNIDO

**PROJECT BUDGET/REVISION**

3. COUNTRY <b>NAMIBIA</b>	4. PROJECT NUMBER AND AMEND <b>DP/NAM/82/</b>	5. SPECIFIC ACTIVITY <b>31.9.B</b>
10. PROJECT TITLE <b>ASSISTANCE TO SWAPO IN THE ESTABLISHMENT OF A MECHANICAL WORKSHOP IN ANGOLA</b>		

15. PROJECT PERSONNEL	16. TOTAL		17.
10. EXPERTS / Post title	m/m	\$ 000	m/m
11-01 <b>Project Mechanical Engr (Co-ordinator)</b>	12	66.00	
02 <b>Expert in the production of agricultural tools/implements</b>	12	66.00	
03 <b>Woodworking expert</b>	6	45.00	
04 <b>Repair and maintenance expert</b>	6	45.00	
05 <b>Short term consultants</b>	6	45.00	2
11-09 <b>SUBTOTAL:</b>	42	267.00	2

11-09 SUBTOTALS

ANNEX I

1982	18. 1983		19. 1984		20.	
	\$ 000	m/m	\$ 000	m/m	\$ 000	m/m
	12	66.00				
	10	55.00	2	11.00		
	6	45.00				
	4	30.00	2	15.00		
15.00	2	15.00	2	15.00		
15.00	34	211.00	6	41.00		

ANNEX I (CONT'D)

	16. TOTAL		17.		18.		19.		m/m
	m/m	\$000	m/m	\$000	m/m	\$000	m/m	\$000	
12.01									
13.00		10.00		2.00		5.00		3.00	
14.00									
15.00		10.00		2.00		6.00		2.00	
16.00		20.00		6.00		10.00		4.00	
17.01									
17.02									
19.00		307.00		25.00		232.00		50.00	
20.									
29.00									
30.									
31.00									
32.00									
33.00									
34.00									
35.00									
39.00		30.00				20.00		10.00	
40.									
49.00		197.00				150.00		47.00	
50.									
51.00									
52.00									
53.00									
55.00									
59.00		16.00		1.00		13.00		2.00	
99.		550.00		26.00		415.00		109.00	



ANNEX III

TENTATIVE LIST AND ESTIMATED COST OF EQUIPMENT  
FOR THE WORKSHOP

<u>Equipment</u>	<u>Estimated Cost</u> (1982)
<b>Mechanical Machine Room</b>	
1 lathe Ø 400 x 1400	15,000
1 lathe Ø 200 x 500	8,000
1 drill Ø 20	2,000
1 drill Ø 12	500
1 saw	1,000
1 grindstone	500
	<hr/>
	27,000
production tools	4,000
	<hr/>
Sub-total	31,000
	<hr/>
<b>Metal Working Room</b>	
1 combined shears	5,000
2 welding equipment	14,000
1 forge	3,000
1 saw	1,000
1 grindstone	500
1 drill Ø 12	500
	<hr/>
	24,000
production tools	2,000
	<hr/>
Sub-total	26,000
	<hr/>
<b>Wood Working Room</b>	
1 timber saw	10,000
1 saw	2,000
1 jack plane	3,000
1 plane	5,000
1 drill Ø 12	500
1 grindstone	500
	<hr/>
	21,000
production tools	3,000
	<hr/>
Sub-total	24,000
	<hr/>

Equipment Repair

tools and instruments	10,000
mobile workshop	20,000
compressor	5,000
	<hr/>
Sub-total	35,000
	<hr/>

Other Equipment

Prototypes of agricultural tools & implements	30,000
landrover (one)	15,000
other equipment	5,000
	<hr/>
Sub-total	50,000
	<hr/>

T O T A L            197,000

ANNEX II

PROGRAMMATION OF THE PROJECT IMPLEMENTATION

N°	ACTIVITIES	MONTHS												EXECUTORS							
		1	2	3	4	5	6	7	8	9	10	11	12		13	14	15	16	17	18	
1	Project approval, MD req + iss.																				UNDP/UNIDO
2	Selection of experts candidates, submission to I.A.																				UNIDO
3	Submission of equipment tenders																				UNIDO
4	Selection of candidates, submission to UNIDO																				I.A.
5	Contracting of the CA.T.A. and its agents to the field																				UNIDO
6	Selection of the workshop site. Start of the preparatory works																				CA.T.A./I.A.
7	Elaboration of the workshop layout																				CA.T.A.
8	Equipment contracting and delivery																				UNIDO
9	Construction and mounting of the equipments on the workshop																				I.A./CA.T.A./EXPERTS
10	Follow-up arrangements and implement.																				I.A./UNIDO
11	Receipt of the equipment in the field. Their utilization for construction work																				I.A./CA.T.A.
12	Mechanical Eng. expert assistance																				UNIDO/I.A.
13	Woodworking expert assistance																				UNIDO/IA.
14	On-the-job training arrangements and start																				EXPERTS
15	Study tour implementation, selection of basic tool and implem. priority																				OUR STAFF (VARIOUS) AND THE MACH. ENGR.
16	Contracting of the priority set of basic tools and impl. delivery																				UNIDO
17	Arrival of the expert in the repair.																				UNIDO/IA.
18	Monthly meeting																				I.A./UNDP/UNIDO
19	Expert arrangements on production tools.																				I.A./EXPERTS
20	Production tools construction, delivery.																				UNIDO
21	Workshop production start up, production of the first assembly unit																				I.A./EXPERTS

NOTES: I.A. - Implementing Agency  
CA.T.A. - Chief Technical Adviser

**National Programme for Namibia**  
**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**Project Document**

**Project Title:** UNIDO Pre-independence Assistance to Namibia  
**Project Number:** UF/NAM/82  
**Duration:** 2 Years  
**Sector:** Industry - 35  
**Co-operating/  
Implementing  
agency:** United Nations Institute for Namibia  
**Date of Submission:** March, 1982  
**Starting Date:** May, 1982  
**UNIDO Contribution:** US \$ 80,000: **UNIN Contribution:** Pour memoire.

1. Background and Justification

Namibia is endowed with substantial natural resources. Its economic growth has been largely dependent on the exploitation of mineral resources and characterized by uneven distribution between different sectors; a dualistic and discriminatory policy; heavy reliance on the export of primary commodities, the country is one of the richest in Africa. Its economic activities are, however, limited to mining, off-shore fishing and cattle and karakul farming, the main cornerstones of the national economy.

According to Namibia's Chamber of Commerce, GDP in 1979 was R.21 billion and its per capita income was R1200. These figures do not tell anything in the face of black-white per capita income ratio varying between 1.25 in rural areas and 1.12 in urban areas. 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 labour force, while manufacturing accounts for only 4.45 per cent. The economy is characterised by a low labour productivity of agriculture, a low-labour intensity of mining and a small employment potential of manufacturing, as at present constituted. The economy is also highly dependent upon exports, which are subject to fluctuating commodity prices and external forces. A major share of the national income comes from foreign and South African entrepreneurs, shareholders, property holders, etc. The trend is indicated by the fact that while the GNP and GDP were almost equal in 1954 and 1958, there has been a yawning gap over the years.

The share of manufacturing in the GDP was 8 per cent in 1980. 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, sawmilling and wood products, inputs into mining and mineral processing, printing and publishing. It also seems certain that the following industries exist in Namibia: a meat plant, a woodworking plant, fish-processing plants, a printing shop, a fishing boat overhaul, a copper smelter, a lead smelter, zinc ore concentrate facilities, uranium ore processing plants, maintenance workshops and sea salt processing.

After independence, however, there will be a need in Namibia to adjust existing industrial legislation enacted by the present illegal regime. In order to be able to control its industrial development and growth, the independent Government will

have to decide on a basic policy for the sector and to establish an articulated legal basis for the accelerated industrial development of the country including the regulation of technology. Furthermore, it is estimated that a great amount of skilled workers will be required to fill the gap especially to the management development in industrial enterprises which would be created by the departure of whites as soon as Namibia attains its independence.

It is for the above reason that the United Nations Institute for Namibia was established on 26 August 1976 in accordance with United Nations General Assembly resolution 3296 (XXIX) of 13 December 1974.

The Institute, which is located in Lusaka, Zambia, is responsible for training and research in the field of management and development studies. It conducts a three year training programme for middle level public administrators and has departments covering the following disciplines: Constitutional, Legal and Judicial Affairs; Historical, Political and Cultural Affairs; Economics; Agricultural and land Resources; Social and Education and Information and Documentation.

The Institute and the other organizations which are engaged in preparing Namibia for independence lack, on the one hand, sufficient information on the present industrial situation in the illegally occupied territory of Namibia, and have not yet been in a position, on the other, to devote sufficient attention to the strategy and possible further development of the industrial sector of an independent Namibia. It is therefore expected that this project will strengthen the co-operation between UNIDO and the Institute by reinforcing its activities in the industrial and technological fields especially during the pre-independence phase.

In addition to the above information, it should be noted that the United Nations has, by assuming direct responsibility for Namibia, also assumed the responsibility of assisting the people of Namibia morally and materially. To fulfill this responsibility the General Assembly has decided, by its resolution 31/153 of 20 December 1976, to launch the Nationhood Programme, and a comprehensive assistance programme in support of the nationhood of Namibia. This project has been prepared and approved within the context of the above General Assembly resolution which, inter alia, calls upon the specialized agencies and other organizations and bodies of the United Nations system to participate in the planning and implementation of the programme. Moreover, the General Assembly at its 36th Session, by Resolution 36/121F (paras 14 and 15) urged those specialised agencies and other organisations

of the UN system which had not done so to review with the UN Institute for Namibia ways and means of strengthening its programme of activities. The General Assembly further urged specialised agencies and other organisations and bodies within the UN system to co-operate closely with the UN Institute for Namibia in their efforts to support its programme.

2. Special Consideration

The Nationhood Programme, to which the present project is directly related, is aimed towards the overall objective of achieving freedom for Namibia, securing genuine economic independence consistent with the political self-determination and meeting the basic needs of the Namibian people. The project is of a special nature in that it is designed to provide assistance to a territory, which is in the midst of the struggle for its independence and for which the United Nations has assumed direct responsibility. The project therefore requires an approach different in some regards from that of conventional technical assistance to independent countries.

Implementation of the project is made difficult by the lack of access to the territory due to South African illegal occupation. Training aspects of the project need special attention due to the scarcity of education that has been available to Namibians under the South African rule. Within these constraints, the project is designed to contribute towards making it possible for the future independent government to assume effective control of the industrial and technological policies of Namibia.

In designing the project, the assistance to be provided will form an integral part of the present activities of the United Nations Institute for Namibia located in Lusaka, Zambia and forms part of the assistance provided through the Institute to prepare a cadre of Namibians who are in a position to assume responsibilities in the Government of Namibia after the country has attained independence. The project will be executed in conjunction with other UNIDO and UNIN projects.

3. Development Objective

The development objective of the project is to assist the pre-independence Namibian authorities during the pre-independence period, to prepare the groundwork for accelerated industrial and technological development of the country during the post independence period.

4. Immediate Objective

The immediate objective of the project is to strengthen and expand the scope of co-operation between UNIDO and the United Nations Institute for Namibia in carrying out preparatory activities in the industrial and technological fields for the independence of Namibia.

5. Project Output

The project output will include:

- (a) Reinforced and effective working co-operation between UNIDO and the United Nations Institute for Namibia.
- (b) Training of Namibian nationals at the United Nations Institute for Namibia in industrial and technological fields including study tours for senior staff of the Institute.
- (c) Studies based on research jointly carried by the United Nations Institute for Namibia and UNIDO including the industrial aspects of the proposed study entitled "Towards Economic Development Strategy Options for Independent Namibia".
- (d) Workshops in selected areas of industrial and technological development.
- (e) Equipment of the Institute's technical information Department with relevant UNIDO publications.

6. Project Activities

The activities of the project would consist of the:

- (a) elaboration of a co-operation agreement, a concrete programme and work plan for the implementation of the co-operation arrangements between UNIDO and the United Nations Institute for Namibia which will include:
  - i. the services of UNIDO Headquarters staff, recruited consultants or field experts to the Institute in carrying out specific joint activities, as requested by the Institute
  - ii. visits of senior Institute and SWAPO staff to UNIDO for consultations with UNIDO Headquarters in the implementation of the co-operation agreement and programme
  - iii. provision of lectures by UNIDO Headquarters staff or field experts to students at the Institute



- iv. provision of UNIDO relevant publications to the Institute's Information Department
- v. the joint organization of workshops on selected aspects of industrial and technological development

The project activities will take into account the programme for the Development Decade for Africa. A detailed Work Plan for the implementation of the project will be prepared jointly by UNIDO and the United Nations Institute for Namibia at a later stage and attached to this project document.

7. Government Inputs

The United Nations Institute for Namibia will provide the counterpart inputs to the project which will include counterpart staff to UNIDO Headquarters staff, field experts and consultants, suitable office accommodation, secretarial assistance, local transportation and other logistics and administrative support services, as need be.

8. UNIDO Inputs

The UNIDO will provide:

- (1) 4 m/m of outside consultants
- (2) the services of its Headquarter staff and selected field experts, as requested by the Institute
- (3) administrated support staff in the form of temporary assistance to UNIDO Headquarter staff, field experts or consultants which cannot be provided by the Institute
- (4) selected UNIDO publications
- (5) travel and perdiens for senior staff of the Institute and SWAPO to UNIDO
- (6) miscellaneous including provision for the hire of local transportation, as need be.

9. Schedule of Project Monitoring and Evaluation

- (i) The United Nations Institute for Namibia will provide six-monthly reports on the progress of the project.
- (ii) The project will be subject to the usual UNIDO monitoring/evaluation procedure.
- (iii) In addition, there will be a UNIDO/UNIN review on the progress of the project at the end of the first year.

10. Budget

(a) Government Counterpart Contribution

Pour memoire.

(b) UNIDO Contribution

The UNIDO will provide the project inputs indicated in section G (Project Inputs) and detailed in the attached estimated Project Budget (Annex 1).



UNIDO

### PROJECT BUDGET/REVISION

3. COUNTRY <b>NAMIBIA</b>	4. PROJECT NUMBER AND AMEND <b>UF/NAM/82</b>	5. SPECIFIC ACTIVITY
10. PROJECT TITLE <b>UNIDO Pre-independence Assistance to Namibia</b>		

15 10. PROJECT PERSONNEL	16. TOTAL		17.
11. EXPERTS / Post title	m/m	\$000	m/m
11-01 Short term Consultants	4	30.00	2
02			
03			
04			
05			
06			
07			
08			
09			
10			
11			
12			
13			
14			
11-99 <b>SUBTOTAL:</b>	4	30.00	2

21. REMARKS

**ANNEX I**  
**PROJECT BUDGET**

PA

1982	18.	1983	19.		20.	
\$000	m/m	\$ 000	m/m	\$	m/m	\$
15.00	2	15.00				
15.00	2	15.00				

- 83 -

ASSISTANCE TO THE ANC  
UNITED NATIONS DEVELOPMENT PROGRAMME  
PROJECT PROPOSAL

Project Title: Training of ANC Staff in the development  
and operation of small scale industries

Project Number: DP/ANC/82/ /A/01/37

Duration: 2 years

Sector: Industry - 35

Sub-sector: Industrial training - 3540

Implementing Agency: Solomon Mahlangu Freedom College

Executing Agency: United Nations Industrial Development  
Organization (UNIDO)

Date of Submission: March 1982

Starting Date: Fourth Quarter 1982

UNDP Contribution: US\$220,000

Government  
Contribution: Pour memoire

\_\_\_\_\_  
Signed on behalf of the ANC

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of the OAU

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNIDO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNDP

\_\_\_\_\_  
Date

PART I - LEGAL AND INSTITUTION CONTEXT

A. Legal Context

This project has been prepared and approved within the context of the United Nations General Assembly resolutions which, inter alia calls upon the specialized agencies and other organizations and bodies of the United Nations system to provide assistance to the African National Liberation Movements recognized by the Organization of African Unity.

B. Institutional Framework

The Solomon Mahlangu Freedom College, located in Mazimbu near Morogoro in Tanzania shall act as the ANC implementing agency for the project. The College, whose construction started in 1979, is now well established with a sound administration for a final total capacity of 1,200 students. The teaching programme is intimately linked with vocational training in trades including motor mechanics, welding, carpentry and joinery, electricity, agriculture, and tailoring. The College also has a carpentry workshop as well as modest repair and maintenance facilities for vehicles, agricultural tools and implements, and electrical appliances. The school is also planning to establish laboratories to reinforce education in science. The agricultural activities being developed in close association with the College would also provide the opportunity for practical vocational training for the students initially in agriculture and later in the industrial processing of some of the agricultural produce.

The UNDP shall undertake the overall supervision of the project.

C. Special Nature of the Project

The UNDP technical assistance programme to the ANC is aimed towards the overall objectives of achieving freedom for its illegally occupied territory, securing genuine economic independence consistent with the political self-determination and meeting the basic needs of all its people. The project is of a special nature in that it is designed to provide assistance to a Liberation Movement, which is in the midst of the struggle for the total liberation of all its people by gaining control over its homeland. The project therefore requires an approach different in some regards from that of conventional technical assistance to independent countries.

The project focusses attention on training due to the scarcity of technical skills in the management of industrial production units. Within these constraints, it has been designed to contribute towards making it possible for the ANC to achieve the objective of self-reliance for the people living in its communities in the Front Line States, especially in Mazimbu and Dakawa in Tanzania and Lusaka in Zambia.

## PART II - THE PROJECT

### A. Development Objectives

The development objective of the project is to assist the ANC in the implementation of a self-reliance programme, especially in food production, and to generate funds for the maintenance of the ANC Communities in the Front Line States.

### B. Immediate Objectives

The immediate objective of the project is to train ANC staff in the management of ANC industrial production units including repair and maintenance of the equipment used in these units as well as in the identification, preparation and implementation of new small-scale industrial projects including the relevant appropriate technologies.

### C. Special Considerations

This project is of a special nature in that it is aimed at contributing to the survival programme for the ANC Communities in the Front Line States engaged in a struggle for national liberation. Additionally the nature of ANC activities do not lend the ANC to the support of the normal donor countries and organizations.

### D. Background and Justification

Following the unrest in South Africa after the Soweto uprisings of 1976, thousands of people, especially youth and children, fled from police harassment and terror in the country. In 1977, the African National Congress (SA) received gifts of land from the Front Line States, particularly Tanzania and Zambia for the settlement of some of the people who fled from South Africa.

These areas of land are being developed to provide not only temporary settlements but also a source for a means of survival for the ANC Community engaged in the struggle for national liberation.

At present the gifts of land are at various stages of development. In Mazimbu, Tanzania, for example, the Solomon Mahlangu Freedom College has been constructed designed to give 1,200 students a decent education in accordance with the ANC "Freedom Charter" or education which is aimed at producing a new South African who will be dedicated to serve the interests of the whole of South Africa. The training programme is intimately linked to vocational training. Farms have also been or are in the process of being developed on the pieces of land. In addition to vegetables and other food crops, cattle, pigs, chicken and goats are also being raised. These agricultural produce provide a basis for the expansion of existing and the development of new small-scale industrial production units. In addition to agriculture other activities including, in particular, garment and furniture production are being undertaken. Some of the items produced could be sold to general income to sustain the survival and activities of the ANC Communities in the Front Line States.

In view of the specialized knowledge required in carrying out industrial operations, especially at the management level, there would be a need to train staff of the ANC in the management of these small scale industries and in specialized operations such as repair and maintenance of equipment, food processing and preservation including grain storage. This project should contribute not only in training ANC staff in various industrial operations especially the ones mentioned above but also to putting into practice what is set out in the ANC Freedom Charter on Education.

E. Project Output

The project output will consist of trained ANC staff in the management of small-scale industries and other specialized industrial operations including equipment repair and maintenance and the identification, preparation and implementation of small-scale industries including the relevant appropriate technologies.



F. Project Activities

The activities of the project would consist of the training of a number of ANC technical and management staff, on short term fellowships as well as on-the-job in the management of selected small scale industries and specialized operations. Special emphasis will be accorded to training of skills in the following areas:

- (a) management of selected small-scale industries including the repair and maintenance of equipment;
- (b) meat, vegetable and fruit processing and preservation including packaging (food canning);
- (c) identification, preparation and implementation of small-scale industrial projects; and
- (d) the construction and installation of small grain silos.

The project activities will include a training workshop on the management of small-scale industrial development and operations.

G. Project Inputs

(a) ANC Inputs

The ANC will be required to provide through the Solomon Mahlangu Freedom suitable counterpart technical staff for training, land, local transportation, as well as administrative and logistics support services to UNIDO consultants, as need be.

(b) UNDP/UNIDO Inputs

The UNDP will provide, through UNIDO:

1. 12 m/m of short term consultants in selected aspects of small-scale industrial management, and operation including project identification, preparation and implementation and design and construction and installation of small-scale silos.
2. Training for middle and high level ANC technical staff on short term fellowships in African countries in selected aspects of small-scale industrial management and operation including repair and maintenance of equipment as well as project identification, preparation and implementation.

4. Equipment consisting of slide and overhead for projectors and other technical aids.
5. Very close substantive backstopping by UNIDO including the services of its specialized Headquarter staff in carrying out some aspects of the project including the organization of the training workshops.
6. Miscellaneous including workshop material and hire of local transportation.

Schedules of Project Monitoring and Evaluation

- i. The ANC Project Co-ordinator will provide six-monthly reports on the progress of the project.
- ii. The project will be subject to the usual UNDP monitoring/evaluation procedure.
- iii) In addition, there will be a UNIDO review on the progress of the project at the end of the first year.

H. Budget

a) Government Counterpart Contribution

Four memoire.

b) UNDP Contribution

The UNDP will provide the project inputs indicated in section 'G' (Project Inputs) and detailed in the attached estimated Project Budget (Annex I).

ANNEX I  
PROJECT BUDGET

Country: ANC

Project Title: Training of ANC Staff in the development and operation of small scale industries

Item	Total		1982		1983		1984	
	m/m	US\$'000	m/m	US\$'000	m/m	US\$'000	m/m	US\$'000
11.01 Short term consultants	12	90.00	2	15.00	6	45.00	4	30.00
13.00 Administrative support staff		8.00		1.00		5.00		2.00
15.00 Expert travel		15.00		2.00		8.00		5.00
16.00 Executing Agency mission cost		25.00		7.00		12.00		6.00
19.99 Component Total		138.00	2	25.00	6	70.00	4	43.00
30.00 Training (Fellowships, study tours and in-service training)		60.00		5.00		35.00		20.00
40.00 Equipment (eg. slide and overhead projectors and teaching aids)		10.00		2.00		6.00		2.00
50.00 Miscellaneous incl. Tripartite project Reviews and Training workshop material and hire of local transportation		12.00		3.00		6.00		3.00
99.00 PROJECT TOTAL		220.00		35.00		117.00		68.00

- 91 -

ASSISTANCE TO THE ANC  
 UNITED NATIONS DEVELOPMENT PROGRAMME  
 PROJECT PROPOSAL

Project Title: Assistance to the ANC in strengthening its Mechanical Workshop at Mazimbu, Tanzania

Country: African National Congress (ANC)

Project Number: DP/ANC/82 /A/01/37

Duration: 2 years

Sector: Industry - 35

Sub-sector: Engineering

Government Implementing Agency: Solomon Mahlangu Freedom College

Executing Agency: United Nations Industrial Development Organization (UNIDO)

Date of submission: March 1982

Estimated starting date: July 1982

Government Inputs: Four memcire

UNDP Contribution: US\$389,500

---

 Signed on behalf of ANC

---

 Date

---

 Signed on behalf of the OAU

---

 Date

---

 Signed on behalf of UNIDO

---

 Date

---

 Signed on behalf of UNDP

---

 Date

PART I - LEGAL AND INSTITUTION CONTEXT

A. Legal Context

This project has been prepared and approved within the context of the United Nations General Assembly resolution which, inter alia calls upon the specialized agencies and other organizations and bodies of the United Nations system to provide assistance to the African National Liberation Movements recognized by the Organization of African Unity.

B. Institutional Framework

The Solomon Mahlangu Freedom College, located in Mazimbu near Morogoro in Tanzania shall act as the ANC implementing agency for the project. The College, whose construction started in 1979, is now well established with a sound administration for a final total capacity of 1,200 students. The teaching programme is intimately linked with vocational training in trades including motor mechanics, welding, carpentry and joinery, electricity, agriculture, and tailoring. The College also has a carpentry workshop as well as modest repair and maintenance facilities for vehicles, agricultural tools and implements, and electrical appliances. The school is also planning to establish laboratories to reinforce education in science. The agricultural activities being developed in close association with the College would also provide the opportunity for practical vocational training for the students initially in agriculture and later in the industrial processing of some of the agricultural produce.

The UNDP shall undertake the overall supervision of the project.

C. Special Nature of the Project

The UNDP technical assistance programme to the ANC is aimed towards the overall objectives of achieving freedom for its illegally occupied territory, securing genuine economic independence consistent with the political self-determination and meeting the basic needs of all its people. The project is of a special nature in that it is designed to provide assistance to a Liberation Movement, which is in the midst of the struggle for the total liberation of all its people by gaining control over its homeland. The project therefore requires an approach different in some regards from that of conventional technical assistance to independent countries.

The project focuses attention on training due to the scarcity of technical skills in the management of industrial production units. Within these constraints, it has been designed to contribute towards making it possible for the ANC to achieve the objective of self-reliance for the people living in its communities in the Front Line States, especially in Mazimbu and Dakawa in Tanzania and Lusaka in Zambia.

The project also includes a high equipment component, the design and production of simple equipment and the training of ANC technical skills. This should contribute towards making it possible for the ANC to achieve the objective of self-reliance for the people living in its communities, especially the Solomon Mahlangu Freedom College, in the Front Line States.

## PART II - THE PROJECT

### A. Development Objectives

The development objectives of the project is to assist the ANC in the implementation of a self-reliance programme, aimed at sustaining the active survival of the ANC Communities in the Front Line States especially in Tanzania and Zambia which are engaged in the struggle for the liberation of all its people by gaining control over its homeland.

### B. Immediate Objectives

The immediate objectives of the project are to assist the Solomon Mahlangu Freedom College in Mazimbu, Tanzania in strengthening its programmes and facilities: mechanical workshops and in training technical personnel for the design and production of simple combined wood-metal agricultural hand tools and implements and furniture to provide repair and maintenance services for construction equipment, vehicles and agricultural machinery, tools and implements and to provide on-the-job training to ANC technical staff in carrying out the above mentioned operations.

### C. Special Considerations

The assistance to be provided through this project will form an integral part of the present and future activities of ANC development programmes for the lands given to it by the Government of Tanzania in Mazimbu and Dakawa. It will therefore be implemented in conjunction with other ANC projects being executed by other United Nations Agencies within the context of the above-mentioned programme especially the vocational training programme of the Solomon Mahlangu Freedom College.

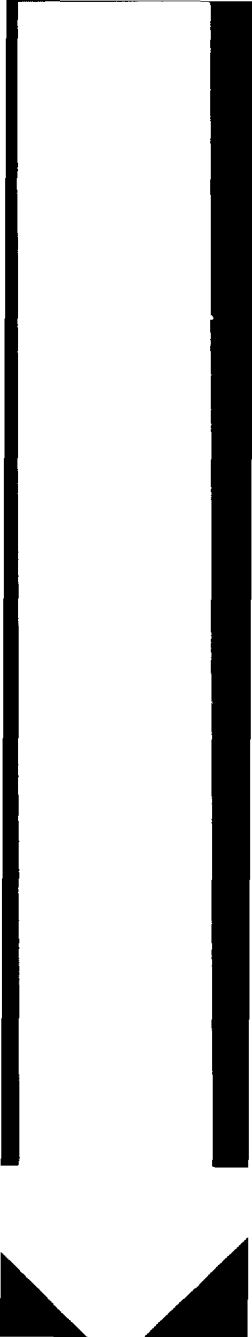
D. Background and Justification

Following the unrest in South Africa after the Soweto uprisings of 1976, thousands of people, especially youth and children, fled from police harassment and terror in the country. In 1977, the African National Congress (SA) received gifts of land from the Front Line States, particularly Tanzania and Zambia for the settlement of some of the people who fled from South Africa.

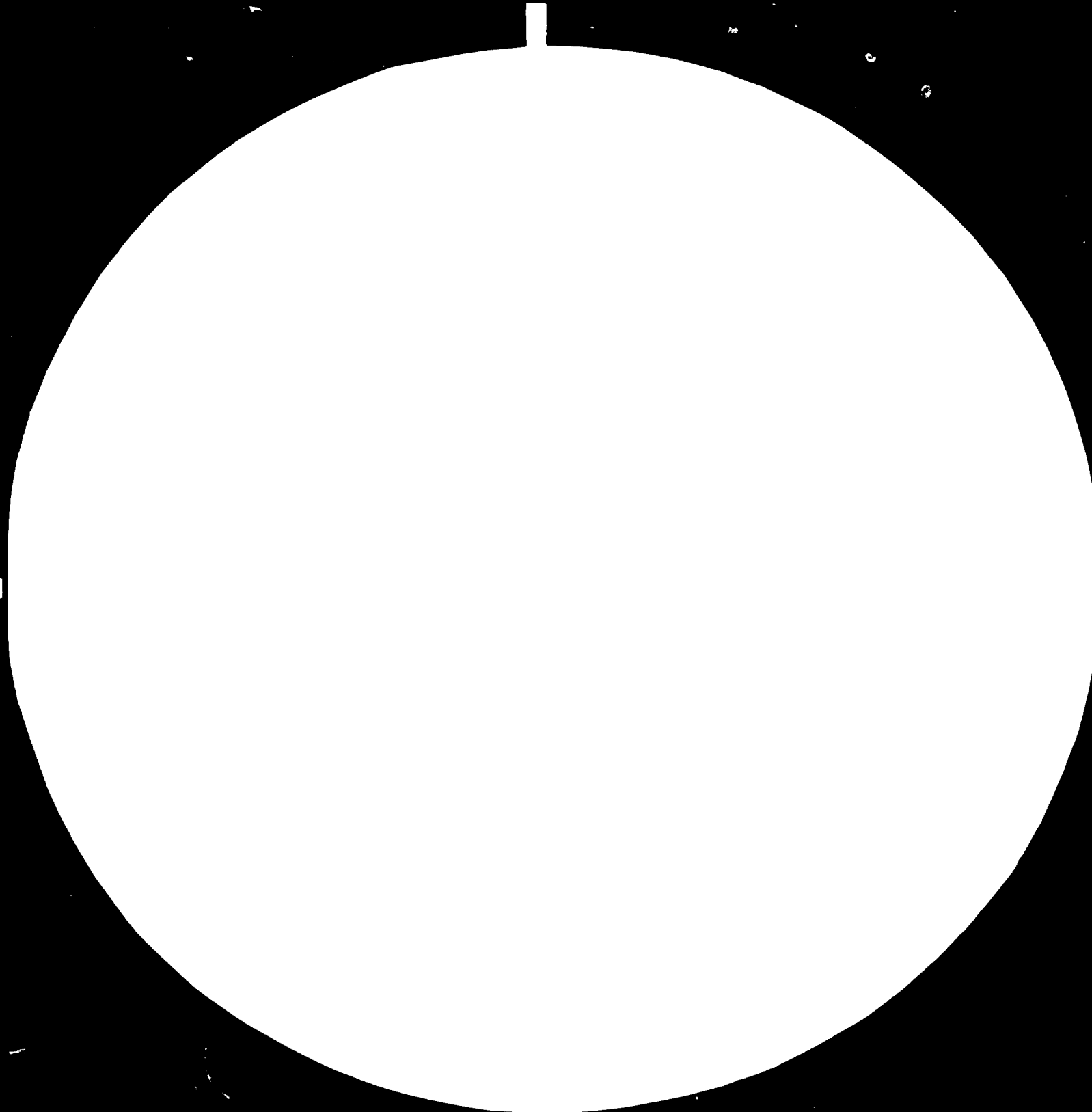
These areas of land are being developed to provide not only temporary settlements but also a source for a means of survival for the ANC Communities engaged in the struggle for national liberation.

At present the gifts of land are at various stages of development. In Mazimbu, Tanzania, for example, the Solomon Mahlangu Freedom College has been constructed designed to give 1,200 students a decent education in accordance with the ANC "Freedom Charter" on education which is aimed at producing a new South African who will be dedicated to serve the interests of the whole of South Africa. The training programme is intimately linked to vocational training. Farms have also been or are in the process of being developed on the pieces of land. In addition to vegetables and other food crops, cattle, pigs, chicken and goats are also being raised. These agricultural produce provide a basis for the expansion of existing and the development of new small scale industrial production units. In addition to the agriculture other activities including, in particular, garment and furniture production are being undertaken. Some of the items produced could be sold to general income to sustain the survival and activities of the ANC Communities in the Front Line States.

In view of the specialized knowledge required in carrying out industrial operations, especially at the management level, there would be a need to train staff of the ANC in the management of these small scale industries and in specialized operations such as repair and maintenance of equipment, food processing and preservation including grain storage. This project should contribute not only in training ANC staff in various industrial operations especially the ones mentioned above but also to putting into practice what is set out in the ANC Freedom Charter on Education.









2.8



3.2



3.6



4.0



Microcopy Resolution Test Chart, NBS 1963-64, 485-490

U.S. GOVERNMENT PRINTING OFFICE: 1964 O - 350-000

E. Project Outputs

1. A well organized and fully equipped mechanical workshop for carrying out :
  - a) repair and maintenance of diesel and gasoline vehicles, agricultural machinery, tools and implements, electrical industrial equipment and appliances,
  - b) metalworking including blacksmith and tinsmith shops;
  - c) production of simple spare parts;
  - d) a number of trained personnel in the planning and management of repair and maintenance works including mechanical designers and draftsmen, and other skill personnel in various technical operations; and
  - e) the establishment of a comprehensive repair and maintenance system for the equipment of the ANC Communities.

F. Project Activities

For the implementation of the project the assistance of internationally recruited experts and short term consultants will be required to work under the general guidance of the ANC Project Manager at Mazimbu. For the execution of such works as well as the electrical power installation, mechanical installations (air and industrial water) ground callas, etc. the project foresees the utilization of experts from neighbouring African countries. The project activities will include:

1. elaboration of a detailed work plan for the implementation of the project (outline attached as Annex 2);
2. preparation of the site and equipment specifications for the workshop;
3. selection of ANC staff for training and preparation of the training programme;
4. training of ANC staff on fellowships, on-the-job and study-tours;

5. production, on the basis of the locally made designs and selected prototypes, of selected simple agricultural tools and implements;
6. design and production of improved household and school furniture;
7. elaboration of a system and provision of repair and maintenance of agricultural tools and implements, vehicles and road working equipment, electrical appliances and other equipment used in the workshops.

G. Project Inputs

1. The Implementing Agency, the Solomon Mahlangu Freedom College will provide the following inputs:

- land, electricity and other utilities for the workshop;
- the ANC Director of the workshop;
- counterpart personnel for the management of the workshop operations
- technical staff for training;
- other workshop staff;
- wood and metal for the production of the first tools and implements as well as improved household and school furniture;
- administrative and logistics support to UNIDO and local transportation.

2. UNDP/UNIDO Inputs

The UNDP will provide, through UNIDO the following:

- a) 5 m/m of a mechanical engineer (project co-ordinator)
- b) 3 m/m of woodworking expert
- c) 8 m/m of short term consultants

- d) administrative support staff
- e) training of workshop staff
- f) equipment for the workshop (tentative list and estimated cost attached as Annex III)
- g) miscellaneous including hire of local transportation.

H. Schedules of Project Monitoring and Evaluation

- i) The Project Co-ordinator will provide six-monthly reports on the progress of the project.
- ii) The project will be subject to the usual UNDP monitoring/evaluation procedure.
- iii) In addition, there will be a UNIDO review on the progress of the project at the end of the first year.

I. Budget

a) Government Counterpart Contribution

Four memoire.

b) UNDP Contribution

The UNDP will provide the project inputs indicated in section 'G' (Project Inputs) and detailed in the attached estimated Project Budget (Annex I).

PROJECT BUDGET/REVISION

ANNEX I

3 COUNTRY	4 PROJECT NUMBER AND AMEND	5.SPECIFIC ACTIVITY
10.PROJECT TITLE	ASSISTANCE TO THE ANC IN STRENGTHENING ITS MECHANICAL WORKSHOP AT MAZIMBU, TANZANIA	

15.	16.	TOTAL		17.	1982		18.	1983		19.	1984		20
		m/m	\$		m/m	\$		m/m	\$		m/m	\$	
10. PROJECT PERSONNEL													
11 EXPERTS/Post title	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$	
11-01 Mechanical engineer	6	45,000	3	22,500	2	15,000	1	7,500					
02 Wood working expert	2	22,500	2	15,00	1	7,500							
03 Short-term consultants	8	60,000	1	7,500	4	30,000	3	22,50					
04													
05													
06													
07													
08													
09													
10													
11													
12													
13													
14													
11-99	SUBTOTAL:	17	127,500	6	45,000	7	52,500	4	30,000				

21. REMARKS

ANNEX I  
PROJECT BUDGET/REVISION

PROJECT NUMBER	I6		I7.		I8.		I9.		20.	
	TOTAL		1982		1983		1984			
	m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
12 01	OPAS Experts									
13.00	Support Personnel									
14.00	Volunteers									
15.00	Experts Travel		14,000		2,000		5,000		3,000	
16.00	Other Personnel Costs		12,000		3,000		6,000		3,000	
17.01	Locally hired Experts									
17.02	Locally hired Experts									
19.00	Totally Personnel Component	I7	149,500	6	50,000	7	63,500	4	36,000	
29.	SUBCONTRACTS									
29.00	Total Subcontracts Component									
30.	TRAINING									
31.00	Fellowships	18	36,000			12	24,000	6	12,000	
32.00	Study Tours, UNDP G, Training/Meetings	4	0,000			4	8,000			
33.00	In-service Training									
34.00	Group Training(non-UNDP)									
35.00	Meetings/Consultations(non-UNDP)									
39.00	Total Training Component	22	44,000			16	32,000	6	12,000	
49.	EQUIPMENT									
49.00	Total Equipment Component *		187,000		15,000		130,000		42,000	
50.	MISCELLANEOUS									
51.00	Operations - Maintenance									
52.00	Reports									
52.00	Sundries									
55.00	Hospitality (non-UNDP)									
59.00	Total Miscellaneous Component		9,000		2,000		4,000		3,000	
	<b>GRAND TOTAL</b>	83	389,500	3	67,000	45	229,500	35	93,000	

\* Including US \$ 15,000 for the rehabilitation of the ANC Workshop in Lusaka

PROGRAMMATION OF THE PROJECT IMPLEMENTATION ANNEX II

N°	ACTIVITIES	MONTHS												EXECUTOR	
		1	2	3	4	5	6	7	8	9	10	11	12		
1	Project approval, MD req.														UNDP/UNIDO
2	Selection of experts and submission to IA.														UNIDO
3	Submission of tenders on the main org. computer														IA
4	Selection of consultants, submission to UNIDO														UNIDO/IA
5	Study tour arrangements, diff. visits														UNIDO
6	Contracting of the experts and assistance to the field														IA/CTE
7	Chief technical expert - site, capex, opex, etc.														IA/EXPERT
8	Working expenses assist.														UNIDO
9	Contracting of the main exp. consultant, start delivery														IA/EXPERTS
10	Construction of the M-34, installation of the SA.														UNIDO/IA
11	Follow-up agreement, implen.														UNIDO/EXPERTS/IA
12	2-year assistance in the execution of the M-34.														EXPERTS/IA
13	Selection of instruments, equipment, tools														UNIDO
14	Training of the project staff in the M-34														UNIDO/EXPERT/IA
15	Contracting and delivery of the equipment in 13														CTE/IA/EXPERTS
16	Assistance on the expert in the region and major field														IA/UNDP/UNIDO/CTE
17	Second visit on the chief technical expert														IA/EXPERTS
18	Monitoring meeting														IA/UNDP/UNIDO
19	Start-up working procedure														
20	Monitoring meeting														

Notes: IA - Implementing Agency  
CTE - Chief Technical Expert



Annex I

Tentative list and estimated cost of equipment for the Workshop

<u>EQUIPMENT</u>	<u>ESTIMATED COST</u> <u>(1982)</u>
<u>1. Repair and Maintenance of vehicles</u>	
Diescl engines - instruments and equipment	7.500
gasoline engines- " " "	5.500
Tools	<u>1.300</u>
Sub-Total	<u>14.300</u>
<u>2. Repair and Maintenance of electrial equipment</u>	
Instruments and equipment	4.000
Tools	<u>400</u>
Sub-total	<u>4.400</u>
<u>3. Repairs and Maintenance of industrial equipment</u>	
Instruments and equipment	5.000
Tools	<u>500</u>
Sub-total	<u>5.500</u>
<u>4. Repair and Maintenance of cooling equipment</u>	
instruments and equipments	3.000
Tools	<u>300</u>
Sub-total	<u>3.300</u>
<u>5. Metals working</u>	
blacksmith equipment	2.000
tinsmith equipment (up to 375)	12.000
I com ined shears	3.500
Welding equipment	3.000
tools	<u>2.500</u>
Sub-total	<u>23.000</u>
<u>6. Repair and Maintenance of agricultural implements</u>	
Instruments and equipment	3.000
Tools	<u>3 000</u>
Sub-total	<u>6.000</u>

7. General machine tool room

I Lathe $\phi$ 400 x 1500	15.000
I Lathe $\phi$ 200 x 500	6.000
2 Bench lathe $\phi$ 50x200	2.000
I drill (radial) $\phi$ 25	3.000
2 drill $\phi$ 12	1.000
I Saw	1.000
I grindstone	500
I Universal milling 200 x 600	12.000
I ramming	3.000
production tools	<u>3.000</u>

Sub-total 52.500

8. Mobile workshop

35.000

9. Other Equipment

Spareparts	.5.000
Project vehicle	15.000
compressor	5.000
Miscellaneous	<u>3.000</u>

Sub-total 28,000

10. Rehabilitation of ANC  
Workshop at Lusaka  
Spare parts

15,000

TOTAL 187,000

- 103 -

ASSISTANCE TO THE PAC  
UNITED NATIONS DEVELOPMENT PROGRAMME  
PROJECT PROPOSAL

Project Title: Training of PAC staff in the development  
and operation of small scale industries

Project number: DP/PAC/82/ /A/OI/37

Duration: 3 years

Sector: Industry - 35

Sub-Sector: Industrial training - 3540

Implementing Agency: Pan Africanist Congress (PAC)

Executing Agency: United Nations Industrial Development  
Organization (UNIDO)

Date of submission: March 1982

Starting Date: First Quarter 1983

UNDP Contribution: US \$ 95,000

Government Contribution: Pour memoire

\_\_\_\_\_  
Signed on behalf of OAU

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of the PAC

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNIDO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNDP

\_\_\_\_\_  
Date

PART I - LEGAL AND INSTITUTION CONTEXT

A. Legal Context

This project has been prepared and approved within the context of the United Nations General Assembly resolutions which, inter-alia call upon the specialized agencies and other organizations and bodies of the United Nations system to provide assistance to the African National Liberation Movements recognized by the Organization of African Unity.

B. Institutional Framework

The implementing agency of the project shall be the PAC Headquarters in Dar-es-Salaam, Tanzania, which has established a Project Co-ordinating Sub-committee to deal with all PAC projects. In addition to the above the Government of Tanzania has allocated 400 hectares of land in the district of Bagamoyo to the PAC. A centre is being developed on this land which, for moment, is being used as a transit camp. The PAC has taken a decision to turn it into a Multipurpose Centre with emphasis on food production, construction, Health Centre, Secondary Vocational Training Centre, Adult Education Centre and Day-Care centre. The Centre will resettle 1,000 people who will be occupied with the above mentioned activities. In addition, the PAC also has other projects in other frontline states. The above would also provide an institutional framework for the project. The UNDP shall undertake the overall supervision of the project.

C. Special Nature of the Project

The UNDP technical assistance programme to the PAC is aimed towards the overall objectives of achieving freedom for its illegally occupied territory, securing genuine economic independence consistent with the political self-determination and meeting the basic needs of all its people. The project is of a special nature in that it is designed to provide assistance to a Liberation Movement, which is in the midst of the struggle for the total liberation of all its people by gaining control over its homeland. The project therefore required an approach different in some regards from that of conventional technical assistance to independent countries.

The project focusses attention on training due to the scarcity of technical skills in the management of industrial production units. Within these constraints, it has been designed to contribute towards making it possible for the PAC to achieve the objectives of self-reliance for the people living in its communities in selected Front Line States.

PART II - THE PROJECT

A. Development Objectives

The development objective of the project is to assist the PAC in the implementation of a self-reliance programme, especially in food production for the maintenance of the PAC communities in selected Front Line States as well as in strengthening the capacity of the PAC, for the development of its industrial activities.

B. Immediate Objectives

The immediate objective of the project is to train PAC staff in the management of PAC industrial production units related to food processing, garment production and wood working and carpentry, including equipment repair and maintenance as well as in the identification, preparation and implementation of new small-scale industries including the relevant appropriate technologies.

C. Special Considerations

This project is of a special nature in that it is aimed at contributing to the survival programme for the PAC communities in the selected Front Line States engaged in a struggle for national liberation. Additionally the nature of PAC activities do not lend the PAC to the support of the normal donor countries and organizations.

D. Background and Justification

The restrictions imposed by the settler colonial minority regime on the African people in the field of education are designed to retard the advancement of the African people in Azania particularly in the fields of Science and technology. The few that manage to enter the racially orientated institutions of higher learning in Southern Africa are channelled to the social science and humanities.

This policy, together with the prohibitive costs of education for the African people, particularly at higher levels, and the inferior quality of education at all levels is designed to justify and entrench apartheid inside and outside the classroom, create an abundance of semi-literate and semi-skilled labour force vulnerable to maximum exploitation.

Referring to the above situation in SA, it is the duty of the National Liberation Movement, to promote the principle of self-reliance and develop manpower with the necessary skills for self-determination and social emancipation of the fatherland.

In its struggle for the national liberation, PAC considers the industrial sector as an important factor in economic development. The Azania situation, the white minority racists settlers have arrogated to themselves the entire monopoly of industrial skill. It is necessary that the Pan Africanist Congress as a liberation movement, developes its required industrial skills.

In addition to the above which implies training over a long period of time, the PAC requires, in the immediate future, trained personnel to manage the small scale production units to be established. The PAC has gifts of land, which are at various stages of development, from a number of Front Line States. Farms are in the process of being developed on the pieces of land. In addition to vegetables and other food crops, cattle, pigs, chicken and fish would be raised. These agricultural produce provide a basis for the development of small scale industrial production units. In addition to the agriculture other activities including, garment, and furniture production would also be undertaken.

In view of the specialized knowledge required in carrying out industrial operations, especially at the management level, there would be a need to train selected technical staff of the PAC in the management of these small scale industries and in specialized operations such as repair and maintenance of equipment, food processing and preservation, as well as furniture and garments production.

E. Project Output

The project output will consist of trained PAC staff in the management of small scale industries initially in the areas of food production, garment production, wood working and carpentry and other specialized industrial operations including equipment repair and maintenance and the identification, preparation and implementation of small-scale industries including the relevant appropriate technologies.

F. Project Activities

The activities of the project would consist of the training of a number of PAC technical and management staff, on short term fellowships as well as on-the-job in the management of selected small scale industries and specialized operations. Special emphasis will be accorded to training of skills in the following areas:

- (a) management of selected small scale industries including the repair and maintenance of equipment
- (b) food processing including packaging
- (c) garment production, wood working and carpentry ; and
- (d) identification, preparation and implementation of small scale industrial projects including the-relevant appropriate technologies.

The project activities will include the identification of the long term training needs of PAC staff.

a) PAC Inputs

The PAC will be required to provide suitable counterpart technical staff for training, land, local transportation, as well as administrative and logistics support services to UNIDO consultants, as needs be.

b) UNDP/UNIDO Inputs

The UNDP will provide , through UNIDO.

1. 6 m/m of short term consultants in selected aspects of small-scale industrial management, and operations.
2. Training for middle and high level PAC technical staff on short-term fellowships in African countries in selected aspects of small scale industrial management and operations including repair and maintenance of equipment as well as project identification, preparation and implementation.
3. Administrative support as staff (temporary assistance).
4. Equipment consisting of teaching aids.
5. Very close substantive backstopping by UNIDO including the services of its specialized Headquarter staff in carrying out some aspects of the project including the organization of the training workshops.

6. Miscellaneous including workshop material and hire of local transportation.

H. Schedules of Project Monitoring and Evaluation

- (i) The PAC Project Team Leader will provide six-monthly reports on the progress of the project.
- (ii) The project will be subject to the usual UNDP monitoring/evaluation procedure.
- (iii) In addition, there will be a UNIDO review on the progress of the project at the end of the first year.

I. Budget

a) Government Counterpart Contribution

Four memoire.

b) UNDP Contribution

The UNDP will provide the project inputs indicated in section G (Project Inputs) and detailed in the attached estimated Project Budget (Annex I).



ANNEX I  
PROJECT BUDGET

Country: PAC

Project Title: Training of PAC Staff in the development and operation of small scale industries

Item	TOTAL		1983		1984		1985	
	m/m	US\$'000	m/m	US\$'000	m/m	US\$'000	m/m	US\$'000
11.01								
Short term consultants	6	45.00	2	15.00	2	15.00	2	15.00
13.00								
Administrative support staff (Temporary Assistance)		5.00		2.00		2.00		1.00
15.00								
Expert travel		3.00		1.00		1.00		1.00
16.00								
Executing Agency Mission Cost		12.00		6.00		3.00		3.00
19.99								
Component Total		65.00	2	24.00	2	21.00	2	20.00
30.00								
Training (Fellowships, study tours & in-service training)		15.00		10.00		3.00		2.00
40.00								
Equipment		5.00		1.00		3.00		1.00
50.00								
Miscellaneous inc. Tripartite Project Reviews hire of local transportation		10.00		2.00		6.00		2.00
99.00								
PROJECT TOTAL		95.00		37.00		33.00		25.00

NATIONAL PROGRAMME FOR NAMIBIA  
UNITED NATIONS DEVELOPMENT PROGRAMME

Project Document

Project Title: Participation of the NLMs in the  
Activities of the Industrial  
Development Decade for Africa

Project Number: DP/NLM/82/ /A/01/37

Duration: 4 Years

Sector: Industry - 35

Sub-sector: Industrial training - 3540

Government  
implementing  
Agency: SWAPO, ANC and PAC

Executing agency: United Nations Industrial Development Organisation (UNIDO)

Date of submission: March, 1982

Starting Dated July, 1982

UNDP Contribution: US \$ 50,000. Government Contribution: Four memoire

\_\_\_\_\_  
Signed on behalf of the SWAPO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of the ANC

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of the PAC

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNIDC

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed on behalf of UNDP

\_\_\_\_\_  
Date

PART I - LEGAL AND INSTITUTIONAL CONTEXT

A. Legal Context

This project has been prepared and approved within the context of the United Nations General Assembly resolutions which, inter alia call upon the specialized agencies and other organizations and bodies of the United Nations system to provide assistance to the African National Liberation Movements recognized by the Organization of African Unity.

B. Institutional Framework

The SWAPO, ANC and PAC shall act as the implementing agencies of the project, as far as they are concerned. In the implementation of the project, co-ordination shall be maintained, as necessary, with the of the UN Commissioner for Namibia, on behalf of the Council for Namibia, and the UNDP shall exercise the overall supervision of its implementation

C. Special Nature of the Project

The UNDP technical assistance programme to the National Liberation Movements is aimed towards the over-all objectives of achieving freedom for their illegal occupied territories and for securing genuine economic independence consistent with the political self-determination and meeting the basic needs of the people. The project is of a special nature in that it is designed to provide assistance to National Liberation Movements which are in the midst of the struggle for the independence of their territories. The project therefore requires an approach different in some regards from that of conventional technical assistance to independent countries.

Training aspects of the project need special attention due to the scarcity of education that has been available to the indigenous people of these territories. Within these constraints, this project is designed to contribute towards making it possible for the future authentic independent Governments of the territories to assume effective control of their industrial development.

PART II - THE PROJECT

A. Development Objective

The development objective of the project is to assist the NLMs to develop their capacities for the development, management and monitoring the implementation of industrial and technological plans, programmes and activities in preparation for their take over of the Government of their present illegal occupied territories.

B. Immediate Objectives

The immediate objective of the project is to facilitate the continuous participation of the NLMs in the activities of the Industrial Development Decade for Africa at the regional, sub-regional and continental levels by meeting their travel and subsistence costs.

C. Special Considerations

In designing the project, the assistance to be provided will form an integral part of the present and future technical assistance programmes in favour of the NLMs especially those concerned with the preparation of a cadre of policy makers who will be in a position to assume responsibilities in the Government when the territories come under their full control. The project will therefore be executed in conjunction with the other relevant UNIDO and UNDP projects.

D. Background and Justification

Following the proclamation by the UN General Assembly of the 1980s as the industrial development Decade for Africa and in accordance with the request of the 37th Ordinary Session of the OAU Council of Ministers in the resolution adopted on industrialization in Africa, the Sixth Conference of African Ministers of Industry meeting in Addis Ababa from 23 to 25 November, 1981 adopted a comprehensive resolution and proposals for the formulation and implementation of the Decade Programme. The joint OAU/ECA/UNIDO inter Secretarial Committee on the Decade met in Vienna from 13 to 16 January, 1982 and identified a number of activities and elaborated a detailed plan for the implementation of the decisions of the Sixth Conference of African Ministers of Industry. This plan includes a number of wide ranging activities at the national, sub-regional, regional and global levels. Several of these activities are of particular relevance to the NLMs.

In view of the interest expressed by the NLMs, first through the UNDP Mission on the evaluation and programming of assistance to NLMs and secondly at the inter-Agency meeting with the NLMs in Dar-es-Salaam, to be fully involved in the activities of the Industrial Development Decade for Africa, the concept of this project was presented and fully supported by the NLMs at the Dar-es-Salaam meeting. Although very modest in cost, its potential impact, especially within the context of TCDC in Africa could be significant. It is therefore expected that the project will reinforce the activities of the NLMs in developing the key staff required

to manage the industrial and technological activities of their territories, especially during the transitional period soon after independence.

E. Project Output

The project output will consist of the training of NLM staff through consistent participation in the activities of the Industrial Development Decade for Africa.

F. Project Activities

The activities of the project would consist of the provision of travel tickets and subsistence allowance to selected staff of the NLMs to participate in the activities of the industrial development Decade for Africa. The activities will also include visits to UNIDO, CAU and ECA Headquarters, as need be.

1. Government Inputs:

Provision of suitable staff to participate in a consistent manner, in the activities of the Industrial Development Decade for Africa.

2. UNDP/UNIDO Inputs

The UNDP will provide, through UNIDO, travel tickets and subsistence allowance to the selected NLM staff

G. Schedule of Project Monitoring and Evaluation

UNIDO will provide periodic reports on the progress of the project which will be subject to the usual UNDP monitoring/evaluation procedure.

I. Budget

(a) Government Counterpart Contribution

Four memoire

(b) UNDP Contribution

The UNDP will provide the project inputs indicated in section G. (Project Inputs) and detailed in the attached estimated project Budget (Annex I).



UNIDO

### PROJECT BUDGET/REVISION

3. COUNTRY <b>NAMIBIA</b>	4. PROJECT NUMBER AND AMEND <b>DP/NLM/82 /A/01/37</b>	5. SPECIFIC ACTIVITY
10. PROJECT TITLE <b>Participation of the NLMs in the Activities of the Industrial Development Decade for Africa</b>		

15. 10. PROJECT PERSONNEL	16. TOTAL		17. 1982		
	EXPERTS / Post title	m/m	\$	m/m	\$
11					
11 01					
02					
03					
04					
05					
06					
07					
08					
09					
10					
11					
12					
13					
14					
1100	SUBTOTAL:				
REMARKS					



ANNEX I (Cont'd)

DP/NLM/82/	/A/01/37	16. TOTAL		17. 1982		18. 1983		19. 1984		20. 1985	
		m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
12.01	CONSTRUCTION										
13.00	Support Personnel										
14.00	Vehicles										
15.00	Equipment										
16.00	Other Personnel Costs										
17.01	Locally hired Experts										
17.02	Locally hired Experts										
19.00	Total Personnel Component										
20.	SUBCONTRACTS										
29.00	Total Subcontracts Component										
30.	TRAINING										
31.00	Fellowships										
32.00	Study Tours, UNDP G. Training/Meetings										
33.00	In service Training										
34.00	Group Training (non-UNDP)										
35.00	Meetings/Consultations (non-UNDP)										
39.00	Total Training Component		45.00		6.00		16.00		15.00		9.00
40.	EQUIPMENT										
49.00	Total Equipment Component										
50.	MISCELLANEOUS										
51.00	Operations - Maintenance										
52.00	Reports										
53.00	Supplies										
55.00	Hospitality (non-UNDP)										
59.00	Total Miscellaneous Component		5.00		1.00		1.50		1.50		1.00
99.	GRAND TOTAL		50.00		7.00		16.50		16.50		10.00



