

SWAPO Applied Economic Analysis Unit

Summary

- Purpose - Advise SWAPO on economic issues including Programmes, policies, projects, reports by consultants and outside researchers. Develop Namibian applied analysis and advisory expertise.
- Status - SWAPO technical unit. Responsible to Secretary for Economic Affairs.
- Location - SWAPO Provisional Headquarters, Luanda.
- Staff - Expatriate - 1 full time
- 3 full time equivalents
- Citizen - Initially 3 plus 2 per year
(in service training and operational work)
- Consultants - 1 to 1½ person years annually
- Supporting Staff - 5 (1 expatriate)
- Date of Initiation - Early 1983
- Initial Duration - 3 years
- Funding Required - Year 1 \$630,000
Year 2 \$700,000
Year 3 \$800,000 (\$2,130,000)

1. Purpose

It is critical for SWAPO to develop greater access to background economic data on Namibia and to applied analysis based on it. This is essential to formulation of position papers on strategic, policy and programme options to be considered by the Economic Secretariat and Central Committee. They are a necessary input into informed decision taking by SWAPO.

Once decisions are taken, the Unit would be responsible for articulating policy, programme and project proposals to implement them. This function would include advising on the commissioning of outside consultants and monitoring/ advising on their work.

The unit would function during the transitional period to elections and to independence. At independence its institutional memory and personnel (especially the Namibians who had gained expertise and experience in it) would be major assets to the new government but its exact structural position vis a vis government and Party would need to be reconsidered.

The need for such a Unit has become increasingly evident over the past five years:

- a. the Economic Secretariat has very limited analytical and advisory expertise and very heavy representational and conference calls on the time of its senior personnel;
- b. no systematic in service training/experience gaining programme for newly trained Namibians is possible until a functioning advisory/planning unit with some experienced (initially expatriate) staff is created;
- c. part time consultants working to SWAPO can neither provide a continuous flow of advice, react at once to urgent policy queries nor carry out the training function if only because of their locations and other commitments;

- d. independent institutional research and consultancy can be fully effective only if more systematically commissioned, monitored, commented on, analysed and incorporated into SWAPO based programmatic advice and proposals than is possible without the proposed unit;
- e. the problems of launching an interim economic rehabilitation strategy immediately on election of a Constitutional Assembly are complex and require that a body of data, analysis, proposals and expert reports be available by that date. The urgency and the complexity have been increased by the fact that world economic deterioration, drought and South African policy have gravely weakened the formerly moderately strong (even if gravely distorted) productive forces base of Namibia.

It should be stressed that this Unit is not intended as a substitute for commissioned work, UNIN research, or academic and voluntary organisation studies. Many of these have proven valuable. However, they could be much more useful if SWAPO had a capacity to design terms of reference, coordinate and comment on work in progress, take part in interim workshops, criticise/analyse/utilise reports and suggest related and follow up work.

2. Status

To carry out the purpose envisaged, the Unit must be responsible directly to SWAPO. Ideally all employees should be under contract to SWAPO, but technical assistance contracts with another institution for expatriate staff are acceptable so long as it is clear that their professional and confidentiality duties are to SWAPO and so long as the decisions on employment, utilisation of time and termination are SWAPO's.

Structurally the Unit would report to the Economic Secretary who would issue instructions to its personnel. Through him

it would be utilised to service economic data, analysis and policy/programme requirements of the SWAPO Secretariat and Central Committee.

3. Location

Because SWAPO's Provisional Headquarters and Secretariat are in Luanda it is essential that the Unit be located there to allow effective communication. Staff members would travel to other locations in Africa and abroad as required by their work - including attendance at meetings as technical advisors to SWAPO delegations.

4. Staff

A. Expatriate

1 full time senior person with substantial research and advisory experience is required to provide coordination to the Units professional and training operations. He should be either a specialist in general macro-economic and sectoral analysis, planning and overall policy advising or have competence in that area combined with specialised expertise in a major sector (eg mining, public finance - fiscal - monetary, rural development).

3 full time equivalent persons are needed with a combined range of expertise in mining, rural development (including agriculture), basic services (education-health-water), external and internal trade, transport, urban development, fiscal-monetary-public finance, business negotiations, public sector management, planning and preferably fishing and energy.

One or two of these persons might, in fact, be full time. The others would need to be at least 1/3 and probably 1/2 time. The reasons for utilising up to 6 persons to fill these 3 posts is threefold:

- a. depending on the special experience and expertise of candidates, a part time person specialised in a given sector

may be needed to provide an adequate range of topical coverage;

- b. some preferred candidates may not at present be available full time but may be quite able to serve half time;
- c. a total of 7 or 8 full time expatriates would be too large relative both to SWAPO's ability to direct and control the unit and to the number of Namibian personnel available for training.

(SWAPO has some possible candidates in mind for these positions and will consult with its friends on additional possibilities. These are positions in which experience in advisory work, ability to work to political superiors and commitment to the basic aims of SWAPO are as critical prerequisites as technical expertise.)

B. Citizens

SWAPO now has a handful of Namibians who have completed UNIN, specialised course (eg IDEP - Dakar, Yugoslav - Public Enterprise Management), university degree course work in applied economics. It is envisaged that some of them will be assigned to the Unit. They will take full part in its work to gain operational competence and experience through learning by doing in association with more experienced personnel. They will add a critical knowledge input - they have lived and worked in Namibia which few or none of the expatriates will have done.

Initially 3 Namibians would be Unit Staff members with 2 more added each year as work built up and the initial citizen staff became more experienced. The Economic Secretary will - after consultation, with senior unit staff - select Namibians for additional 2 to 6 month (or exceptionally 1 year) courses of further specialised training when this appears appropriate to complement their existing skills and learning by doing experience.

C. Consultants

It is not envisaged that major consultancy studies - eg those

in the Nationhood Programme - would be carried on by the Unit. However, in some areas - port development, Trans Kalahari Railway, fishing may well be examples - limited, specialist work (whether in economics or joint engineering/economic fields) may be needed to complement the work of the Unit. One to 1½ person years each year (3 to 5 studies) are envisaged under this hood.

In respect to other consultancies the Unit would advise SWAPO on what request to make, how to respond to proposals, appropriate terms of reference, progress of work, adequacy of reports, quality of (modifications to) proposals, etc.

D. Supporting Staff

5 supporting staff are likely to be needed. 1 should be an experienced administrative secretary/research and data collection assistant. At least initially this post will probably need to be filled by an expatriate - probably a volunteer. A second would be a less experienced senior secretary/research assistant, to be filled by a Namibian who could in the third year replace the expatriate. The other three supporting staff would be secretaries who would be Namibians initially with basic typing and clerical skills but to be trained to develop personal secretarial and research assistant competence.

5. Date of Initiation

The need for the Unit is urgent. It is hoped therefore, that funding can be secured by the end of 1982 and recruitment/initial organisation/establishment in the first quarter of 1983.

6. Initial Duration

Once the actual process leading to elections begins it is likely that 12 to 18 months (including Constitutional Assembly period) will elapse before independence. When the process will begin

is totally unclear - it may well be 18 months away.

It is important that the Unit be set up with a firm basis both to assist in recruitment and to avoid complicating programming and wasting time with annual fund raising campaigns. It is also desirable to allow a short period after independence to allow decisions as to exact location of the work programme and personnel (whether of the Unit as such or not) in the institutional pattern of independent Namibia.

Therefore it would seem desirable that initial financial provisions be for three years.

7. Budget

<u>A. Year 1</u>	<u>Salary</u>	<u>Related Costs</u>	<u>Housing</u>
Full Time Expatriate	50,000	20,000	*
B Expatriate Person years	125,000	50,000	*
Consultancy (1½ years)	100,000	20,000	*
Administrative Assistant	12,500	5,000	*
Namibian Research Staff	*	*	*
Namibian Supporting Staff	*	*	*
Total Staff Costs	287,500	95,000	382,500
Travel - Recruitment, leave, etc			30,000
Travel - Unit Work			40,000
Room and Board on Work Related Travel			35,000
Course Costs - Namibian Personnel			12,500
Office Accommodation			*
Office Equipment (Xerox, Typewriters, Furniture, etc.)			25,000
Office Supplies			20,000
Telephone, Telex, Postage, etc.			15,000
Books/Documents/Research Materials			20,000
Total Supporting Costs			197,500
Contingency			50,000
Total Year One			630,000

B. Year 2

10% Inflation	63,000
Increases: Travel-Unit Work (Additional Namibians)	10,000
Room and Board - Work Related (ditto)	10,000
Course Costs (ditto)	5,000
Reductions: Office Equipment	(15,000)
Books, Documents, Research Materials	(5,000)
Basic Net Increase	68,000
Contingency Increase	2,000
Total Year Two	700,000

C. Year 3

10% Inflation	70,000
Increases: Travel-Unit Work (Additional Namibians)	10,000
Room and Board - Work Related (ditto)	10,000
Course Costs (ditto)	5,000
Reductions:	None
Basic Net Increase	95,000
Contingency Increase	5,000
Total Year Three	800,000

Total Years One/Two/Three \$ 2,130,000

* Costs To Be Covered By SWAPO (Housing in Luanda, Office Accommodation in Luanda, Namibian Personnel Costs)

a. Insurance (Health-Accident-Life), Movement of Personal Effects, Payments to or in Lieu of Pension Schemes.

Note - these costs are necessarily approximate. The expatriate salary costs are very highly contingent on the individual's tax status in respect to his home country and/or possible technical assistance contractor and/or Angola.