



**Governing Council
of the
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Development Programme**

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POLICY

PROGRAMME PLANNING

FOURTH PROGRAMME CYCLE

Indicative planning figure for Namibia

Report of the Administrator

Summary

With reference to the Administrator's report DP/1986/23 of 17 March 1986, the Governing Council in its decision 86/29 requested the Administrator, in close collaboration with the Council for Namibia and the Commissioner for Namibia, to prepare new action-oriented recommendations and proposals to maximize the cost-effective utilization of the increase in the indicative planning figure for Namibia, and to submit a report to the Council to enable it to consider the approval of the additional funds. In this respect, the Administrator notes that early in 1986 an evaluation team had been established by the Senate of the United Nations Institute for Namibia to assess the operations of the Institute. Representatives of the Council for Namibia, the Commissioner for Namibia and UNDP participated as members of the team. The Administrator further notes that the recommendations of the team for increasing the proportion of Namibian staff, as well as cost-effectiveness were adopted by the Senate in February 1987. Against this background, the Administrator believes that the concerns expressed in his report DP/1986/23 in this regard are being adequately addressed. He therefore recommends that an additional increase in the Namibia IPF for the fourth programming cycle in the amount of up to \$US 3.0 million be granted on an exceptional basis.

I. BACKGROUND

1. At its thirty-second session in June 1985, the Governing Council established a fourth cycle IPF for Namibia of \$6.395 million by exceptionally increasing by 50 per cent, the IPF for that period as determined by the criteria for calculating country IPFs. The Council further stipulated that "an additional amount of up to \$3 million shall be provided for Namibia following a report by the Administrator at the thirty-third session of the Governing Council to justify this amount" (para. 15 of decision 85/16).

2. Following an analysis of the utilization of the IPF resources for Namibia, the Administrator presented the report requested to the Governing Council at its thirty-third session in June 1986. In the report (DP/1986/23 dated 17 March 1986), the Administrator recommended that as those Namibians currently benefiting from United Nations system assistance were not in a position to raise revenues by the conventional means available to other States, notably taxation, an increase of up to \$US 3.0 million could be granted on an exceptional basis subject to the implementation of concrete measures aimed at promoting institutional self reliance and increased cost-effectiveness, particularly at the United Nations Institute for Namibia.

3. Following a general debate, the Council decided to request the Administrator "(a) taking into account the need for flexibility and understanding and, in close collaboration with the Council for Namibia and the Office of the Commissioner for Namibia, to prepare new action-oriented recommendations and proposals to maximize the cost-effective utilization of the increase in the Namibia IPF"; and "(b) to submit a report in this regard to the Council at its organizational session in February 1987 with a view to enabling it to consider the approval of additional funds (decision 86/29)". Subsequently, because the requisite consultations could not take place in time for the organizational meeting, the Administrator recommended in a Note (DP/1987/3), which the Council endorsed, the postponement of the consideration of the matter to the thirty-fourth session.

II. NATURE AND OUTCOME OF CONSULTATIONS

4. At its regular meeting in January 1986, the Senate of the United Nations Institute for Namibia (UNIN) had decided to have a detailed evaluation of the training and research activities of the Institute for the 10 years since its establishment. This evaluation was intended to determine the extent to which UNIN has been successful to date in fulfilling its mandate to train Namibians for public service in an independent Namibia and to undertake research into the various political and socio-economic subjects relating to Namibia. The terms of reference of the evaluation included an assessment of the cost-effectiveness of the activities and programmes of the Institute, as well as the formulation of an action-oriented strategy for the recruitment of Namibian staff.

5. The evaluation team, which included representatives of the United Nations Council for Namibia, the United Nations Commissioner for Namibia and UNDP, completed its work in early January 1987 and presented its report to the Senate of

the Institute in February 1987. The report is characterized by candour and objectivity. It discusses a wide range of substantive, organizational and administrative issues and makes recommendations intended to enhance the effectiveness of UNIN as an instrument in the training and preparation of civil servants for the administration and development of a future independent Namibia.

6. The Administrator does not intend to discuss in the present report the full scope of the recommendations adopted by the Senate. Reference will be made only to those aspects that relate to the concerns expressed by the Administrator in his report to the 33rd session of the Council (DP/1986/23). In this connection, special attention is drawn to the following:

(a) Staff Development: The Senate decided that there was a need to establish a staff development programme for Namibians at the Institute. In this connection, the evaluation team had recommended that such a programme should begin immediately with the annual attachment of at least one Namibian to each of the academic divisions of the Institute, taking into account the fact that this programme should also contribute to the development of cadres for the future public service of Namibia.

(b) Salary Scales: The evaluation team recommended new salary scales which represent a 33 per cent reduction to replace the current ones based on United Nations salary levels. In considering this recommendation, the Senate decided to "de-link" UNIN salaries from those of the United Nations and to use the scales proposed by the evaluation team as a general guideline. The Senate also decided to establish a committee which would, inter alia, determine the new salary structure based on the recommendations contained in the evaluation report. It was also decided that until the Senate has considered the report of the committee, no new appointments should be made and all vacant posts should remain frozen.

7. In addition to determining a new salary scale, this Senate committee, which included representatives of the Council for Namibia, the Commissioner for Namibia and UNDP, was charged with responsibility for working out the details of the implementation of all the recommendations adopted by the Senate and was requested to report thereon to the Senate at an extraordinary session scheduled for late April 1987.

III. CONCLUSION

8. The Senate of the Institute for Namibia brings together, among others, the President and other members of the Council for Namibia and the Commissioner for Namibia, as well as representatives of the Namibian people. Chaired by the Executive Secretary of the United Nations Economic Commission for Africa (ECA), it also includes a representative of the Administrator of UNDP. In addition to the representation in the Senate deliberations on the future of UNIN of all the parties involved in the matter, the Associate Administrator held subsequent consultations with the Commissioner for Namibia and the Rapporteur of the Committee on the United Nations Fund for Namibia on the agreement outlined in this report.

9. In light of the above and also taking into consideration other Namibian needs for development assistance, notably in the context of the Nationhood Programme, the Administrator believes that the concerns expressed in his report DP/1986/23 are on the way to being adequately addressed. However, it is noted that the precise manner of implementing the approved recommendations will be determined at the extraordinary meeting of the Senate in April 1987. The Administrator shall follow the developments in this regard and, if necessary submit a supplementary report to the Council.

IV. RECOMMENDATION OF THE ADMINISTRATOR

10. Taking the foregoing into consideration, the Administrator wishes to recommend to the Council to:

- (i) Exceptionally increase the fourth cycle IPF for Namibia by an additional amount of up to \$US 3 million;
- (ii) Authorize the Administrator to ensure that actual disbursement of this increase in the fourth cycle IPF shall be in consonance with the implementation of the decisions taken by the Senate of UNIN at its 24th meeting in February 1987 on restructuring the academic programme and salary scales;
- (iii) Request the Administrator to continue to co-operate with the United Nations Council for Namibia and the United Nations Commissioner for Namibia and to assist in as efficient a manner as possible, the development activities for Namibia funded from the Namibia IPF, taking into account the need for appropriate flexibility within the mandate of UNDP, as well as other development assistance activities for Namibians funded by that portion of the IPF for NLMs allocated to SWAPO.
