



REPUBLIC OF NAMIBIA  
MINISTRY OF AGRICULTURE, WATER AND FORESTRY



# CAPACITY BUILDING STRATEGY FOR RESETTLEMENT FARMERS

2017 – 2022



Food and Agriculture  
Organization of the  
United Nations



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## ACRONYMS

Term	Meaning
AALS	Affirmative Action Loan Scheme
AMTA	Agro Marketing and Trade Agency
CAADP	Comprehensive Africa Agriculture Development Programme
CLDP	Communal Lands Development Programme
FAO	Food and Agriculture Organization of the United Nations
DAPEES	Directorate of Agricultural Production, Extension and Engineering Services
DAPP	Development Aid from People to People
DARD	Directorate of Agricultural Research and Development
DRFN	Desert Research Foundation of Namibia
EU	European Union
FA	Farmer's Association
FIRM	Forum for Integrated Resource Management
FSP	Farmer Support Programme
GRS	Group Resettlement Scheme
GIZ	Gesellschaft für Internationale Zusammenarbeit – German Development Organisation
KfW	German Development Bank
MAWF	Ministry of Agriculture, Water and Forestry
MLR	Ministry of Land Reform
N\$	Namibian Dollar
NAB	Namibian Agronomic Board
NAP	National Agricultural Policy
NAU	Namibian Agricultural Union
NDP	National Development Plan
NECFU	Namibian Emerging Commercial Farmers Union
NGO	Non-Governmental Organisations
NNFU	Namibian National Farmers Union
NRP	National Resettlement Programme
NTA	Namibia Training Authority
NUST	National University of Science and Technology
PLAN	People's Liberation Army of Namibia
SDG	Sustainable Development Goals
SWATF	South West African Territory Force
UNAM	University of Namibia
VET	Vocational Education and Training
VTC	Vocational Training Centres



## FOREWORD

This Strategy sets out actions for achieving the Ministry of Agriculture, Water and Forestry and different stakeholders mandate and objectives during the period of 2017/2018 to 2020/2022. The strategy is set to contribute to the achievement of the NDP5 desired outcomes and the Namibia Harambee Prosperity Plan geared towards realizing the country's Vision 2030.

After independence the Government of the Republic of Namibia decided to assist landless Namibians by purchasing and demarcating commercial farms into small farming units for allotment to interested previously disadvantaged Namibians. This has led to many previously disadvantaged Namibians been resettled hence the increase in the number of farmers with little or no knowledge in agriculture production. The commercial farms that are currently being used for resettlement purposes are very important to maintain agricultural production and contribution towards the Gross Domestic Product (GDP). Hence drastic measures are needed to improve productivity on resettlement farms. The Government of the Republic of Namibia has taken deliberate actions to assist Resettled and Affirmative Loan Scheme Farmers in the country.

Thus, the Namibia Capacity Building Strategy for Resettled Farmers is aimed at building the required skills of resettled farmers. This includes the beneficiaries of the National Resettlement Programme, Group Resettlement Schemes and the Affirmative Action Loan Scheme. The Capacity Building Strategy for Resettled Farmers is divided into two distinct components;

- a) Pre-resettlement training: that would be provided to resettled farmers before resettlement. Thus training will be a pre-requisite before resettlement. While for beneficiaries for the Affirmative Action Loans Scheme Farmers, such training would be voluntary.
- b) Post-resettlement training: would be done after the farmers have been settled on the farm. This would be achieved by a mixture of short courses in specific topics, extension support and mentoring.

Since there is no strategy and programme in the country to assist resettlement and Affirmative Loan Scheme farmers, it is very important for the agricultural sector to provide harmonized extension services and to be purpose driven towards production, hence the importance of the first ever strategy and programme to be developed for Namibia. This strategy is the outcome of extensive and intensified consultation that Ministry of Agriculture, Water and Forestry which is mandate to promote, developed, managed and utilised agriculture, water and forestry resources systematically and vigorously conducted with all stakeholders to solicit their inputs during its formulation.



**Percy W. Misika**  
Permanent Secretary  
Ministry of Agriculture, Water & Forestry

## 1. INTRODUCTION

After Namibia gained independence in 1990 the new government initiated a land reform programme to address the imbalance that existed with the majority of the population denied access to land and 48% of the land being owned by only 4,500 white farmers which represented 0.2% of the total population. In that year the Ministry of Lands, Resettlement and Rehabilitation was established and later changed in 2015 to the Ministry of Land Reform (MLR).

The land reform program is based on three strategies outlined by the Agricultural (Commercial) Land Reform Act of 1995 and endorsed by Cabinet in the Land Reform Action Plan of 2006;

- a) The National Resettlement Programme (NRP) where large commercial farms are purchased by Government sub-divided and distributed to individual farmers.
- b) Group Resettlement Schemes (GRS) where an area of communal land is designated fenced and awarded to groups of disadvantaged Namibians. Beneficiaries are only given farming rights, not ownership rights.
- c) The Affirmative Action Loan Scheme (AALS) where soft loans, largely secured by Government, are provided by Agribank for individual farmers to purchase commercial agricultural land.

While these are the principal models, in practice there are some group schemes on former commercial farm-land and some people being awarded individual farms in communal areas with a vision of uplifting communal farmers to become more commercialized.

Targets were set for the re-distribution by 2020 of 5 million hectares under the NRP and GRS and 10 million hectares under the AALS. To date 5231 families have been resettled, out of which 3000 are resettled on GRS (55 farms) and 2000 on NRP (450 farms). An estimate of 330 farms still need to be purchased, thus an estimate of around 1500 more families are to be resettled in the future. The AALS has enabled 700 farmers to acquire 4.5 million hectares. In addition, 2.5 million hectares have been acquired by previously disadvantaged Namibians on a commercial basis.

While wishing to address past injustices, the Government of Namibia has no desire to see agricultural productivity fall as this forms an important component of the national economy. The change of ownership should not result in making land less productive.

A number of ministries have responsibilities to support the resettlement programme but the main responsibility for ensuring that the farmers have adequate capacity to use their land in a sustainable and profitable manner has rested with the MLR. Cabinet Resolution Decision No. 1<sup>st</sup> SP/17.02.15/001 directed that MAWF take on extension and advisory services to pre-and post resettlement farmers. MAWF appointed the Food and Agriculture Organization of the United Nations (FAO) to assist with the preparation of this Strategy for the capacity building of pre-and post resettlement farmers.

This Strategy considers the whole range of capacity development initiatives currently being undertaken and makes recommendations on improving the delivery of these services to



resettlement farmers. It is a guiding document to show how capacity building can be improved in the future by Government and other stakeholders.

While the lack of capacity of the farmers has been a contributor to the low productivity of resettled farms, there are other issues which contribute to the problem, but which cannot be rectified by training. Issues relate to selection of farmers, land tenure, farm viability, infrastructure, equipment, finance and level of government support. These issues are beyond the scope of this Strategy but, if not resolved, may hinder the achievement of a successful outcome to the programme.

## 2. OBJECTIVE OF STRATEGY

The Objective of this Strategy is to improve the capacities of resettled farmers to achieve sustainable productivity and livelihoods. The Outcome from this will be to increased yields and market orientated production in resettled farms. This will contribute to an overall goal of improved livelihoods, employment, food security and poverty reduction.

This Objective will be achieved by providing targeted support to address capacity gaps at all levels of both pre-and post resettled farmers on all types of resettlement farms. It will also build the capacities of the institutions that provide the capacity building services. The Strategy aims to achieve the following Outputs through the implementation of a number of specific activities;

Output 1: Effective system for planning of programmes and projects supporting resettlement established

Output 2: Capacities of resettled farmers in technical and managerial skills for achieving sustainable and commercially viable production strengthened.

Output 3: Strengthened capacities of training and advisory services of various stakeholders to support resettlement program.

## 3. LINK WITH GLOBAL, REGIONAL AND NATIONAL PRIORITIES

This Strategy contributes to number of Sustainable Development Goals (SDGs), particularly numbers 1 (End poverty in all its forms everywhere) and 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture). The proposed interventions also contribute to the Comprehensive Africa Agriculture Development Programme (CAADP), addressing specifically the component of natural resources, while at the same time being aligned with the targets set for the Malabo Declaration.

The programme for developing capacity of resettled farmers is supported by a number of national and sectoral policy instruments that are aimed at fighting poverty, food insecurity and unemployment. Of great significance is the long term perspective *Vision 2030* which articulates the agriculture sector's vision to have its activities modernized.





The *Fifth National Development Plan* (NDP5) (2017/18 – 2020/22) identifies agriculture as a priority area. “Desire Outcome 28: By 2022, Namibia is sustainably managing her natural resources over the NDP5 period”

The relevant sectorial legal instruments include: the *Agricultural (Commercial) Land Reform Act*, Act No 6 of 1995; the *National Resettlement Policy* and the *National Land Policy* forms the umbrella policies and legislation for land reform and resettlement activities.

The National Agricultural Policy (NAP) and its Strategy guide the development of the sector with the stated objective being “to increase agricultural production at both household and national levels and promote livelihood opportunities”. Other plans which address agriculture include Harambee Prosperity Plan, SWAPO Manifesto and MAWF Strategic Plan.

#### 4. EXISTING CAPACITY BUILDING INITIATIVES IN AGRICULTURE

Currently capacity building for farmers is fragmented between different institutions and there is no comprehensive programme to ensure that resettlement farmers are properly trained. The existing institutions, extension staff, mentors and others are currently not able to provide the required quantity and quality of training. This Strategy aims to strengthen the capacity of these institutions and to enable a significant scaling up of capacity building services.

To ensure that resettled farmers have the required capacities, MAWF will work with all relevant Ministries and other stakeholders including the private sector. They will lead a coordinated effort and engage other models of training and extension to achieve the required outcome. This Strategy lays out activities to develop such a comprehensive programme. Good coordination between the stakeholders is vital.

The main institutions currently offering farmer training are described below;

##### 4.1 Ministry of Agriculture Water and Forestry (MAWF)

Farmer training is the primary responsibility of the MAWF where the following two Directorates have a major training component while other Directorates provide training in their own specialised areas;

##### 4.1.1 Directorate of Agricultural Production, Extension and Engineering Services (DAPEES)

DAPEES play a leading role with one of its core functions being the provision of agricultural extension services. There is supposed to be an extension worker in each constituency, but some posts are vacant and the ratio of farmers to extension workers is very high, estimated to be more than 2,000 farmers to one, which far exceeds the FAO recommended ratio of 1 per 500 farmers.

Extension staff qualifications generally start at National Diploma in Agriculture and some have degrees. In some cases they do not feel confident that they have much to offer



experienced farmers in terms of practical as well as business skills. The quality and experience of extension workers should therefore be increased and they should be capacitated to make more use of farmer to farmer training techniques where the practical knowledge of farmers is shared.

#### *4.1.2 Directorate of Agricultural Research and Development (DARD)*

DARD has training centres located around the country and trains farmers and farm workers. Existing training facilities are not adequate to satisfy demand and other actors have tried to fill the gap.

There are two main agricultural training centres offering long and short courses in different aspects of agriculture. They have accommodation for 40 or more trainees.

- Tsumis Arid Zone Agriculture Centre in the Hardap Region – covers crops, livestock and water infrastructure.
- Mashare Agricultural Development Institute in Kavango East Region is currently being upgraded. They offer short courses in various subjects and have delivered 1 year courses with graduates being considered for inclusion in the Green Scheme.

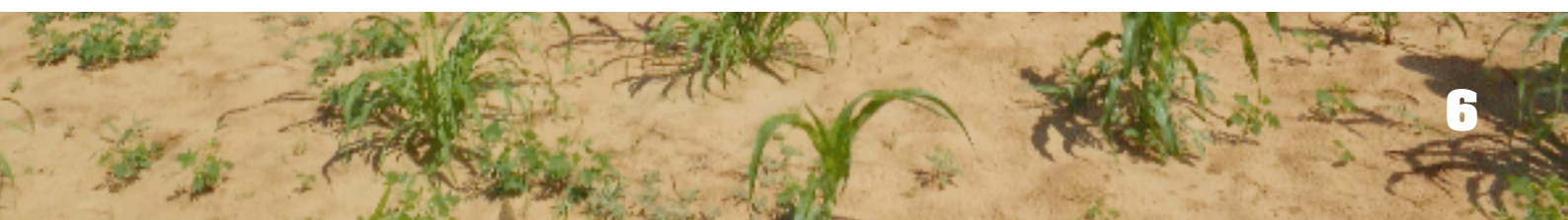
In addition to the above two centres, there are 14 livestock research stations of which 3 are set up for training with accommodation for 40 trainees. These stations carry out research into large and small stock, rangeland management, fodder production, dairy production and breeding indigenous varieties. There are also crop research stations at Kalimbeza (Zambezi), Mahenene (Omusati) and Manheim, Okashana (Oshikoto). These carry out trials and research into a variety of crops including rice, mahangu and vegetables as well as seed production. They provide advice to nearby farmers and carry out short informal training course.

Apart from training, DARD should play a key role in developing responses to challenges experienced by resettlement farmers, through applied research.

#### *4.2 Farmer Support Project (FSP)*

The Farmer Support Project (FSP) is a mentorship project that has its roots in the Emerging Farmers Support Programme of 2007-2009 by EU funding administered by the Namibia Agricultural Union (NAU) in partnership with the Namibia National Farmers Union (NNFU). Since 2010, FSP has been a project of the MLR, supported by the Federal Republic of Germany through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. Within the project, experienced farmers provide mentoring support to volunteer resettled, affirmative action loan scheme and communal farmers on a consultancy basis. Half of the finance for this project comes from the Agricultural Bank of Namibia (Agribank) and the other half from GIZ.

In accordance with the priorities of the country, a significant part of the training relates to livestock but there is also work on crop and horticulture production.





In addition FSP through its technical staff and mentors are used to conduct farm assessments on newly acquired farmland destined for redistribution and use that information to conduct training to those newly resettled farmers before occupancy of the land.

#### 4.3 Communal Lands Development Project (CLDP)

The Government of the Republic of Namibia (GRN) and the European Union (EU) signed a Financing Agreement to support the Governments' Programme for Communal Land Development (PCLD). Through an agreement with GIZ, the EU made funds available to the Farmers' Support Project (FSP) which is implemented by Agribank, to provide advisory services to PCLD sites. The Communal Land Development Project (CLDP) advisory services is operationalized under the management of the FSP. The program objective is to enhance sustainable land management practices, improve productivity and market-orientation through securing land rights, infrastructure investments and access to advisory services to allow beneficiaries in the communal areas to improve their livelihoods.

#### 4.4 AGRA ProVision

AGRA ProVision, a Division of Agra Limited, provides agricultural and industry related services to Namibian producers and other industry stakeholders. AGRA ProVision transfer industry knowledge and expertise via training, mentoring and access to data. In that way, producers are eventually able to implement and manage their own agri-business successfully. This includes training and mentoring programmes targeting farm workers, supervisors and managers at introductory and advanced levels on topics related to agricultural production and farm management. AGRA ProVision tailors its courses to meet the specific needs of trainees and charges a fee for its services.

#### 4.5 Vocational Training Centres

The Namibia Training Authority (NTA) is a parastatal with responsibilities for both regulation and implementation in the vocational training sector. The 7 Vocational Training Centres used to be operated by the Ministry of Education Arts and Culture but the Vocational Training Act of 2008 established the NTA which took over their management. There is currently a project to support the strengthening of the NTA, the Promotion of Vocational Education and Training (ProVET) funded by the German Government through GIZ. Students are able to get loans from the Namibia Students Financial Assistance Fund for enrolment.

They offer practical courses in subjects including motor mechanics, welding, brick-laying, and plumbing, crop production, livestock production and farm machinery. In agriculture they have developed six Level 2 and 3 vocational qualifications that have been registered recently on the National Qualifications Framework. The Level 2 course last a year whereas the Level 3 course is for 9 months. Individual components of the training (Unit Standards) can be given as stand-alone short courses. In the full course there may be 2 intakes per year of 20 people. The courses target school leavers and those preparing for employment in farm operations. The NTA and the Pro VET project are now supporting a number of vocational training providers to start implementing these courses in 2016. This includes their own Vocational



Training Centres (VTCs) at Rundu and Zambezi, MAWF training centres at Mashare and Tsumis and two private vocation training providers. There are several more training providers, both public and private, who have indicated their interest in providing this training. Most parts of Namibia will see the implementation of agricultural vocational training in the next 2-3 years.

#### 4.6 Private Agricultural Colleges

There are around 10-15 registered private agricultural colleges (Krumhuk, Grootfontein etc) around the country. Some are starting to adopt the new Level 2 and Level 3 agriculture qualifications developed under the Pro-VET project. The fees charged by these colleges mean that courses are currently only available to people that can afford them. They could run courses for resettlement farmers if some form of subsidy were available.

#### 4.7 Ministry of Higher Education Training and Innovation

Higher education institutes have a role in educating those who will probably go on to more senior positions as well as training of trainers for extension workers.

##### 4.7.1 *The University of Namibia (UNAM)*

The Faculty of Agriculture and Natural Resources at UNAM offers courses relevant to agriculture at Higher Diploma (3 years), B.Sc. (4 years) and M.Sc. (2 years) levels. The subjects include agriculture, animal health and veterinary medicine, animal sciences, crop sciences, agricultural economics and rangeland management. The Faculty of Agriculture is based at the Neudamm Campus east of Windhoek which has 10,187 hectares of land. The UNAM Ogongo Campus also focuses on Agriculture, Management of Natural Resources and Environmental Science. This campus is on a 4,350 ha farm which includes a game park.

##### 4.7.2 *Namibia University of Science and Technology (NUST)*

The former Polytechnic of Namibia is now NUST. The Department of Natural Resources and Agricultural Sciences offers M.Sc., B.Tech, Bachelor, and Diploma courses in Agriculture, Agricultural Management and Agribusiness Management. They also offer more managerial level short courses.

#### 4.8 Agriculture Business Development (AgriBusDev)

AgriBusDev was created as a specialised Agency of MAWF. It is a parastatal for irrigated grain and horticulture development. They manage the Green Scheme commercial farms and provide support, including skills transfer, to farmers with small plots who may move to larger farms once they have experience. The farmers undergo a significant training in agriculture before they are allocated Green Scheme farms. These are not resettlement farmers.

#### 4.9 Agro Marketing and Trade Agency (AMTA)

AMTA was created as a specialised Agency of MAWF. Their role is to coordinate and manage the marketing and trading of agricultural produce in Namibia with an emphasis on fruit, vegetables and grain. They manage the Fresh Produce Business Hubs and the National Strategic Food Reserve infrastructure with the goal of attaining food safety and food security in the country. AMTA works closely with AgriBusDev and the Namibian Agronomic Board



(NAB) as well as Agribank mentors. They give training on vegetable production for market. They carry out market research for both commercial and resettled farmers. A lot of this is achieved through demonstrations and farmer to farmer training.

#### 4.10 Meat Corporation of Namibia (MeatCo)

MeatCo is a meat processing company and the largest exporter of prime beef from Namibia. They have various programmes to promote the sustainability of beef production in Namibia including a mentorship extension programme with commercial producers and education support programmes to assist communal producers in commercial cattle production.

#### 4.11 Farmers' Organisations

There are three farmers unions in Namibia which could contribute to the capacity building of resettlement farmers. The three Unions should work closely together to assist all farmers in the country on both policy advocacy issues as well as practical support and extension services.

##### 4.11.1 Namibia National Farmers Union (NNFU)

The NNFU concentrates on communal farmers. They are opening offices across the country working with farmers associations and local unions to identify deficits and provide services. They organize information days and exchange visits and disseminate extension messages through radio and newspapers. There are local and 8 regional coops and farmer associations which need organizational and technical capacity building.

##### 4.11.2 Namibia Agricultural Union (NAU)

The NAU has a wide range of events, publications and activities aimed at supporting commercial farmers which includes a project to support emerging commercial farmers. They produce a magazine and radio programmes with news and information of relevance to farmers and the wider agriculture based industries.

##### 4.11.3 Namibia Emerging Commercial Farmers Union (NECFU)

NECFU was created more recently than the other unions to serve the interests of the Emerging Commercial Farmers. They have mostly an advocacy role.

#### 4.12 Non-Governmental Organisations (NGOs)

Few NGOs are working in the field of agriculture and often they have little experience in the subject. They work mostly in Group Resettlement Schemes with more disadvantaged people.

The Desert Research Foundation of Namibia (DRFN) provide support services through capacity building programmes related to their main thematic areas of land, water and energy. They were requested by the President's Office to assist with the San Development Programme. In Okongo the Field officers do training using specially contracted trainers.

Development Aid from People to People (DAPP) offer a 1 year course in Agriculture. This focuses on crop production and is at level 2 for people with a Grade 10 certificate

The NGO Komeho Namibia and NNF is also involved a little bit with farmer training.





## 5. CAPACITY BUILDING NEEDS

A number of areas have been identified where there are training needs among resettlement farmers. Relevant curricula will need to be developed and delivered at all levels in the following areas, though this is not an exhaustive list;

Farm Management - Financial Management; Business Planning; Human Resources; Record Keeping; Agribusiness; Value Addition; Market Research and Marketing; Import/Export.

Livestock Production – Rangeland management; Large Stock Production; Selective breeding and genetic material; Small stock production; Stocking rate and over-grazing; Animal disease control and vaccination; Castration and de-horning; Dairy farming; Training draft animals.

Crop Production – Field crops; Horticultural crops, Fodder crops; Rain-fed crop production; Irrigation operation and management; Seed beds and nurseries; Land preparation; Conservation Agriculture; Crop calendar; Crop spacing/thinning; Fruit tree production; Weed control, Insect and other pest control; Post harvest storage.

Formation and Management of Cooperatives (for GRS) – Group Organisation and Management; Financial Management; Responsibilities of Group Members; Penalties for non-Performance.

Soil Fertility and Land Suitability – Land Suitability for different crops and livestock; Fertilisers and Manure; Lime; Soil fertility management; Soil sampling; Interpretation of soil test results.

Farm Equipment and Infrastructure - Management of water points, Fences, roads and other infrastructure; Design, construction and maintenance of irrigation systems; Maintenance and repair of agricultural machinery.

Natural Resources Management - Sustainable management of forest resources; Tree planting; control of fire; Control of alien species; Bee keeping; Aquaculture; Human wildlife conflict.

## 6. CHARACTERISTICS OF RESETTLEMENT FARMERS

The original criteria to qualify for resettlement were “Members of the San people; ex-fighters of PLAN, SWATF and KOEVOETs; ex-refugees and returned people; disabled people; inhabitants of overpopulated communal areas”. A total of 243,000 Namibians potentially qualifies for resettlement using these criteria.

The minimum criteria for people interested obtaining a loan under Agribank Affirmative Action Loan Scheme are rather broader. They must be “a Namibian lacking land; being over 18 years old; and owning fewer than 150 large stock units or 800 small stock units”. This definition applies to almost all Namibians and dramatically increases the potential beneficiaries.

Another set of criteria of people targeted for resettlement is as follows;



- a) People who have neither land nor income nor livestock who are resettled under the Group Resettlement Scheme (GRS) in groups of between 5 and 100 families.
- b) People who have neither land nor income but have some livestock.
- c) People who have no land but do have income or livestock and need land to resettle for farming purposes.

The farmers targeted are thus a very mixed group of people with a diverse range of prior knowledge and experience in farming. The larger commercial farms may be resettled by people with a generally higher level of formal education and possible experience in business but perhaps little experience of farming.

Farmers in communal area may have experience in small scale farming but are less well equipped to manage commercial farms. Such farmers may work as individuals or as some form of association or cooperative.

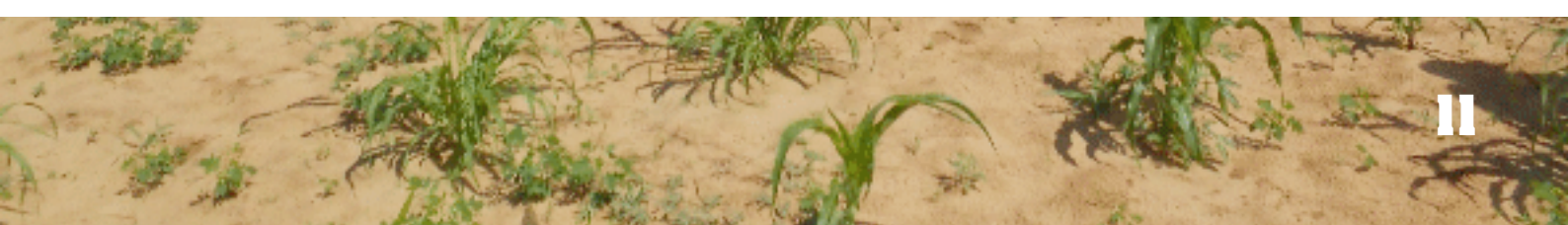
The Group Resettlement Schemes are intended for the more disadvantaged in society. They may have worked as labourers or even foremen on the big farms but are less likely to have a high level of formal education or experience in business skills.

The Namibia Capacity Building Strategy for Resettled Farmers is aimed at building the required skills in agricultural for all categories of resettlement farmers. This includes the beneficiaries of the National Resettlement Programme, Group Resettlement Schemes and the Affirmative Action Loan Scheme. The capacity building of resettled farmers can be divided into two distinct areas;

- a) Pre-resettlement training would be provided to resettled farmers before occupation. The attendance at such training should be seen as a pre-requisite before the Government would allocate resettlement land. With beneficiaries of Affirmative Action Loans, such training would be voluntary but highly recommended.
- b) Post-resettlement training would be done after the new farmers have occupied the land. It would be aimed at improving skills in areas that are found to be lacking, with particular focus on ensuring farmers are able to implement the specific management plan for the farm in question. This would be achieved by a mixture of short courses in specific topics, extension support and mentoring.

In addition to the resettled farmers themselves, there are farm managers, foremen and workers on farms who are often also lacking in the necessary skills. While there is a high turnover of staff on some farms, they should also be eligible to participate in short courses and extension support to improve their skills. The capacity building will also be open to people either in employment on farms or seeking to go into this field.

It is recommended that absentee landlords should have a farm manager with formal qualifications and preferably experience in agriculture. The Government should fund directly the employment of farm managers to support GRS farms where the beneficiaries have a low level of skills and experience. Such people would have the dual role of managing the farm and building the capacity of the GRS beneficiaries to manage on their own.



## 7. STRATEGY IMPLEMENTATION ARRANGEMENTS

Different stakeholders will play a crucial role in the implementation of the strategy however with capacity building; MAWF through DAPEES will be responsible for overall coordination, monitoring and quality control. DAPEES will also have a key role in implementation of the capacity building through the extension services. Other aspects of implementation will be carried out by different Government and non-Governmental partners as suggested in Annex 3.

## 8. STRATEGY ACTIVITIES

A need has been identified for a significant amount of capacity building for different categories of farmers both prior to resettlement as well as follow up once they have occupied their farms. In addition to this, there is need for training for farm managers and farm workers in specific skills. A number of institutions have been identified which are already providing training to farmers. The capacity of these institutions needs to be strengthened to meet the huge training needs of the resettlement programme. The Strategy can be broken down into three specific Outputs with Activities as shown below:

### Output 1: Effective system for planning and monitoring of programmes and projects supporting resettlement established

#### *Activity 1.1 – Stakeholder coordination platform is established aligning with existing coordinating platforms (National and Regional)*

This will involve the development of structures in MAWF for the coordination, procurement and quality control of capacity building services including non-conventional ones such as private sector, mentorship and services to be delivered by other institutions.

#### *Activity 1.2 Identify incentives to support resettlement and affirmative action loan scheme farmers*

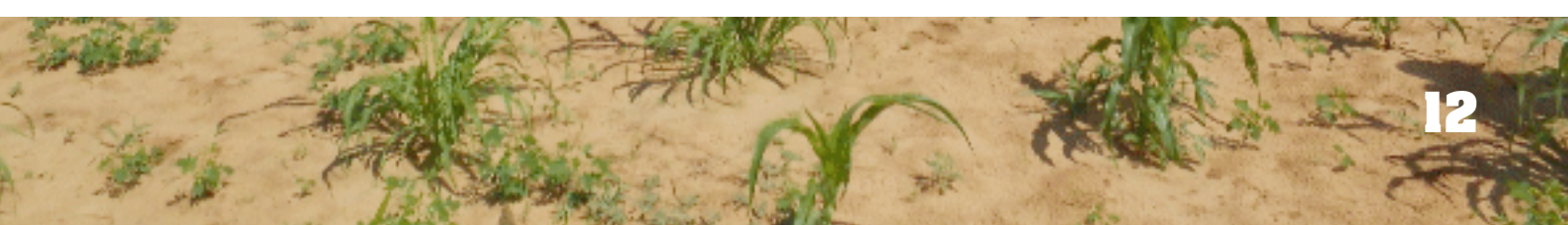
These incentives may be subsidies on agricultural inputs or training. Care must be taken as if farmers are provided too much for free they have less incentive to farm profitably. If training is free the beneficiaries are less serious but some resettlement farmers, particularly in the GRS, may not be able to pay for training. No subsidy should be introduced without a clear exit strategy. Any incentive regime must be affordable to Government and applied uniformly across the country. Some incentives may require changes in existing policies and the approval of any necessary budgetary provisions. Incentives given to resettlement farmers should not give them an unfair advantage over commercial farmers thus posing a threat to sustainable agricultural production in the country.

#### *Activity 1.3 Systematic On Farm Visit Developed*

Monitoring officers will make recommendations for further training required. In the worst case where it becomes apparent that the new farmer is not able to use the land productively, a recommendation should be made to MLR that the farm be re-allocated.

#### *Activity 1.4 – Effective system for monitoring and evaluation of programmes and projects supporting resettlement capacity building established*

Farmers who have been capacitated will be monitored periodically to see if the /skills are being utilized effectively.





*Activity 1.5 – Develop and use a monitoring tool for assessment of existing resettlement farms to determine status/needs/productivity*

Develop a tool to be used in the monitoring of the capacity building programme.

*Activity 1.6 – Evaluation including a farmer satisfaction survey of farmers on the training received*  
To be used to monitor the value of the different types of capacity building offered.

**Output 2: Capacities of resettled farmers in technical and managerial skills for achieving sustainable and commercially viable production strengthened.**

*Activity 2.1 - Conduct training needs assessment for resettlement farmers*

The capacity building needs of resettlement farmers will vary according to the prior education and experience of the farmer and the type of farming they will undertake. A training needs assessment identify the specific curricula and training packages that need to be developed by MAWF and partners.

*Activity 2.2 Deliver Pre-resettlement orientation courses*

Resettlement farmers currently get one week of pre-settlement training when they get their allotment letter by comparison to beneficiaries of the Green Scheme who go through up to a year of training. It is recommended that pre-resettlement training be extended at least 2 months but preferably 6 month. The course will cover farm management skills well as specialized modules depending on the type of farm they have been allocated. These courses should be practically orientated and will be developed and offered through the Agricultural Colleges and Vocational Training Centres. The same course could be offered on a voluntary basis to post-resettlement farmers who did not receive adequate training at the time. It is recognized that longer training would be difficult for some new farmers benefiting from the AALS or NRP who are in full time employment but such farmers should still attend a short introductory course and preferably employ a manager with the necessary experience. Beneficiaries of the GRS would receive shorter pre-resettlement training in practical skills but, where necessary, they will benefit from the services of a dedicated farm manager.

*Activity 2.3 - Plan and conduct topic specific short courses*

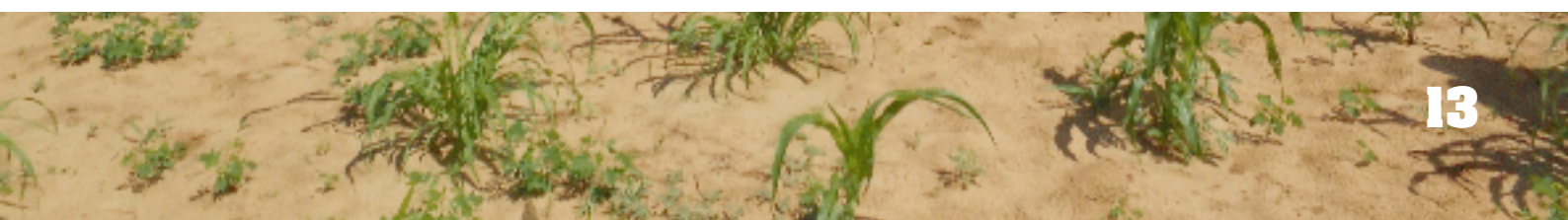
These would be up to 1 week courses on specific topics delivered at different levels for post resettlement farmers, farm managers and labourers. They courses could be delivered by Extension Officers on farm, particularly for the practical training of farm labourers. Other courses could be residential in Agricultural Colleges, evening sessions, Vocational Training Centres, Agricultural Research Stations or other parastatal or private sector organizations.

*Activity 2.4 – Develop the capacities of resettlement farmers through mentorship/facilitation by experienced farmers/extension workers*

The Farmer Support Project (FSP) project will be continued under the leadership of MAWF from July 2017 for another 3 years. FSP mentors to work in collaboration with extension staff members. MAWF to facilitate provision of mentorship by experienced farmers.

*2.5 Plan and hold Farmers Information days*

These would be 1 day demonstrations or exchange visits organised by extension services or producers' organisations to encourage farmer to farmer learning. This would help to spread



knowledge of best practices between farmers. These would be conducted within a limited geographical area to reduce costs.

#### *Activity 2.6 - Organise excursions for lead farmers*

These would be over a longer duration, perhaps one week, and a greater geographical distance. During the excursions the resettlement farmers may be exposed to successful farms, research stations and organisations working at different points on the value chain of whatever the farmers are producing to gain a fuller understanding of the requirements of the industry.

#### *Activity 2.7 – Capacitate Group Resettlement Schemes*

Some of the GRS farms are performing badly due to a lack of farm management skills in the group. As an interim measure a qualified farm manager could be appointed to manage such farms for up to 5 years. Such a manager may cover one or more farms. The manager would have the two parallel objectives of managing the farm profitable and training the group beneficiaries so that they will be able to manage it in the future. This may include direct training on farm or the identification of individuals to attend external training courses.

#### *Activity 2.8 - Support to livestock improvement for example through bull /ram scheme*

This will be managed under the auspices of DARD who have developed animal strains suitable for the different agro-ecological zones through selective breeding. Healthy bulls/rams of appropriate strains would be provided for breeding with the stock of farmers in the relevant regions so that the herd characteristics can be adapted to the local environment.

#### *Activity 2.9 – Support to farm improvement in line with agreed business plans for example through infrastructure development/equipment*

Capacity building may go further than training as some infrastructure improvements or equipment may be needed to enable new farmers to operate their farms effectively.

#### *Activity 2.10 Provide financial support to trainees to attend agricultural training institutions*

Some trainees will need financial support to attend training, especially for longer courses. A policy will need to be agreed as to what form of support can be given through grants or loans and who would qualify for such assistance.

**Output 3: Strengthened capacities of training and advisory services of various stakeholders to support resettlement program.**

#### *Activity 3.1 – Undertake skills needs assessment of trainers/facilitators/mentors/extension staff*

To ensure that the skill development needs of all extension and training staff are adequately identified

#### *Activity 3.2 – Recruit additional staff for DAPEES, MAWF to oversee capacity building activities for resettlement programmes and activities as already approved*

There is a need to train and recruit more qualified extension workers to bring the extension services up to the required strength to deliver the services required in the resettlement farms and other areas. There is little current capacity to expand the service into resettlement areas but this should be the focus of the planned expansion of the service.



*Activity 3.3 - Provide appropriate capacity building programmes for trainers/facilitators/mentors/extension staff*

This would arise from the training needs assessment and include the development and delivery of the necessary in-service training. It would include skills in Training of Trainers in institutions as well as developing the skills of trainers who interact directly with farmers

*Activity 3.4 - Procure vehicles required to carry out activities*

Purchase any necessary vehicles and other equipment needed to enable the extension service to deliver their work effectively. Fuel and any other running and maintenance expenses also need to be covered.

*Activity 3.5 - Development of Extension Suite online for Namibia*

The research activities of DARD should be coordinated closely with needs identified by farmers themselves. Extension Suite Online is an Internet based application designed to provide a linkage and information transfer mechanism between Agricultural Research, Extension Services and the farmers that they serve. The system facilitates and enhances the transfer of information by collecting, interpreting and transforming agricultural related data into useful and user friendly formats for use by Extension Practitioners and Farmers.

*Activity 3.6 - Recruit experienced and retired personnel for support as mentors during the implementation of the program*

Mentoring has been an important component of agricultural extension in the resettlement programme. The role of this Strategy is to provide and enforce standards to ensure that anyone identified as a mentor should have the requisite level of academic and practical experience to enable them to advise farmers appropriately. Not only should mentors have the necessary qualifications and experience but they should also undertake courses themselves in both technical and training skills. Mentors could be experienced active farmers, retired farmers and former MAWF staff.

*Activity 3.7 – Ensure training needs of resettlement farmers and trainers are catered for in the long term plans for developing the DARD Agricultural Colleges and Research Centres*

The capacity of the two main DARD training centres at Tsumis and Mashare and of the livestock and crop research stations, some of which are set up to carry out training, is not sufficient to meet the existing demand and will certainly be unable to cope with a significant increase in training of resettlement farmers. Each institution should be assessed and their capacity increased by one or more of the following;

- Refurbishment of training and accommodation facilities
- Purchase any necessary equipment and consumables for training
- Recruit suitably qualified new staff to run the required courses
- Train existing staff in new skill areas including adult education and management as well as technical skills

*Activity 3.8 – Upgrade facilities identified to increase their capacity to provide training to resettlement farmers*

The capacity of the existing training centres may be inadequate and require upgrading to accommodation, equipment or staff to enable them to deliver the programme.





*Activity 3.9 - Develop Curricula for a comprehensive package of pre and post resettlement courses to deliver the necessary skills to farmers at different levels*

The curricula will include all aspects of agriculture at all levels. In view of the mixed nature of some farms it is appropriate that all farmers be given an overview of the whole sector but some specialized modules and short courses should be offered with individuals being able to concentrate on the aspects of most relevance to them. MAWF should engage with the NTA to identify what additional support would be required to deliver this training to resettlement farmers.

*Activity 3.10 – Support training providers in the development of vocational training qualifications in agriculture*

Increase the range of courses and the number of students that can be trained at the Neudamm Campus and the Ogongo Campus. Where necessary upgrade facilities and recruit additional staff so that courses can include a higher proportion of practical agricultural training.

*Activity 3.11 - Research on best practices, knowledge generation and capacity building for the resettlement process*

Identify the best practices related to capacity building that have resulted in success among the resettlement farmers and upscale these models to other new farmers.

*Activity 3.12 – Provide for and strengthen organized agriculture structures*

Farmers Unions and Farmers associations potentially have an important role in building the capacity of their members. The need has been identified for strengthening the human resources and infrastructure of these organisations to provide such a service. While these institutions are independent from Government, some support may be given to build their capacities in this area.

## 9. IMPLEMENTATION PLAN AND BUDGET

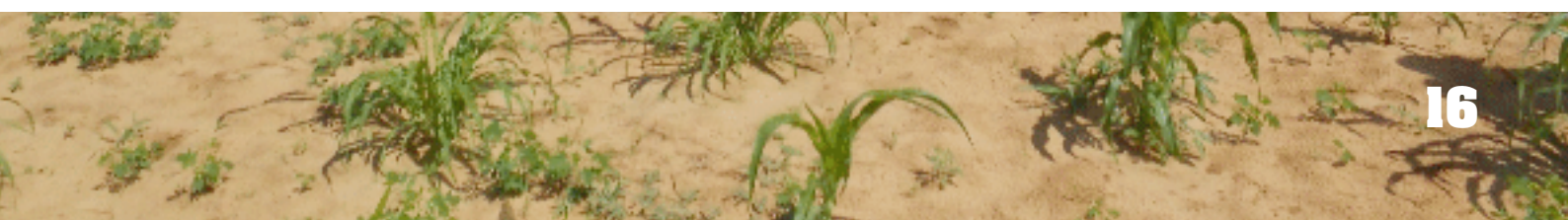
The implementation programme (Annex 1) shows that many activities will have to take place simultaneously and intensively in the early years of the Strategy as the training courses and systems are put in place and facilities are upgraded. After that, some activities will stop while others may continue indefinitely at a lower intensity.

A submission to Cabinet by MAWF dated 15<sup>th</sup> July 2015 requested approval for additional funding and staffing to deliver this service. The staffing complement in the submission was approved but only when the funds are available.

The indicative budget (Annex 2) shows the cost of extra-ordinary expenses only and not the cost of regular activities of the MAWF and other partners for which a budget already exists.

## 10. CONCLUSION

In conclusion it is clear that while there are a lot of different institutions running a variety of training activities for farmers, their overall capacity is not great enough to meet the additional needs of the resettlement programme. DAPEES needs to take a coordinating role in ensuring that between the different players, comprehensive coverage can be achieved across the country to deliver quality training and other support in a wide range of technical areas and for people with a different background knowledge of agriculture. This will help to ensure that



the productivity of the land can remain at existing levels in a sustainable way to ensure that the resettlement programme does not result in any adverse changes to the food security and national economy of Namibia.



## 11. ANNEX 1: IMPLEMENTATION PROGRAMME

Outputs/Activities		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
<b>1</b>	<b>Effective system for planning and monitoring of programmes and projects supporting resettlement established</b>					
1.1	Stakeholder coordination platform is established aligning with existing coordinating platforms (National and Regional)					
1.2	Identify incentives to support resettlement and affirmative action loan scheme farmers					
1.3	Systematic on farm visit programme developed					
1.4	Effective system for monitoring and evaluation of programmes and projects supporting resettlement capacity building established					
1.5	Develop and use a monitoring tool for assessment of existing resettlement farms to determine status/needs/productivity					
<b>2</b>	<b>Capacities of resettled farmers in technical and managerial skills for achieving sustainable and commercially viable production strengthened.</b>					
2.1	Conduct training needs assessment for resettled farmers					
2.2	Deliver Pre-resettlement orientation courses					
2.3	Plan and conduct topic specific short courses					
2.4	Develop the capacities of resettlement farmers through mentorship/facilitation by experienced farmers/extension workers					
2.5	Plan and hold Farmers Information days					
2.6	Organise excursions for lead farmers					
2.7	Capacitate Group Resettlement Schemes					
2.8	Support to livestock improvement for example through bull /ram scheme					
2.9	Support to farm improvement in line with agreed business plans for example through infrastructure development/equipment					
2.10	Provide financial support to trainees to attend agricultural training institutions					
<b>3</b>	<b>Strengthened capacities of training and advisory services of various stakeholders to support resettlement program.</b>					
3.1	Undertake skills needs assessment of trainers/facilitators/mentors/extension staff					
3.2	Recruit additional staff for DAPEES, MAWF to oversee capacity building activities for resettlement programmes and activities as already approved					
3.3	Provide appropriate capacity building programmes for trainers/facilitators/mentors/extension staff					
3.4	Procure vehicles required to carry out activities					
3.5	Development of Extension Suit online for Namibia					
3.6	Recruit experienced and retired personnel for support as mentors during the implementation of the program					
3.7	Ensure training needs of resettlement farmers and trainers are catered for in the long term plans for developing the DARD Agricultural Colleges and Research Centres					
3.8	Upgrade facilities identified to increase their capacity to provide training to resettlement farmers					
3.9	Develop curricula for comprehensive package of pre and post settlement courses to deliver the necessary skills to farmers at different levels					
3.10	Support training providers in the development of vocational training qualifications in agriculture					
3.11	Research on best practices, knowledge generation and capacity building for the resettlement process					
3.12	Provide for and strengthen organized agriculture structures					

### Key

	High level of activity
	Continuing activity



## 12.ANNEX 2: BUDGET

Intervention		Indicative Cost (N\$ '000,000)					
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total
<b>1</b>	<b>Effective system for planning and monitoring of programmes and projects supporting resettlement established</b>						
1.1	Stakeholder coordination platform is established aligning with existing coordinating platforms, (national and regional)	0.15	0.15	0.1	0.15	0.15	<b>0.75</b>
1.2	Identify incentives to support resettlement and affirmative action loan scheme farmers	0.15	0.16	0.13	0.13	0.13	<b>0.7</b>
1.3	Systematic on farm visit programme developed	2.6	2.6	2.6	2.6	2.6	<b>13</b>
1.4	Effective system for monitoring and evaluation of programmes and projects supporting resettlement capacity building established	0.05	0.05	0.06	0.07	0.09	<b>0.32</b>
1.5	Develop and use a monitoring tool for assessment of existing resettlement farms to determine status/needs/productivity	0.05	0.5	0.3	0.3	0.5	<b>1.65</b>
1.6	Evaluation including farmer satisfaction survey of farmers on the training received	0.05	0.05	0.18	0.09	0.18	<b>0.55</b>
<b>2</b>	<b>Capacities of resettled farmers in technical and managerial skills for achieving sustainable and commercially viable production strengthened.</b>						
2.1	Conduct training needs assessment for resettled farmers	3	3	1	1	1	<b>9</b>
2.2	Deliver Pre-resettlement orientation courses	0.5	1	0.5	0.5	0.5	<b>3</b>
2.3	Plan and conduct topic specific short courses	0.25	0.35	0.5	0.5	0.5	<b>2.1</b>
2.4	Develop the capacities of resettlement farmers through mentorship/facilitation by experienced farmers/extension workers	2.2	3.3	3.3	3.1	3.1	<b>15</b>
2.5	Plan and hold Farmers Information days	0.12	0.13	0.14	0.15	0.17	<b>0.71</b>
2.6	Organise excursions for lead farmers		0.1	0.1	0.1	0.1	<b>0.4</b>
2.7	Capacitate Group resettlement schemes		0.5	0.5	0.5	0.5	<b>2</b>
2.8	Support to livestock improvement through provision of bull /ram scheme	2	2.5	1.5	1.5	1.5	<b>9</b>
2.9	Support to farm improvement in line with agreed business plans for example through infrastructure development/equipment		20.55	30.35	30.35	40.35	<b>121.6</b>
2.10	Provide financial support to trainees to attend courses at agricultural training institutions			0.51			<b>0.51</b>
<b>3</b>	<b>Strengthened capacities of training and advisory services of various stakeholders to support resettlement program.</b>						
3.1	Undertake skills needs assessment of trainers/facilitators/mentors/extension staff	1.1	1.1	1	1	1	<b>5.2</b>
3.2	Recruit additional staff for DAPEES, MAWF to oversee capacity of building activities for resettlement programmes and activities as already approved	1.5	1.5	1.5	1.5	1.5	<b>7.5</b>
3.3	Provide appropriate capacity building programmes for trainers/facilitators/mentors/extension staff	3	3	1	1	1	<b>9</b>
3.4	Procure vehicles required to carry out activities	1.2	2.2	3.1	2.1	2.1	<b>10.7</b>
3.5	Development of Extension Suit online for Namibia		0.2	0.1	0.1	0.1	<b>0.5</b>
3.6	Recruit experienced and retired personnel for support as mentors during the implementation of the program	0.5	1	0.5	0.5	0.5	<b>3</b>
3.7	Ensure training needs of resettlement farmers and trainers are catered for in the long term plans for developing the DARD Agricultural Colleges and Research Centres	3	4	4			<b>11</b>
3.8	Upgrade facilities identified to increase their capacity to provide training to resettlement farmers		3	3	3	3	<b>12</b>
3.9	Develop curricula for comprehensive package of pre and post resettlement courses to deliver the necessary skills to farmers at different levels	5.5	8.5	3			<b>17</b>
3.10	Support training providers in the development of vocational training qualifications in agriculture	0.5	1				<b>1.5</b>
3.11	Research on best practices, knowledge generation and capacity building for the resettlement process	0.5	1	1	1	1	<b>4.5</b>
3.12	Provide and strengthen organized agriculture structures	0.05	0.05	0.05	0.05	0.05	<b>0.1</b>
	<b>TOTAL</b>						<b>262.35</b>

### 13. ANNEX 3: PROJECT LOGICAL FRAMEWORK

Main activities	Indicators	Targets	Lead Organisation	Implementing Organisations
<b>Output 1. Effective system for planning and monitoring of programmes and projects supporting resettlement established</b>				
1.1. Stakeholder coordination platform is established aligning with existing coordinating platforms (national and regional)	<ul style="list-style-type: none"> <li>• Identification of key stakeholders</li> <li>• Terms of reference adopted</li> <li>• Number of meetings held</li> <li>• Minutes documented and available</li> </ul>	<ul style="list-style-type: none"> <li>• TOR to be adopted in second quarterly meeting</li> <li>• Quarterly National and Regional meetings</li> </ul>	DAPEES	All Stakeholders
1.2 Identify incentives to support resettlement and affirmative action loan scheme farmers	<ul style="list-style-type: none"> <li>• Comprehensive incentive regime identified</li> <li>• Policy changes made to implement incentives</li> </ul>	<ul style="list-style-type: none"> <li>• Incentive regime developed</li> </ul>	DAPEES MLR	All stakeholders
1.3 Systematic on farm visit programme developed	<ul style="list-style-type: none"> <li>• Number of farm units visited</li> <li>• Alignment to agriculture sector execution plan</li> <li>• Development of annual operational plan</li> </ul>	<ul style="list-style-type: none"> <li>• Farms being visited in accordance with plan</li> </ul>	DAPEES	
1.4. Effective system for monitoring and evaluation of programmes and projects supporting resettlement capacity building established	<ul style="list-style-type: none"> <li>• M&amp;E system developed</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E system being followed</li> </ul>	DAPEES	
1.5. Develop and use a monitoring tool for assessment of existing resettlement farms to determine status/needs/productivity	<ul style="list-style-type: none"> <li>• Monitoring tool available</li> <li>• Annual assessment reports available</li> </ul>	<ul style="list-style-type: none"> <li>• Tool developed within year 1</li> </ul>	DAPEES	MLR, DARD with stakeholder consultation
1.6. Evaluation including farmer satisfaction survey of farmers on the training received	<ul style="list-style-type: none"> <li>• Undertake baseline and mid-term and final (at end of Strategy period) evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• 20% improvement in satisfaction</li> </ul>	DPBD/DAPEES	Farmers, training stakeholders, Namibia Statistics Agency
<b>Output 2. Capacities of resettled farmers in technical and managerial skills for achieving sustainable and commercially viable production strengthened.</b>				
2.1 Conduct training needs assessment for resettled farmers	<ul style="list-style-type: none"> <li>• Training needs documented</li> </ul>	<ul style="list-style-type: none"> <li>• Completed document</li> </ul>	DAPEES	Farmers and stakeholders
2.2 Deliver Pre-resettlement orientation courses	<ul style="list-style-type: none"> <li>• Number of pre settlement trainings conducted</li> </ul>	<ul style="list-style-type: none"> <li>• As per number of farmers resettled</li> </ul>	DAPEES/DARD	Other residential training as providers as required
2.3 Plan and conduct topic specific short courses	<ul style="list-style-type: none"> <li>• Number of training courses delivered</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of farmers attended at least one course</li> </ul>	DAPEES	All training providers
2.4 Develop the capacities of resettlement farmers through mentorship/facilitation by experienced farmers/extension workers	<ul style="list-style-type: none"> <li>• Number of mentor support visits</li> </ul>	<ul style="list-style-type: none"> <li>• 2,000/year</li> </ul>	FSP DAPEES	Other mentorship providers
2.5 Plan and hold Farmers Information days	<ul style="list-style-type: none"> <li>• Number of farm information days held</li> </ul>	<ul style="list-style-type: none"> <li>• 32/year</li> </ul>	DAPEES	Other training providers
2.6 Organise excursions for lead farmers	<ul style="list-style-type: none"> <li>• Number of farmers on excursions</li> </ul>	<ul style="list-style-type: none"> <li>• 320 farmers/year</li> </ul>	DAPEES	Other training providers
2.7 Capacitate Group resettlement schemes	<ul style="list-style-type: none"> <li>• Number of GRS capacitated</li> </ul>	<ul style="list-style-type: none"> <li>• 20 schemes trained per year</li> </ul>	DAPEES OPM	MLR
2.8 Support to livestock improvement through provision of bull /ram scheme	<ul style="list-style-type: none"> <li>• Number of beneficiaries of the scheme</li> </ul>	<ul style="list-style-type: none"> <li>• 60 farmers/year</li> </ul>	DARD	DAPEES
2.9 Support to farm improvement in line with agreed	<ul style="list-style-type: none"> <li>• Number of farms improved in line with</li> </ul>	<ul style="list-style-type: none"> <li>• 30 farms/year</li> </ul>	DAPEES	MLR

business plans for example through infrastructure development/equipment	business plans				
2.10 Provide financial support to trainees to attend courses at agricultural training institutions	<ul style="list-style-type: none"> <li>Number of trainees supported to attend agricultural training institutions</li> </ul>	<ul style="list-style-type: none"> <li>30/year</li> </ul>	DARD	NTA	
<b>Output 3. Strengthened capacities of training and advisory services of various stakeholders to support resettlement program.</b>					
3.1 Undertake skills needs assessment of trainers/facilitators/mentors/extension staff	<ul style="list-style-type: none"> <li>Assessment available and informs recruitment and training</li> </ul>	<ul style="list-style-type: none"> <li>Assessment complete</li> </ul>	DAPEES	DAPEES	
3.2 Recruit additional staff for DAPEES, MAWF to oversee capacity of building activities for resettlement programmes and activities as already approved	<ul style="list-style-type: none"> <li>Approved positions filled</li> </ul>	<ul style="list-style-type: none"> <li>One extension officer plus two technicians per region</li> </ul>	DAPEES	DAPEES	
3.3 Provide appropriate capacity building programmes for trainers/facilitators/mentors/extension staff	<ul style="list-style-type: none"> <li>Number of trainers/facilitators/ mentors/ extension staff undergoing in-service training</li> <li>Needs assessment targets met</li> </ul>	<ul style="list-style-type: none"> <li>30 existing staff trained/year</li> </ul>	DAPEES	Training service providers	
3.4 Procure vehicles required to carry out activities	<ul style="list-style-type: none"> <li>Number of 4x4 vehicles purchased</li> <li>Ongoing running costs</li> </ul>	<ul style="list-style-type: none"> <li>Thirty vehicles procured</li> </ul>	DAPEES		
3.5 Development of Extension Suit online for Namibia	<ul style="list-style-type: none"> <li>Extension Suit online operational</li> </ul>	<ul style="list-style-type: none"> <li>Extension officers have access to suite by end of year 1</li> </ul>	DARD	DAPEES	
3.6 Recruit experienced and retired personnel for support as mentors during the implementation of the program	<ul style="list-style-type: none"> <li>Number of experience staff identified and recruited as mentors</li> </ul>	<ul style="list-style-type: none"> <li>At least 5 per region</li> </ul>	FSP	DAPEES, Agribank, AGRA Pro-Vision, CLDP, Meatco, Meatboard, CAN	
3.7 Ensure training needs of resettlement farmers and trainers are catered for in the long term plans for developing the DARD Agricultural Colleges and Research Centres	<ul style="list-style-type: none"> <li>Long term plans of DART include provision for resettlement farmers</li> </ul>	<ul style="list-style-type: none"> <li>Plans produced</li> </ul>	DARD	DAPEES, other stakeholders	
3.8 Upgrade facilities identified to increase their capacity to provide training to resettlement farmers	<ul style="list-style-type: none"> <li>Number of institutions upgraded</li> </ul>	<ul style="list-style-type: none"> <li>18 institutions upgraded</li> </ul>	DARD	DAPEES	
3.9 Develop curricula for comprehensive package of pre and post settlement courses to deliver the necessary skills to farmers at different levels	<ul style="list-style-type: none"> <li>Curricula developed for all required long and short courses</li> </ul>	<ul style="list-style-type: none"> <li>Development of curricula complete</li> </ul>	DAPEES	All training providers	
3.10 Support training providers in the development of vocational training qualifications in agriculture	<ul style="list-style-type: none"> <li>Number of qualifications developed</li> <li>Number of institutions offering these qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Eight qualifications at level 2-5</li> <li>8 institutions offering qualifications</li> </ul>	NTA		
3.11 Research on best practices, knowledge generation and capacity building for the resettlement process	<ul style="list-style-type: none"> <li>Number of studies completed and made public</li> </ul>	<ul style="list-style-type: none"> <li>At least 4 studies per year</li> </ul>	DARD NUST UNAM		
3.12 Provide for and strengthen organized agriculture structures	<ul style="list-style-type: none"> <li>Number of farmers associations and other groups supported and strengthened</li> </ul>	<ul style="list-style-type: none"> <li>All farmers associations have a constitution and bylaws</li> </ul>	DAPEES DPBD	Farmers Associations, Farmers Unions, FIRM	





**REPUBLIC OF NAMIBIA**  
**MINISTRY OF AGRICULTURE, WATER AND FORESTRY**



**Food and Agriculture  
Organization of the  
United Nations**