

Republic of Namibia
Ministry of Regional and Local Government, Housing and Rural Development

**Information Collection and Analysis
for One Region One Initiative
in Namibia**

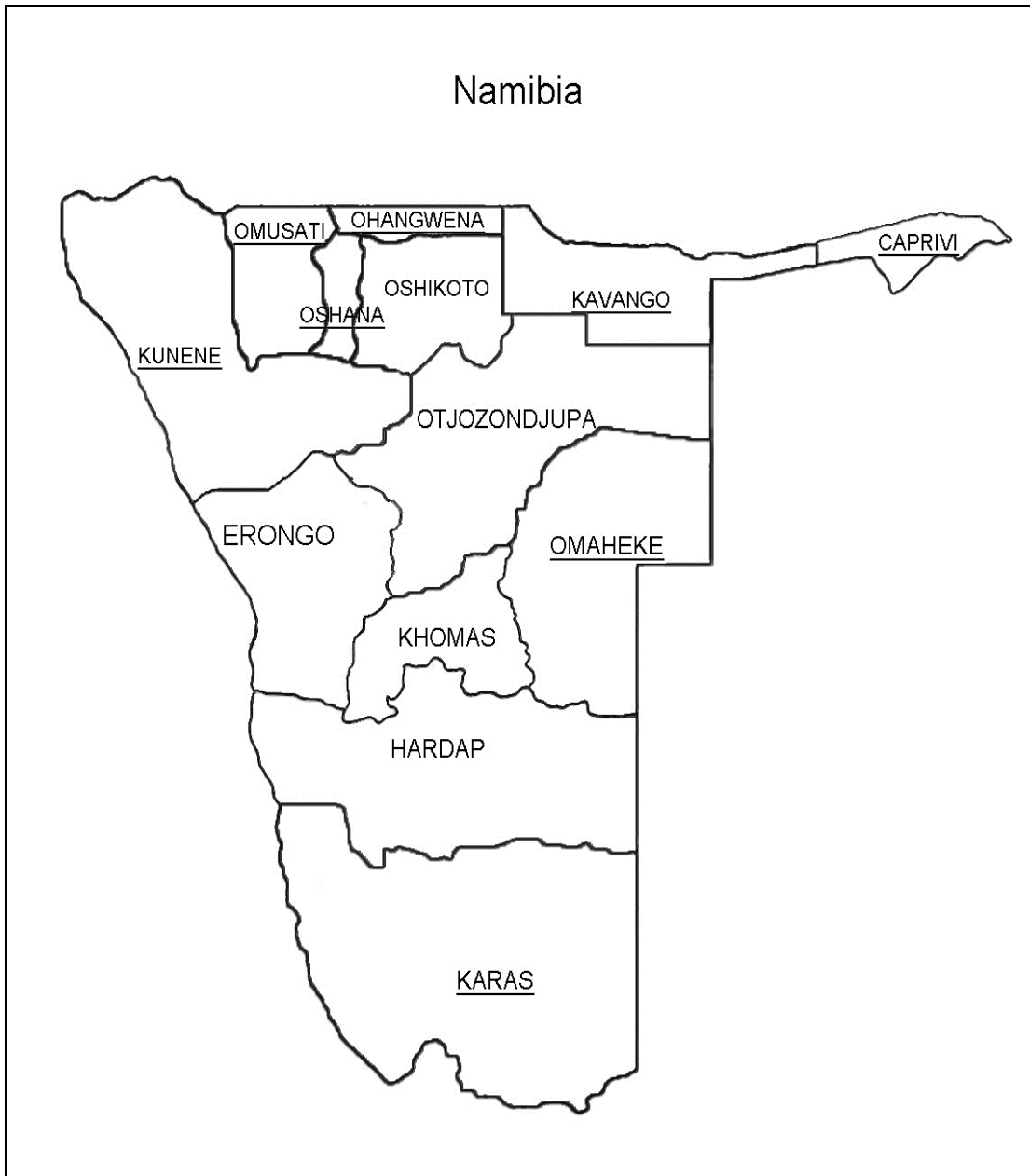
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Map



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Abbreviations

ADC	Agricultural Development Center
ACLO	Assistant Cooperative Liaison Officer
AECID	Agencia Española de Cooperación Internacional para el Desarrollo (Spanish Agency for International Development Cooperation)
AIDS	Acquired Immunodeficiency Syndrome
BGR	Bundesanstalt für Geowissenschaften und Rohstoffe (Federal Institute for Geosciences and Natural Resources)
BSSP	Business Support Service Programme
CBNRM	Community-based Natural Resource Management
CBO	Community-Based Organizations
CCA	Climate Change Adaptation
CFNEN	Community Forestry in North-Eastern Namibia
COSDEC	Community Skills Development Center
COSDEF	Community Skills Development Foundation
CPP	Country Pilot Partnership
CRIAA	Centre for Research Information Action in Africa
CYB	Credit for Youth in Business
DBN	Development Bank of Namibia
DCD	Division of Cooperative Development
DED	Deutscher Entwicklungsdienst (German Development Service)
DEES	Directorate of Extension and Engineering Services
DoF	Directorate of Forestry
DRDC	Directorate of Rural Development Coordination
EAS	Equipment Aid Scheme
ERSMA	Erongo Small-scale Miners' Association
EIF	Environmental Investment Fund
EU	European Union
EWG	Eudafano Women's Cooperative
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (German Agency for International Cooperation)
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (German Agency for Technical Cooperation)
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IFC	International Finance Cooperation
IGAF	Income Generating Activities Funds
INP	Indigenous Natural Product
ISLM	Integrated Sustainable Land Management
JICA	Japan International Cooperation Agency
JKUAT	Jomo Kenyatta University for Agriculture Technology
KARSMA	Karas Regional Small Miners' Association
KfW	Kreditanstalt für Wiederaufbau (Reconstruction Credit Institute)
KNDA	KOMEHO Namibia Development Agency

KUNSMMA	Kunene Small-Scale Miners Association
LISUP	Livelihood Support Programme
LIPROSAN	Livelihood Programme for the Okongo San Resettlement Projects
LRAC	Land Reform Advisory Commission
MAWF	Ministry of Agriculture, Water and Forestry
MBS	Malawi Bureau of Standard
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MDG	Millennium Development Goal
MET	Ministry of Environment and Tourism
MFMR	Ministry of Fisheries and Marine Resources
MGECW	Ministry of Gender Equality and Child Welfare
MHSS	Ministry of Health and Social Services
MLR	Ministry of Lands and Resettlement
MLSW	Ministry of Labor and Social Welfare
MME	Ministry of Mines and Energy
MOA	Memorandum of Agreement
MPYRC	Multi-Purpose Youth Resource Center
MRLGHRD	Ministry of Regional and Local Government, Housing and Rural Development
MTI	Ministry of Trade and Industry
MYNSSC	Ministry of Youth, National Service, Sport and Culture
NAB	Namibian Agronomic Board
NACSO	Namibian Association of Community-Based Natural Resource Management (CBNRM) Support Organizations
NBC	Namibian Broadcasting Corporation
NDC	Namibian Development Corporation
NDP	National Development Plan
NGO	Non-Governmental Organization
NHIES	Namibia Household Income and Expenditure Survey
NNF	Namibia Nature Foundation
NNFU	Namibian National Farmers' Union
NPC	National Planning Commission
NTA	Namibian Training Authority
NTFP	Non-Timber Forest Products
NYC	National Youth Council
NYCS	Namibia Youth Credit Scheme
OAT	OMBA Art Trust
ODA	Overseas Development Agency
ODOP	One District One Product
OHPA	Olushandja Horticultural Producers Association
ONF	OROI National Forum
ONS	OROI National Secretariat
ORC	OROI Regional Committee
OROI	One Region One Initiative
OVOP	One Village One Product
PPO	Producer and Processor Organization
RDC	Rural Development Center
RDCC	Regional Development Coordination Committee
RYDC	Rural Youth Development Center
SADC	Southern African Development Community

SES	Senior Experten Service
SGP	Small Grants Programme
SHDC	Sustainably Harvested Devil's Claw
SME	Small and Medium Enterprise
TMU	Training and Monitoring Unit
TOT	Training-of-Trainers
UNAM	University of Namibia
UNEP	United Nations Environmental Programme
UNDP	United Nations Development Programme
VTC	Vocational Training Center
WWF	World Wide Fund for Nature

Background and Outline of the Study

1 Background and Objectives of the Study

(1) Study Background

The “One Village One Product” (OVOP) movement, a community-based activity aiming to achieve a self-reliant local economy built on a spirit of self-help and self-confidence, originated from Oita Prefecture, Japan. The OVOP’s objective in Oita was not simply the development of specific products/services but the re-vitalization of the local economy. Having strong interest in the OVOP approach mainly due to its close link with the government’s National Development Plan 3 under the theme of “Deepening Rural Development”, the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD) in Namibia adopted in February 2011 the “Concept Paper, One Region One Initiative, a Namibian Application of One Village One Product”. MRLGHRD decided to implement a pilot phase of One Region One Initiative (OROI) with a view to testing the implementing framework described in the Concept Paper, accumulating lessons, and improving the framework, if necessary, so that the conceived approach suits the Namibian context.

Against this backdrop, MRLGHRD selected eight regions - Caprivi, Kavango, Ohangwena, Oshana, Omusati, Kunene, Omaheke and Karas – as candidate pilot regions for OROI taking into consideration the availability of natural resources, the performance and commitment of the Regional Council and communities and the balance of ethnicities, and then conducted a pre-feasibility study from October to November 2011 to preliminarily identify possible OROI products / groups. Based on the report of that pre-feasibility study, MRLGHRD requested Japan International Cooperation Agency (JICA) to conduct a Study for Information Collection and Analysis through which more detailed information would be collected about groups/products and stakeholders, based on which four pilot regions will be able to finally be selected.

(2) Study Objectives

The primary objective of this Study was to identify the potential OROI pilot projects in the eight target regions and collect and compile detailed information about the products/groups and stakeholders so that MRLGHRD is able to make a final decision on the selection of OROI pilot regions and projects. The Study team also collected information necessary for defining the scope and framework of JICA’s future assistance for OROI in Namibia.

The following are the expected outputs of the Study:

- (a) Examination of OROI candidate regions, groups and products/services;
- (b) Identification of technical and business support services accessible to future OROI groups;
- (c) Recommendations on the selection of pilot OROI groups and regions; and
- (d) Recommendations on OROI implementation structure and procedures.

2 Study Area

The Study focused on the eight regions - Caprivi, Kavango, Ohangwena, Oshana, Omusati, Kunene, Omaheke and Karas – that were designated by MRLGHRD as primary target areas from which candidates for OROI pilot projects should be identified.

3 Study Team Members

Team Leader / Institution Analysis	Mori, Shinichi (IMG Inc.)
Team Member / Product Analysis	Watanabe, Miku; Kanuka, Setsuko (IMG Inc.)

4 Methodology of the Study

This Study was conducted based on information collected through field surveys in the eight target regions and Windhoek, during which interviews were conducted with potential OROI groups, Governmental agencies, donors and Non-Governmental Organizations (NGOs), supplemented by domestically collected information. The field surveys were conducted jointly by Study Team members and officials from the Directorate of Rural Development Coordination of the Ministry of Regional and Local Government, Housing and Rural Development. The potential projects for OROI were proposed by the Regional Council and the regional offices of line ministries in each of the target regions. A Regional Development Coordinating Committee (RDCC) meeting was also convened in the Kavango, Omusati, Kunene, and Karas regions where the objectives of the Study were explained and potential projects in the region were proposed by participants (regional offices of line ministries).

The complete study period spanned from March to July 2012, while field surveys were conducted from April to June 2012.

5 Summary of the Recommendation on the Selection of Pilot Regions

In line with MRLGHRD's objective in conducting the OROI pilot phase, the Study Team proposed the following conditions as minimum requirements to be applied in the selecting of pilot regions:

- (a) The pilot region has at least one project (not a model project) that is rated A or B with the proposed rating system. Taking into consideration that the support of C-rated projects would be a long-term process and that neither MRLGHRD nor the Regional Councils have yet sufficient human resources to tackle the multitude of issues inherent in these C-rated projects, it was recommended that only A- or B-rated projects be designated as pilot OROI projects; and
- (b) The Regional Council of the pilot region has a certain level of implementation capacity, which can be judged from the degree of the Regional Council's involvement in the identification and information collection process for candidate OROI projects. The OROI Regional Committee (ORC) must play an important role in the implementing of OROI projects. It was observed through this Study that there are no significant regional differences in the structure, human

capacity, and outreach programs of the regional offices of line ministries. The major factors that determine the regional-level implementing capacity are: (1) the RDCC's function; (2) the initiatives of the key personnel in the Regional Council (Chief Regional Officer, Chief Economic Planner, and Deputy Director of Rural Services); and (3) the relationship between the Regional Council and line ministries' regional offices. (1) and (3) are closely related; for example, RDCC is apparently not functioning in the Oshana and Caprivi regions and thus the relationships between the Regional Council and line ministries' regional offices are weak in these regions

The following table shows the state of the eight regions' fulfillment of the above-mentioned two conditions and the results of the pilot regions selection.

Region	Rating Results				Implementing Capacity	Conclusion
	A	B	C	D		
Caprivi	2	-	-	2	Insufficient	-
Kavango	1	1(+2)	-	1	Sufficient	Pilot region
Ohangwena	-	2	2	-	Sufficient	Pilot region
Oshana	(+1)	2	1	-	Insufficient	-
Omusati	-	-	1	1	Sufficient	Recommended as an additional pilot region
Kunene	-	-	1	2	Sufficient	-
Omaheke	1	1	3	1	Sufficient	Pilot region
Karas	-	-	2	7	Sufficient	-

(“+” are model projects)

In addition to the three regions that meet the two proposed criteria, the Study Team recommended the Omusati region as an additional pilot region. Although the group “Olushandja Horticultural Producers Association” was rated as C due to the lack of uniqueness and current low profitability in the production of vegetables and fruits, the group itself is well managed and thus it has good potential for growth if a linkage is created between the group and potential buyers through OROI.

Chapter 1 Profiles of the Eight Target Regions

1.1 Overview of the Eight Target Regions

Table 1-1 shows an overview of the major characteristics of the eight target regions.

Unemployment rates in Caprivi and Kavango are the lowest among all the regions at 25.3% and 23.0% respectively, which reflects the regions' relatively good performance of tourism-related businesses and agriculture-based industries including cattle farming.

Most of the population of the Ohangwena region, the most populated region after Khomas with the highest population density (22.27 persons/km²) among all Namibian regions, reside in rural areas (98.9%). The Ohangwena and Omusati regions present similar characteristics with the unemployment rates of these regions being the highest at 61.6% and 53.7%, respectively, which represents the imminent need for the creation of rural-based employment opportunities in these regions.

Oshana is the smallest region in terms of geographical area, with the highest share (31.2%) of urban population among the regions in northern Namibia. It is expected that the close proximity from production centers in rural areas to the markets in urban areas will increase OROI products' viability in this regions.

In contrast with the Ohangwena region, the Karas region's population density (0.48 person/km²) is the lowest among all the regions in Namibia, while the share of its urban population (53.2%) is the highest among the eight target regions. This reflects the fact that a large portion of the region's vast area is not utilized economically and that the rural population of the region is widely scattered, making the provision of public services to the rural residents very costly. Population density is also low in the Kunene and Omaheke regions; among other factors, cost-efficiency needs to be carefully worked out in these three regions when identifying and selecting OROI projects.

Table 1-1 Overview of the Eight Target Regions

	Caprivi	Kavango	Ohangwena	Oshana	Omusati	Kunene	Omaheke	Karas
Area size (km ²) ¹	14,528	48,463	10,703	8,653	26,573	115,293	84,612	161,215
Population (persons) ²	73,379	221,810	223,549	140,180	222,256	56,866	56,744	67,353
Ranking in Population (13 regions)	9	4	2	6	3	12	13	10
Urban Population (%)	26.4	20.0	1.1	31.2	0.8	29.3	26.0	53.2
Rural Population (%)	73.6	80.0	98.9	68.8	99.2	70.7	74.0	46.8
Population Density (per km ²) ³	6.90	5.86	22.27	19.76	8.86	0.65	0.74	0.48
Ranking in Population Density (13 regions)	5	6	1	2	4	11	10	13
School Attendance Rate (aged 6-16) ⁴	92.5	90.5	92.0	94.5	93.7	67.4	78.9	91.3
Adult Literacy Rate (aged 15+) ⁵	85.8	80.9	85.2	93.5	88.5	67.9	68.7	93.2
Youth Literacy Rate (aged 15-24) ⁶	94.4	95.4	95.4	98.7	96.4	75.3	78.5	99.1
Human Immunodeficiency Virus (HIV) Prevalence Rate ⁷	42.6	18.2	18.2	24.9	20.8	9.5	13.8	18.7
Unemployment Rate ⁸	25.3	23.0	61.6	44.2	53.7	30.1	31.6	32.9
Youth Unemployment Rate (aged 15-34) ⁹	75.7	76.9	83.7	56.2	81.9	55.2	60.3	49.1
Households by Main Source of Income (%) ¹⁰								
Salaries & Wages	34.4	30.1	19.6	42.8	19.5	49.4	53.3	70.1
Subsistence farming	24.3	45.7	48.6	23.5	59.6	15.8	11.8	2.1
Pension	14.8	11.5	19.6	13.8	13.2	13.1	16.9	11.7
Business income	17.5	7.5	5.1	12.7	4.4	6.5	7.4	5.3

¹ National Planning Commission (NPC). (2001) Census Indicators.

² Ministry of Labour and Social Welfare. (2008) Namibia Labour Force Survey 2008.

³ NPC. (2010). Namibia Household Income and Expenditure Survey 2009-2010 (NHIES).

⁴ Ibid. School Attendance Rate (aged 6-16) refers to the percentage of the population ages 6-16 who have been to school.

⁵ Ibid.

⁶ Ibid.

⁷ Hopwood, G., Hunter, J., & Kellner, D. (2007). The impact of HIV/AIDS on the electoral process in Namibia.

⁸ NPC. (2010). NHIES

⁹ Ministry of Labour and Social Welfare. (2008) Namibia Labour Force Survey 2008.

¹⁰ NPC. (2010). NHIES

1.2 Regional Profiles

Table 1-2 provides the profiles of the eight target regions, highlighting their current development status in terms of economy, roads and transport, and agriculture.

Table 1-2 Profiles of the Eight Target Regions

	Economy	Roads and Transport	Agriculture
Caprivi	The region has a good potential in agriculture production and tourism. There are four perennial rivers (the Zambezi, Kwando, Linyathi and Chobe). The river system and floodplains form the basis for flora and fauna development with its rich natural endowment of vegetation, game, fish, rivers and wildlife providing a substantial potential for economic and tourism development. ¹¹ . Wildlife parks have made the region a favored tourist destination in Namibia.	The main regional centers are connected by paved roads such as the Trans Caprivi Highway (which links central Namibia via Grootfontein, Rundu, Bagani and Katima Mulilo to the Chobe Game Reserve in Botswana and Victoria Falls in Zimbabwe) and the Trans Kalahari Highway (from Gobabis to Ghanzi in Botswana) ¹² .	The region is suitable for livestock rearing. In 2003, 84% of households owned cattle, roughly 50% owned chickens, and approximately 20% owned goats. In relation to crop farming, maize, pearl millet (mahangu) and sorghum dominate in Caprivi area with maize, which is produced under rain-fed conditions, being the most important crop. Other minor crops grown in the region include pumpkins, beans and groundnuts with cotton and sunflower being the two cash crops promoted in the region ¹³ . A large scale sugar plantation in the Liambezi Lake area is expected to become operational in the National Development Plan (NDP)3 (2007/8-2011/12) ¹⁴ .
Kavango	The region has significant potential for tourism development due to its geographical location, culture, flora and fauna. Commerce and industry in Kavango are predominantly driven by retail trade, tourism-related business and small-scale manufacturing. Other economic activities in the region include the recent development of aquaculture, which has great potential for expansion. The construction and development of the Rundu waterfront will further stimulate the growth and economic potential of the region. ¹⁵ .	There is a particular scarcity of north-south roads in the region, apart from the Rundu-Grootfontein main road and a major highway connecting Rundu to the Ohangwena region, which will soon be completed. The construction of the Trans Caprivi Highway has also strengthened the tourism sector with Rundu also having a small airstrip that is able to accommodate medium-sized tourist groups or cargo aircrafts. That said, there is still much potential for tourism infrastructure development ¹⁶ .	Cattle raising is the most important enterprise in the region. Subsistence crop production is also a major activity for most rural people. The major cereals grown in the region are pearl millet, maize and sorghum. There are some small gardens along the Kavango River owned by either individuals or groups (usually women) where tomatoes, carrots and cabbages are grown for sale at the open markets or along the main roads ¹⁷ .

¹¹ Parliament of Namibia. (2008). Caprivi. http://www.parliament.gov.na/constituencies_show.php?const_id=5 on 20 March 2012.

¹² Afrizim. (2011). Retrieved from http://www.afrizim.com/travel_guides/Caprivi/Getting-There.asp on 20 March 2012.

¹³ MAWF. (2003). Baseline Survey of the Impact of Agricultural Extension Services in Caprivi Region.

¹⁴ Parliament of Namibia. (2008). Caprivi. http://www.parliament.gov.na/constituencies_show.php?const_id=5 on 20 March 2012.

¹⁵ Parliament of Namibia. (2008). Kavango. http://www.parliament.gov.na/constituencies_show.php?const_id=28 on 20 March 2012.

¹⁶ Wikipedia. (2012). Kavango Region. Retrieved from http://en.wikipedia.org/wiki/Kavango_Region on 20 March 2012.

¹⁷ MAWF. (2003). Baseline Survey of the Impact of Agricultural Extension Services in Kavango Region.

	Economy	Roads and Transport	Agriculture
Ohangwena	Eenhena, the capital city of Ohangwena, is hosting a Business Exposition with the aim of attracting business operators, companies, investors, and visitors from across Namibia and neighboring countries ¹⁸ .	The region has a paved road from the Angolan border to Ondangwa, where it joins the Oshakati-Tsumeb trunk road. A paved road from Onhuno to Okongo has recently been completed and should greatly increase the area's agricultural growth potential ¹⁹ .	Subsistence farming is the main source of income for over 70% of households. In terms of livestock farming, cattle are the most important domestic animals for the region. The average number of cattle per household is about six, though more than half of all households in Ohangwena do not own cattle. In terms of crop farming, sorghum, cowpea pumpkins, melons, mallows and maize are intercropped with pearl millet. There is no irrigational infrastructure in the region ²⁰ .
Oshana	Oshana region's economy is driven by government, trade and service sectors and strong primary beef and subsistence agriculture sector.. Trade and services (mainly food/beverages, finance, manufacturing, construction, vehicle repair, and tourism) provide employment for the region ²¹ .	The main urban centers of Oshakati, Ongwediva and Ondangwa are linked to the national road network. The road infrastructure within the communal areas of the region is generally underdeveloped though the Namibian Airports Company has recently upgraded the airport facilities at Ondangwa ²² .	Many farmers in the region grow crops such as pearl millet, sorghum, cowpeas, watermelons, bambara nuts and groundnuts. There are a few farmers who grow some horticultural crops such as cabbage, tomatoes, spinach, onions, chili, green peppers and sweet potatoes along the Oshakati canal. Despite the large number of animals in the region, the profits are extremely low due to the high marketing costs, particularly costs associated with quarantine and transportation ²³ .
Omusati	Notable local economic activities are tourism and quarrying. Quarrying is a major industry in the region and generates income for the local population. There are local factories producing clay, paving bricks, and roof and floor tiles, primarily for local and national markets. There are also thirty-seven geological pans, some of which have important salt reserves for household and trade purposes ²⁴ .	Omusati is traversed by trunk roads that provide links to other regions, including the 6 km paved road from the Ruacana-Oshakati Main Road (C46) to the Mahenene border post which provides links to neighboring Angola. Several road projects are currently in progress to expand the road network. The upgrading of the Iitananga-Omakange Road is underway and this road will complete the direct link from Kamanjab to the Trans-Caprivi Highway and the eastern border ²⁵ .	In Omusati, the relatively high and reliable rainfall allows crop farming. Pearl millet, maize and corn are already being successfully cultivated and processed in the region. Several other products such as watermelons, sweet melons, butternuts, tomatoes, and bananas are exported to neighboring regions and countries ²⁶ .

¹⁸ Parliament of Namibia. (2008). Ohangwena. Retrieved from http://www.parliament.gov.na/constituencies_show.php?const_id=53 on 20 March 2012.

¹⁹ Wikipedia. (2012). Ohangwena Region. Retrieved from http://en.wikipedia.org/wiki/Ohangwena_Region on 20 March 2012.

²⁰ MAWF. (2003). Ohangwena Region: Baseline Survey of the Impact of Agricultural Extension Services.

²¹ Parliament of Namibia. (2008). Oshana. Retrieved from http://www.parliament.gov.na/constituencies_show.php?const_id=75 on 20 March 2012.

²² MAWF. (2003). Baseline Survey of the Impact of Agricultural Extension Services in Oshana Region.

²³ Ibid.

²⁴ Omusati Regional Council. (2010). Omusati Regional Profile 2010

²⁵ Ibid.

²⁶ Ibid.

	Economy	Roads and Transport	Agriculture
Kunene	The Kunene region is generally rich in mineralized rock formations with some small-scale extraction, value adding and marketing of crystals rocks for the local tourism market taking place. An exploration license has been granted to an oil and gas exploration and development company to investigate the possibility of commercial oil. In addition, there is the potential for salt extraction as well as on- and off-shore diamond mining along the region's coastline. A large number of concessions and claims for small-scale mining are registered, but many remain unexplored ²⁷ .	The main towns of this region are connected by gravel and tarred roads. Opuwo, Khorixas, Kamanjab and Ruacana are linked by gravel roads whereas Khorixas and Kamanjab are linked to Outjo by paved roads.	Livelihoods in Kunene are mainly dependent on mixed livestock production systems (cattle, sheep, and goats) utilizing extensive rangelands and small stock farming. Crop production in Kunene is regarded as secondary in importance to livestock production. There is a limited amount of irrigated agriculture, occurring mainly near springs and on riverbanks. Farmers cultivate maize, pearl millet, winter wheat, watermelons, sorghum intercropped with pumpkin, tomatoes, carrots, onions, and beans, for domestic consumption ²⁸ .
Omaheke	This region is endowed with the best safari and savanna for game viewing. Hunting is also an important source of livelihood in the region. Hunting adventure usually takes place during the winter season, starting from June to August. These are the months when tourists are seen hunting in this region and enjoying the collecting of game trophies ²⁹ .	Gobabis is located 205 km east of Windhoek along the Trans-Kalahari Highway, which is the only trunk road in the region. The communal areas of North-eastern Omaheke are poorly served in terms of road infrastructure, telecommunications, water provision, and electricity ³⁰ .	Half of Omaheke's population is employed in agriculture, mostly engaged in subsistence farming. Most of the population works directly or indirectly in the livestock industry. The main marketing channels in the region are auctions, direct sales to abattoirs, and private sales. The main cereal crop grown in the region is maize ³¹ .

²⁷ http://archive.iwlearn.net/www.dlist-benguela.org/Hotspots/Hotspots/Kunene_Regio/default.htm

²⁸ MAWF. (2003). Baseline Survey of the Impact of Agricultural Extension Services in the Southern Kunene Sub-Region.

²⁹ Ibid. Omaheke. http://www.parliament.gov.na/constituencies_show.php?const_id=48 on 20 March 2012.

³⁰ Kalahari Peoples Network. (2008). Issues: The San people in the Omaheke region. Retrieved from <http://www.kalaharipeoples.net/article.php?i=71&c=8> on 20 March 2012.

³¹ Extension Baseline Survey Omaheke 2003

	Economy	Roads and Transport	Agriculture
Karas	<p>The economy of the Karas region is closely tied to its rich mineral deposits that provide 27.5% of employment and some 12.5% of the Gross Domestic Product (GDP)³². These minerals include diamonds, zinc copper, tin, lead silver, marble and gemstones. Raw materials for the production of cement, and sand ideal for high-grade glass manufacture are also present in the region. Other characteristics of the region are the Lüderitz's fishing and boat building industry, the diamond areas along the coast (on- and off-shore) with Oranjemund as the main center, the Kudu Gas field in the Atlantic Ocean near Luderitz, and small-scale industries in Luderitz and Keetmanshoop³³. The hot water springs in Ai-Ais, the Kokerboom forest, the Fish River Canyon, the Brukaros Mountains, the coastal town Luderitz, and several game farms represent important tourist attractions.</p>	<p>Almost all trunk roads are paved, connecting all the major towns in the region and providing fast, reliable routes to commercial hubs like Johannesburg, Cape Town and Durban, and to neighboring countries. A national railway network links the region with South Africa and the rest of Namibia with a newly improved link between Aus and Lüderitz being presently under construction. Air transportation facilities in the region are well provided, with major airports at Lüderitz and Keetmanshoop. Keetmanshoop hosts the Namibian Aviation Training Academy and is equipped with aircraft assembly and maintenance/testing facilities. Many established landing strips for light aircraft also exist throughout the region³⁴.</p>	<p>The Karas region has irrigated crop zones, which produce large quantities of high quality table grapes and dates, as well as many varieties of fruits and vegetables. The area around Rosh Pinah has been earmarked as another major area for greenhouse and conventional production of a variety of high-value food crops. The region is blessed with fertile land, seasonal rivers, and ground water, and with the growing of cash crops like potatoes, onion, water melon, citrus, olives, and cotton³⁵.</p>

³² Karas Regional Council. (2011). Mining. Retrieved from <http://www.karasrc.com/mining> on 20 March 2012.

³³ Namibweb. (2012). Retrieved from <http://www.namibweb.com/regions.htm> on March 20, 2012.

³⁴ Karas Regional Council. (2011). Mining. Retrieved from <http://www.karasrc.com/infrastructure> on 20 March 2012.

³⁵ Ibid. Retrieved from <http://www.karasrc.com/agriculture> on 20 March 2012.

Chapter 2 Candidate OROI Groups and Products

2.1 Candidate OROI Groups Recommended by the Local Authorities

Regional councils and the regional offices of line ministries in the eight target regions recommended MRLGHRD's Directorate of Rural Development Coordination (DRDC) candidate groups that had selection potential as participants in the OROI program.

DRDC requested Regional Councils to use the following criteria in determining candidate OROI groups and products:

- (a) Activities conducted under the jurisdiction of a Regional Council, not under the jurisdiction of a city, town or village council;
- (b) Activities of groups comprised of multiple individuals and not of a sole individual;
- (c) Activities involving value addition (cultivation of common crops is excluded while cultivation of area-specific agricultural produce is included); and
- (d) Activities conducted under the initiatives of a community or individuals (not government-led activities).

In April and May 2012 the Study Team, together with DRDC officials, visited the candidate OROI groups that the Regional Council in the target regions recommended. Table 2-1 shows the names and products (and services) of the recommended groups³⁶.

³⁶ The information of "Bushman's Honey" in the Kavango region is based on the results of the MRLGHRD's pre-feasibility study.

Table 2-1 List of the Candidate OROI Groups

No.	Group (Project) Name	Main Products (and Services)
A) Caprivi		
A)-1	Tishangni Project	River fish (e.g. tilapia)
A)-2	Mungongo Oil and Soup Production	Mungongo oil
A)-3	Pilisano Jam	Sikululu (Matanga) jam
A)-4	Lutasane Project	Soy milk
B) Kavango		
B)-1	Haingura Abercross	Baby carriers
B)-2	Kume Tuna Kara Coffin Project	Coffins
B)-3	Ufuwuli Project	Devil's Claw
B)-4	Ncumcara Community Forest	Wood craft products
B)-5	Bushman's Honey	Honey
C) Ohangwena		
C)-1	Tulongeni Twahangana	Ximenia seeds
C)-2	Tukwafa Project	Chickens, eggs
C)-3	Okongo Community Forest	Honey, wood furniture, guinea fowls, chickens, fire-wood, camp sites
C)-4	Elundu Oushake Community Development Project	Agricultural produce and processed products (maize, Mangeti, beans, melon seed oil, Marula oil, Mangeti spirit, spinach cakes, clay pots, chickens, etc.)
D) Oshana		
D)-1	Eudafano Women's Cooperative Ltd.	Marula oil, Kalahari melon oil, Marula fermented juice
D)-2	Tegako 2020 Women in Business Cooperative	Traditional clay pottery (pots and bowls), hand-woven palm baskets
D)-3	Pendukeni Fruit and Vegetable Project	Tomato jam, lemons, guavas, papayas, cabbages, carrots, lemon juice
D)-4	Oshakati East Youth Group	Painted Kalabash gourds, other art crafts (bead and wire crafts, jewelry made from paper, and lamp-shades made from used plastic beverage bottles)
E) Omusati		
E)-1	Olushandja Horticultural Producers Association	Cash crops (cabbages, papayas, maize, melons, water melons, tomatoes, spinaches, butternut squashes, beans, carrots, potatoes, sweet potatoes, sugarcane, wheat, green peas, etc.)
E)-2	Tsandi Poultry Project	Chickens
F) Kunene		
F)-1	Komesho	Limestone bricks and sand
F)-2	Kunene Traditional Perfume	Otjize (red ochre powder) , Otjizumba (traditional perfume)
F)-3	Kunene Small Scale Miners Association	Gemstone products (necklaces, earrings, key chains)

G) Omaheke		
G)-1	Kalahari Wild Silk Manufacturer	Silk scarves, shawls, curtains
G)-2	Ungura Uvaterue Project	Leather, saddles, bridles, chairs, shoes, cell-phone holders, handbags
G)-3	Otjiuru Nomake Project	Limestone bricks
G)-4	Kuoko Kondjera Ezumo Project	Limestone bricks
G)-5	Vergenoeg Sustainable Harvested Devil's Claw Producer and Processer Organization	Devil's Claw
G)-6	Ngaturore Project	Groundnuts, beans, millets, watermelons, Devil's Claw
G)-7	(Traditional Butter Making)	Traditional Herero butter (Omaze Uozongombe)
H) Karas		
H)-1	Doen en Sien Self SATCO Leather Project	Leather products (shoes, belts, sandals, key-holders, etc.)
H)-2	Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project	Fish (tilapias and carp), vegetables and fruits (green pepper, carrots, beets, spinaches guava)
H)-3	Constancia Komentry Project	Guavas, citrus fruits
H)-4	Naute Irrigation Project	Dates, table grapes, pomegranates, cactus pears
H)-5	Orange River Irrigation Project	Grapes, dates, vegetables (butternuts, potatoes, and pumpkins), fruits (tomatoes, water melons, and melons)
H)-6	!Haib Cooperative	Mangoes, vegetables (tomatoes, maize, and lucerne), livestock
H)-7	Traditional Medicines Group	Healing services using various traditional medicines
H)-8	Karasburg District Small Miners Group	Mineral gemstones (crystal, topaz, ruby, granite, etc.)
H)-9	Karas Regional Small Miners' Association	Mineral gemstones (crystal, topaz, ruby, granite, etc.)

2.2 Profiles of the Candidate OROI Groups

The Study Team used a checklist (see Appendix 2) in the interviews with the candidate OROI groups. Items included in the checklist were: location, contacts, background (history, membership, support, etc.), legal status, information on the main products (name and specific features), production process and costs (factory, machinery, materials, techniques, electricity and water, labor, hygiene and quality control, packaging, storage, etc.), market and shipment (customers, prices, marketing, revenues, etc.), financial resources, regulations and licenses, challenges, and future plans. Based on the interview results, the summary forms presented beginning from the proceeding page were prepared, presenting the profiles (key information about the current status of the products and activities, and challenges) of the candidate OROI groups.

2.2.1 Caprivi Region

A)-1 Tishangni Project

Region	Constituency	Organization
Caprivi	Linyanti	Tishangni (“Let Us Unite”) Project
Contact		Year of Start-up
Mr. Luswaniso Sarufu, Mr. Mataba Earnest		(To be clarified)
Main Products		No. of Group Members
A variety of river fish (e.g. Tilapia)		10
		Status of Registration
		Not registered
Sales Volume	Price Information	Current Major Market
One to five coolers (50 liter) / day	Fish in a variety of sizes: N\$5.5/kg	Fish vendors at the Katima Mulilo Open Market (the group does not have any specific buyers.)
Product Features		
The group’s products have no special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The group uses gill nets to catch fish in the Linyanti River. Every night, the group sets a net for an hour. The size of the catch varies greatly from day to day. • In 2009, Ministry of Fisheries and Marine Resources (MFMR) provided two members with a two-week training course in fishing techniques. • The group members only engage in fishing activities from February to October due to the time conflicts with crop production. • The group’s average monthly sales for February to October are N\$6,000. • The group members are planning to begin aquaculture upon the completion of the construction of the Malengalenga fish farm near the Silonga village (the project is funded by the MRLGHRD). 		
Challenges		
The group has to travel more than two hours round trip to deliver fish to the market everyday (the distance from the village to the market is approximately 110 km). The group pays approx. N\$100 per trip in petrol.		

A)-2 Mungongo Oil and Soup Production

Region	Constituency	Organization
Caprivi	Sibinda	Mungongo Oil and Soup Production
Contact		Year of Start-up
Mr. Glicious TwabuShlila (Project Coordinator)		2008
Main Products		No. of Group Members
Mungongo oil		<ul style="list-style-type: none"> • 5 (3 females, 2 males) • 2 volunteers
		Status of Registration
		Not registered (in the process of being registered with Ministry of Trade and Industry (MTI))
Sales Volume	Price Information	Current Major Market
70 bottles / month	Bottle (350 ml) <ul style="list-style-type: none"> • N\$17 to customers in the town • N\$8-N\$15 to those around the Kasheshe village 	<ul style="list-style-type: none"> • Individuals in the community and the Katima Mulilo town. • About 20 regular customers who continuously purchase oil from the group
Product Features		
Mungongo oil is made from organically grown Mungongo seeds. It is known for reducing blood pressure.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The production of Mungongo oil is a traditional activity in the area. The group started the commercialization of Mungongo oil in 2008 without support from any organizations. • The group produces oil with a traditional method. The group purchases Mungongo fruit and seeds which are collected by more than 100 villagers from local forests. The product is produced year round at a work space /storage facility provided by MTI for free. 2 kg of Mungongo seed is needed to produce one bottle of oil • Since 2011, the group has been receiving various forms of assistance (a total amount of N\$185,000) from the Country Pilot Partnership (CPP) Programme. It has already received equipment (e.g. packaging materials, pots, cooking utensils, office supplies, etc.) with a value of N\$50,000 and will receive an oil pressing machine in May 2012. CPP has sponsored group members to attend training in business management and quality control and funded the testing of the group's Mungongo oil and powder at the Analytical Laboratory Services, a food testing center in Windhoek (only the oil has shown satisfactory result so far). • Sponsored by MTI, one group member participated in the Made-in-Namibia Expo in Windhoek in 2011, during which 60 bottles were sold. • The group purchases 350 ml plastic containers for N\$2.95 at a supermarket in the Katima Mulilo Town. 		
Challenges		
<ul style="list-style-type: none"> • While sales at the Made-in-Namibia Expo confirmed that Mungongo oil is in demand, the group felt a need for developing better packaging and labeling to attract more customers. • Although the group has the capacity to produce more than 200 bottles per month, its production is limited due to a lack of marketing channels. Group members walk around Katima Mulilo Town and neighboring villages with a box of bottles and talk to individuals about the product. Since the group does not have allocated sales personnel, the group must suspend production when members are selling the product. 		

A)-3 Pilisano Jam

Region	Constituency	Organization
Caprivi	Sibinda	Pilisano Jam
Contact		Year of Start-up
Mrs. Gladys Muntande (Manufacturer) P.O. Box 2689, Ngweze		2003
Main Products		No. of Group Members
Sikululu (Matanga) jam		2
		Status of Registration
		Sole proprietor
Sales Volume	Price Information	Current Major Market
48 jars (350 ml) /week	Jar (350 ml): N\$20	Individuals who purchase the product at: <ul style="list-style-type: none"> • Katima Mulilo Open Market • Hospitals • Youth Center
Product Features		
<ul style="list-style-type: none"> • Sikululu is a type of squash indigenous to the Caprivi region. It is usually consumed as porridge. • Sikululu jam lasts for three weeks if refrigerated after opening. It lasts for a month unopened and refrigerated. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • Sikululu is grown and harvested at the representative's farm in the Kaonga Village in the Sibinda constituency. While Sikululu can be harvested from November to December every year, it can be stored in traditional storages throughout the year. A Sikululu in raw form is sold for N\$10-N\$40 depending on the size. A medium sized Sikululu (approximately 6 kg) makes 6 jars of jam. • In 2003, the representative received Ministry of Agriculture, Water and Forestry's (MAWF) training in jam making using local produce. Since Sikululu squashes were available at her family farm, she decided to start a business in Sikululu jam. • Ministry of Youth, National Service, Sport and Culture (MYNSSC) provided a one-week training course in business and financial management including marketing and book-keeping. The Ministry's Youth Credit Scheme granted a loan of N\$1,200 in 2010 and N\$2,200 in 2011 (the group successfully paid back both of the loans). The loan was used for a kitchen mixer (N\$400), containers (N\$1,200), and some of the ingredients. The representative has asked ShopRite and Pick&Pay for quotations on commercial mixers in order to apply for a third phase for the Youth Credit Scheme. • MYNSSC covered the accommodation fees for her trips to attend the Made-in-Namibia Expo in Windhoek in 2009, 2010, and 2011. • The group produces 24 jars of jam per day twice a week. • Group members walk around the Katima Mulilo Town to sell the product. • The group earns approximately N\$1,500- N\$3,000 per month. 		
Challenges		
<ul style="list-style-type: none"> • The cost of the packaging materials accounts for 15% (plastic jar) to 40% (glass jar) of the selling price. • Since the group does not have allocated sales personnel, the group must suspend production when members are selling the product. 		

A)-4 Lutasane Project

Region	Constituency	Organization
Caprivi	Sibinda	Lutasane (“Let Us Help Each Other”) Project
Contact		Year of Start-up
Mrs. Lydia Joy P.O. Box 1587, Ngweze		2007
Main Products		No. of Group Members
Soy milk		10 (1 male, 9 females)
		Status of Registration
		Not registered
Sales Volume	Price Information	Current Major Market
21 bottles /week	Bottle (1 liter) : N\$3	Individuals from <ul style="list-style-type: none"> • Katima Mulilo Town and • Kasheshe Village
Product Features		
The group’s product has no special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The group purchases soy-bean from Zambia through Africe (NGO). 2 kg of soy-bean are soaked in water for 8 hours. The beans are ground and mixed with water, sugar, salt, and vanilla extract. The mixture is then boiled until it is ready. • The group has received the following support: <ul style="list-style-type: none"> - In 2007, Africe provided the group with a machine, ingredients for soy milk including 50 bags (50 kg each) of soy-bean, and packaging materials (the machine is currently out of service). The NGO provided one-week training in basic business management and soy milk production. - In 2007, MYNSSC provided training in small business management in Rundu. The group received a loan of N\$1,100 in 2008 and N\$2,200 in 2010 from the Youth Credit Scheme. The group has successfully paid back both of the loans. The loans were used for soy milk ingredients. The group is in the process of receiving a third phase loan. - In 2011, MTI provided a one-week training course in financial management and marketing (packaging) in Windhoek. In the same year, MTI provided a section in a newspaper and created a brochure for the group to advertise its product. • The group uses a work space, owned by MTI, free of charge as their factory. • During winter (from April to August), the average sales are N\$500 per month while the average sales drop to N\$150 per month during summer (from September to March). • The group gives away soy milk to patients with tuberculosis or HIV. • The group members are working on a volunteer basis. 		
Challenges		
None of the group members are paid through soy milk production. All sales proceeds are used for the purchase of ingredients (e.g. sugar, water, etc.).		

2.2.2 Kavango Region

B)-1 Haingura Abercross

Region	Constituency	Organization
Kavango	Kahenge	Haingura Abercross
Contact		Year of Start-up
Mrs. Victoria Oiba		1994
Main Products		No. of Group Members
Baby carrier		7 (1 male, 6 females)
		Status of Registration
Not registered		
Sales Volume	Price Information	Current Major Market
15-20 per month	Carrier: N\$150	Local customers
Product Features		
<p>This group's baby carriers are made from the skin and fur of <i>Umbambi</i>, a type of antelope, which is known as an auspicious animal. It is a tradition that a baby carrier is given to every single newborn. According to the representative, the group is the only producer of baby carriers made from <i>Umbambi</i> skin in the region.</p>		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The group has not received any training or support. • The group does not own a workshop. Baby carriers are produced under the sun in the open. • The group owns a manual sewing machine, which is not suited for sewing animal skins. • The skin is purchased from villages near Grootfontein. The skin from one animal costs N\$50. The group purchases 5-20 skins per month. The supply of skins is stable throughout the year. • The group purchases soft and fresh skins. After fleshing, the skins are soaked in a mixture of water and Mahangu. The skins are worked over until they become soft. The process to prepare a skin takes a week with 9 people. • The group produces the product throughout the year, producing 5 baby carriers per day on average. • The group sells all their stock every month. Customers travel to the group's village to purchase the product (the group does not ship the product). • The product is advertised through word of mouth. Namibian Broadcasting Corporation (NBC) came to interview the group and broadcasted the interview on the radio three times. • Selling products from animal skins does not require any permit; however, the skins must be purchased from a person with a valid hunting permit (issued by the Ministry of Environment and Tourism (MET)) at a registered private farm, community forest, or conservancy. • The group wishes to expand its product line to clothes and accessories using skins of different animals like cattle and goat. The group is planning to apply for a grant from Ministry of Gender Equality and Child Welfare (MGE CW) to purchase a sewing machine suited for animal skins. 		
Challenges		
<p>Although the product is in great demand, the group does not have the capacity to increase production due to a lack of adequate machinery and human resources.</p>		

B)-2 Kume Tuna Kara Coffin Project

Region	Constituency	Organization
Kavango	Kahenge	Kume Tuna Kara (“We are Together”) Coffin Project
Contact		Year of Start-up
Mrs. Sipangele Leonara		2007
Main Products		No. of Group Members
Coffin		4 (2 females, 2 males)
		Status of Registration
Not registered		
Sales Volume	Price Information	Current Major Market
Made-to-Order	Coffin: N\$850 (adult size) N\$300- N\$450 (child size)	Local customers in neighboring villages
Product Features		
The group’s product has no special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • In 2007, the Community Skill Development Center (COSDEC) provided 15 youths with 2-month training in coffin making. The youths sold the coffins (a total value of N\$10,000) that were made during the training program in neighboring villages and started the project. • In 2010, the Kavango Regional Council provided materials and equipment, including a table saw (N\$2,000), with a value of N\$25,000 through its microfinance program. Group members attended the Regional Council’s one-week training in basic business management in 2010 and 2012. • The group uses a room at the Ukwangari Traditional Authority for their work space free of charge. The Traditional Authority is paying the electricity and water bills for the group. • The group purchases materials from a hardware shop in Rundu. One wood board costs N\$550 and makes three coffins. Group members travel to Rundu 1-2 times per month to purchase materials. The transportation cost for materials is around N\$2,000 for each trip. • Making a coffin takes 2 hours with 2 workers. Each of the 4 workers receives approximately N\$450 per month. • The group produces approximately 20 coffins per month. Coffins are made to order; the group does not stock any coffins. • Customers must pick up the coffin themselves (the group does not deliver the product). • The group put up hand-made posters at local hospitals and shops to advertise its product, and the group has ordered a sign board (the cost was N\$500). 		
Challenges		
The number of coffin makers is increasing in neighboring villages and orders to the group are decreasing.		

B)-3 Ufuwuli Project

Region	Constituency	Organization
Kavango	Kapako	Ufuwuli (“Beautiful”) Project
Contact		Year of Start-up
Mrs. Anna Hamutenya		More than 20 years ago
Main Products		No. of Group Members
Devil’s Claw		42
		Status of Registration
		Not registered
Sales Volume	Price Information	Current Major Market
<ul style="list-style-type: none"> • May - July: 6,500 -7,500 kg (130-150 bags) • March - April, August – November: 1,500 - 2,500 kg (30-50 bags) 	<ul style="list-style-type: none"> • Bag (50 kg): N\$900- N\$1,000 • Bag (50 kg): N\$850 (at the end of the harvest season from October to November) 	<ul style="list-style-type: none"> • Erongo Export in Oujo • Kamako Export • Doldavis in Windhoek, • Export company in Rundu (the buyer ships the product overseas [destinations are not known].)
Product Features		
Harvesting Devil’s Claw is a traditional activity in the area. Devil’s Claw is known for lowering blood pressure and detoxifying body.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • Devil’s Claw is harvested from bushes around neighboring villages from March to November. The group pays community members N\$300 per bag of dried Devil’s Claw and N\$150 per bag of Devil’s Claw in a raw form. • After harvesting, Devil’s Claw is sliced and then dried for 5 days. Dried Devil’s Claw is then bagged and ready for shipment. • The group hires about 25 workers to harvest Devil’s Claw (workers are paid by the amount they harvest) and about 15 workers to slice Devil’s Claw (each worker receives N\$30-40 per day). During the peak season from May to July, workers camp in the bush for 2 weeks to harvest Devil’s Claw. The representative trains workers and community members in the harvesting, slicing, drying, and packaging of Devil’s Claw for one week on site. • The product is packaged in plastic bags. The cost of the plastic bag (50 kg, available in towns) is N\$3. Transportation (i.e. fuel for the group’s truck) costs around N\$1,000 - N\$1,600 per trip depending on the distance. • The representative of the group involved in the harvesting and selling of Devil’s Claw needs to obtain a permit and a certificate from MET (N\$150 per year for a permit and N\$50 per year for a certificate) and a permit from the Traditional Authority (N\$300 per year for a permit). 		
Challenges		
Although the group has a pick-up truck, it is too small to transport the product in one trip.		

B)-4 Ncumcara Community Forest

Region	Constituency	Organization
Kavango	Rundu Rural West	Ncumcara Community Forest
Contact		Year of Start-up
Mr. Joseph Rihita Ndjamba		2005
Main Products		No. of Group Members
Wood craft products		Approximately 30
		Status of Registration
		<ul style="list-style-type: none"> The Ncumcara Village was gazetted as a Community Forest in 2006. Ncumcara Craft Center has not been registered.
Sales Volume	Price Information	Current Major Market
N\$25,802 in 2011	N\$50 to N\$2,000 (depending on the sizes and designs)	Tourists
Product Features		
The wood craft products are made from forest resources in the Ncumcara Community Forest.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> Under the “Community Forestry in North-Eastern Namibia” (CFNEN) project, the German government (DED and KfW) assisted the community in establishing a craft center, located in the Ncumcara Community Forest Office, as well as a community forest office in 2005 and provided the community with training in the management of the community forest and sustainable utilization of forest resources. In 2010, MTI funded a trip by a member to the Dubai Trade Fair for international marketing. Raw materials for the wood craft products are supplied from the community forest. Members can produce a variety of products in large quantities. For example, a member can produce approximately 20 tables per month. Each of the wood craftsmen must obtain a harvest, transport (within the region), and marketing permit (each permit costs N\$20 per year.), which is issued at the Ncumcara Community Forest Office. The craft center receives a 40% commission on sales to cover its operation costs. The group’s sales increase during the tourism season from May to September and during the holiday season in December. According to the representative, the products are selling well at the craft center. 		
Challenges		
<ul style="list-style-type: none"> The craft center’s 40% commission increases the selling prices compared to the prices of independent artists’ products in the region, leading to decreased competitiveness. When customers want to purchase wood craft products in bulk and transport them outside the region, they must present a transport permit (outside the region) to a sales clerk of the craft center. The permit is issued only at the Directorate of Forestry’s (DoF) Rundu office (approximately 40 km from Ncumcara) during business hours. According to the group representative, when customers are requested to obtain the permit in Rundu, they rarely bother to come back to the craft center with the permit and make the purchase. 		

B)-5 Bushman's Honey

Region	Constituency	Organization
Kavango	Mukwe	Bushman's Honey
Contact		Year of Start-up
Mr. David Mushavanga P.O. Box 5040, Divungu		2005
Main Products		No. of Group Members
Honey		4
		Status of Registration
		(To be clarified)
Sales Volume	Price Information	Current Major Market
25-30 liters per month from October to February	<ul style="list-style-type: none"> • 500 ml bottle: N\$50 • 360 ml bottle: N\$40 	Individuals from: <ul style="list-style-type: none"> • Local communities • Windhoek • Swakopmund
Product Features		
<ul style="list-style-type: none"> • The project's honey is produced by the Khwe (also known as Bushman) youths. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The project apiary is managed by 4 youths from the community. There are 5 hives in the apiary and each hive contains approximately 3,000 bees. • The youths are responsible for taking care of bees, harvesting/processing honey, developing a label and packages, searching for funds, and educating community members about the nature of bees and safety precautions concerning bees. • Every year honey is harvested from October to February. Each hive produces 5-6 liters of honey every month during the harvest season. • The group's honey is in great demand in local communities as well as in major cities such as Windhoek and Swakopmund. Some customers even request the group to reserve the product for them during the off-season. The products are shipped to the customers and sold out by the time the honey is bottled. 		
Challenges		
<ul style="list-style-type: none"> • The community's water pump is currently out of service and the group has to bring water from a neighboring village. • Bees tend to migrate from the apiary during off-season for the flowers in other areas, since no flower is blooming in the community from March to September. Members wish to establish a flower garden next to the apiary in order to prevent bees from migrating and to produce honey throughout the year. • Although the group sells all the honey produced, the size of the production is not large enough to generate enough capital to install more beehives and increase production. 		

2.2.3 Ohangwena Region

C)-1 Tulongeni Twahangana

Region	Constituency	Organization
Ohangwena	Eenhana	Tulongeni Twahangana (“Let’s Work Together”)
Contact		Year of Start-up
Mr. Ndjunlume Wilbart		2004
Main Products		No. of Group Members
Ximenia seeds		600 (580 females)
		Status of Registration
		Association (in the process of being registered as a cooperative with MAWF)
Sales Volume	Price Information	Current Major Market
<ul style="list-style-type: none"> • 32 tons (2008) • 0 ton (2009) • 13 tons (2010) 	N\$11.5 per 1 kg (2011) (generally 1 liter of oil is exported from the factory in Windhoek to Europe at EUR12 [approx. N\$132]; 4 kg of seed are needed to extract 1 liter of oil.)	Oil refinery of Centre for Research Information Action in Africa (CRIAA) in Windhoek
Product Features		
Ximenia oil has been used as hair oil and skin lotion for generations in Namibia.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The association is a member of Eudafano Women’s Cooperative (EWC) in the Oshana region. • Funded by Millennium Challenge Account (MCA), CRIAA provided technical training on how to harvest Ximenia in a sustainable manner, and training on leadership and business management for 11 members of the Secretariat of the association. • MAWF is assisting the association by providing storage space and arranging a truck to transport the seeds to the CRIAA’s factory in Windhoek. The Ministry also donated two oil extracting machines (the machines were not fit for oil extracting; thus they were returned to the Ministry). • The Town Council secured the land for building the factory. The association started planting Ximenia trees around the secured area so that its members can efficiently harvest and transport the seeds to the new factory in the future. 		
Challenges		
<ul style="list-style-type: none"> • The oil-extracting factory only accepts seeds that are not cracked. According to the group, 10% to 40% breakage usually occurs during transport. (There is also a possibility that some seeds were damaged before shipment.) • The association is only informed of the indicative price of the seeds when the association collects the seeds, since the price is only determined when the seeds are delivered to the factory in Windhoek. Due to the time lag between the collection of seeds and the delivery to the factory, the price of seeds sometimes moves against the members’ expectations. • Dissatisfied with the current price, the association wishes to have its own factory; however, it does not have any idea how much the construction cost will be and how to finance it. • The sales vary greatly year by year. The association had no sales in 2009 due to the global economic downturn. 		

C)-2 Tukwafa Project

Region	Constituency	Organization
Ohangwena	Ondobe	Tukwafa (“Self-Help”) Project
Contact		Year of Start-up
Mrs. Fiina Namgoro (Project Coordinator) Mrs. Mirjam Dumeni (Chairperson)		2008
Main Products		No. of Group Members
<ul style="list-style-type: none"> Chickens (currently the group is raising 14 chickens [12 hens and 2 roosters].) Eggs 		6 (4 full-time workers and 2 part-time workers)
		Status of Registration
		Sole proprietor (registered with MTI)
Sales Volume	Price Information	Current Major Market
Eggs 30 eggs every other day	Chickens - N\$40- N\$50 (regular price) - N\$50- N\$70 (price for special events, e.g. bazaar) (the price of a chicken is dependent on its size.)	<ul style="list-style-type: none"> Local customers People who come to bazaars and Eenhana Open Market
Product Features		
The group’s regular price for chickens is lower than that of other vendors.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> The group has received support from several organizations: <ul style="list-style-type: none"> The US Embassy’s Self Help Program granted N\$20,000 in 2011. N\$4,000 was used for chicken feed, N\$4,000 was used for medication and medical treatment, and N\$12,000 was used for purchasing land (approximately 4 acres) and building a chicken coop (approximately 7 meters by 3 meters). MAWF provided the group with a one-day workshop on group management, basic business management, and chicken breeding techniques. The Ohangwena Regional Council provided the group with training in basic business management. The MYNSSC’s Multi-Purpose Youth Resource Center in Eenhana provided training in developing a business plan. Currently the group is in the process of receiving a loan of N\$3,000 from MYNSSC’s Youth Credit Scheme. The members buy young chickens for N\$10-15 each from the neighborhood, feed them for 1-2 weeks, and sell them at the Eenhana open market for N\$40-50. Currently the group is raising 14 chickens (12 hens and 2 roosters). The group’s expenditures are minimal. It collects water from the lake located 500 meters from the coop and does not use electricity. It has no marketing costs. When the chickens are ready for sale, the members contact a MYNSSC’s Rural Youth Development Officer, who brings customers to the coop. According to the group, the demand for chickens and eggs is larger than the supply from the neighborhood. 		
Challenges		
A disease (chickens’ throats swollen) killed 10 out of 56 chickens of the project in March 2012 presumably caused by the congested condition of the coop. After the disease, the group decided to sell chickens within 2 weeks of their being grown.		

C)-3 Okongo Community Forest

Region	Constituency	Organization
Ohangwena	Okongo	Okongo Community Forest (Community-based Forest Management Program)
Contact		Year of Start-up
Mrs. Martha Kapenbe		1998
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Honey • Wooden furniture • Guinea fowl • Chicken • Fire-wood • Camp site operation 		1,000 (33 persons are involved in Income Generation Activities.)
		Status of Registration
		Association registered with the Community-based Forest Management Program
Sales Volume	Price Information	Current Major Market
Information Unavailable	<ul style="list-style-type: none"> • Honey: 200 ml: N\$30 (price for local people) 200 ml: N\$50 (price at a trade fair) • Guinea fowl: N\$100 - N\$120 	<ul style="list-style-type: none"> • Local customers • Visitors to trade fairs • Customers at the Okongo Market
Product Features		
The group's products have no special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • From 1998 to 2006, the DoF under MAWF implemented the Okongo Community Forestry Project with technical and financial support by former German Agency for Technical Cooperation (GTZ)³⁷. On the last year of the project period in 2006, the Okongo Community Forest (57,000 ha) was certified as a community forest in MAWF's gazette. • The group is keeping bees with the equipment (bee hives, protection cloths, and boots) donated by former GTZ. The group was able to harvest twice in 2011. Eight liters of honey can be harvested in one harvest cycle. • The association has an office which was handed over from former GTZ/DoF to the community in 2003. • Guinea fowl rearing is reported to be the most viable income generating activity. 		
Challenge		
<ul style="list-style-type: none"> • The group representative listed the following as the main challenges for the group: a lack of modern equipment for carpentry; insufficient financial means to purchase bee-hives for those who completed the bee keeping training; and a lack of knowledge necessary to import the right-type of bee-hives from South Africa. • According to the ex-post evaluation report conducted in 2008, more than 90% of the community members responded in the survey that they were no longer involved in local development committees established by the Okongo Village Forestry Project. One of the main reasons that community members were not involved in the Project is that the executive members of the Forest Management Committee were only interested in the benefits for their own families, not the community as a whole. 		

³⁷ The information here is collected from the interviews conducted and the following relevant documents: GTZ/Southern African Development Community (SADC) Sustainable Forest Management and Conservation, "Sustainable Forest Management and Conservation Project: Evaluation Pilot Measures in Botswana, Malawi, Mozambique and Namibia" 2008

C)-4 Elundu Oushake Community Development Project

Region	Constituency	Organization
Ohangwena	Omundaungilo	Elundu Oushake Community Development Project (Agricultural Association)
Contact		Year of Start-up
Mrs. Dina Shimweefeleni		2005
Main Products		No. of Group Members
A variety of agricultural produce and processed products (maize, Mangeti, beans, melon seed oil, Marula oil, Mangeti spirit, spinach cake, clay pot, chicken, etc.)		Approximately 75 (including 14 committee members)
		Status of Registration
		Association (registered with Namibian National Farmers' Union (NNFU))
Sales Volume	Price Information	Current Major Market
Information unavailable	Prices are determined by individual sellers.	<ul style="list-style-type: none"> • Local consumers • People who attend livestock Oushake/Elundu auctions that take place every four months. • When there is no auction or trade fair, association members individually bring their products to the local market.
Product Features		
The members utilize traditional methods to process products (i.e. melon seed oil, Marula oil, and Mangeti spirits) without using any modern equipment.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • With the establishment of the Oushake/Elundu Auction Kraal (a venue for livestock auctions) in 2011 in the Omundangilo constituency, the association began charging an annual membership fee of N\$20 to its members. The association members are entitled to display their products at the livestock auction that takes place every four months. The entrance fee to the auction is N\$10 for livestock owners while N\$2 is charged to agricultural product sellers. • The association attends trade fairs and displays its members' products at the livestock auctions. When there is no auction or trade fair, association members individually bring their products to the local market. The association has not taken part in any collective bargaining or selling. • The association does not have a finished product storage space. • Recycled bottles are used to package their products (e.g. used whiskey bottles for Mangeti spirits). 		
Challenges		
Marketing is a challenge for the association. The members have difficulties in finding customers within their village and they do not have a means to transport their products to markets. Since the association owns neither a storage space for finished products nor a vehicle to collect products from members, it is unable to engage in collective sales.		

2.2.4 Oshana Region

D)-1 Eudafano Women's Cooperative Ltd.

Region	Constituency	Organization
Oshana (HQ)	Ondangwa	Eudafano Women's Cooperative, Ltd.
Contact		Year of Start-up
		1999
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Marula oil • Kalahari melon oil • Marula fermented juice 		Approximately 2,000
		Status of Registration
		Cooperative (registered with MAWF)
Sales Volume	Price Information	Current Major Market
<ul style="list-style-type: none"> • Marula oil: 3 tons (2010) • Kalahari melon oil: 350 kg (2010) • Marula juice: self-consumption 	<u>Domestic Sales (2011):</u> <ul style="list-style-type: none"> • Marula oil: N\$145 per liter • Kalahari melon oil: N\$120 per liter <u>Export (2011):</u> <ul style="list-style-type: none"> • Marula oil: N\$167 (EUR15) per kg • Kalahari melon oil: About N\$112 (EUR10) per kg 	<ul style="list-style-type: none"> • Cosmetic companies in Europe • Individual consumers around Ondangwa
Product Features		
<ul style="list-style-type: none"> • Marula oil is traditionally used as a skin moisturizer and for hair care, while Marula fruit is used to make jam and fermented juice, which are popular throughout Southern Africa. • The oil of Kalahari melon seeds is also used as a moisturizer to protect the skin from the sun, and lotion to promote hair growth while its fruit is a valuable water supplement for people in this region. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • EWC currently consists of 22 associations, which are located in 4 regions (Oshikoto, Ohangwena, Oshana, and Omusati). • The cooperative owns an oil extracting factory in Ondangwa. The factory has 10 full-time workers. • Funded by MCA, CRIAA supported the cooperative in developing marketing strategies and selling the products domestically and internationally. • The Ongwediva Rural Development Center (RDC) under MRLGHRD provided the cooperative with Marula juice squeezing machines and training in business management. The Office of the President and MGECW funded the establishment of the oil extracting factory. The Regional Council is also supporting the cooperative. • The Division of Cooperative Development (DCD) under MAWF provided training in business skills such as book-keeping and entrepreneurship. 		
Challenges		
<ul style="list-style-type: none"> • During the rainy season, the factory cannot ship the product and customers cannot purchase the product from the factory since major roads are cut off due to flooding. • The amount of exports fluctuates since it is susceptible to global economic trends. • Due to the global economic downturn, the export of Kalahari melon oil decreased from more than 6 tons in 2009 to 350 kg in 2010 (Marula oil, on the other hand, has been steadily exported at approximately 3 tons every year). 		

D)-2 Tegako 2020 Women in Business Cooperative

Region	Constituency	Organization
Oshana	Oshakati West	Tegako 2020 Women in Business Cooperative
Contact		Year of Start-up
Mrs. Teopolina Tegelela Negonga		2010
Main Products		No. of Group Members
<ul style="list-style-type: none"> Traditional clay pottery <ul style="list-style-type: none"> Pots Bowls Hand-woven palm baskets 		20
		Status of Registration
		In the process of being registered as a cooperative with MAWF
Sales Volume	Price Information	Current Major Market
The group sold approx. 30 pots and bowls at a trade fair in 2011.	<ul style="list-style-type: none"> Pottery: N\$50 - N\$200 Baskets: N\$40 - N\$250 (depending on the size and quality of artwork) 	<ul style="list-style-type: none"> Local customers The group sells its products at: <ul style="list-style-type: none"> Trade fairs Group's hut located within their land
Product Features		
<ul style="list-style-type: none"> The group's pottery has a tasteful earthy coloring of light and dark brown. Some of them are uniquely shaped. Traditionally, a medium- to large-sized pot with a lid is used to store Mahangu, beans or locally made alcohol. A small- to medium-sized bowl is used to store milk, to serve meat or to keep jewelry. They are popular wedding gifts. The baskets have aesthetically beautiful patterns. A medium- to large-sized basket is used to collect, transport and store food. A small- to medium-sized basket is used to serve Mahangu porridge. All materials in the production of the pottery and hand-woven baskets are locally available: <ul style="list-style-type: none"> Pottery: clay, cow dung, and root of <i>onzikamulike</i> (coloring material) Baskets: palm tree leaves, and root of <i>omie</i> tree (dye material) 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> The group owns 5 ha of land, which was granted to them by the Ministry of Lands and Resettlement (MLR) upon a request from the headman of the village. On the land, the group constructed fencing with the financial support from MAWF and a hut with a donation of N\$10,000 from the National Youth Council (NYC). The hut is used for product display. 		
Challenges		
<ul style="list-style-type: none"> Except for special occasions, such as trade fairs, group members have been selling their products individually without keeping records of their sales. The inefficiency in the traditional production process is a major challenge for pottery. Pottery can easily crack in the firing process; should air enter the underground kiln during the firing process, all pottery will be damaged. Moreover, the traditional kiln can be used only during the dry season since rain water fills it during the rainy season. The group wishes to use modern technology to produce their pottery consistently. The limited availability of clay suitable for pottery in the Oshana region³⁸ would become a major constraint against an increase in production. The group may need a supply of clay from the Kavango region in the future. 		

³⁸ Josephat Sinvula, "Regional Development Planning: A Brief Overview of Oshana Region" New Era, April 12, 2011 < <http://www.newera.com.na/article.php?articleid=38262>>

D)-3 Pendukeni Fruit and Vegetable Project

Region	Constituency	Organization
Oshana	Oshakati East	Pendukeni Fruit and Vegetable Project (Orphan Support Group)
Contact		Year of Start-up
Mrs. Laimi Sofia Haufiku		1998
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Tomato jam • Various fruits and vegetables (lemon, guava, papaya, cabbage, carrots, etc.)* • Lemon juice* *The production of lemon juice and fresh produce are limited in quantity.		14 (including two orphans and two employees)
		Status of Registration
		(To be clarified)
Sales Volume	Price Information	Current Major Market
Tomato jam: 40 two-liter jars (2011)	Tomato jam: N\$41 / two-liter jar	Local customers (including group members themselves)
Product Features		
<ul style="list-style-type: none"> • The tomato jam and lemon juice are home-made. • They are sold in recycled glass jars. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The group was established to help orphans and the group members (mostly women). The advantages to forming a group were better access to water and increased opportunities for receiving public support. • The group members collectively own 4 ha of land, of which small plots are allocated to orphans to plough. • The proceeds from the products are partly used to buy daily necessities, such as soap and body lotion, for the orphans. • The group members themselves benefit from being able to buy fresh produce at low prices. • In 2004, MGECW provided a financial assistance of N\$10,000 for purchasing farming equipment and seedlings. • In 2006, the First Lady provided financial assistance of N\$3,000, which was used to construct fencing. • The group sells its products mainly within the village. It also brings the products to a pension collection point, where elderly people gather to collect their pensions. 		
Challenge		
<ul style="list-style-type: none"> • According to the group, its products (tomato jam and lemon juice) are still “village quality,” and thus cannot compete with high-quality, properly packaged products found on store shelves. • Although the group does not have minimum working capital, it does not collect annual membership fees from its member. • Since the production of fresh produce is already limited in quantity, additional supplies of raw materials to produce jam and juice are not available. • The level of revenues vis-a-vis expenditures is low. The group’s expenditures include gasoline for operating a water pump, fertilizer, seeds and wages for its employees. 		

D)-4 Oshakati East Youth Group

Region	Constituency	Organization
Oshana	Oshakati East	Oshakati East Youth Group
Contact		Year of Start-up
Mr. David Shikongo		2010
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Painted Kalabash gourd • Other art crafts (bead and wire crafts products, jewelry made from paper, and lamp-shades made from used plastic beverage bottles) 		33
		Status of Registration
		Registered as a youth group with MYNSSC
Sales Volume	Price Information	Current Major Market
50 Kalabash (2011)	Kalabash: N\$10 - N\$300 per piece (depending on the size and quality of the artwork)	Those who come to: <ul style="list-style-type: none"> • Trade fairs • Pension pay points • Oshakati Youth Center • Oshakati East constituency's government building
Product Features		
<ul style="list-style-type: none"> • Kalabash is a variety of gourd. Traditionally, it has been used as a cup or a ladle. • Since all group members participate in Kalabash painting, the quality of Kalabash products varies greatly. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • In 2010, MYNSSC provided training on painting to all 33 members. • At the 2011 trade fair the group was allocated a small space which was reserved by MYNSSC for youth groups engaged in income generating activities. • The group does not have its own workshop; it uses the veranda of the Oshakati constituency's government building for making their crafts. • Kalabash fruit can be harvested from May to June, after being dried on a tree. From 1 seed, 6 Kalabash can be harvested. There is an abundant supply of the raw material; from a 2 ha field, about 2,000 Kalabash can be harvested. The painting materials needed for producing 50 Kalabash are: 3 liters of paint (N\$57 per liter), 1 tin of varnish (N\$150 per tin), paraffin (N\$27 per 2 liters), paint brushes, and small knives. • It can take one to several days to paint a Kalabash, depending on the size and design. 		
Challenges		
<ul style="list-style-type: none"> • Although the group does not have minimum working capital, it does not collect annual membership fees from its members (according to the group, the sales would be tripled if the group could purchase sufficient paint). • Marketing is also a challenge: although trade fairs are thus far the group's most reliable marketing channel, the space that was allocated to the group at the last trade fair was barely sufficient to display one or two products. • The group's products lack consistent quality; some of the products do not have any artistic value. Due to the low quality, the group cannot put high prices on its products. 		

2.2.5 Omusati Region

E)-1 Olushandja Horticultural Producers Association (OHPA)

Region	Constituency	Organization
Omusati	Onesi	Olushandja Horticultural Producers Association (OHPA)
Contact		Year of Start-up
Mr. Andreas Shilomboleni		2005
Main Products		No. of Group Members
A variety of vegetables (e.g. cabbage, papaya, maize, melon, water melon, tomato, spinach, butternut squash, beans, carrot, potato, sweet potato, sugarcane, wheat, and green pea)		35
		Status of Registration
		Association (registered with NNFU)
Sales Volume	Price Information	Current Major Market
Information Unavailable	Tomatoes (about 40 kg) : N\$80- N\$130 per crate (middlemen bring crops to local retail shops.)	Those who come to the Oshikango Market (located about 95 km east of Outapi)
Product Features		
The group's products have no special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> OHPA was formed and assisted by a sub-project called Climate Change Adaptation (CCA) of CPP for Integrated Sustainable Land Management (ISLM) Programme. The CCA project aims at improving traditional crop and livestock farming. The piloted interventions include, but are not limited to: drip irrigation, conservation agriculture, and seed improvement. MAWF oversaw the project, while United Nations Development Programme (UNDP) supplemented MAWF's activities with technical assistance. The target beneficiaries of the CCA project are 65 land owners of small-scale farmland, of which 35 are members of OHPA. Each of the 65 land owners owns 1-3 plots of 5 ha. Depending on the size of the land, each land owner hires 2-8 full-time farmers as farm managers as well as 10-50 part-time farmers. OHPA members received training from UNAM's (University of Namibia) Ogongo Agricultural College and the Namibian Agronomic Board (NAB) in planting, growing, and marketing crops. Funded by the Regional Council, MAWF, and UNDP, a cold storage (N\$1 million including refrigeration equipment and a building) was constructed in the Epalela settlement (the Uukolonkadhi Traditional Authority made land available for the cold storage). The Regional Council is responsible for managing and maintaining the cold storage, including the payment of electricity and water bills. 		
Challenges		
<ul style="list-style-type: none"> Although the demand for crops has been increasing since the project started, the vegetable market becomes saturated during the harvest seasons and crops are left unsold while the prices drop. Managing the water supply is difficult; the current water infrastructure (i.e., a canal and a dam) tend to overflow during the flood season. 		

E)-2 Tsandi Poultry Project

Region	Constituency	Organization
Omusati	Tsandi	Tsandi Poultry Project
Contact		Year of Start-up
Mrs. Hileni Ashinkono (Group Member) Mrs. Martha Uushona (Chief Clerk, Tsandi constituency)		2011
Main Products		No. of Group Members
Chickens (The group has yet to sell any chickens. It is planning to start selling their chickens from August 2012.)		6 (all the group members are members of the Imangulula ["free"] HIV support group)
		Status of Registration
		Association (the group has not been registered with any organization)
Sales Volume	Price Information	Current Major Market
Not applicable (the current objective is to sell 50 chickens per week)	Not applicable (Planned Price) • Roosters: N\$70 • Hens: N\$50- N\$60	Not applicable (prospective buyers are individuals in the neighborhood and those who come to the Tsandi open market)
Product Features		
The group's products have no special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The Tsandi constituency officers visit the project site every week and monitor activities. • The Regional Council provided N\$20,000 for the construction of the chicken coop (a cage of approximately 10 meters square) in 2008. • CESTAS (an NGO) provided the association with N\$20,000 for the purchase of 150 chickens, feed and immunizations. No technical or business training was provided by CESTAS. • The group purchased chicks from a supplier in Oshakati in December 2011. 		
Challenges		
<ul style="list-style-type: none"> • Without having received any training, the group may not have sufficient technical knowledge to successfully operate a chicken farm. • 25 out of 150 chickens were killed by snakes in February 2012. Snakes and other wild animals are threats to the poultry business throughout the year (after the snake infestation, the group took protective measures around the cage). 		

2.2.6 Kunene Region

F)-1 Komesho

Region	Constituency	Organization
Kunene	Opuwo	Komesho
Contact		Year of Start-up
Mr. Oheli Juposa		2009
Main Products		No. of Group Members
Limestone bricks and sand		5 (3 males, 2 females)
		Status of Registration
		Sole proprietor (the company applied to be registered as a close corporation in March 2012.)
Sales Volume	Price Information	Current Major Market
No records kept	<ul style="list-style-type: none"> • Bricks: N\$2 per brick • Sand: N\$500 per 7 tons 	Construction companies, business owners, and individual home owners in the Opuwo constituency
Product Features		
Brick making is a traditional activity in the area. Limestone bricks have been used for building houses in the area for generations.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The company mines limestone from a mining site and produces bricks using traditional methods with axes, spades, and spikes. • The company's quarry (approximately 2 km by 2 km) is located within the village where the company is located (Oruwanje village). • The group requested financial support for machinery from the Kunene Regional Council, but has not yet received any response. • Since there are no other limestone-brick-making companies in the area, the company does not have any competitors. • The company produces bricks upon receiving an order. • The average sales of the company are N\$15,000 per month. 		
Challenges		
<ul style="list-style-type: none"> • The company is unable to keep up with demand. Construction companies place orders of 10,000 or more bricks of the exactly same size. Since it takes the company more than 3 months to complete the order, it cannot always accept such orders. • Since the company uses a traditional method of brick making, it is difficult to produce bricks of the same size in large quantities. 		

F)-2 Kunene Traditional Perfume

Region	Constituency	Organization
Kunene	Opuwo	Kunene Traditional Perfume
Contact		Year of Start-up
Mrs. Fatima Karungu, Mrs. Claudia Ashimi		2005
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Otjize (red ochre powder) • Otjizumba (traditional perfume) 		8
		Status of Registration
		Association (in the process of being registered as a cooperative)
Sales Volume	Price Information	Current Major Market
No records kept	<ul style="list-style-type: none"> • Otjize: N\$30 per 1 kg • Otjizumba: N\$50 per 500 ml container 	Himba and Zemba women in Opuwo
Product Features		
<ul style="list-style-type: none"> • Otjize is red ochre powder that has been used by Himba people to protect their skin from the sun. • Otjizumba is a traditional perfume and air freshener made from a variety of dried indigenous plants used by the Himba and Zemba people. Association members offer a variety of perfumes by changing the composition of ingredients. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • Red ochre is mined exclusively by villagers in the Obumbu Village near Ruacana in the Omusati region; outsiders including the association members are not allowed to mine red ochre in the village. Association members give soap or clothes in return for red ochre. Each round trip to/from the village costs N\$130. Otjize is sold in a raw form. The size of stone varies from 20 g to 300 g. • Otjizumba's raw materials (e.g. Omangete seeds, Okalwejo leaves, and Ondao root) are purchased in the Epupa constituency in the Kunene region, the Ruacana constituency in the Omusati region, and the Embumba village alongside the Kunene River in Angola. Each round trip to/from Angola costs N\$400. Association members mix and grind several types of dried indigenous plants, and strain ground plants through a cloth to make fine powder. It takes 2-3 hours to grind, and another 2-3 hours to strain the powder. • An organization called Hizejtitwa Indigenous People's Organization (HIPO) created a brochure about Kunene Traditional Perfume in March 2012. HIPO provided the group with 4 copies of the brochure. HIPO did not provide the association with any business or technical training. • The association sells the products throughout the year along the main street of Opuwo Town. • Since the association does not have a storage space, it is searching for external funds to rent storage space. 		
Challenges		
<ul style="list-style-type: none"> • The customer base for the products is limited to Himba and Zemba women. • The raw materials are obtained only in the northern areas, which are located more than 100 km away from Opuwo. When the association runs out of raw materials, the products remain out of stock until the members travel to the northern areas and purchase the materials. 		

F)-3 Kunene Small Scale Miners Association (KUNSMA)

Region	Constituency	Organization
Kunene	-	Kunene Small-Scale Miners Association (KUNSMA) (One of the sub-divisions is called Kunene House of Gem.)
Contact		Year of Start-up
Mr. Patric Mumbuy (Chairperson) Mr. Magic Mburura (Voluntary Project Manager) Mr. Gerson Nandova (Trainer)		2009
Main Products		No. of Group Members
Gemstone Products (The association has not produced any products to be sold commercially.) • Necklaces • Earrings • Key chains		Approximately 200
		Status of Registration
		Association (in the process of being registered as an enterprise with MTI)
Sales Volume	Price Information	Current Major Market
Not applicable	Not applicable (products created through training are sold at the following prices) • Necklaces: N\$25- N\$150 per piece • Earrings: N\$25- N\$150 per piece	Products created through training are sold at a hotel in Opuwo and trade fairs in Windhoek and Walvis Bay (gemstones are sold by individual miners at roadsides to tourists and buyers who visit the region).
Product Features		
The products are made from semi-precious stones such as blue sodalite, crystal, aquamarine, tourmaline, and amethyst.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • By joining the association, the members can receive information on mining techniques, transport permits, and mining licenses. • The association is using a building that was established by the Opuwo Town Council in 2008, as a stone-cutting-and-polishing-center. The association uses the building free of charge. • Federal Institute for Geosciences and Natural Resources (BGR) granted 6 different types (7 items) of stone cutting and polishing machines (i.e. faceting and polishing, calculating, heating, threshing, coupling, and drying) in 2011. The total value of the machines was N\$300,000. BGR also funded technical training for association members in gemstone processing. A total of 20 members were sent to the Karibib Gemstone Cutting and Polishing Training Center so that the trained members will be able to produce gemstone products in the Kunene region. • Currently BGR and Namibian Development Corporation (NDC) are funding a training course in the Kunene Cutting and Polishing Center. Currently 1 trainer is providing 3 trainees with 5-month training in gemstone cutting and polishing. The trainer received training at the Karibib Gemstone Cutting and Polishing Training Center. • Raw materials are provided by BGR for free. The members of KUNSMA also provide sample stones to the center. 		
Challenge		
<ul style="list-style-type: none"> • BGR sent association members to the Karibib training center in hopes that the trained members would produce gem products in the Kunene region; however, most of the trained members decided to find employment in Windhoek because KUNSMA could not guarantee job opportunities or salaries. • The association lacks the capacity to produce gemstone products or plan profit-generating activities. 		

2.2.7 Omaheke Region

G)-1 Kalahari Wild Silk Manufacturer

Region	Constituency	Organization
Omaheke	Aminuis	Kalahari Wild Silk Manufacturer
Contact		Year of Start-up
Mr. Junias Hamalua (General Manager) Mrs. Veronica Nunuhes (Marketing Manager)		2003
Main Products		No. of Group Members
Silk scarfs, shawls, and curtains		58 full-time workers (54 women, 4 men) and approximately 300 part-time workers (cocoon collectors)
		Status of Registration
		NGO
Sales Volume	Price Information	Current Major Market
20 scarves and 20 shawls fortnightly at the craft center in Windhoek	<ul style="list-style-type: none"> • Scarves: N\$250 per piece • Shawls: N\$350 per piece • Curtains: N\$500 per meter. 	Retailers in Windhoek, Swakopmund, Netherlands, and Germany
Product Features		
Cocoons which are spun by the larvae of the moth <i>Gonometa Postiga</i> are indigenous to the southern Omaheke region. The group's silk yarn and silk products are made from wild cocoons.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The founder of the group, Mr. Ian Coming conducted training on how to distinguish the types of cocoon that are ready for harvest and how to produce silk products. After the founder passed away in 2006, new members received training (2 weeks) from the original members. • European Union (EU) provided N\$2.7 million in 2009 and the Spanish Embassy provided N\$1.7 million in 2009 to the group. The funds were used for the purchase of machinery (21 items) and a truck, the designing and printing of the brochures and labels, and a total of 5 trips to Europe (Germany, Austria, and Netherland) for the marketing purposes. • The group owns a manufacturing factory in Leonardville and rents a craft shop in Windhoek. The rental fee for the craft shop is N\$1,300 per month. • Cocoons are collected by part-time workers from September to December every year. The group purchases cocoons at N\$10 per 1 kg. One part-time worker sells about 50 kg of cocoons to the group at a time. It takes 3 weeks for a collector to collect 50 kg of cocoons. • The group uses a combination of chemical and natural coloring to color the silk products. Coloring materials are imported from South Africa. The cost for the coloring materials is N\$11,000 per year. 		
Challenges		
<ul style="list-style-type: none"> • Although the group has the capacity to increase production, the group is currently not conducting any marketing activities to expand their market. • The group is unable to cover wages for workers from sales. Workers have not been paid since October 2011 due to limited sales. 		

G)-2 Ungura Uvaterue Project

Region	Constituency	Organization	
Omaheke	Otjinene	Ungura Uvaterue Project	
Contact		Year of Start-up	
Mr. Gerson Murangi (Group Leader)		2008	
Main Products		No. of Group Members	
<ul style="list-style-type: none"> Leather, saddles, bridles, chairs, shoes, cell-phone holders, and handbags Repair of saddles and bridles 		2	
		Status of Registration	
		Not registered	
Sales Volume	Price Information	Current Major Market	
Made-to-order (the group's monthly sales from January to April 2012 range from N\$0 to N\$3,000.)	<ul style="list-style-type: none"> Leather: N\$800 for one cow Leather saddle: N\$1,500 Leather bridle: N\$800 	<ul style="list-style-type: none"> Local customers (customers visit the project site to purchase the products) Other leather product makers 	
Product Features			
Apart from the fact that all the materials used to process leather are obtained locally, the group's products do not have any special features compared to the products sold at the markets.			
Additional Information on the Products and Group			
<ul style="list-style-type: none"> In 2005, the representative received a two-month training course at the Gam Village Tannery in the Otjozondjupa region. In the next year, he received a one-week training course on shoe-design and shoe making conducted by Leather Connection Close Corporation in Windhoek. In 2008, he moved to Otjikorondo Village and started the project. In 2009, the group received a sewing machine from MGECCW (Its sewing machine is not suitable for sewing thick leather, and as a result, most of the sewing work is done manually). In 2012, the Omaheke Regional Council approved the funding to build a sheltered workshop and install a water tank as well as to purchase a heavy-duty leather sewing machine, which will be used and owned jointly by four income generating groups³⁹ engaged in leather product making, including this project. All the materials used to process leather are obtained locally: <ul style="list-style-type: none"> Hides are obtained from surrounding cattle owners for free; and Ash used for cleaning cow hides and the root of the plant used for dyeing the hides are available around the village. The other materials necessary to produce leather products, such as a chair structure and shoe soles, are brought in by customers themselves. 			
Challenges			
<ul style="list-style-type: none"> Most customers purchase products on credit. Many of them do not pay regularly, while some of them even fail to pay the full amount. While the group produces a variety of products, the designs of some of its products are inferior to those of similar products sold in the market. 			

³⁹ The other groups are not engaged in tanning; they are purchasing leather from the Ungura Uvaterue Project. The Regional Council expects the quality, production volume and sales of leather products produced by these leather groups will increase when these groups start using a new heavy-duty leather sewing machine, which will in turn lead to an increase in their purchase of leather materials from the Ungura Uvaterue Project.

G)-3 Otjiuru Nomake Project

Region	Constituency	Organization	
Omaheke	Epukiro	Otjiuru Nomake Project	
Contact		Year of Start-up	
Mr. Jackson Hengari		1992	
Main Products		No. of Group Members	
Limestone Bricks		7	
		Close corporation	
Sales Volume	Price Information	Current Major Market	
Made-to-order (the maximum daily production capacity is 60 bricks per person.)	<ul style="list-style-type: none"> • Small-sized bricks: N\$2.00 per brick • Large-sized bricks: N\$3.50 per brick 	Contracted home and office builders (bricklayers)	
Product Features			
While limestone bricks are as durable as clay bricks, they are cheaper and more available than clay or cement bricks. A house built with limestone bricks keeps rooms cooler than a house made with iron sheets.			
Additional Information on the Products and Group			
In 2003 and 2006, MTI made arrangements for the group's attendance in trade fairs.			
Challenges			
<ul style="list-style-type: none"> • Limestone is mined and shaped into bricks with a machete. This is all done manually using light tools (e.g. crushers [metal rods used to extract limestone], machetes [slashers used to shape limestone into bricks], and shovels). • Quality control is a challenge. Customers have complained that the size and shape of bricks are not consistent. • Marketing is also a challenge. MTI announced that it would no longer support the mining group's attendance in trade fairs without a mining license issued by Ministry of Mines and Energy (MME). The application form for the license is too technical to complete (e.g. environmental effects of the group's mining activities). The group members currently advertise the product by walking around with a sample in town and settlement centers. 			

G)-4 Kuoko Kondjera Ezumo Project

Region	Constituency	Organization	
Omaheke	Epukiro	Kuoko Kondjera Ezumo Project	
Contact		Year of Start-up	
Mrs. Elizabeth Hangara		1990	
Main Products		No. of Group Members	
Limestone bricks		11	
		Status of Registration	
		Not registered	
Sales Volume	Price Information	Current Major Market	
Made-to-order (the maximum daily production capacity is 50 bricks per person.)	Small-sized brick: N\$2.00 per brick	Contracted home and office builders (bricklayers)	
Product Features			
While limestone bricks are as durable as clay bricks, they are cheaper and more available than clay or cement bricks. A house built with limestone bricks keeps rooms cooler than a house made with iron sheets.			
Additional Information on the Products and Group			
<ul style="list-style-type: none"> • Limestone is mined and shaped into bricks with a machete. It is all done manually using light tools (e.g. crushers [metal rods used to extract limestone], machetes [slashers used to shape limestone into bricks], and shovels). • In 2004, MGECW provided the group with a stone crusher, an electric generator, and other tools (since the stone crusher donated by the Ministry is not suited for a heavy-duty work, it is no longer used by the group). The group is still using the tools donated by the Ministry in 2004. • In 2011, NBC filmed the group's activities and aired it twice. Since the footage about the project was broadcasted, orders have increased. The group now receives orders from other constituencies such as the Aminis and Otjombinde constituencies. When the group receives an order that it cannot fill on its own, it cooperates with other limestone brick making projects to meet the order. 			
Challenges			
Since all production processes are done manually, it is difficult to produce bricks in consistent sizes and shapes.			

G)-5 Vergenoeg Sustainable Harvested Devil's Claw Producer and Processor Organization

Region	Constituency	Organization
Omaheke	Kalahari	Vergenoeg Sustainable Harvested Devil's Claw Producer and Processor Organization ⁴⁰
Contact		Year of Start-up
Mrs. Maria Koos (Coordinator)		1997
Main Products		No. of Group Members
Devil's Claw		52
		Status of Registration
		(Information to be clarified)
Sales Volume	Price Information	Current Major Market
(Information to be Clearfield)	N\$25 per kg (2011) N\$30 per kg (2012)	<ul style="list-style-type: none"> • CRIAA agents who visit the organization once or twice a year to purchase the product. • The product is exported to Europe through CRIAA.
Product Features		
Devil's Claw is used as a treatment for, amongst other things, loss of appetite, lower back and neck pain, upset stomach, high blood pressure, inflammation, allergies and skin tension.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • In 1997, the Sustainably Harvested Devil's Claw (SHDC) project was started by CRIAA, a local NGO, as a pilot project in Vergenoeg (Afrikaans meaning 'far enough'). Since the pilot project was a success, the project was expanded to include other settlement farms. The members of the Vergenoeg community are dominated by San (Bushman) and Nama Damara. • Every year, the Vergenoeg SHDC renews the MCA Indigenous Natural Product (INP) Sub-Activity Service Agreement Extension with CRIAA. This agreement lists the annual training schedules and other supports, such as assistance in acquiring a harvesting permit and assistance in finding potential buyers. • After harvesting, group members peel the skins of Devil's Claw, slice them into smaller sizes, and dry them in the sun. 		
Challenges		
<ul style="list-style-type: none"> • One of the major challenges is the lack of a storage facility. The storage facility that the Regional Council allowed the group to use until last year has since been set as a kindergarten classroom. CRIAA provided a large container but it is oily and in an unusable condition. The group is negotiating with CRIAA to replace the container with a new one. • Upon collecting the product at the village, CRIAA informs the group of the projected product price. The final product price is determined based on the international markets and foreign exchange rates when CRIAA exports the product. This sometimes causes a divergence between the price that the group members expect and the actual price that CRIAA gives the group after the exporting. • According to an interviewed group member, only committee members benefit from CRIAA's training and the information given in the training is not being shared properly with harvesters. Some harvesters have a sense of distrust toward both the committee and CRIAA. 		

⁴⁰ During the visit to the site, the survey team was able to interview only harvesters but not committee members.

G)-6 Ngaturore Project

Region	Constituency	Organization
Omaheke	Epukiro	Ngaturore Project
Contact		Year of Start-up
Mr. Pasiko Mbura		2010
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Groundnuts • Beans • Millets • Watermelons • Devil's Claw (not yet harvested) 		7
		Status of Registration
		Not registered
Sales Volume	Price Information	Current Major Market
Groundnuts: 350 kg (2011)	Groundnuts: N\$5 for a small bag (50 gram)	Local customers at local markets
Product Features		
<ul style="list-style-type: none"> • The group's products do not have any special features and are commonly found in the market. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The group has not received any external financial or technical support. • The group plans to acquire water from the Namibia Water Corporation Ltd. (NamWater). According to the group, in order to get water from NamWater the group must first pay the service fee and the installation charge for pipes and a water tank. It has already paid the service fee of N\$200 to NamWater; however, the group does not have enough capital to pay for the installation charge. It is looking for assistance from the Government or any organization that may extend support to them. 		
Challenges		
<p>The supply of water is a major challenge for all the products, especially Devil's Claw. The group is currently using water from a communal bore hole, which is located 5 km from the group's farm. The group tried to harvest the Devil's Claw's roots as they should have been ready to be harvested two years after planting, but the roots were too small to be harvested due to the lack of water supply.</p>		

G)-7 Traditional Butter Making

Region	Constituency	Organization
Omaheke	Epukeiro	(This is an individual initiative.)
Contact		Year of Start-up
Name of the interviewee: Mrs. Esther Kazapur		-
Main Product		No. of Group Members
Traditional Herero Butter (<i>Omaze Uozongombe</i>)		-
		Status of Registration
		-
Sales Volume	Price Information	Current Major Market
2.5 liters (2011)	Butter: N\$100 per liter (butter is sold in semi-liquid form in plastic beverage bottles)	Herero from Windhoek, Gobabis, and other cities or town centers who are passing by the village.
Product Features		
<i>Omaze Uozongombe</i> (butter or ghee) is produced by the Herero tribe, who raise cattle for a living. The butter has a full-bodied flavor, similar to that of cheddar cheese. All ingredients used in production are natural and available locally.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> Traditional butter making is conducted by individual households and not by a community group. The traditional butter is made from milk that has been placed outdoors for 1-3 days at ambient temperatures in a Kalabash, a type of gourd. In order to speed up the fermentation process, add flavor and assist the churning process, several pieces of <i>Omunkunzi</i> (<i>Boscia albitrunca</i>) tree roots are put in the Kalabash together with milk. The fermented milk is churned by a female member who gently swings the Kalabash that is hung from a tree with a leather rope. After the churning process, coagulated lumps of milk are skimmed off and boiled to make butter. One liter of butter is produced from 14 liters of milk. Through the churning process, sour buttermilk or yogurt (<i>Omatuka</i>) is also produced as a by-product. 		
Challenges		
<ul style="list-style-type: none"> Since most Herero households that rear cows and produce butter primarily for their own consumption, they perceive that home-made butter is not a commodity that makes a profit. Since Herero's butter is not well-known among other tribes, the market is currently limited in size. Namibian dairy products cannot compete with dairy products imported from South Africa in terms of price; therefore, cattle are mostly kept for beef production and not for dairy production. 		

2.2.8 Karas Region

H)-1 Doen en Sien Self SATCO Leather Project

Region	Constituency	Organization
Karas	Karasburg	Doen en Sien Self SATCO Leather Project ⁴¹
Contact		Year of Start-up
Mr. Dawid Koper		1989
Main Products		No. of Group Members
Leather products (shoes, belts, sandals, key-holders, etc.)		10
		Status of Registration
		Close corporation (in the process of registration)
Sales Volume	Price Information	Current Major Market
20 pairs of leather shoes per month	<ul style="list-style-type: none"> • Leather shoes: N\$120-N\$215 • Leather belts: N\$120 • Leather sandals: N\$140-N\$160 • Leather key-holders: N\$25 	<ul style="list-style-type: none"> • People who attend trade fairs • Women (e.g. female students preparing for such special occasions as cultural day events, in which they have to wear their tribal dress)
Product Features		
<ul style="list-style-type: none"> • The leather shoes produced by this group are a part of traditional outfit of the <i>Nama</i> people. To preserve the traditional touch, the group produces its products by hand, rather than using machines. • The group's main customers are women. Women buy the products for such special occasions as cultural day events held at schools, where students have to wear in their tribal dress. 		
Additional Information on the Products and Group		
<p>The group has received several grants in the past and has been gradually upgrading its working environment.</p> <ul style="list-style-type: none"> - In 2003, MGECW provided financial assistance of N\$31,000, which was used to purchase 20 goats, production materials and tools. - In 2006, the U.S. Ambassador's Self-Help Program provided financial assistance of N\$21,000, which was used to purchase production materials and tools. - In 2008, the Namibia Nature Foundation (NNF) provided financial assistance of N\$45,000. This was used to purchase a signboard alongside the main road from Karasburg, construct a workshop, and purchase tables and shelves for displaying products. - The Karas Regional Council is in the process of providing financial assistance of N\$50,000, which will be used to purchase production materials and bricks for rebuilding their shop. 		
Challenges		
<ul style="list-style-type: none"> • Although the group would like to diversify its products by producing items such as leather bags, it does not have technical know-how. • Financial management is one of the major challenges. The group is keeping accounting records but they have not done so properly. Moreover, their working capital is only N\$2,000, which is not enough to purchase sufficient production materials. The group is not collecting any membership fees in spite of the need to mobilize working capital. 		

⁴¹ While Doen en Sien Self SATCO Leather Project is the project name shown on the signboard of its shop and marked on some of its products (e.g. key-holders), the group's name approved by MTI is Ada Khai Close Corporation as the former was already used by other organization.

H)-2 Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project

Region	Constituency	Organization
Karas	Border of Keetmanshoop Rural & Keetmanshoop Urban	Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project (Community-based project led by MFMR and MAWF)
Contact		Year of Start-up
Ms. Peter Simasiku (MFMR) Ms. Ben Haraseb (MAWF)		2006
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Fish (tilapias and carps) • Vegetables and Fruits (green peppers, carrots, beets, spinaches guavas) 		20
		Status of Registration
		(To be clarified)
Sales Volume	Price Information	Current Major Market
No records kept	(To be clarified)	Local customers (customers visit the project site to purchase the products)
Product Features		
The group's products have no special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • It is a project led and managed by the government. The government intends to transfer its ownership to the community in the future. • The project was started in 2006 by MFMR with the establishment of two cement water tanks for tilapia and carp production, and two boreholes to provide water to the tanks (the water from a natural fountain is also used). In the following year, MFMR built four more tanks and provided more fingerlings. Activities have been diversified with an adjacent gardening project implemented by MAWF. • Fish are grown in cemented water tanks in a greenhouse facility. The Karas region is reported to have large underground water resources, which is conducive to fish farming⁴². • The gardening project uses recycled water discharged from the fish farming water tank. 		
Challenges		
<ul style="list-style-type: none"> • Financial sustainability is a major challenge for this project. The electricity costs for running the six water tanks are covered by the Karas Regional Council. • Community participation and community ownership of the Project are also challenges. Both ministries plan to hand-over the project to the community, but the Ministry officials are still heavily involved in daily operations. Only six of the 20 members are actively involved since the sale of fish and vegetables can only cover the salaries of six people. 		

⁴² Based on the interview and the article, "Namibia-Fish Farm Harvest" 10 November, 2009, "Meat Trade News Daily" <http://www.meatradenewsdaily.co.uk/news/101109/namibia__fish_farm_harvest.aspx>

H)-3 Constancia Komentry Project

Region	Constituency	Organization
Karas	Berseba	Constancia Komentry Project (Community Orchard Project by MAWF)
Contact		Year of Start-up
Mr. Sebulion Tjirimaua (Son of Group Leader /Village Chief)		2002
Main Products		No. of Group Members
Guava and citrus fruits (the fruits produced by the Project have yet to be sold.)		10
		Status of Registration
		Not registered
Sales Volume	Price Information	Current Major Market
None	Not applicable	Not applicable
Product Features		
The group's products have no special features.		
Additional Information on the Products and Group		
In 2002, responding a request from the project group, MAWF supported the establishing of an orchard (a communal project) by funding a water tank, a windbreak, and fruit tree seedlings. In addition to the physical investment, MAWF provided them with technical training in fruit cultivation.		
Challenges		
Since only a small volume of fruit has been harvested, the fruit has only been distributed among members and no cash income has been generated.		

H)-4 Naute Irrigation Project

Region	Constituency	Organization	
Karas	Berseba	Naute Irrigation Project (Large-Scale Irrigation Project in Naute Dam, Green Scheme Project)	
Contact		Year of Start-up	
Ms. Japie_Maré (Production Manager)		1996	
Main Products		No. of Group Members	
<ul style="list-style-type: none"> • Dates • Table grapes • Pomegranates • Cactus pears 		350 workers during the harvesting seasons, including 60 permanent workers	
		Status of Registration	
		Not applicable	
Sales Volume	Price Information	Current Major Market	
Export volume in 2011: <ul style="list-style-type: none"> • Dates: 140 tons • Grapes: 81 tons (pomegranates and cactus pears are also planned to be exported in the future)	Information unavailable	International markets <ul style="list-style-type: none"> • Europe • Asia. (with new investment by Al-Dhahra, the main export destinations will include the Middle East)	
Product Features			
This is an export-oriented commercial plantation. The quality of Namibian table grapes and dates is high enough to attract foreign buyers.			
Additional Information on the Products and Group			
The project is being implemented by NDC with technical support in production and marketing from Carstens Farming Company in South Africa. It is part of the Green Scheme promoting sustainable food production in Namibia. <ul style="list-style-type: none"> • Production is conducted on a large scale with the plantation areas being comprised of 85 ha for date palms, 40 ha for table grapes, 10 ha for pomegranates and 10 ha for cactus pears. • In 2010, NDC entered into a joint partnership with Al-Dhahra Agricultural Company (based in the United Arab Emirates) to develop additional 200 ha of land, out of which 180 ha is for date palms and 20 ha for table grapes. • Since the Naute Dam has an irrigation capacity of 800 ha, it is coming close to reaching its full capacity with the new investment by Al- Dhahra. 			
Challenges			
NDC has not fulfilled some of the conditions necessary for exporting pomegranates and cactus pears. These fruits are to be exported as soon as all requirements have been met.			

H)-5 Orange River Irrigation Project

Region	Constituency	Organization
Karas	Karasburg	Orange River Irrigation Project (Large-Scale Irrigation Project alongside the Orange River, Green Scheme Project)
Contact		Year of Start-up
Mr. Johannes Olé Nekundi (Executive Director of Cool Fresh)		2011
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Grapes • Dates • Vegetables (tomatoes, butternuts, potatoes, and pumpkins) • Fruits (water melons, and melons) 		350 workers during the harvest seasons, including 67 permanent workers
		Status of Registration
		Not applicable
Sales Volume	Price Information	Current Major Market
Information unavailable at time of the interview	Information unavailable at time of the interview	All produce from the project is sold through Cool Fresh: <ul style="list-style-type: none"> • International markets (EU, Saudi Arabia and Arab countries) • Domestic sales (Shoprite, Checkers, Pick&Pay, etc.)
Product Features		
<ul style="list-style-type: none"> • Grapes are produced earlier in the season than those of South Africa. • The quality of Namibian table grapes and dates is high enough to attract foreign buyers. 		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The Orange River Irrigation Project is one of the Green Scheme projects implemented by MAWF to increase food production and to provide employment. • Cool Fresh Namibia is contracted by the Ministry as a service provider. Its operations are comprised of a commercial component and a social component. Under the commercial component, 25 ha of the land is used for the production of table grapes, 28 ha for dates and 90 ha for vegetables. The Ministry plans to expand the production of grapes and dates by adding 50 ha and 10 ha, respectively. • Under the social component, the project leases out 4 ha of land to 20 small-scale farmers (80 ha in total) on a five-year basis. On average, small-scale farmers hire four permanent workers and 14 seasonal workers for six weeks during the harvesting season. 		
Challenges		
A major challenge is the cost of transportation since there is no major market with close proximity. According to Cool Fresh Namibia, the key to keeping the operations economically viable is to ensure that the project's produce reaches its target markets before the markets are flooded with the same produce.		

H)-6 !Haib Cooperative

Region	Constituency	Organization
Karas	Karasburg	!Haib Cooperative
Contact		Year of Start-up
Mr. Pieter Hendrik Brandt (Vice Chairperson)		2009 (the year when the mango orchard was granted)
Main Products		No. of Group Members
<ul style="list-style-type: none"> • Mangoes • Vegetables (tomatoes, maize, and lucerne) • Livestock (10 sheep) 		22
		Status of Registration
		Cooperative
Sales Volume	Price Information	Current Major Market
1,000 crates of mangoes (2011)	1 crate (about 60 mangoes): N\$120	<ul style="list-style-type: none"> • Local customers who visit the farm • Middlemen who deliver the produce to other cities and towns
Product Features		
The group's products do not have any special features.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The cooperative's activities started with the growing of vegetables in the community garden in its own village. In preparing the garden, MRLGHRD provided financial supports for fencing materials, seeds, solar energy equipment for pumping water, and other farming equipment. Under its Food/Cash for Work Programme the Ministry also provided food rations to cooperative members before they made the first harvest. • The cooperative owns 52 ha of land in Noordoewer, which was granted by the MLR in March 2009. The land, which is located approximately 100 km southwest of !Haib Village, came with a well-built irrigation channel, a storage facility, and 1,500 mango trees. In addition to caring for the mango trees, the cooperative started the second community garden, which is much larger in scale than the first one. • Since there is a well-built irrigation channel on the land granted, the group's produce is provided with sufficient water. • Due to the distance from the village to Noordoewer, the cooperative employs five people in Noordoewer to work in the mango orchard and a second community garden. 		
Challenges		
<ul style="list-style-type: none"> • The group has not fully-developed its marketing strategy. The small size of the population in the region only provides limited market opportunities. In order to increase profits by selling its produce at higher prices, the cooperative is in negotiation with Cool Fresh, the service provider of the Orange River Irrigation Project, to internationally market the produce on its behalf. • Distances to major markets are a major constraint on the expansion of the business. 		

H)-7 Traditional Medicines Group under the Women’s Forum in Karasburg

Region	Constituency	Organization
Karas	Karasburg	Traditional Medicines Group under the Women’s Forum in Karasburg
Contact		Year of Start-up
Mrs. Dolores R. E. Solomons (Chairperson)		Information unavailable
Main Products		No. of Group Members
Healing services using various traditional medicines		9
		Status of Registration
Not registered		
Sales Volume	Price Information	Current Major Market
No records kept	Free of charge	Local people
Product Features		
Treatment with traditional medicines including massage upon the delivery of newborns, healing of abdominal pain, etc.		
Additional Information on the Products and Group		
The group is comprised of 3 male members who enter forests and collect ingredients for traditional medicines (ostrich eggs and dung, roots of an indigenous plant, aloe vera, etc.) and 6 female members who practice healing services using various traditional medicines.		
Challenges		
The activities of the Traditional Medicines Group under the Women’s Forum in Karasburg are not yet commercialized. Although traditional healers are found throughout Namibia, they are not acknowledged by the public as medical practitioners, thus they are in many cases required to give treatment free of charge. The group would like the government to create a mechanism to accredit or certify traditional medicine practitioners so that they can be acknowledged by the public and proper service fees can be charged for treatment.		

H)-8 Karasburg District Small Miners Group

Region	Constituency	Organization
Karas	Karasburg	Karasburg District Small Miners Group
Contact		Year of Start-up
Mrs. Irene Laberloth (Chairperson) Mr. Jose Rooi (Vice chairperson)		2011
Main Products		No. of Group Members
Mineral gemstones (crystal, topaz, ruby, granite, etc.) (the group has yet to collectively sell its products)		30
		Status of Registration
		In the process of being registered as a close corporation
Sales Volume	Price Information	Current Major Market
Not applicable	Not applicable	(Gemstones are sold by individual miners at roadsides to tourists and buyers who visit the region.)
Product Features		
The group's members individually sell unprocessed gemstones.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • The group was formed to serve the members' common interest including better accessibility to mines. It was created because the Karas Regional Small Miners' Association (KARSMA) formed in 2010 was not functional. • The group is currently not conducting any specific activities, but holding meetings to discuss general issues including mining rights and locations, cost of digging, and fund raising. 		
Challenges		
One of the major challenges is a lack of technical information on stone processing and other necessary information to fulfill the group's mission. Apart from short-term training about general information on building stones, the group has not received any training.		

H)-9 Karas Regional Small Miners' Association (KARSMA)

Region	Constituency	Organization
Karas	Keetmanshoop Urban	Karas Regional Small Miners' Association (KARSMA)
Contact		Year of Start-up
Mr. Williem Josafat Isaacks (Chairperson)		2010
Main Products		No. of Group Members
Mineral gemstones (crystal, topaz, ruby, granite, etc.) (the association has yet to be engaged in any collective commercial activities)		42
		Status of Registration
		In the process of registering with the Directorate Social Welfare Services, Ministry of Health and Social Services (MHSS)
Sales Volume	Price Information	Current Major Market
Not applicable	Not applicable	(Gemstones are sold by individual miners at roadsides to tourists and buyers who visit the region.)
Product Features		
The group's members individually sell unprocessed gemstones.		
Additional Information on the Products and Group		
<ul style="list-style-type: none"> • KARSMA has not yet engaged in any collective commercial activities. After being established in 2010, KARSMA soon became non-functional because it was difficult to organize committee meetings since committee members live far from each other. • After two years of dormancy, KARSMA is currently in the process of being registering with the Directorate Social Welfare Services, MHSS. This registration will enable KARSMA to apply for a voluntary fund of N\$500,000 from the Ministry of Labor and Social Welfare (MLSW). Once the fund becomes available, KARSMA plans to re-mobilize its members, assess their needs and sensitize them on the sustainable utilization of minerals. • There have been new developments in small-scale mining in the Karas region over the last two years. According to the letter submitted by MME to the Government of the Karas region, a budget for setting up of a small-scale facility for the processing, cutting and polishing of flat stones in Noordoewer has been allocated for the 2012/2013 year. MME will first provide geotechnical support services and training to persons involved in the operation of that facility. Then, the facility will be handed over to the Karas Regional Council and KARSMA. Another development is that MTI has started negotiating with the Polytechnic to reactivate the Keetmanshoop Gemstone Center with the intention of actively involving KARSMA in the training and marketing activities of the Center. 		
Challenges		
The major challenge is transportation. Since the committee members live far from each other, it has been difficult to organize meetings.		

Chapter 3 Support Services

3.1 Technical and Management Support

3.1.1 Ministry of Agriculture, Water and Forestry

(1) Directorate of Extension and Engineering Services

The MAWF's Directorate of Extension and Engineering Services (DEES) has a regional office and sub-divisions (referred to as Agricultural Development Centers (ADCs)) in every region. Agricultural Extension Technicians are assigned to these offices, and at least one Technician (extension officer) is stationed in each constituency of the country. The DEES' mandate is to provide farmers with technical advice and training in crop cultivation and animal husbandry through which improved agricultural technologies and practices are to be disseminated. DEES also commissions training providers to conduct bookkeeping and leadership training for farmers' associations. Every year Agricultural Extension Technicians prepare an annual training schedule based on farmers' needs as assessed in the previous year and conduct one-week training sessions with DEES's regional offices often cooperating with other ministries' offices to meet the various needs of farmers. DEES also organizes a Farmers' Information Day twice a year at all ADCs to provide information on available assistance and training opportunities.

Based on the MAWF's policy, DEES usually renders its technical support to organized groups, such as Farmer's Associations, as opposed to individuals. DEES encourages farmers to form associations (minimum 50 farmers) and register such with NNFU so that farmers may participate in agricultural shows organized by NNFU under the sponsorship of MAWF. DEES intends to form at least one association in every constituency with the directorate often announcing its programs via the radio in order to reach out to rural communities.

(2) Directorate of Forestry

DoF is promoting tree planting (orchards and woodlots) and Non-Timber Forest Products (NTFP), including honey and baskets, through offices located in each region. The regional offices' main responsibilities include the promotion of community orchards, the granting of Forest Products Permits, the promotion of NTPF, and forest fire prevention.

Regional offices provide support for the establishing of orchards by providing farmers with materials including fencing, seedlings, fruit seed, and implements, conducting training in cultivation, and continuously providing monitoring and mentoring. They first approach a community (village) and conduct a meeting to explain the Ministry's support scheme. If the community is interested in establishing an orchard, necessary conditions (the availability of land and water, soil conditions, access to diesel, etc.) are examined. There are often cases where the landowner (a traditional authority) does not agree to cede his land to the community even when the land is not being used. If the project is assessed to be feasible, an agreement is then signed between the Ministry and a committee formed by

the participants. When necessary, the Directorate of Rural Water Supply of the Ministry provides a borehole and pump (and solar panels, if not a diesel pump). After planting, the regional offices' officials visit the site each month to conduct monitoring and follow-up activities. The performance of the orchards varies between sites, depending largely on the commitment of the communities. While communities acknowledge the benefits of community orchards, they have difficulties in maintaining motivation up to the point at which they begin reaping economic benefits from the fruits which is two years following the grafting.

Assistance to beekeepers began in 1996 under the United Kingdom's Overseas Development Agency (ODA)'s support. The directorate created a video to promote beekeeping, which contributed to the creation of employment opportunities in rural community. Currently under the "Integrated Forest Management Program", the directorate is encouraging beekeepers to form associations while concurrently searching for funding agencies that provide support to beekeepers' associations. The directorate also secures booths for community groups at national trade fairs. There is no legal framework in Namibia that regulates beekeeping.

(3) Division of Cooperative Development, Directorate of Planning

The Division of Cooperative Development (DCD) under the Directorate of Planning in MAWF provides support for the establishment and development of cooperatives. The division, consisting of 11 staff, has two subdivisions: Registration and Audits, and Monitoring and Training.

There are 78 cooperatives (approximately 15,000 members) registered with the Registrar of Cooperatives of MAWF. These registered cooperatives include not only agricultural groups but also non-agricultural groups such as savings and credit, tailoring and sewing, craft making, and small-scale mining. The DCD provides support to cooperatives (having a legal status as a cooperative) while NNFU provides support to associations (not a legal entity).

The main benefit of registering as a cooperative is the legal status obtained; the division issues a registration certificate upon registration that then can be used to open bank accounts, enter into contracts, and apply for bank loans. There are two types of cooperative registration: provisional and full registration. 72 (91%) out of the 78 registered cooperatives are provisionally registered while 7 (9%) of the cooperatives are fully registered. The only difference between a provisional and full registration is that the latter has submitted a business plan to the Registrar; other requirements are common between these two types of registration, including bylaws and other supporting documents. To apply for a cooperative registration, cooperatives need to have at least 7 members who share a business concept. Cooperatives have to renew their provisional registration every year (renewal fee is N\$50) and have 5 years to fulfill the requirements to become fully registered.

The division organizes a team that visits 6 field venues to monitor and audit cooperatives' activities and provide training throughout the year. All cooperatives are required to submit an audited "annual return" (a financial statement) to the Registrar. In order to reduce the burden on the cooperatives, the

cooperative development division provides audit services free of charge. The division is currently writing up a communication strategy to raise rural population's awareness of cooperatives.

The division's support for cooperatives in the formulating of business plans is limited without funding for the hiring of engage competent consultants. The division directly provides provisionally registered cooperatives with training in cooperative member education (to educate cooperative members on their rights and obligations), business planning, and strategic planning to facilitate the process of becoming fully registered.

3.1.2 Ministry of Fisheries and Marine Resources

MFMR has a head office in Windhoek and 9 regional offices (covering all regions except Omaheke, Ohangwena, and Kunene), as well as an aquaculture center (testing lab facility) in each of the regions where the Ministry's offices are located. The main donor supporting the directorate is the Spanish government, which has been providing financial assistance to the directorate since 2003. For 5 years from 2011, the Spanish government will be providing EUR1.8 million for research activities in aquaculture centers such as the development of new fish feed, genetic selection, hatching, and fingerlings production. The Food and Agriculture Organization (FAO) sent 12 Vietnamese technicians to aquaculture centers to support research activities under its South-South Cooperation Program.

The Directorate of Aquaculture provides technical assistance to the establishment or scaling up of aquaculture projects, including site assessment, water testing (the directorate sends a technical team to target areas to conduct tests), and information sharing. The directorate also acts as a bridge between donors and communities with the directorate calling for proposals on the development of aquaculture and sending selected proposals to donors to request financial assistance. The directorate does not have the financial resources to fund any community-based projects.

One of the challenges in these activities is the applicant's lack of understanding of aquaculture. Despite a number of proposals, there are few proposals that have an adequate amount of land area and water resources available for aquaculture. The directorate does not have the human resources to raise rural communities' awareness of aquaculture. At this point none of the community groups that have so far received services from the Directorate of Aquaculture has yet achieved a level of production sufficient to receive marketing assistance.

3.1.3 Ministry of Mines and Energy

The Small-Scale Mining Division under MME has no regional offices. The Division's main responsibilities are to provide small-scale miners with technical assistance (e.g. making testing labs available, identifying mining resources, providing technical training in small-scale mining, and sensitizing small-scale miners to the mining licensing requirements), and to regulate small-scale mining activities.

The division has been encouraging small-scale miners to obtain legal statuses such as close corporations, cooperatives and NGOs, and to form regional bodies so that MME will be able to support them effectively. The most advanced case is found in the Erongo region, where small-scale miners' cooperatives established in each of the constituencies formed a regional body called ERSMA (Erongo Small-scale Miners' Association; its head office is located in Karibib). ERSMA received financial support (N\$8 million) from the EU with which mining equipment for semi-precious gemstones was purchased to be used as a common facility. ERSMA in turn lends out the equipment to small miners' cooperatives at subsidized rates. Being an autonomous entity, ERSMA is responsible for the maintenance and repair of the equipment.

In Kunene and Karas, the division conducted needs assessments in 2010 to identify the types of mining resources available in those regions (e.g. semi-precious gemstones in Kunene, construction materials like sand stone in Karas). Based on the results of these needs assessments, BGR supported projects in Kunene and Karas for the building of stone-cutting-and-polishing centers, and providing on-site technical training (BGR's assistance ended in March 2012).

Challenges for small-scale mining include a lack of a marketing strategy for mining products and the absence of value-added products. Currently small-scale miners sell mining products, usually in raw form, to the few tourists visiting their rural communities with miners struggling to find customers due to the lack of a marketing strategy, resulting in products being left unsold for long periods of time.

Another challenge is the lack of human resources for managing associations. The small-scale miners associations in Kunene and Karas are not groups of cooperatives like ERSMA, but groups of individual miners. The activities of these associations are quite limited due to their small membership size as well as their limited human resource capacities. Although the Small-Scale Mining Division is mandated to assist these miners' cooperatives in organizing themselves and developing value-added products to attract more customers, the division is unable to do so due to an insufficient budget and human resources.

3.1.4 Ministry of Youth, National Service, Sport and Culture

MYNSSC has 10 Multi-Purpose Youth Resource Centers (MPYRCs), 3 Rural Youth Development Centers (RYDCs), and 3 Skills Training Centers. MYNSSC has a regional office in every region (many of the regional offices are situated within MPYRCs). There are rural youth officers in both the head and regional offices, who disseminate information on financial assistance for rural youths. MYNSSC also appoints employment officers in each regional office to assist youths in finding employment opportunities.

Multi-Purpose Youth Resource Center

The MPYRC's primary function is to offer information on health, employment, and life skills, and to conduct training in small business management (e.g. formulating business ideas, drafting business plans, managing businesses, book-keeping, and marketing) and basic computer skills. Training in

small business management is commissioned to service providers, including University of Namibia, mostly based in Windhoek. The participants are identified in each constituency by community youth leaders or selected by MYNSSC regional officers. The Center also supports the marketing of products produced by the youth through the encouraging of their participation in trade fairs.

Skills Training Center

MYNSSC runs 3 skills training centers (Omusati, Hardap, and Otjozondjupa) that provide vocational training (3 months, 6 months, and 1 year courses) conducted by Nigerian trainers. Each training center has the capacity to accommodate and train 2,000 youths. The fields of training include horticulture, aquaculture, apiculture, agricultural food processing, upholstery, brick-making, and tailoring. While Vocational Training Centers (VTCs) under the Ministry of Education in principle accept only those with the grade 10 certificates, skills training centers accept those without any educational credentials. Graduates from the 1-year skills training courses are eligible for VTCs even without the grade 10 certificate. Skills training centers are operated with funds provided by MYNSSC and the Social Security Commission. MYNSSC is planning to build more skills training centers to be attached to MPYRC and RYDC in other regions as well as provide more courses.

Outreach Program

Under its “Outreach Program”, MYNSSC regional officers visit each constituency 2-3 times a year to identify youth groups in need of assistance and to impart information on the available grant programs of development partners and line ministries. Partner organizations include MGECW, MTI, Regional Councils, the Namibian Red Cross, the US Embassy, and the University of Namibia (UNAM). The MYSSC’s regional office also organizes a workshop to conduct business training and information sharing once a year. During this workshop, MYNSSC introduces grant programs such as the MGECW’s community grant project, the US Embassy’s Self Help Program and the Regional Council’s Microfinance Program (N\$369,320 in FY2011/12).

3.1.5 Ministry of Trade and Industry

The regional offices of MTI, which are located in each region, provide outreach services to local enterprises. The major services delivered through these regional offices include company registration, the Business Support Service Programme (BSSP) which consists of “Business Plans”, “Feasibility Studies”, “Mentorship Services”, and an “Equipment Aid Scheme” (EAS), participation in trade fairs, and trade promotion. MTI engages consulting firms to render “Business Plans”, “Feasibility Studies”, and “Mentorship Services” while NDC, a public entity specializing in private sector development, is responsible for the procurement of equipment to be granted through EAS. Since these programs’ target beneficiaries are small- and medium-sized enterprises, most of the funded projects are located in urban areas; however, the program can also be used to support rural-based projects.

3.1.6 Ministry of Environment and Tourism

MET promotes Community-based Natural Resource Management (CBNRM) and protects endangered species and plants.

MET's main activity involving CBNRM is to promote the organization and management of conservancies for the sustainable use of natural resources with MET regional offices providing training on how to form and manage such conservancies. Conservancies are areas in which rural communities gain rights to the use and management of wildlife within defined boundaries. The rights to be granted include the right to use game as hunted trophies or as food for local consumption by conservancy members, the right to establish community based tourism enterprises (e.g. camping sites) and the right to enter into joint venture agreements with private sector entrepreneurs. In order to be approved and registered as a conservancy, an interested group must go through the village headmen and file for a permit at MET.

One of the main challenges in promoting conservancies is that many communities perceive that the economic costs (loss of livestock and crops due to wildlife) and social costs (loss of human lives due to wildlife) outweigh the economic benefits from the use of such wildlife. Acknowledging the community's concern, MET formulated the National Policy on Human-Wildlife Conflict Management in 2009. Under this policy, the Human Wildlife Self-Reliance Scheme was adopted to partially compensate for losses incurred due to wild animals with the view that the income generated from the operation of the conservancy could not fully cover such losses.

In order to protect endangered species and plants, MET provides information on their sustainable use and grants a permit to those who wish to engage in commercial activities involving them. There are three types of permits relating to commercial activities in Devil's Claw that need to be registered with MET: harvest, buy and sell, and export permits (the fee for each permit is N\$50). Both individuals and groups can apply for these permits.

3.1.7 Ministry of Lands and Resettlement

The Directorate of Resettlement in the Ministry of Lands and Resettlement (MLR) is the directorate responsible for the allocation of resettlement farms, and the implementation of the Resettlement Programme and post-resettlement support.

When the directorate allocates a resettlement farm comprised of small units to beneficiaries, it first conducts a farm assessment and develops a demarcation plan, which is then submitted to the Minister for approval⁴³. After the demarcation plan has been approved by the Minister and the Ministry of Justice, the directorate advertises the farming units in newspapers as well as through the Regional Council office and the directorate's regional offices. The Land Reform Advisory Commission (LRAC)

⁴³ Ministry of Lands and Resettlement, Major services rendered by the Directorate of Resettlement, retrieved on 24 May 2012 from <http://www.mlr.gov.na/>

in the Ministry's head office with assistance from regional offices selects candidates and recommends allocations to the Minister. With the approval of the Minister, the regional office enters into a lease agreement for the farms with selected beneficiaries.

The directorate provides post re-settlement support through the Financing Support Programme and Farmers Training Support Programme. In order to support resettled farmers in the improving of the productivity of farmlands, MLR and Agribank established the Post Settlement Support Fund through which resettled farmers obtain loans at subsidized rates⁴⁴. The Farmers Training Support Programme is financed by the German government and implemented by Agribank, which provides short agricultural courses on crop and livestock production as well as mentoring services⁴⁵.

3.1.8 Rural Development Centers (RDCs)

Ongwediva RDC and Ben Hur RDC are public entities under MRLGHRD with their management being contracted out to the KOMEHO Namibia Development Agency (KNDA), a local NGO, until September 2012. Ongwediva RDC is serving the development needs of Omusati, Oshana, Ohangwena and Oshikoto regions, while Ben Hur RDC is serving that of Omaheke.

RDCs' main activities are as follows:

Training and outreach work: the provision of training in such fields as business management, food production techniques, value addition to natural resources (e.g. the production of juice, baby powder and soup), and the introduction of income generating activities;

Trials: Testing the viability of natural resources as income generating activities and the best approaches in the form of production and processing methods (however, these RDCs do not have a laboratory to test or measure products).;

Hospitality: accommodation, conference and catering services at the center; and

Appropriate technology: manufacturing and distribution of products that contribute to the improvement of the livelihood of target beneficiaries.

Ongwediva RDC conducts the above activities in cooperation with UNAM and various NGOs such as the Namibia Rural Development Project (NRDP) and Project Hope. The center occasionally hires faculty from the Engineering department of UNAM as designers of appropriate technology. The center is also able to receive support from the Senior Experten Service (SES), a Germany's senior volunteer program, on an on-demand basis. In 2011 three SES volunteers assisted the center for a period of three months in designing new appropriate technologies and bringing in technologies that are used in other countries. The volunteers also trained the center's staff in order to improve their technical capacity.

⁴⁴ Ibid.

⁴⁵ Ibid.

Ben Hur RDC is conducting experiments, in collaboration with UNAM, on the cultivation of Malamba bean (wild nuts), which are indigenous to the area and an optional food source for rural communities. The Kalahari Garden Project is one of Ben Hur RDC's community outreach projects in which RDC provided 40 farmers with seed (e.g. cabbage, carrot, spinach, maize, bean, Mahangu, and tomato) and a two-day practical training in crop production. The training was conducted by MAWF extension officers, and gardening experts from KOMEHO Kavango and Ben Hur RDC. Ben Hur RDC also operates a training center for producing and repairing furniture on its premises.

RDCs' revenues come from the Government, donors, and the center's own activities, such as selling of appropriate technologies, training and hospitality. When the center conducts the training of community members for its own projects, it does not charge fees to participants; however, when it conducts training upon the request of other organizations, including government entities, it charges consultation fees.

3.1.9 Community Skills Development Center (COSDEC)

The Community Skills Development Foundation (COSDEF), a registered Trust governed by a Board of Trustees chaired by the Prime Minister, operates a COSDEC in 8 regions (Erongo, Oshikoto, Omaheke, Kavango, Otjozondjupa, Kunene, Oshana, and Karas), a Small and Medium Enterprise (SME) Business Support Centre (Otjozondjupa), and an Arts and Crafts Centre (Erongo). The COSDEF's head office is located in Swakopmund. The COSDEF Secretariat conducts marketing assessments annually to identify the local market trends, based on which it designs skills training curricula. Its main source of revenue is a subsidy from the Ministry of Education through the Namibian Training Authority (NTA). COSDEF also submits project proposals to donor organizations and implements special training initiatives.

COSDECs provide 30 competency-based skills training courses, none of which, other than the office administration course which requires the grade 10 diploma, require applicants to have any academic background. Learners pay N\$50 for registration and a training fee (from N\$50 to N\$400 depending on the duration of the course). While 90% of the COSDECs' trainers are working under a 3-year renewable contract, 10% of the trainers are recruited specifically for short-term courses (2-4 weeks) through public advertisements. COSDECs' training courses are offered at centers as well as in the field through the outreach program. Upon the request of a constituency counselor or a local community, COSDEC trainers travel to rural communities and provide a group of 10 or more people with short courses on requested topics.

COSDEF implements a financing scheme in which COSDEC graduates obtain a loan and start a business within Production Units operated in each COSDEC. The total amount of the financing scheme was N\$80,500 in 2011 providing 45 graduates across the country with loans. Each Production Unit provides COSDEC graduates with the opportunity to put into practice the skills and knowledge obtained through the training courses, such as catering, needlework and carpentry with the products produced at the Production Units being sold in local communities at low prices. While repaying the

loan within 12 months, graduates acquire practical skills, including business administration skills. COSDECs assist them in developing a business plan, registering with MTI, carrying out market assessments, and keeping records.

3.1.10 Country Pilot Partnership (CPP) Programme

The CPP Programme, launched in 2008, is the second Namibian National Action Plan for implementing the UN Convention to Combat Desertification (UNCCD)⁴⁶. The CPP Programme aims to address land degradation including deforestation, soil erosion, salinization, and bush encroachment using cross-sectoral approaches and achieve the Millennium Development Goal (MDG) 7 [environmental sustainability]. The CPP is an umbrella program comprised of four core areas: climate change adaptation, improved community management of grazing lands, improved land use planning, and ISLM. Projects under the CPP Programme are planned, implemented, monitored, and evaluated jointly by nine Ministries (MET, MAWF, MLR, MRLGHRD, MME, MF, NPC, MGCWE, and MFMR), the Global Environmental Facility (GEF), EU, German Agency for International Cooperation (GIZ), and NGOs (NNF, Desert Research Foundation of Namibia (DRFN), Namibian Association of CBNRM Support Organizations (NACSO), Integrated Rural Development and Nature Conservation (IRDNC), Namibia Development Trust, and Conservancies Association of Namibia (CANAM)). GEF provides US\$10 million for each of the four core areas while the Government of Namibia, the World Bank, UNDP, EU, GIZ and the Millennium Challenge Corporation (MCC) co-finance projects within these four core areas. MET's Director of the Directorate of Environmental Affairs serves as the CPP's National Project Director with MET overseeing the program's financial and administrative management.

The CPP Programme is implemented in two phases at both the national and local level. During the first phase (2007 - 2012), the program focused on building the national level capacity for the planning, execution, and monitoring of activities in the core areas. The CPP Programme tested new adaptation approaches and sustainable land use methodologies that reduce the pressure on land resources and contribute to the conservation of drylands. At the local level, the program proposed sustainable land management options to community-based organizations (CBOs). As an initiative conducted under the CPP ISLM Project, as one example, the UNAM's Ogongo Agricultural College conducted an assessment on adaptation strategies (e.g. drip irrigation, conservation agriculture, and seed improvement) to climate change and recommended ways to improve traditional farming techniques to CBOs, including OHPA in Omusati. As a pilot project of adaptation strategies, the use of drip irrigation was introduced to OHPA's 300 hectare area.

The second phase (2012 – 2018) of the CPP Programme will focus on the scaling up of the best practices that have been identified during the first phase and the advancing of innovative measures to

⁴⁶ The first National Action Plan was Namibia's Programme to Combat Desertification (NAPCOD) implemented from 1994 to 2004.

adapt sustainable land management approaches to anticipated long-term climatic changes. These interventions will ensure that land is not just conserved but also productively used⁴⁷.

⁴⁷ <http://www.undp.org/na/cpp-ism-sam.aspx>

Table 3-1 Technical and Management Support Organizations and Summary of Their Services

Organization	Directorate/Division	Services
Ministry of Agriculture, Water and Forestry	Directorate of Extension and Engineering Services	<ul style="list-style-type: none"> • Technical advice and training in crop cultivation and animal husbandry • Training in bookkeeping and leadership • Farmers' Information Day
	Directorate of Forestry	<ul style="list-style-type: none"> • Assistance in tree planting (orchards and woodlots) • Assistance in NTFP including honey and baskets
	Directorate of Planning (Division of Cooperative Development)	<ul style="list-style-type: none"> • Cooperative registration • Audit services • Training in cooperative member education, business planning, and strategic planning
Ministry of Fisheries and Marine Resources	Directorate of Aquaculture	<ul style="list-style-type: none"> • Research activities in aquaculture centers such as the development of new fish feed, genetic selection, hatching, and fingerlings production • Technical assistance to the establishment or scaling up of aquaculture projects
Ministry of Mines and Energy	Small-Scale Mining Division	<ul style="list-style-type: none"> • Technical assistance to small-scale miners • Regulation on small-scale mining activities
Ministry of Youth, National Service, Sport and Culture	Multi-Purpose Youth Resource Centers	<ul style="list-style-type: none"> • Information sharing on health, employment, and life skills • Training in small business management (e.g. formulating business ideas, drafting business plans, managing businesses, book-keeping, and marketing) and basic computer skills
	Skills Training Centers	<ul style="list-style-type: none"> • Vocational training in horticulture, aquaculture, apiculture, agricultural food processing, upholstery, brick-making, and tailoring
	Outreach Program	<ul style="list-style-type: none"> • Information sharing on the available grant programs of development partners and line ministries
Ministry of Trade and Industry	—	<ul style="list-style-type: none"> • Corporate registration • Business Support Service Programme which consists of "Business Plans", "Feasibility Studies", "Mentorship Services" • Equipment Aid Scheme • Participation in trade fairs and trade promotion
Ministry of Environment and Tourism	—	<ul style="list-style-type: none"> • Promotion of Community-based Natural Resource Management • Training on how to form and manage conservancies
Ministry of Lands and Resettlement	Directorate of Resettlement	<ul style="list-style-type: none"> • Allocation of resettlement farms • Implementation of the Resettlement Programme • Implementation of post-resettlement support (Financing Support Programme and Farmers Training Support Programme)

Rural Development Centers	—	<ul style="list-style-type: none"> • Training in business management, food production techniques, value addition to natural resources, and the introduction of income generating activities • Testing of the best approaches in the form of production and processing methods • Introduction of appropriate technology
Community Skills Development Foundation	—	<ul style="list-style-type: none"> • 30 competency-based skills training courses • Outreach program • Financing scheme for COSDEC graduates
Country Pilot Partnership Programme	—	<ul style="list-style-type: none"> • A program comprised of four core areas: climate change adaptation, improved community management of grazing lands, improved land use planning, and integrated sustainable land management

Table 3-2 Office Locations of Major Technical Support Agencies

	Regions	MAWF DEES		MAWF DoF		MYNSSC		MFMR (Aquaculture)	MTI	COSDEF	Number of Constituencies (reference)
		RO	CO	RO	CO	RO	CO	RO	RO	RO	
1	Caprivi	1	16	1	3	1	2	1	1	-	6
2	Kavango	1	11	1	3	1	4	1	1	1	9
3	Oshana	1	9	1	3	1	1	1	1	1	10
4	Ohangwena	1	10	1	5	1	1	-	1	-	11
5	Omusati	1	11	1	3	1	1 ^a	1	1	-	12
6	Kunene	1	12	1	1	1	1	-	1	1	6
7	Omaheke	1	6	1	3	1	3	-	1	1	7
8	Karas	1	5	1	1	1	2	1	1	1	6
9	Oshikoto	1	11	1	1	1	1	1	1	1	10
10	Otjozondjupa	1	10	1	5	1	4 ^a	1	1	2 ^b	7
11	Erongo	1	6	1	1	1	3	1	1	2 ^c	7
12	Khomas	1	1	1	-	1	1	1	1	-	10
13	Hardap	1	6	1	1	1	2 ^a	1	1	-	6
	Total	13	114	13	30	13	26	10	13	10	107

^a including Skills Training Center

^b including SME Business Support Centre

^c including Arts and Crafts Centre

RO: Regional Office

CO: Constituency Office

MME does not have a regional or constituency office. MTI and MFMR (Directorate of Aquaculture) do not have a constituency office.

3.2 Financial Support

3.2.1 Micro Finance Scheme for SMEs, MRLGHRD

In 2009 the Rural Industrialization Subdivision under the MRLGHRD's Directorate of Rural Development Coordination started operating a grant program, the Micro Finance Scheme for SMEs, which aims at promoting SMEs and improving their productivity through the provision of equipment and materials. MRLGHRD allocated N\$369,320 in FY2011/12 equally to each of the 13 regions through this scheme.

Information on the grant program is disseminated to rural communities through Regional Councils with applicants receiving the application form from and submitting it to their Regional Council office. The application form requires the applicants to provide a business idea, proof of having a legal status registered at MTI, and a bank statement or account balance information. Regional councils then conduct an assessment of the proposed projects' viability and select candidates for the grant. Each Regional Council has a leeway to decide the number of candidates, the selection criteria, and the selection procedures. The MRLGHRD head office approves the selected projects as grant recipients and transfers funds to the Regional Councils, which procure equipment and materials and monitor the business activities of the grant recipients.

MRLGHRD does not have any information on the status of disbursements nor the progress of financed projects at the regional level due to the absence of a mechanism to keep track of them. It appears that the status of disbursements significantly varies between Regional Councils, depending on their implementing capacity.

In 2011, MRLGHRD organized the first business training session at Ben Hur RDC (Omaheke), Ongwediva RDC (Oshana), and Okashana RDC (Oshikoto) for this scheme's recipients. The training, which was conducted by a private consulting company (Ngoma Consulting Services), covered business planning, business management, costing and pricing, stock management, book-keeping, and marketing. Approximately 60 people participated in each of the five-day training sessions. With the assistance of the Spanish Agency for International Development Cooperation (AECID) (a total amount of N\$5.3 million for 3 years from 2012 to 2014), MRLGHRD has been conducting an analysis since 2012 to identify training needs of the scheme's recipients and develop a training program.

3.2.2 Loan Guarantee Fund, MAWF

In order to assist cooperatives that cannot secure collateral to obtain a loan, MAWF set up loan guarantee funds in 1998 (N\$20 million is set aside for agricultural cooperatives while N\$1.2 million is set aside for non-agricultural cooperatives.). While the funds guarantee not more than 80% of the loan amount, the maximum amount to be guaranteed is N\$1 million. It is expected that the cooperatives for which the loan is guaranteed will come to be able to receive bank loans without a guarantee in the future. In 2010 there was a Cabinet decision to use the loan guarantee funds to guarantee the loans of

small-scale farmers who are supported by the Green Scheme. As a result, approximately half of the loan guarantee funds were used towards supporting small-scale farmers, not cooperatives. This has resulted in a shortage of guarantee funds, significantly decreasing the number of beneficiaries. Currently 6 cooperatives are waiting to have their loans guaranteed. The Cooperative Advisory Board composed of representatives of government offices and cooperatives is currently lobbying to increase the funds.

3.2.3 Namibia Youth Credit Scheme, MYNSSC

The Namibia Youth Credit Scheme (NYCS) is a funding facility under MYNSSC that provides youths (between the ages of 18 and 35 years) with loans and training/mentoring to support them in starting or expanding their businesses. Youths who have attended and completed a training course in business management are eligible for a loan. The applicable loan amount is from N\$400 to N\$20,000 while the repayment period is from 6 months to 3 years, depending on the types of the proposed business (the interest rate is 20%). In order to create jobs the scheme sets forth the condition that each enterprise to be created through the loan must employ at least 2 workers. MYNSSC and the Social Security Commission provide funds (N\$1.3 million and N\$1 million, respectively) for the scheme. Starting in 2005, NYCS has provided business skills training to over 4,000 youths and loans to 3,800 youths across all 13 regions. The target repayment rate of the credit scheme is 95% (the actual recovery rate is not known), and the scheme has reportedly led to the creation of over 2,500 enterprises and 4,800 jobs.

The NYCS's implementing agencies are local NGOs and one company: Training and Monitoring Unit (Oshana, Oshikoto, Omusati, Kavango, Caprivi), NAMFLIC (Ohangwena, Kunene), Ongendo Development Trust (Omaheke), Forrah Information Business Close Corporation (Khomas), NRDP (Otjozondjupa, Erongo), and JAN (Karas, Hardap). While loans are disbursed through these implementing agencies, NYCS' business training was developed, and is currently being exclusively conducted, by a training provider: CEFE (Competency-based Economies through the Formation of Enterprises). After granting a loan, implementing agencies' and the Ministry's youth officers continuously monitor business activities and provide borrowers with additional training when necessary.

3.2.4 Income Generating Activity Funds, MGECW

The Directorate of Community and Integrated Early Childhood Development is the directorate responsible for rural community development in MGECW. MGECW has a regional office in each region and a number of constituency-level offices.

MGECW supports rural community development through the Income Generating Activities Funds (IGAF), a grant facility, ranging from N\$4,000 to N\$15,000, for women to purchase equipment and materials that support their income generating activities.

Community groups receive the application form from and submit applications to an MGECW regional office or constituency-level office. The directorate's regional office selects one project in each constituency based on criteria such as the current status and potential of the business. Once selected, each candidate is required to receive a 3-day business training course, including instruction in customer care, hygienic care and book-keeping, conducted by the directorate's officers in collaboration with MTI officers. Candidates who have completed the training become eligible for receiving equipment. After the equipment is granted, directorate's officers visit each funded project 3 times annually while officers from the Ministry's head office visit them once annually. The directorate also arranges for the communities' participation in domestic and international trade fairs.

3.2.5 Microfinance Bank

Microfinance Bank, the only bank currently providing SME loans in Namibia, is operated by Financial Systems Development Services (FIDES), a consulting firm in Switzerland. The Bank's current shareholders include FIDES, KfW, IMP (France), and a Belgian fund. The Bank obtained a banking license in February 2010, and opened its headquarters in Ongwediva and branch offices in Oshakati, Outapi, Ondangwa and Oshikango. The trade sector represents 70% of its loans while the services sector comprises 20% and the production sector 10% (no loans are extended towards the agriculture sector due to a lack of expertise within the Bank).

The Bank places priority on rural areas with its loan officers visiting rural areas by motorbikes and facilitating the formation of groups of more than 10 people. Since groups guarantee the loans while the borrowers remain as individuals, repayment issues are handled by the groups (e.g. the groups' presidents collect money from members and make repayment every week through the post).

A loan amount starts from N\$500 and can be raised up to N\$7,500 over the course of time. The interest rate is as high as 40%, which constitutes a base rate (16.8%) plus 25% points of a service fee that mostly represents the loan officers' transport cost. The rate is well accepted by farmers since they do not need to go to a branch of FIDES located tens of kilometers away from their residence. As of April 2011, the Bank has provided loans to 5,500 people within 500 groups, using around 20 loan officers.

The Bank's lending to Small- and Medium-sized Enterprise (SME) started in 2011 with its two loan officers and three interns, and now has 250 borrowers as of April 2011. The Bank is often obliged to prepare profit and loss statements, balance sheets, and cash flow statements for SMEs when they are not capable of preparing these financial statements (company registration is not required). The Bank does not usually request SMEs to submit proof of their accounts unless they do not comply with their repayment schedule.

The current individual loan amounts range from N\$5,000 to N\$100,000; the Bank expects to raise the limit to approximately N\$200,000 in the near future. Collateral (personal guarantees or property) is required. The conditions for lending include: conducting an income generating activity (not

consumption); having more than 6 month business experience (this will be extended to 12 months in the future); and residing in an area where a FIDES branch is located. The standard repayment period is 12 months for working capital and 24 months for fixed capital.

3.2.6 Development Bank of Namibia

The Development Bank of Namibia's (DBN) approach to microfinance is to be an apex lending institution to Namibian microfinance institutions. It provides technical and financial support to these intermediary organizations so that they become financially sustainable entities. Major schemes that have received DBN's supports include: the "Credit for Youth in Business"⁴⁸ operated by NYC of Namibia, and PostFin by NamPost (see the next section) with PostFin being in negotiation with DBN to receive a line of credit amounting to N\$30 million. It is envisaged that this will be a policy-based loan, with an interest rate of 5% (the interest rate to end-beneficiaries is not known). In selecting end-beneficiaries FinPost will be required to follow DBN's criteria, such as their priority sectors and impartial geographical coverage.

3.2.7 NamPost Financial Brokers (Pty) Ltd. (PostFin)

The NamPost Financial Brokers (Pty) Ltd., generally known as PostFin, is a financial institution owned by NamPost. It operates a loan (micro-lending) program targeting SmartCard⁴⁹ holders aged from 21 to 64 who are employed and whose monthly salaries/wages are paid through a SmartCard account as well as pensioners aged from 65 to 75. The loan amount ranges from N\$750 to N\$40,000. While clients can choose a repayment period of up to 4 years, PostFin stipulates that the monthly debt repayment must not exceed one third of the customer's basic salary/wage (including allowances). PostFin offers a 17.5% interest rate, which is the lowest rate among the micro-lending companies in Namibia. PostFin's micro-lending scheme has over 1,000 clients, most of whom reside in Windhoek. The purposes for the loans are: (1) school education; (2) consumption; (3) emergencies; (4) housing; and (5) business investment. The default rate is 6% with the number of PostFin clients rapidly growing. PostFin's advantages vis-a-vis other financial institutions are : (1) a trusted brand supported by NamPost; (2) a quick service (it provides the loan at the earliest on the day following the receipt of the application); (3) flexible repayment periods; (4) transparent terms and conditions; and (5) a well-established outreach through NamPost branches.

⁴⁸ Credit for Youth in Business (CYB) is a micro-finance facility implemented by NYC of Namibia in partnership with Bank Windhoek, and is financially supported by European Union (EU) and National Planning Commission (NPC). It targets those youths, aged between 18 and 35, who have completed the repayment of the third NYCS loan. The program covers Caprivi, Hardap, Karas, Kavango, Ohangwena, Omaheke, Otjozondjupa and Oshana regions. The loan amount ranges from N\$3,000 to N\$14,000, and the loan beneficiaries are required to pay 10% of the loan amount upfront.

⁴⁹ SmartCard is a debit card developed by NamPost, which is used by 420,000 clients at participating retailers (approx. 250 businesses) and 136 NamPost branches for spending, cash withdrawals, money transfers and third party payments.

3.2.8 Community Grant of the Environmental Investment Fund

Environmental Investment Fund (EIF) was established in October 2011 with the mandate to raise funds and provide grants for sustainable management of natural resources in Namibia as an independent government institution. Its board is chaired by the Minister of Environment and Tourism with its members composed of ministries, the private sector, NGOs, and CBOs. Despite not having any regional offices, EIF channels information on the grant to funding applicants through Regional Councils and provides support services through NACSO. The Ministry of Environment and Tourism and other development partners, including Global Environmental Fund, United Nations Environmental Programme (UNEP), KfW, and Namibian Development Bank, provide funds for EIF's activities and operations. As EIF is expected to be financially independent by 2017, negotiations are underway with the Ministry of Finance to allow EIF to receive part of the environmental levies (the Ministry of Finance collects N\$350 million annually as environmental levies).

EIF made the first call for proposals for its community grant and received over 150 proposals from across the country. EIF selected 15 proposals covering all regions, except Caprivi, based on criteria such as environmental sustainability, the social and economic growth of the community, management capacity, and rural employment. Through 15 projects, 34 jobs are expected to be created. Selected projects are entitled to receive up to N\$240,000 per project with 70% of the grant to be used for capital investment and 30% for recurrent cost. Grant recipients are required to attend an orientation workshop to learn basic grant project management, monitoring, project cycle planning, and reporting skills. Local NGOs registered with NACSO support grant recipients' activities.

3.2.9 The Global Environment Facility (GEF) Small Grants Programme (SGP)

GEF SGP is a financing program that supports NGOs and CBOs in addressing environmental issues and achieving sustainable development. SGP funded projects are categorized in five focal areas: biodiversity conservation, abatement of climate change, protection of international waters, prevention of land degradation, and elimination of persistent organic pollutants. Established in 1992, SGP awarded more than 12,000 grants in 122 developing countries. The program is funded by GEF, implemented by UNDP on behalf of the GEF partnership. To date the program funding from GEF has been approximately US\$401 million. Additionally, the program has raised US\$407 million from other partners in cash or in-kind equivalents. While the maximum grant amount per project is US\$50,000, SGP grants the average of US\$20,000 per project. In Namibia, the National Coordinator of UNDP oversees SGP funded projects with the administrative and technical assistance of NNF. A total of 102 projects, including Kalahari Melon processing and bee farming, have been funded by SGP since 2003.

Table 3-3 Financing Scheme Implementing Organizations and Summary of Major Programs

Organization	Program	Services	Support/Loan Amount
Ministry of Regional and Local Government, Housing, and Rural Development	Micro Finance Scheme for Small and Medium Enterprises	Provision of equipment and materials for SMEs in rural area	Depending on each region.(The budget is N\$369,320 per region(FY2011/2012))
Ministry of Agriculture, Water and Forestry	Loan Guarantee Fund	Loan guarantee for cooperatives that cannot secure collateral to obtain a loan	The funds guarantee not more than 80% of the loan amount (the maximum amount to be guaranteed is N\$1 million)
Ministry of Youth, National Service, Sport and Culture	Namibia Youth Credit Scheme	Loan and training for youths (between the ages of 18 and 35 years)	N\$400~N\$20,000
Ministry of Gender Equality and Child Welfare	Income Generating Activity Funds	Provision of equipment and materials primarily for rural women	N\$4,000~N\$15,000
Microfinance Bank	SME loans	Loan for SMEs	N\$500~N\$7,500
Development Bank of Namibia	—	Technical and financial support to Namibian microfinance institutions	—
NamPost Financial Brokers (Pty) Ltd.	PostFin	Loan (micro-lending) for SmartCard holders	N\$750~N\$40,000
Environmental Investment Fund	Community Grant	Grant and training in grant project management	N\$240,000 per group on average
Global Environment Facility	Small Grants Programme	Grant for NGOs and CBOs which address environmental issues	The maximum grant amount per project is US\$50,000, SGP grants the average of US\$20,000 per project

Table 3-4 Office Locations of Major Financing Schemes

Regions		NYCS (MYNSSC)							MGECW		Microfinance Bank		
		TMU North Central	TMU Caprivi	TMU Kavango	NAMFLIC	ONGENDO	FORRAH	NRDP	JAN	RO		CO	
1	Caprivi		H							1	5		
2	Kavango			H						1	8		
3	Oshana	H								1	10	H B B	
4	Ohangwena				H B					1	7	B	
5	Omusati									1	7	B	
6	Kunene				B					1	5		
7	Omaheke					H				1	15		
8	Karas									1	5		
9	Oshikoto									1	Data unavailable		
10	Otjozondjupa									1	7		
11	Erongo									1	5		
12	Khomas						H	H	H	1	9		
13	Hardap									1	5		
										(Total)	13	88+	

Shaded areas are the regions in which the implementing agency operates NYCS.

“H” represents the head office and “B” represents branches.

3.3 Other Support Organizations (NGOs and the Private Sector)

3.3.1 Desert Research Foundation of Namibia (DRFN)

DRFN is an NGO contracted as an implementing agency for 3 resettlement farms in Omaheke in the “Livelihood Support Programme” (LISUP) funded by MLR and 4 resettlement farms in Ohangwena in the “Livelihood Programme for the Okongo San Resettlement Projects” (LIPROSAN) funded by the Spanish government and MLR. LISUP and LIPROSAN aim to improve the living standards of the resettlement farms through capacity building and skills development. Their activities are focused on: (1) strengthening agricultural development including capacity building in crop production, livestock development, and forest management; (2) diversifying income generating activities through training in Devil’s Claw harvesting (in LISUP), and arts and crafts production (in both LISUP and LIPROSAN); and (3) strengthening community organizations⁵⁰.

An arts and crafts project was co-funded by DRFN, MLR and the Spanish government, and implemented by OMBA Art Trust (OAT)⁵¹. OAT provided training and marketing support to approximately 90 residents of the 3 resettlement farms in Omaheke. It introduced new designs for beaded jewellery, wired art, and wooden sculptures, which are marketable to tourists. The crafts and artwork are sold in the Namibia Craft Center in Windhoek. The gross sales for the crafts and artwork were approximately N\$90,000 in 2009 and N\$75,000 in 2010⁵².

3.3.2 Integrated Rural Development and Nature Conservation (IRDNC)

IRDNC is a local NGO seeking to develop CBNRM frameworks and facilitate income generating activities in communally owned land such as conservancies and community forests. IRDNC has an office in Windhoek, Kunene, and Caprivi. Its main source of revenue is donor funding from the World Wide Fund for Nature (WWF) United Kingdom (UK), EU, WWF United States of America (USA), MCA, and the Swedish Local Environmental Fund.

Working closely with MET and NGOs (e.g., NNF, NACSO, OAT, CRIAA), IRDNC provides members of conservancies with training in the management of a conservancy (e.g. financial management, governance, communication skills, and the roles and responsibilities of the community in a conservancy) as well as of natural resources. IRDNC promotes income generation through traditional activities including craft making and basket weaving. More than 700 women have been

⁵⁰ DRFN, LISUP, retrieved on 24 May 2012 from <http://www.drfn.org.na/projects/land/lisup/>

⁵¹ OAT is a non-profit organization providing support for rural crafts producers in generating income through sustainable use of natural resources as well as promoting fair trade. For over 20 years, OAT has been assisting more than 600 craft makers in rural communities and conservancies in developing new products, introducing new designs and techniques, providing technical training, and finding marketing channels. Working in partnership with NGOs, OAT's activities are carried out primarily in Omaheke, Otjozondjupa, Kavango, Ohangwena, and Caprivi. (<http://www.omba.org.na/index.php>).

⁵² NDRF, Annual Report 2010/2011, Livelihood Support to Group Resettlement Farms in the Omaheke Region, p.7.

supported by the craft making and basket weaving project in Kunene and Caprivi⁵³. In November 2011 a craft shop called “Mashi Craft” was renovated and re-opened by 6 conservancies in Caprivi. Since then the craft shop has become financially sustainable and the community management structure well established with IRDNC being in the process of phasing out its support.

3.3.3 Namibia Nature Foundation (NNF)

NNF, a local NGO with its head office located in Windhoek, seeks to promote sustainable development and ecosystem conservation through the ethical use of natural resources and CBNRM⁵⁴. NNF is currently implementing over 90 projects ranging from community initiatives to parts of national programs (e.g. CPP)⁵⁵. NNF has regional offices in Katima Mulilo (Caprivi), Rundu (Kavango), Khorixas (Kunene), and Walvis Bay (Erongo).

Under the MCA’s INP program, NNF is supporting five community-based Producer and Processor Organizations (PPOs) of Devil’s Claw (the Daniel Sinemtumpasasi Conservancy, Katope Community Forest, George Mukoya Conservancy, Joseph Mbambangandu Conservancy, and Muduva Nyangana Conservancy) in the Kavango region. NNF provides the members (approximately 300 in total) of these PPOs with training in the sustainable harvesting of Devil’s Claw, resource monitoring and inventorying, and PPO governance including developing a constitution and a benefit-distribution plan. In order to increase sustainability, NNF carries out Training-of-Trainers (TOT) activities so that the PPOs’ dedicated members gain a capacity in the management of Devil’s Claw activities and train other members in the sustainable harvesting of Devil’s Claw. NNF negotiates Devil’s Claw’s prices with its buyers on behalf of PPOs and enters into agreements on the price. NNF also engages PPO leaders in the negotiation process so that leaders develop the capacity to bargain Devil’s Claw prices.

3.3.4 Centre for Research, Information, Action in Africa (CRIAA)

CRIAA is an NGO that supports rural communities in seeking to benefit from the sustainable production of indigenous natural products. CRIAA’s activities range from identifying markets, developing post-harvest technologies, and diversifying products to promoting fair trade and sustainable economic ventures⁵⁶.

Under the MCA’s INP program, CRIAA is supporting three community-based PPOs in Devil’s Claw in Omaheke and a PPO in Ximenia in Ohangwena⁵⁷. CRIAA’s main activities are to provide training to the harvesters (in sustainable harvesting), management committees (in basic business and financial management), and game guards (in resource monitoring) of PPOs. The duration of the training is 1-2 days and all training is conducted by CRIAA officers at each of the PPOs’ locations. CRIAA also

⁵³ IRDNC, Environmental and social profiles of Caprivi and Kunene Regions, retrieved on 24 May 2012 from <http://www.irdnc.org.na/areas.htm>

⁵⁴ NNF, retrieved on 24 May 2012 from http://www.nnf.org.na/NNF_pages/index.php

⁵⁵ Ibid.

⁵⁶ <http://www.criaasadc.org/>

⁵⁷ The three Devil’s Claw PPOs have approximately 130 members in total while a PPO of Ximenia has approximately 400 members.

assists PPOs in collecting information on Devil's Claw and Ximenia prices from buyers, and negotiates prices with buyers on behalf of PPOs in order to promote fair prices⁵⁸.

3.3.5 Forrah Information Business CC

Forrah Information Business (Close Corporation) provides business support services such as the businesses registration and business plan development. Forrah is the NYCS's implementing agency in the Khomas region (NYCS in Khomas started in 2011), having signed a 2-year contract. As an NYCS implementing agency, Forrah mobilizes youths, collects applications, disburses loans, monitors business activities of NYCS beneficiaries, and recovers loans.

In order to increase the loan recovery rate, Forrah established a system for keeping track of loan recipients and seizing their business property when necessary. First, Forrah collects references from people (usually councilor, village headman, or family members) who can confirm the loan recipient's address. Next, Forrah conducts multiple visits to each of the loan recipients to monitor their activities. Following that, a parent of each loan recipient has to sign an agreement when a loan is disbursed. Finally, sub-contracting with a lawyer, Forrah signs an agreement with the recipients who borrow more than N\$2,000, which authorizes Forrah to repossess, in case of default, the machines and equipment that the recipients have purchased. Forrah has provided 271 loans in four rounds and the loan recovery rate varies from 50% to 90% depending on the round.

3.3.6 CEFE

CEFE (Competency based Economies through the Formation of Enterprises)⁵⁹ is a private training provider consisting of 4 directors and 13 full-time trainers. CEFE has an office in Windhoek, Rundu, and Ongwediva. CEFE has been contracted by MYNSSC (NYCS), MAWF's DCD, ILO (Gender and Entrepreneurship Together (GET) Ahead for Women in Enterprise), and GIZ (ProNet Namibia: A Business Management Training Programme for Start-ups and Micro-Sized Enterprises) for providing training.

Receiving business training is a required condition for a youth group to qualify for NYCS. MYNSSC contracted CEFE for the development of NYCS's training manuals (facilitators' and learners' manuals). Since NYCS requires its 6 implementing agencies to use the above-mentioned manuals for training, CEFE is subcontracted by these implementing agencies to conduct all their training⁶⁰ (MYNSSC and CEFE have signed a Memorandum of Agreement (MOA) that stipulates that any

⁵⁸ The prices of Devil's Claw and Ximenia are usually determined by European buyers.

⁵⁹ CEFE was originally initiated as an action-oriented training approach by the German Ministry for Economic Cooperation and former GTZ. CEFE has been introduced in more than 140 countries and produced over 20,000 CEFE trainers since 1983. CEFE International supports CEFE trainers in providing CEFE services (i.e. concept development; training of trainers; course adaptation, preparation and realization; manual preparation; project implementation; monitoring and evaluation, etc.) around the world.

⁶⁰ MYNSSC remunerates a CEFE's trainer with N\$1,000 per day for the basic business training. MYNSSC also pays CEFE N\$2,000 for transportation for a series of training regardless of the distance to the training venue (accommodation and meal during training are not paid since trainers are expected to use an MPYRC for their accommodation and food is provided during training).

individuals who wishes to be an instructor for the NYCS program must receive the CEFE's TOT and be certified). The duration of CEFE's basic business training is 5 days⁶¹. CEFE provides training in a variety of local languages to cater to rural youths.

Table 3-5 Other Major Support Organizations and Summary of Services

Organization	Program	Services
Desert Research Foundation of Namibia	<ul style="list-style-type: none"> • Livelihood Support Programme • Livelihood Programme for the Okongo San Resettlement Projects 	<ul style="list-style-type: none"> • Strengthening of agricultural development • Income generating activities through training in Devil's Claw harvesting and arts and crafts production • Strengthening of community organizations
Integrated Rural Development and Nature Conservation	Community-Based Natural Resource Management	<ul style="list-style-type: none"> • Training in the management of a conservancy • Assistance in income generation
Namibia Nature Foundation	MCA's Indigenous Natural Product (INP) program	<ul style="list-style-type: none"> • Training in the sustainable harvesting of Devil's Claw, resource monitoring and inventorying, and PPO governance
Centre for Research, Information, Action in Africa	MCA's Indigenous Natural Product (INP) program	<ul style="list-style-type: none"> • Training to harvesters in sustainable harvesting • Training to management committees in basic business and financial management • Training to game guards in resource monitoring of PPOs
Forrah Information Business CC	NYCS	<ul style="list-style-type: none"> • Information sharing on the loans • Support in preparing applications
Competency based Economies through Formation of Enterprises	NYCS	<ul style="list-style-type: none"> • Business training

⁶¹ In order to optimize the effectiveness of training, CEFE limits the number of trainees to 25 per session.

Table 3-6 Office Locations of Other Major Support Organizations

	Regions	NDRF	IRDNC	NNF	CRIAA	CEFE
1	Caprivi		B	B		
2	Kavango			B		B
3	Oshana					B
4	Ohangwena					
5	Omusati					
6	Kunene		B	B		
7	Omaheke					
8	Karas					
9	Oshikoto					
10	Otjozondjupa					
11	Erongo			B		
12	Khomas	H	H	H	H	H
13	Hardap					

“H” represents the head office and “B” represents branches.

Chapter 4 Recommendations

4.1 Cross-Country Comparison of OVOP Programs

While the OVOP program originating from Japan has been replicated and implemented in a number of countries, the program's objectives and approach in these countries have been altered in response to each country's specific political, economic and social circumstances. It is essential that challenges and lessons be extracted from the experiences of implementation of these programs and the ideas be incorporated into the design of OROI program in Namibia.

The tables below present the objectives, implementation structures (roles and responsibilities of the implementing organizations), approaches for selecting and supporting groups, and outcomes (achievements and challenges) of the OVOP program in Malawi, Kenya, Laos and Japan.

Table 4-1 OVOP Program in Malawi

Objectives		
Objectives	While the Mission Statement of the OVOP program reads “to generate income and wealth for the Malawian society by community mobilization to produce value added goods and services that are marketable in order to reduce wealth disparities,” the OVOP program in Malawi focuses on developing value-added products, and promoting product quality control and packaging. The general public considers the OVOP program as a microfinance project.	
Implementing Structure		
Implementing Organization	From the outset of the program in 2003, the implementing organization of the OVOP program has been changed twice due to a shift in the program objective. From 2003 to 2005, the Ministry of Agriculture served as the implementing organization since the focus of the program was to promote value addition for agricultural products. From 2005 to 2009, the Ministry of Local Government and Rural Development (MLGRD) was the implementing organization since the OVOP program had become part of the rural development strategy. Since 2009, the Ministry of Industry and Trade (MIT) has been serving as the implementing organization since the OVOP groups formed cooperatives that fell under MIT’s supervision.	
Organizational Structure	Organizations	Roles and Responsibilities
	OVOP National Board	To provide policy direction for OVOP activities; to approve funding for individual OVOP projects; etc.
	MIT	To supervise the activities of the Secretariat; to secure budget and human resources for the operations of the Secretariat; etc.
	OVOP National Secretariat under MIT	To plan, coordinate and implement the OVOP program; to screen OVOP project proposals; to mobilize resources for OVOP projects from government ministries, donors, and the private sector; etc.
	City/District Assembly (District OVOP Committee)	To promote the OVOP concept to local communities; to facilitate the formulation of OVOP projects and the preparation of proposals; to pre-screen OVOP project proposals at the district level; etc.
	City/District OVOP Desk Officer, Assistant Cooperative Liaison Officer (ACLO)	To visit OVOP groups and observe their activities; to provide assistance in proposal writing; etc. (Desk officer and ACLO are the focal points for each assembly with any of the OVOP activities.)

Approaches	
Selection of Candidates	<p>From Steps 1 to 4 are conducted at the City/District level while from Steps 5 to 7 are at the national level:</p> <ol style="list-style-type: none"> (1) City/District Desk Officer and ACLO identify potential groups and products; (2) City/District Desk Officer and ACLO sensitize the groups to the OVOP program; (3) Potential OVOP groups obtain the application form at the City/District Assembly or the OVOP Secretariat, and fill out the form with the help of ACLOs or staff of the OVOP Secretariat; (4) District OVOP Committee and District Assembly conduct the pre-assessment of the applications based on the preconditions, business and marketing conditions and environmental conditions, and forward the applications that passed the pre-assessment to the OVOP Secretariat; (5) The OVOP Secretariat assesses the applications forwarded from the District OVOP Committee; (6) The OVOP Secretariat visits the candidate groups for field assessments. The visiting team consists of representatives from the District/City Assembly and members of the OVOP Secretariat; and (7) The OVOP National Board receives the applications with the results of field assessment attached and gives final approval.
Implemented Activities	<ul style="list-style-type: none"> ● An antenna shop was built for OVOP products to be displayed and sold. Customers' feedback at the antenna shop was useful for improving OVOP products. ● The Indian government granted 17 kinds of equipment (a total of 62 items) such as a sugarcane juice extractor and meat processing equipment. The OVOP Secretariat placed priority to the OVOP projects that could utilize any of the granted equipment. ● In order to provide opportunities to expand the customer base of the OVOP groups, the OVOP Secretariat encouraged them to participate in trade fairs organized by the Ministry of Agriculture and the Chamber of Commerce. A total of 13 groups attended at least one of the trade fairs. ● A total of 69 regional government officers in 4 cities attended a sensitization training in the OVOP concept. ● OVOP Group Training (OGT) and OVOP Business Training (OBT) were held for a total of 375 members in 45 OVOP groups. OGT was designed for the OVOP groups that had newly started their activities while OBT was for the relatively well established OVOP groups. OGT covered the OVOP concept, small-scale business management, and agro-food processing technology. OBT focused on small-scale business management. ● ACLOs conducted monitoring of OVOP activities to capture how the OVOP groups made use of the lessons and knowledge learned from OGT and OBT. ACLOs prepared and submitted an activity report to the OVOP Secretariat every month. (10 out of 28 ACLOs submitted the report to the Secretariat on a monthly basis.) ● The Malawi Bureau of Standard (MBS) and Bunda College of Agriculture provided training in quality control, packaging, and health codes in processing plants.
Target Area	Throughout the country

Outcomes	
Achievements / Strengths	<ul style="list-style-type: none"> • Between 2005 and 2010, 577 proposals were submitted to the OVOP Secretariat, out of which 79 projects were approved. • Since 2003, 104 groups started the OVOP activities using financial assistance from the Malawian government. • The total sales of 17 OVOP groups increased from MK3,405,552 in 2005 to MK17,283,502 in 2009. • The OVOP program was carried out as part of the national program, Malawi Growth and Development Strategy (2006), to promote economic empowerment among rural farmers. • The OVOP program was advertised on a national radio program 16 times in 2009. The radio program contributed to an increase in the public awareness of the OVOP program. • Japanese volunteers helped potential OVOP groups develop OVOP products and prepare the proposals.
Challenges	<ul style="list-style-type: none"> • Despite its objective of community empowerment, the OVOP program in Malawi tends to support relatively well-established producer groups and private companies. Small-scale farmers and newly established groups struggle to pass the screening. • Although ACLOs (OVOP District Officers) are required to monitor and follow up on all ongoing activities, ACLOs are not able to visit the OVOP groups regularly due to the lack of a transportation budget. The budget problem could be mitigated by conducting field visits jointly with other ministries in order to economize the transport costs. • Despite the training in quality control for 29 OVOP groups (60 members attended), none of the OVOP products have met the MBS standards as of April 2010. 7 groups have so far submitted their MBS applications and are awaiting the results. It is perceived that MBS should have been involved in the project at an earlier stage. • Many groups have difficulties in increasing productivity in order to supply larger markets since they process their products manually in factories without electricity. • Despite repeated negotiations with the Malawi Rural Development Fund (MARDEF), the OVOP Secretariat could not convince MARDEF to provide a short-term loan for the operating expenses of the OVOP groups. Concerns over the incurring of a financial loss by OVOP groups were the main issue.

Table 4-2 OVOP Program in Kenya

Objectives		
Objectives	While the objective of the OVOP program is “to empower communities in Kenya to achieve economic growth by making use of locally available resources,” its actual operation is particularly geared towards promoting SMEs and developing entrepreneurs in local communities.	
Implementing Structure		
Implementing Organization	Ministry of Industrialization (MOI)	
Organizational Structure	Organizations	Roles and Responsibilities
	OVOP National Coordinating Committee (ONCC) (chaired by the permanent secretary of MOI)	To provide overall policy guidance to the program; to approve annual work plans and budgets; to mobilize resources; etc.
	OVOP National Secretariat (ONS) (housed at the Department of Industrial Support Service (DISS) of MOI)	To undertake technical and administrative work related to OVOP; to prepare and implement annual work plans and budget; to screen OVOP candidates; to coordinate the activities of district committees; etc.
	District OVOP Committee (DOC) (cross-sectoral agency ⁶²)	To promote the OVOP concept in the district; to coordinate and promote partnerships with relevant organizations; to plan OVOP activities at the district level; to pre-screen proposals; to provide guidance and support in the preparation of proposals; etc.
	District Industrial Development Officer (DIDO) (MOI set up 22 district offices throughout the country)	To search and identify OVOP candidate groups; to collect proposals from OVOP groups; to assist the activities of OVOP groups; to organize DOC meetings with the Secretary of DOC and the head of the district office.
Approaches		
Selection of Candidates	<ol style="list-style-type: none"> (1) The OVOP concept is disseminated among district officers and local communities through Sensitization Workshops; (2) The ONS calls for proposal submissions through newspapers, newsletters, and pamphlets; (3) Local groups submit proposals; (4) The DOC carries out a preliminary examination of the proposals and sends the results to the ONS; (5) The joint team of the ONS and the DOC carries out field visits; (6) The joint team categorizes the proposals into 4 groups from A to D: A is OVOP group, B is pre-OVOP group, C is potential group, and D is disqualified. (7) The ONS arranges technical support for OVOP groups according to their A-D ratings and matches the OVOP groups with BDS providers. 	

⁶² DOC is comprised of district officers of the Ministry of Agriculture, Ministry of Co-operatives Development, Ministry of Gender and Children Affairs, Export Promotion Council as well as the service providers in the districts.

Implemented Activities	<ul style="list-style-type: none"> • MOI Officers participated in the technical training in Japan and Malawi. • DIDOs, district officers, and community/group leaders attended OVOP Sensitization Workshops in 11 pilot districts and technical trainings. Community leaders who completed the training joined the DOC. • Community Leaders' Training was held for 60 community leaders in 11 districts. • A Stakeholder Workshop was held to discuss the possibility of collaboration among organizations that provide financial, technical, business development, and community development services. Government agencies, BDS providers, NGOs, and development partners attended the workshop. • An OVOP fair was held in 4 districts to showcase and sell products. • The COOP Africa, the ILO's scheme for entrepreneur assistance, granted processing equipment to two groups (i.e., milk, aloe). • Kenya Gatsby Trust (NGO) provided training in business planning, product design, quality control, marketing, and business management to 131 members in 49 groups. • International Finance Cooperation (IFC) provided training for 63 members in 20 groups in preparation for the business plan required for the microfinance application. • The ONS recommended 7 group leaders to attend the "Female Entrepreneur Support" training organized by Jomo Kenyatta University for Agriculture Technology (JKUAT). • DIDOs organized a study tour for two OVOP groups (44 members attended) to visit model OVOP groups. • The ONS recommended 6 group leaders to attend "Export Promotion" training organized by Export Promotion Council (EPC). • (OVOP service providers are to conduct monitoring on the status of the services provided to each OVOP group. It is unclear whether this monitoring has been carried out).
Target Area	22 districts
Outcomes	
Achievements / Strengths	<ul style="list-style-type: none"> • 64 groups submitted proposals for the OVOP pilot project to ODCs during the pilot phase. After ranking the proposals using the screening sheet developed by the ONS, the ODC sent the results and the proposals to the ONS. • OVOP groups received technical training in business management, product development, and marketing. • Due to the OVOP's status as a national program, OVOP activities have been integrated into DIDO's performance contract, which has driven DIDO into identifying and promoting new OVOP groups. • Effective linkages have been established between OVOP and some of other organizations' programs. One of the examples is that OVOP provides technical training while the Ministry of Gender provides a grant aid to the same group.
Challenges	<ul style="list-style-type: none"> • It is difficult to promote self-reliance in some of the districts when their regions tend to rely on donations and grant assistance. • Many of the potential OVOP groups need assistance in preparing proposals. 47 proposals (73%) were given C or D rating due to their poor quality. On the other hand, it should also be noted that the levels of the quality of proposals could be an indicator of the implementing capacity of the groups. • DOC could not accommodate the diverse requests from OVOP groups during training programs since the coordination of service providers and matching with OVOP groups took a long time. • No monitoring was conducted during the first phase of the project to evaluate how the training programs improved group activities and developed capacity.

Table 4-3 OVOP Program in Laos

Objectives		
Objectives	While the One District One Product (ODOP) program in Laos began with the objective of revitalizing the regional economy and generating income among small scale farmers, the program mostly engaged in the development of value-added products. The ODOP program in Laos is currently at a turning point for determining the direction of the program and whether it is to provide private sector assistance or regional development. If it is part of private sector assistance, the government is required to find a way to differentiate it from the assistance for SME promotion provided by other donors. The ODOP program as regional development, on the other hand, would require cross sectoral partnerships among concerned ministries and agencies.	
Implementing Structure		
Implementing Organization	Project team consists of the Economic Research Institute for Trade and the Department of Production and Trade Promotion within the Ministry of Industry and Commerce (MOIC), and the Departments of Industry and Commerce (DIC) within two pilot provinces	
Organizational Structure	Organization	Roles and Responsibilities
	Provincial ODOP Committee ⁶³	To determine the selection criteria for the ODOP products; to screen potential ODOP products; etc.
Approaches		
Selection of Candidates	<p>In the beginning of the program, the selection process was envisaged as follows:</p> <ol style="list-style-type: none"> (1) Workshops for candidate producer groups are held to promote understanding of ODOP; (2) Potential ODOP groups prepare and submit proposals; (3) Provincial DIC and MOIC screen and select proposals; (4) Provincial DIC and MOIC certify selected groups as ODOP groups; and (5) Provincial DIC provides ODOP groups with technical training and consultation. <p>Since Provincial DIC did not have enough officers, the project team consisting of the JICA experts, Economic Research Institute for Trade and Department of Production and Trade Promotion carried out the screening and selection of ODOP groups as well as products.</p>	
Implemented Activities	23 technical advisors from Japan and Thailand conducted technical training for ODOP groups. Thai advisors provided practical advice on product development and food-processing technology based on the knowledge and experience from Thailand's OTOP program.	
Target Area	2 provinces (Saravan – rural province with little economic activity; Savannakhet –a center of trade and the service industry)	

⁶³ The ODOP Committee consists of representatives of the DIC, Department of Finance, Department of Planning and Investment, Provincial Agriculture and Forestry Office, Department of Information and Culture, Provincial Tourism Office, Lao Women's Union, Provincial Bank, Chamber of Commerce and Industry, Handicraft Association, and Business Organizations.

Outcomes	
Achievements / Strengths	<ul style="list-style-type: none"> • The ODOP program developed new marketing channels and helped increase the sale of several ODOP products. • Training courses on product development contributed to an increase in ODOP group members' interest and involvement in quality management and the development of value-added products.
Challenges	<ul style="list-style-type: none"> • The cross-sectoral partnerships among government agencies and ministries are weak. • As the roles of respective implementing organizations (i.e. MOIC, provincial DIC and District Office of the Industry and Commerce (OIC)) as well as the ODOP committee were not clearly defined, the implementing organizations did not demonstrate initiative toward the program. • The number of DIC officers to assist potential ODOP groups in preparing proposals was insufficient. • Initially, MOIC officers were expected to conduct capacity development training for provincial DIC and district OIC; however, the MOIC officers did not have an adequate knowledge on the development of products or the potential for ODOP groups to conduct the training.

Table 4-4 OVOP Program in Japan

Objectives	
Objectives	To achieve a self-reliant local economy built on self-help and a self-confident spirit
Implementing Structure	
Implementing Organization	Municipal governments, overseen by the Planning Department in the Oita Governor's Office ⁶⁴ .
Organizational Structure	Instead of setting up an OVOP implementing body at the prefectural level, Mr. Hiramatsu, the then-Oita governor, entrusted the Planning Department with the carrying out of the total coordination of OVOP policies and initiatives in order to foster self-reliance in municipalities and districts. Through direct dialogues between the Governor and municipalities/districts, the municipalities/districts' specific needs were made clear, and the OVOP's bottom-up movement was expanded to the entire prefecture.
Approaches	
Implemented Activities	<ul style="list-style-type: none"> • The prefectural government established a variety of funding programs to be used for capacity building and the technical training of small-scale community groups, which were unable to secure loans from commercial banks. • The prefectural government prepared platforms for discussion and technical training for community groups and private companies in order to plan OVOP activities and share business ideas. • The prefectural government made some slots on the prefectural PR television program available for free to municipalities so that they could advertise their OVOP activities throughout the prefecture.
Target Area	Throughout the Oita Prefecture
Outcomes	
Achievements / Strengths	<ul style="list-style-type: none"> • Initiatives among municipalities were fostered through direct dialogue with the governor. • By focusing on the development of human resources and human networks, the OVOP movement maintained sustainability after it moved out of the prefectural government scheme. • The prefectural government encouraged the OVOP groups to find existing financial assistance programs instead of setting up subsidies with a view towards fostering a self-reliant spirit and sustainability in the OVOP movement. • Although municipalities and districts took the initiative and lead the OVOP movement, the core principles of the OVOP were carried down by the governor to the municipalities and districts through direct dialogue. • As is manifested in OVOP's precedence, "New Plum and Chestnut" (NPC) movement, in which farmers in Oyama Village made a collective effort to newly introduce marketable cash crops, the generation of cash income is a driving force to bring people together and effectively mobilize local resources.

⁶⁴ In 1983, the Division of OVOP Movement Promotion was established under the Department of Public Relations and Hearing in the prefectural government; however, the initiative of the municipalities/districts remained intact since the bottom-up approach was well established at the outset of the OVOP movement.

Challenges	<ul style="list-style-type: none">• Early in the OVOP movement, there was little coordination among municipalities in identifying and developing value-added products. As a result, several municipalities adopted jam and pickles as their OVOP products, and they had to compete against each other in the market.• It is difficult for OVOP products to compete with national brands unless they have special features.• There was no consensus on the percentage of locally sourced ingredients in OVOP products. As a result, some municipalities set up a joint venture with Chinese companies and procured some ingredients for OVOP products from China.• Compared to large-scale investment, OVOP's impact on local economy and employment creation is rather limited.
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The following are the major findings from the experiences of OVOP programs in other countries, which should be taken into consideration when establishing an implementation framework for Namibia's OROI:

- (a) While economic development and income generation are common objectives of the OVOP programs in these countries, the approaches to achieve these objectives are not the same with each program's emphasis being placed on either SME promotion or regional economic development. When SME promotion is set as the main program emphasis, the support priority is mostly given to the strengthening of the value chain (product development, quality control, marketing, etc.) of specific products, while community mobilization and the organizing of groups has relatively more importance in the regional economic development approach;
- (b) As a rule of thumb, there are two types of organizational structures in the implementation of an OVOP program. In Malawi and Kenya, an inter-ministerial board was established and mandated with the providing of policy guidance, and the examination and approval of work plans and budgets, while in Laos these responsibilities rested with a single implementing organization (the Ministry of Industry and Commerce). The presence of an inter-ministerial board is indispensable when the coordination of various governmental agencies' actions at the national and local level is required;
- (c) When various organizations and stakeholders at the central and local level are involved in the implementation of the program, it is essential to clearly define and agree upon the roles and responsibilities of each player. This applies to both support agencies and beneficiaries.
- (d) While the pre-screening of OVOP proposals is, in most cases, conducted at the local level, the screening of projects is usually undertaken jointly by local and national authorities. Applying a joint assessment is a sensible decision since local authorities, because of their good understanding on local circumstances, are in a better position than central ministries to prioritize the proposals submitted within respective jurisdictions, while the national authority (National Secretariat) needs to consider the entire budgetary capacity and regional balances. The national authority is also capable of making a cross-regional comparison of projects.
- (e) OVOP programs in these countries have a tendency to give priority to relatively well-established producers' groups and companies so that quick impacts can be expected. Newly established small-scale farmers' groups are often left out as beneficiaries mostly due to their difficulty in achieving short-term results. When these groups are dealing with the same type of products, such as processed foods or honey, it would be advisable that a packaged assistance modality be developed and applied to multiple groups so that their challenges are able to be overcome in a collective and cost-efficient manner;
- (f) Groups in rural areas often have difficulties in increasing productivity when their production is based on manual labor, while state-of-the-art machinery is in many cases not appropriate for their small-scale production from both technical and financial perspectives. In these cases, uniqueness

of the products, including their branding, should be developed so that the products do not have to compete with mass-produced equivalent products in terms of price and quality;

- (g) Applicants for the OVOP program in these countries are required to submit a proposal to the National Secretariat, and advertisement on radio or television has proven to be effective in disseminating the program's information and soliciting the submission of proposals. While there are cases where proposals from rural communities are rejected due to their poor quality (even though the ideas themselves are outstanding), the quality of proposals could be seen as an indicator of the operating capacity of such groups;
- (h) Training can often be supply-driven. A monitoring mechanism needs to be established to examine how and to what extent the training programs have improved the capacity of group members and performance in their activities; and
- (i) Requirements for compliance with government regulations, licenses and standards need to be examined before the selecting of OVOP groups. When the product to be promoted needs to fulfill certain regulatory requirements prior to sale, it is often critical to involve the institutes that issue licenses or standards in the program from an early stage.

4.2 OVOP Screening Sheet

The "OVOP Screening Sheet" being used by MRLGHRD is structured so that a score (from 1 to 5) is given to each of the 20 items that represent the characteristics and potential of a group and product while the overall ranking is determined through the sum of those scores. The problems with this rating methodology are: (1) all items are weighted equally though there are significant differences in the importance of each item; (2) the results of the rating are given simply as a grade A to D based on the total score, which does not provide a clear picture of why each individual OROI group was rated as such; and (3) fundamentally the same items are repeatedly scored from different perspectives, resulting in cases where a group that obtains a high score on one item automatically obtains a high score on another item.

The Study Team proposes a new rating methodology that overcomes the current methodology's weaknesses. The proposed methodology's advantages are: (1) fundamentally the same items are bundled together so that score duplication is avoided; (2) items are grouped into three Sections and the overall rating is determined from the rating result of each of the Sections, which makes the determining factors for the overall rating transparent; (3) provided that all three Sections are critical in qualifying an OROI group, a low rating in one of the three Sections will prevent the group from being rated high (for example, a group that receives a score below 4 [rated as D] on Section 1 will be rated overall as D regardless of its rating in other Sections).

In addition to the above modifications, the Study Team recommends the setting up of minimum requirements for candidate OROI groups, specifically: (1) activities are conducted by a group of multiple individuals, not by a sole individual; (2) products are actually sold (not consumed solely by

group members); and (3) activities are community-led (not government-owned). Those groups that fail either one of these three criteria would be disqualified as potential OROI groups and thus not rated.

The following are the guidelines for OROI Support Project Screening Sheet that the Study Team proposes:

Proposed Guidelines for OROI Support Project Screening Sheet

Region	Constituency	Name of Group	Main Products
-	-	-	-

OROI Category Rating	Total Score (reference)
-	-
Support Already Received (Heavy, Some, None)	
-	-

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Indicators
1-1 Utilization of local materials	-	<ul style="list-style-type: none"> ● Utilization of locally available raw materials and consumables.
1-2 Local employment	-	<ul style="list-style-type: none"> ● Level of labor intensiveness of production

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Indicators
2-1 Group participation	-	<ul style="list-style-type: none"> ● Level of group members' involvement in management (not government-led). ● Level of information and benefit sharing among members
2-2 Leadership	-	<ul style="list-style-type: none"> ● Presence of trusted leaders ● Communication and organization skills of leaders
2-3 Management ability	-	<ul style="list-style-type: none"> ● Level of record keeping ● Amount of working capital mobilized ● Registration as a group (association, etc.), legal status

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Indicators
3-1 Market acceptance	-	<ul style="list-style-type: none"> ● Positive response of consumers ● Presence of constant / increasing demand ● Price competitiveness
3-2 Special features	-	<ul style="list-style-type: none"> ● Uniqueness of product ● Recognition by international markets
3-3 Potential for increased production and distribution	-	<ul style="list-style-type: none"> ● Availability of surplus raw materials and other inputs (water, electricity, land, etc.) ● Potential to increase production with reasonable investment ● Absence of major production constraints (including operation / maintenance of machinery / equipment) and distributional constraints
3-4 Profitability	-	<ul style="list-style-type: none"> ● Level of revenues vis-a-vis expenditures in production and distribution

Rating by Section

Rating	Section 1	Section 2	Section 3
A	Total >= 5.0	Total >= 8.0	Total >= 10.0
B	Total >= 4 (2+2)	Total >= 6.0	Total >= 8.0
C	Total >= 4 (1+3 or 3+1)	Total >= 4.0	Total >= 6.0
D	All others		

Rating for OROI Category

Rating	OROIO Category	Condition
A	OROIO Group	All three Sections are rated A
B	Pre-OROIO Group	All three Sections are rated at minimum B
C	Potential OROI Group	All three Sections are rated at minimum C
D	Declined	All others

4.3 Results of the Preliminary Evaluation of the Candidate OROI Groups

The following are the results of the preliminary evaluation of candidate OROI groups conducted by the Study Team. It should be noted that the groups were rated based primarily on the information provided by the informants during the field survey of the Study Team. Those items that need a longer period of observation, such as group participation and leadership, should be reassessed when the OROI program is rolled out nationwide.

Table 4-5 Summary of the Results of the Preliminary Evaluation of the Candidate OROI Groups

No.	Project / Group Name	OROI Category	Rating by Section			Received Assistance	Model Group
			1	2	3		
A) Caprivi							
A)-1	Tishangni Project	D	A	B	D	Some	
	The Tishangni project's current activity is simply fishing. The Malengalenga fish farm is under construction near the Silonga village (the project is funded by the MRLGHRD). Since the planned fish farm is a government-led project, the project does not fit into the OROI concept.						
A)-2	Mungongo Oil and Soup Production	A	A	A	A	Some	
	The Mungongo oil and soup production commercialized the traditional activity of making oil from Mungongo seed. Since an oil pressing machine will be installed in the work place in May 2012, the group expects to increase oil production. There is a need for training in the improvement of production management, marketing, branding, and pricing.						
A)-3	Pilisano Jam	A	A	A	A	Some	
	The Pilisano Jam is producing a unique product: jam from commonly consumed vegetable, Sikululu. Due to the lack of capacity to produce the product in large quantities, the group could not respond to a request from a Ministry's office that wanted to procure a large quantity of jam to supply local schools, hospital, and stores. There is a need for training in production management, marketing, branding, and pricing.						
A)-4	Lutasane Project	D	-	-	-	Heavy	
	The Lutasane Project was initiated by an NGO to offer soy milk at an affordable price to consumers and free of charge to tuberculosis and HIV/ Acquired Immunodeficiency Syndrome (AIDS) patients. The soy milk produced by the project is made from soybeans imported from Zambia. Since the group uses ingredients donated by the NGO and the product prices are set noticeably low, the project is not sustainable.						
B) Kavango							
B)-1	Haingura Abercross	B	A	B	A	None	
	Haingura Abercross has been in business for over 10 years and its product is in great demand. In order to increase production and sales, there is a need for training in book-keeping, business management, pricing, branding, and marketing.						
B)-2	Kume Tuna Kara Coffin Project	D	D	B	C	Some	
	Coffin manufacturing is found commonly throughout the country, and the coffins produced by the Kume Tuna Kara coffin project do not bear any unique or original qualities.						
B)-3	Ufuwuli Project	(B)	A	A	B	None	Model
	The Ufuwuli project has been in the Devil's Claw business for more than 20 years. The group has the know-how relating to harvesting, cutting, and selling the product while it has established international marketing channels. While the group does not need any assistance, it could be used as a model group from which other groups may learn management and organization skills.						
B)-4	Ncumcara Community Forest	(B)	A	A	B	Heavy	Model
	The Ncumcara Community Forest is a well-organized and heavily supported group. Assisted by the German government (DED and the KfW) and the Namibian government, the group established a craft center and was trained in business management, including marketing and benefit sharing. Due to the wide ranged support provided by the German and Namibian governments, there is little need for further assistance through OROI though it could be used as a model group from which other groups learn management and organization skills.						

B)-5	Bushman's Honey	A	A	A	A	Some	
	The Bushman's Honey Project is a well-organized and highly motivated group. Group members voluntarily educate community members on the nature of bees and are eager to train local youths so as to increase production. In order to increase production, there is a need for training in book-keeping and business management.						
C) Ohangwena							
C)-1	Tulongeni Twahangana	B	A	A	B	Some	
	The current activities of the Tulongeni Twahangana association are the harvesting of Ximenia fruit, removing of the seeds from the fruit, and selling of the seed to an oil-extracting factory. In order to increase production, the association has started planting Ximenia trees. There is need for developing a nut cracker that can crack nuts fast without damaging the seeds.						
C)-2	Tukwafa ("Self-Help") Project	B	B	A	B	Heavy	
	Although the Tukwafa project is a well managed and highly motivated group, its product is commonly found in all markets. While the group received a one-day workshop in chicken breeding techniques, there is need for enhancing their technical skills and knowledge on poultry production.						
C)-3	Okongo Community Forest	C	A	C	C	Heavy	
	This group was formed as part of the Community-based Forest Management Program. Through the long-term support of former GTZ, the community members obtained knowledge and financial resources to continue the tree nursery, guinea fowl rearing and bee keeping. There is little need for further assistance through OROI.						
C)-4	Elundu Oushake Community Development Project	C	A	C	C	Some	
	Although the group's products are mostly well-accepted by the market, there are no special features to its products. The group would like to have a transport and storage facility so that the members can stock and sell their agricultural produce collectively.						
D) Oshana							
D)-1	Eudafano Women's Cooperative Ltd.	(A)	A	A	A	Heavy	Model
	EWC is a well-organized and heavily supported group. Assisted by an NPO called Phyto Trade Africa and MCA, the group established marketing channels in the country as well as overseas. MAWF (DCD) and the Ongwediva RDC also provided members with training in basic business management. Since the business has already been well-established, there is little need for further assistance through OROI. This group could be used as a model group from which other groups may learn management and organization skills.						
D)-2	Tegako 2020 Women in Business Cooperative	B	A	A	B	Some	
	Tegako 2020 Women in Business Cooperative is a group with strong leadership and solidarity. There is a need for technical training in the improvement of the kilns in order to reduce the pottery production losses and business management training in record keeping.						
D)-3	Pendukeni Fruit and Vegetable Project	C	A	A	C	Heavy	
	Although the Pendukeni Fruit and Vegetable Project is a properly organized group, it lacks business potential to qualify as an OROI group. The fresh fruits and vegetables produced by the group are found commonly in the local market and are lacking in uniqueness. The production scale of fresh produce is too small to justify processing.						
D)-4	Oshakati East Youth Group	B	A	A	B	Some	
	The Oshakati East Youth Group's idea of painting Kalabash is creative and has received positive market response. In order to make their activity into a viable business, there is a need for technical assistance in quality control / improvement and market development.						
E) Omusati							
E)-1	Olushandja Horticultural Producers Association	C	A	A	C	Heavy	
	OHPA is a well established and managed group; however, its products are commonly found throughout the country. Funded by the Regional Council, MAWF, and UNDP, a cold storage (N\$1 million including refrigeration equipment and a building) is currently under construction at the Epalela settlement. Since Namibian retailers are required by regulation to increase the share of domestically produced crops, there is a need to develop a linkage between OHPA and retailers in which systematic production and distribution are realized.						
E)-2	Tsandi Poultry Project	D	-	-	-	None	
	The Tsandi Poultry Project is in its initial stage and has not produced or sold any products: no cash income has been generated. Moreover, the group's products are commonly available in the local market.						
F) Kunene							
F)-1	Komesho	C	A	A	C	None	
	Since the company uses a traditional method of brick making, it is difficult to produce bricks of the same size in						

	large quantities. The company is unable to keep up with demand from construction companies, which place orders of 10,000 or more bricks of exactly the same size. While the group is in need of a brick-making machine, the current cheap price of limestone bricks would not justify such an investment.						
F)-2	Kunene Traditional Perfume	D	D	A	D	Some	
	The Kunene Traditional Perfume is a traditional and unique product; however, its customer base is limited to the Himba and Zemba women.						
F)-3	Kunene Small Scale Miners Association	D	-	-	-	Some	
	KUNSMMA is not producing any products to be sold commercially. The association's current focus is not on production but on training because: (1) the production system has not been developed; and (2) no specific market has been identified for its products. Funded by BGR and NDC, 1 trainer is currently providing 3 trainees with 5-month training in gemstone cutting and polishing in the Kunene Cutting and Polishing Center.						
G) Omaheke							
G)-1	Kalahari Wild Silk Manufacturer	A	A	A	A	Heavy	
	The Kalahari Wild Silk Manufacturer is a well-established organization. Assisted by EU and the Spanish Embassy, the group has developed the marketing channels outside the region as well as overseas. The group needs support in product development and marketing so that it can diversify its product and attract more customers.						
G)-2	Ungura Uvaterue Project	B	A	A	B	Some	
	Since livestock farming is the main source of livelihood in the Omaheke region, with about 40% of households owning cattle, tanning has a fair potential to become a viable business. There is need for technical assistance in improving the design of the leather products and the level of business management.						
G)-3	Otjiuru Nomake Project	C	A	A	C	Some	
	The group's biggest challenge is product quality. According to the group, heavy-duty equipment such as a grinder or a limestone brick making machine will be needed to shape bricks into a consistent size. However, the current cheap price of limestone bricks would not justify such an investment.						
G)-4	Kuoko Kondjera Ezumo Project	C	A	A	C	Heavy	
	The group's biggest challenge is product quality. According to the group, heavy duty equipment such as a grinder or a limestone brick making machine will be needed to shape bricks into a consistent size. However, the current cheap price of limestone bricks would not justify such an investment.						
G)-5	Vergenoeg Sustainable Harvested Devil's Claw Producer and Processer Organization	-	-	-	-	-	-
	No evaluation can be conducted at this moment since the Study Team could meet only a few of the harvesters.						
G)-6	Ngaturore Project	C	A	A	C	None	
	The group's current products (agricultural produce) are commonly found in the market. The group is attempting to grow Devil's Claw from seeds collected from the wild.						
G)-7	(Traditional Butter Making)	D	-	-	-	None	-
	While traditional butter making is conducted by individual households, not by a community group, little advantage can be foreseen with collective activities.						
H) Karas							
H)-1	Doen en Sien Self SATCO Leather Project	C	C	A	B	Heavy	
	The materials that SATCO is using are not procured locally. Although the quality of the products is low, they are fairly accepted by the market for their "traditional touch." There is a need for technical training in improving the products' quality and diversifying the product line as well as business management training, especially in record keeping to ensure the financial sustainability of the project.						
H)-2	Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project	D	-	-	-	Heavy	
	The Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project is led and managed by the government. The Ministry officials are still heavily involved in the daily operation of the fish ponds, orchard, and farm.						
H)-3	Constancia Komentry Project	D	-	-	-	Heavy	
	The products of the Constancia Komentry Project are not being sold. Since only a small volume of fruits is being harvested, the fruits are simply being distributed among members and no cash income is generated.						
H)-4	Naute Irrigation Project	D	-	-	-	Heavy	
	The Naute Irrigation Project is a project led and managed by the government. It is implemented by NDC with technical support in production and marketing by Carstens Farming Company in South Africa.						

H)-5	Orange River Irrigation Project	D	-	-	-	Heavy	
	The Orange River Irrigation Project is a government-led project. It is one of the Green Scheme projects implemented by MAWF with the aim of increasing food production and generating employment.						
H)-6	!Haib Cooperative	C	A	A	C	Heavy	
	The mangos and vegetables that !Haib Cooperative is producing are commonly available in the local market. Moreover, the group has already been heavily supported by the government, while the future business potential is not very promising due to the long distances to major markets.						
H)-7	Traditional Medicines Group	D	-	-	-	None	
	The activities of the Traditional Medicines Group under the Women's Forum in Karasburg are not yet commercialized. Although traditional healers are found throughout Namibia, they are not acknowledged by the public as medical practitioners, and thus they are in many cases required to give treatment free of charge. Promoting traditional medicines is a long-term process, which would require the involvement of the Ministry of Health in accreditation/certification and standardization at the national level.						
H)-8	Karasburg District Small Miners Group	D	-	-	-	None	
	The group is currently not conducting any specific activities, but holding meetings to discuss general issues including mining rights and locations, cost of digging, and fund raising. Gemstones are sold by individual miners at roadsides.						
H)-9	Karas Regional Small Miners' Association	D	-	-	-	None	
	Gemstones are sold only by individual miners at roadsides; KARSMA is yet to be engaged in any collective commercial activities. After having been non-functional since its creation in 2010, KARSMA has recently been re-mobilized since the budget for setting up a small scale facility for the processing, cutting and polishing of flat stones in Noordoewer has been approved, and there is also an opportunity for KARSMA to apply for a voluntary fund of N\$500,000 from the Ministry of Labour and Social Welfare.						

Results of the Preliminary Evaluation of Candidate OROI Groups

A)-1 Tishangni Project

Region	Constituency	Name of Group	Main Products
Caprivi	Linyanti	Tishangni Project	Fish

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
D: Declined	17	1 Impact on Local Economy	A	5
Support Already Received (Heavy, Some, None)		2 Group Dynamics	B	7
Some		3 Business Potential	D	5

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Fish are locally available.
1-2 Local employment	2	<ul style="list-style-type: none"> The group simply sets a net to catch fish for an hour every night. Due to the limited catch, little employment can be generated.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Information and benefits are shared fairly among members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members.
2-3 Management ability	1	<ul style="list-style-type: none"> The group does not keep records of their sales. The group has not been registered with any organization.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The prices of their products are competitive. Although fish are in constant demand, fish consumption is limited in the region.
3-2 Special features	1	<ul style="list-style-type: none"> No value is added to the fish.
3-3 Potential for increased production and distribution	1	<ul style="list-style-type: none"> The size of the catch varies greatly day by day.
3-4 Profitability	1	<ul style="list-style-type: none"> The group spends about half of its revenue on petrol to deliver the product to the market.

Conclusion

The Tishangni project's current activity is simply fishing. The Malengalenga fish farm is under construction near the Silonga village (the project is funded by the MRLGHRD). Since the planned fish farm is a government-led project, the project does not fit into the OROI concept.

A)-2 Mungongo Oil and Soup Production

Region	Constituency	Name of Group	Main Products
Caprivi	Sibinda	Mungongo Oil and Soup Production	Mungongo oil

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
A: OROI Group	24	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
Some		3 Business Potential	A	10

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Mungongo seed and fruit are locally available.
1-2 Local employment	3	<ul style="list-style-type: none"> The preparation of Mungongo oil is labor intensive. More than 100 villagers work in the collecting of the seed and fruit.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The project was initiated and is managed by a community group. Information and benefits are shared fairly among members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members. The group started the commercialization of Mungongo oil in 2008 without any support from organizations.
2-3 Management ability	2	<ul style="list-style-type: none"> Since production and distribution are not systematized, the volume of production is limited. The group is in the process of being registered with MTI.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> The product is in high demand. The group has about 20 regular customers. The group sold 60 bottles at the Made-in-Namibia Exposition in Windhoek in 2011. Price competitiveness is high.
3-2 Special features	3	<ul style="list-style-type: none"> While the production of Mungongo oil is a traditional activity in the region, the group was the first to commercialize the product. As such, Mungongo oil is not available anywhere else. Mungongo oil is made from organically grown Mungongo seeds. Its effectiveness as a health product is known to the domestic market.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> Mungongo is available locally in abundance. An oil pressing machine will be installed at the work place in May 2012. Since the group does not have allocated sales personnel, the group must suspend production when members are selling the product.
3-4 Profitability	2	<ul style="list-style-type: none"> The level of revenue vis-a-vis expenditures in production and distribution are moderate since the selling price is set too low compared to the labor costs of production. All of the members work on a volunteer basis. Most of the revenue is spent on buying Mungongo seed and fruit from the community.

Conclusion

The Mungongo oil and soup production commercialized the traditional activity of making oil from Mungongo seed. Since an oil pressing machine will be installed in the work place in May 2012, the group expects to increase oil production. There is a need for training in the improvement of production management, marketing, branding, and pricing.

A)-3 Pilisano Jam

Region	Constituency	Name of Group	Main Products
Caprivi	Sibinda	Pilisano Jam	Sikululu jam

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
A: OROI Group	24	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
Some		3 Business Potential	A	10

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Sikululu is locally available.
1-2 Local employment	3	<ul style="list-style-type: none"> Harvesting Sikululu and making jam are labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The project is initiated and managed by a community group. Information and benefits are shared fairly among members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader is involved in the harvesting, production, marketing, and sale of the product. She appears to be strongly trusted by its members.
2-3 Management ability	2	<ul style="list-style-type: none"> Since production and distribution are not systematized, the volume of production is limited. The group is registered with MTI as a sole proprietor.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> The product is in high demand. The Ministry of Education has approached the group and asked if they could produce a large quantity of jam to supply local school hostels. The quality of the group's products is well accepted by the market.
3-2 Special features	3	<ul style="list-style-type: none"> Sikululu is a type of squash indigenous to Caprivi and is commonly consumed as porridge. The group successfully made the commonly consumed vegetable into jam.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> Sikululu is available locally in abundance. The group does not have the capacity (i.e., labor, production management skills, etc.) to consistently produce quality product in large quantities. Since the group does not have allocated sales personnel, the group must suspend production when members are selling the product.
3-4 Profitability	2	<ul style="list-style-type: none"> The cost of packaging materials accounts for 15% (plastic jar) to 40% (glass jar) of the selling price.

Conclusion

The Pilisano Jam is producing a unique product: jam from commonly consumed vegetable, Sikululu. Due to the lack of capacity to produce the product in large quantities, the group could not respond to a request from a Ministry's office that wanted to procure a large quantity of jam to supply local schools, hospital, and stores. There is a need for training in production management, marketing, branding, and pricing.

A)-4 Lutasane Project

Region	Constituency	Name of Group	Main Products
Caprivi	Sibinda	Lutasane Project	Soy milk

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
D: Declined	-	1 Impact on Local Economy	-	-
Support Already Received (Heavy, Some, None)		2 Group Dynamics	-	-
Heavy		3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

The Lutasane Project was initiated by an NGO to offer soy milk at an affordable price to consumers and free of charge to tuberculosis and HIV/AIDS patients. The soy milk produced by the project is made from soybeans imported from Zambia. Since the group uses ingredients donated by the NGO and the product prices are set noticeably low, the project is not sustainable.

B)-1 Haingura Abercross

Region	Constituency	Name of Group	Main Products
Kavango	Kahenge	Haingura Abercross	Baby carriers

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
B: Pre-OROI Group	23	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	B	7
None		3 Business Potential	A	10

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The <i>Umbambi</i> skin is locally available.
1-2 Local employment	3	<ul style="list-style-type: none"> The preparation of the skin is labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The members participate in different steps of the production process.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members.
2-3 Management ability	1	<ul style="list-style-type: none"> The group is not keeping records of their sales. The group has not been registered with any organization.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> The price of the product is competitive. The group sells all their stock every month.
3-2 Special features	3	<ul style="list-style-type: none"> According to the representative, the group is the only producer of baby carriers made from <i>Umbambi</i> skin in the region.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> Animal skins are locally available throughout the year. If the group can obtain a sewing machine that is suited to sewing animal skins, production can be increased. The group needs more labor to work the skins in order to increase production.
3-4 Profitability	2	<ul style="list-style-type: none"> The current price of the baby carrier is too low compared to material and labor costs of production.

Conclusion

Haingura Abercross has been in business for over 10 years and its product is in great demand. In order to increase production and sales, there is a need for training in book-keeping, business management, pricing, branding, and marketing.

B)-2 Kume Tuna Kara Coffin Project

Region	Constituency	Name of Group	Main Products
Kavango	Kahenge	Kume Tuna Kara Coffin Project	Coffin

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
D: Declined	15	1 Impact on Local Economy	D	2
Support Already Received (Heavy, Some, None)		2 Group Dynamics	B	7
Some		3 Business Potential	C	6

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	1	<ul style="list-style-type: none"> All materials for the production of coffins are purchased from a South African hardware store in Rundu.
1-2 Local employment	1	<ul style="list-style-type: none"> Making a coffin takes 2 hours with 2 workers.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Judging from the high turnout of group members during the survey team's visit, the level of information sharing among group members is high. The project's benefits are shared fairly among group members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be trusted by its members.
2-3 Management ability	1	<ul style="list-style-type: none"> The group is not keeping records of their sales. The group does not have sufficient working capital. The group has not been registered with any organization.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The number of coffin makers is increasing in neighboring villages and thus, orders are decreasing. The prices of their products are competitive.
3-2 Special features	1	<ul style="list-style-type: none"> The group's products lack uniqueness.
3-3 Potential for increased production and distribution	1	<ul style="list-style-type: none"> Since the group purchases materials from Rundu, the transportation cost for materials can be a constraint on increasing production. Since the market is being saturated with competitors' products, the group's sales are decreasing.
3-4 Profitability	2	<ul style="list-style-type: none"> The level of revenue vis-a-vis expenditures in production is moderate.

Conclusion

Coffin manufacturing is found commonly throughout the country, and the coffins produced by the Kume Tuna Kara coffin project do not bear any unique or original qualities.

B)-3 Ufuwuli Project

Region	Constituency	Name of Group	Main Products
Kavango	Kapako	Ufuwuli Project	Devil's Claw

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
(B) Model Group	24	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	9
None		3 Business Potential	B	9

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Devil's Claw is locally available.
1-2 Local employment	3	<ul style="list-style-type: none"> The harvesting and cutting of Devil's Claw are labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Information and benefits are shared fairly among members.
2-2 Leadership	3	<ul style="list-style-type: none"> There appears to be no issue with leadership.
2-3 Management ability	3	<ul style="list-style-type: none"> The group keeps records of all business transactions. The group has not been registered with any organization.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> The product is in high demand outside the country.
3-2 Special features	2	<ul style="list-style-type: none"> Devil Claw's medicinal effects are recognized by the international market. Devil Claw's market is already established domestically and internationally, though there is neither much value addition nor uniqueness with the current product.
3-3 Potential for increased production and distribution	1	<ul style="list-style-type: none"> Devil's Claw is a protected plant. The MET allows people to harvest, buy, and sell Devil's Claw only from the 1st of March to the 31st of October each year. The MET prescribes that only one quarter of all the plants in an area can be harvested.
3-4 Profitability	3	<ul style="list-style-type: none"> The group's profitability is high since the group purchases the Devil's Claw from workers at less than a third of the selling price.

Conclusion

The Ufuwuli project has been in the Devil's Claw business for more than 20 years. The group has the know-how relating to harvesting, cutting, and selling the product while it has established international marketing channels. While the group does not need any assistance, it could be used as a model group from which other groups may learn management and organization skills.

B)-4 Ncumcara Community Forest

Region	Constituency	Name of Group	Main Products
Kavango	Rundu Rural West	Ncumcara Community Forest	Wood Craft

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
(B) Model Group	24	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	9
Heavy		3 Business Potential	B	9

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> All the materials in the production of woodcraft products are locally available.
1-2 Local employment	3	<ul style="list-style-type: none"> Woodcraft product manufacturing is labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Information and benefits are shared fairly among members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members.
2-3 Management ability	3	<ul style="list-style-type: none"> The group keeps records of their sales and has a PowerPoint presentation of the summary of last year's activities. The Community Forest Management Committee that manages the activities of the craft center is well organized.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> Price competitiveness is moderate. The quality of the group's products is fairly accepted by the market.
3-2 Special features	2	<ul style="list-style-type: none"> Woodcraft and carving are traditional activities in the area. According to the representative, the group's woodcraft products were well received at the Dubai Trade Fair.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> There is an abundant supply of raw materials in the community forest. The domestic market is mostly saturated with similar products; it would not be easy to expand outlets and increase sales. The group will also face harsh competition in international markets.
3-4 Profitability	3	<ul style="list-style-type: none"> Since the group does not need to purchase raw materials, its profitability is high.

Conclusion

The Ncumcara Community Forest is a well-organized and heavily supported group. Assisted by the German government (DED and the KfW) and the Namibian government, the group established a craft center and was trained in business management, including marketing and benefit sharing. Due to the wide ranged support provided by the German and Namibian governments, there is little need for further assistance through OROI though it could be used as a model group from which other groups learn management and organization skills.

B)-5 Bushman's Honey

Region	Constituency	Name of Group	Main Products
Kavango	Mukwe	Bushman's Honey	Honey

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
A: OROI Group	24	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
Some		3 Business Potential	A	10

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The project's honey is produced within the community.
1-2 Local employment	3	<ul style="list-style-type: none"> Beekeeping is labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Judging from the high turnout of group members during the survey team's visit, the level of information sharing among group members is high. The project's benefits are shared fairly among group members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be trusted by its members.
2-3 Management ability	2	<ul style="list-style-type: none"> The level of record keeping was less than satisfactory. The group does not know the amount of last year's profit and expenditures.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> Although marketing is dependent solely on word of mouth, the group's honey sells out as soon as the honey is bottled. The group has regular customers in Windhoek and Swakopmund.
3-2 Special features	3	<ul style="list-style-type: none"> The group has successfully established the brand, "Bushman's Honey." The label on the package is designed by a renowned Namibian artist, according to the group.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> The production can be increased if the group can install more bee hives. Insufficient water supply is an obstacle to increased production.
3-4 Profitability	2	<ul style="list-style-type: none"> The level of revenue vis-a-vis expenditures in production is medium.

Conclusion

The Bushman's Honey Project is a well-organized and highly motivated group. Group members voluntarily educate community members on the nature of bees and are eager to train local youths so as to increase production. In order to increase production, there is a need for training in book-keeping and business management.

C)-1 Tulongeni Twahangana

Region	Constituency	Name of Group	Main Products
Ohangwena	Eenhana	Tulongeni Twahangana	Ximenia seeds

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
B: Pre-OROI Group	22	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
Some		3 Business Potential	B	8

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Ximenia seeds are locally available.
1-2 Local employment	3	<ul style="list-style-type: none"> The group has 600 members who are engaged in harvesting Ximenia seeds. Separating seeds from the fruit is labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The members participate in different steps of production. Judging from the high turnout of group members during the survey team's visit, the level of information sharing among group members is high.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members. The leader has a strong communication skill.
2-3 Management ability	2	<ul style="list-style-type: none"> Although the group wishes to build its own factory, the group has no idea of the costs of the factory building and oil extracting machinery, and is simply dependent on external assistance.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The domestic and international marketing channels have been well established. Sales vary greatly year by year. The association had no sales in 2009 due to the global economic downturn.
3-2 Special features	2	<ul style="list-style-type: none"> Ximenia oil has been produced at a household level and consumed as hair oil and skin lotions for generations in Namibia
3-3 Potential for increased production and distribution	3	<ul style="list-style-type: none"> Ximenia fruit is abundantly available in north-central regions. If the association can obtain a nut cracker that is suited to Ximenia nuts, production can be increased.
3-4 Profitability	1	<ul style="list-style-type: none"> There is little value addition in the group's product The price of seed is determined by the international market.

Conclusion

The current activities of the Tulongeni Twahangana association are the harvesting of Ximenia fruit, removing of the seeds from the fruit, and selling of the seed to an oil-extracting factory. In order to increase production, the association has started planting Ximenia trees. There is need for developing a nut cracker that can crack nuts fast without damaging the seeds.

C)-2 Tukwafa Project

Region	Constituency	Name of Group	Main Products
Ohangwena	Ondobe	Tukwafa Project	Chickens, eggs

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
B: Pre-OROI Group	21	1 Impact on Local Economy	B	4
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	9
Heavy		3 Business Potential	B	8

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	2	<ul style="list-style-type: none"> The group purchases chicks from neighboring villages and raises them in its coop. It purchases chicken feed in Ondangwa.
1-2 Local employment	2	<ul style="list-style-type: none"> Poultry farming is not very labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Members work in shifts. Judging from the high turnout of group members during the survey team's visit, the level of information sharing among group members is high.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members. The leader has good communication skills.
2-3 Management ability	3	<ul style="list-style-type: none"> The Tukwafa group is registered with MTI as a sole proprietor. The group collects a membership fee (N\$4) every month. The group keeps records of their sales and expenditures.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> According to the group, the demand for chickens and eggs is larger than the supply in their neighborhood. The group sells all 30 eggs every other day.
3-2 Special features	1	<ul style="list-style-type: none"> The group is simply selling ordinary chickens and eggs.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> The group does not have much technical knowledge on poultry production; the group's chickens are highly vulnerable to diseases. If the association can obtain an incubator (N\$35,000), production can be increased.
3-4 Profitability	2	<ul style="list-style-type: none"> Since the group has some losses (e.g. disease outbreak amongst the chickens, invasion of wild animals into the coop, etc.) in its production, the level of revenue vis-a-vis expenditures is moderate. There is little value addition in the group's product

Conclusion

Although the Tukwafa project is a well managed and highly motivated group, its product is commonly found in all markets. While the group received a one-day workshop in chicken breeding techniques, there is need for enhancing their technical skills and knowledge on poultry production.

C)-3 Okongo Community Forest

Region	Constituency	Name of Group	Main Products
Ohangwena	Okongo	Okongo Community Forest	Various products from IGAs (honey, wooden furniture, guinea fowls, chickens, firewood, camp-sites)

OROI Category Rating	Total Score (reference)
C: Potential Group	16
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	C	4
3 Business Potential	C	6

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Most of the materials used in production are supplied locally.
1-2 Local employment	3	<ul style="list-style-type: none"> Many of IGAs conducted by the group, such as wood furniture production and fire-wood collection, are labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	1	<ul style="list-style-type: none"> According to an ex-post evaluation conducted in 2008, more than 90% of the community members responded that they were no longer involved in local development committees established by the Okongo Village Forestry Project. Among 1,000 members, only 33 people participate in IGAs
2-2 Leadership	1	<ul style="list-style-type: none"> According to the ex-post evaluation report, one of the main reasons that community members were not involved in the Project is that Forest Management Committee members were only interested in benefits for their own families, not the community as a whole.
2-3 Management ability	2	<ul style="list-style-type: none"> By establishing subcommittees for IGAs, the group has strengthened its collective bargaining power. For example, the guinea fowl sub-committee collectively decides on a guinea fowl's selling price. Okongo Village Forestry is registered as an association.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> There is a constant demand for guinea fowls and chickens.
3-2 Special features	1	<ul style="list-style-type: none"> The association's products do not have unique features.
3-3 Potential for increased production and distribution	1	<ul style="list-style-type: none"> The group's location is far from the town center. The expansion of honey production requires more bee hives, which are imported from South Africa.
3-4 Profitability	2	<ul style="list-style-type: none"> It was reported in the interview that guinea fowl rearing is profitable, but that the profitability of other activities is mostly low.

Conclusion

This group was formed as part of the Community-based Forest Management Program. Through the long-term support of the former GTZ, the community members obtained knowledge and financial resources to continue the tree nursery, guinea fowl rearing and bee keeping. There is little need for further assistance through OROI.

C)-4 Elundu Oushake Community Development Project

Region	Constituency	Name of Group	Main Products
Ohangwena	Omundaungilo	Elundu Oushake Community Development Project	A variety of agricultural produce and processed products

OROI Category Rating	Total Score (reference)
C: Potential Group	20
Support Already Received (Heavy, Some, None)	
Some	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	C	7
3 Business Potential	C	7

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Most of the materials used in production are supplied locally (melon seed oil, Marula oil, Mangeti spirits, spinach cake, clay pots, etc.)
1-2 Local employment	3	<ul style="list-style-type: none"> Farming activities and the processing of agricultural products mostly use manual labor.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Judging from the high turnout of group members to the survey team's visit, the level of information sharing among group members is high.
2-2 Leadership	3	<ul style="list-style-type: none"> There appears to be no trust issues with management.
2-3 Management ability	1	<ul style="list-style-type: none"> Selling prices of agricultural produce and processed products are determined by individual sellers. The association has not taken part in any collective bargaining or selling.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> The group's products (melon seed oil, Marula oil, Mangeti spirits, spinach cake, clay pots, etc.) are fairly accepted by the market in terms of the quality and prices; there is no evidence of any over-supply.
3-2 Special features	2	<ul style="list-style-type: none"> All processing of products (value addition) is done using traditional methods. The group's products are commonly found in the local market.
3-3 Potential for increased production and distribution	1	<ul style="list-style-type: none"> Since the association has neither a storage facility nor a means of transport, association members bring their products to the market on their own.
3-4 Profitability	1	<ul style="list-style-type: none"> The profitability of small-scale farming without collective actions is generally small.

Conclusion

Although the group's products are mostly well-accepted by the market, there are no special features to its products. The group would like to have a transport and storage facility so that the members can stock and sell their agricultural produce collectively.

D)-1 Eudafano Women’s Cooperative Ltd.

Region	Constituency	Name of Group	Main Products
Oshana (HQ)	Ondangwa	Eudafano Women’s Cooperative, Ltd.	Marula oil, Kalahari melon oil, Marula fermented juice

OROI Category Rating	Total Score (reference)
(A) Model Group	23
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	A	8
3 Business Potential	A	9

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The Marula fruit and Kalahari melon are grown and harvested in Oshana, Omusati, Ohangwena, and Oshikoto.
1-2 Local employment	3	<ul style="list-style-type: none"> The factory has 10 full-time workers. Approximately 2,000 members are involved in the harvesting of and separating the seeds from both Marula fruit and Kalahari melon.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The members participate in different steps of production. Judging from the high turnout of group members during the survey team’s visit, the level of information sharing among group members is high.
2-2 Leadership	3	<ul style="list-style-type: none"> The group’s internal communication and management structure are well established. Each of the 22 associations is led by a leader selected by its members.
2-3 Management ability	2	<ul style="list-style-type: none"> The factory keeps records of all business transactions. The group is registered as a cooperative. The membership fee is N\$20 per year. Delays in payment to members occasionally occur.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> Domestic and international marketing channels have been well established. The amount of export fluctuates since it is susceptible to global economic trends.
3-2 Special features	2	<ul style="list-style-type: none"> While traditionally used as a skin moisturizer in southern Africa, Marula and Kalahari melon oil is an international commodity.
3-3 Potential for increased production and distribution	3	<ul style="list-style-type: none"> The Marula fruit and Kalahari melon are available locally in abundance. The collection of raw materials, and the production and distribution of products are well established and managed.
3-4 Profitability	2	<ul style="list-style-type: none"> There is little value addition in the group’s product

Conclusion

EWC is a well-organized and heavily supported group. Assisted by an NPO called Phyto Trade Africa and MCA, the group established marketing channels in the country as well as overseas. MAWF (DCD) and the Ongwediva RDC also provided members with training in basic business management. Since the business has already been well-established, there is little need for further assistance through OROI. This group could be used as a model group from which other groups may learn management and organization skills.

D)-2 Tegako 2020 Women in Business Cooperative

Region	Constituency	Name of Group	Main Products
Oshana	Oshakati West	Tegako 2020 Women in Business Cooperative	Traditional clay pottery, hand-woven palm baskets

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
B: Pre-OROI Group	22	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
Some		3 Business Potential	B	8

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-3 Utilization of local materials	3	<ul style="list-style-type: none"> All materials for the production of pottery and hand-woven baskets are locally available.
1-4 Local employment	3	<ul style="list-style-type: none"> Both pottery and basket production are labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-4 Group participation	3	<ul style="list-style-type: none"> Judging from the high turnout of group members during the survey team's visit to the project, the level of information sharing among group members is high. The group members have a shared vision of supporting each other and the group is becoming financially independent by 2020.
2-5 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members.
2-6 Management ability	2	<ul style="list-style-type: none"> Except for special occasions, such as trade fairs, group members have been selling their products individually without keeping records of their sales. Each member contributes an annual membership fee of N\$120. The group is in the process of being registered as a cooperative with MAWF.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-5 Market acceptance	2	<ul style="list-style-type: none"> Although the quality of the group's products is not high, the products are fairly accepted by the market The prices of their products are competitive.
3-6 Special features	2	<ul style="list-style-type: none"> Both products are commonly produced in other regions such as Kavango, but are not found much in the Oshana region.
3-7 Potential for increased production and distribution	2	<ul style="list-style-type: none"> One of the major constrains to increased production is that pottery can easily crack in the firing process. Moreover, the traditional kiln can be used only during the dry season. The availability of clay suitable for pottery is limited in the Oshana region.
3-8 Profitability	2	<ul style="list-style-type: none"> Profitability is medium since the group does not need to purchase raw materials and consumables while on the other hand the prices of the final products are not high.

Conclusion

Tegako 2020 Women in Business Cooperative is a group with strong leadership and solidarity. There is a need for technical training in the improvement of the kilns in order to reduce the pottery production losses and business management training in record keeping.

D)-3 Pendukeni Fruit and Vegetable Project

Region	Constituency	Name of Group	Main Products
Oshana	Oshakati East	Pendukeni Fruit and Vegetable Project	Various fruits and vegetables, tomato Jam

OROI Category Rating	Total Score (reference)
C: Potential Group	18
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	5
2 Group Dynamics	A	7
3 Business Potential	C	6

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The group processes tomato and lemon harvested from its own farm.
1-2 Local employment	2	<ul style="list-style-type: none"> The level of group members' involvement in the agricultural production is low. The group employs two of its members to take care of its orchard and farm. The group provides small plots to orphans to plough.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Based on the high turnout of group members during the survey team's visit, the level of information sharing among group members is high. The project's benefits are shared fairly among group members; they benefit mainly from being able to buy fresh produce at low prices.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be trusted by its members.
2-3 Management ability	2	<ul style="list-style-type: none"> The level of record keeping was less than satisfactory. The group does not know the amounts of last year's sales and expenditures. The group keeps meeting records (minutes). Working capital is not mobilized (no membership fees).

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> According to the group, its products (tomato jam and lemon juice) are still "village quality," and cannot compete with high-quality, properly packaged products found stores shelves.
3-2 Special features	2	<ul style="list-style-type: none"> The group produces a variety of tomato jams, such as pineapple-tomato jam and ginger-tomato jam.
3-3 Potential for increased production and distribution	1	<ul style="list-style-type: none"> Since the production of fresh produce is already limited in quantity, additional raw materials are not available.
3-4 Profitability	1	<ul style="list-style-type: none"> The level of revenue vis-a-vis expenditures is low. The group's expenditures include gasoline for operating a water pump, fertilizer, seeds and wages for its employees.

Conclusion

Although the Pendukeni Fruit and Vegetable Project is a properly organized group, it lacks business potential to qualify as an OROI group. The fresh fruits and vegetables produced by the group are found commonly in the local market and are lacking in uniqueness. The production scale of fresh produce is too small to justify processing.

D)-4 Oshakati East Youth Group

Region	Constituency	Name of Group	Main Products
Oshana	Oshakati East	Oshakati East Youth Group	Painted Kalabash gourd

OROI Category Rating	Total Score (reference)
B: Pre-OROI Group	20
Support Already Received (Heavy, Some, None)	
Some	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	5
2 Group Dynamics	A	8
3 Business Potential	B	8

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	2	<ul style="list-style-type: none"> • Kalabash is locally available in abundance. • The production of painted Kalabash gourd requires the group to purchase consumables such as paints and brushes from time to time.
1-2 Local employment	3	<ul style="list-style-type: none"> • Kalabash is painted only by hand.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> • All group members participated in technical training on painting organized by MYNSSC. • Group members appear to be proactively participating in the production of the artwork.
2-2 Leadership	3	<ul style="list-style-type: none"> • The group's leader appears to be trusted by its members.
2-3 Management ability	2	<ul style="list-style-type: none"> • Although the group does not have minimum working capital, it does not collect annual membership fees from its member. • The group is registered as a youth group with MYNSSC.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> • According to the group, sales can be tripled if the group can purchase sufficient materials to paint more Kalabash. • Some of the painted Kalabash do not have any artistic value.
3-2 Special features	2	<ul style="list-style-type: none"> • Traditionally, Kalabash has been used as cups or ladles. The group took an ordinary household kitchen item and made it into an ornament.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> • There is an abundant supply of materials; from a two hector field, roughly 2,000 Kalabash can be harvested. • The inconsistency in product quality could be an obstacle to the expansion of the customer base.
3-4 Profitability	2	<ul style="list-style-type: none"> • The group cannot put high prices on its products due to their low quality. • The group spends at least a quarter of its revenue on consumables.

Conclusion

The Oshakati East Youth Group's idea of painting Kalabash is creative and has received positive market response. In order to make their activity into a viable business, there is need for technical assistance in quality control / improvement and market development.

E)-1 Olushandja Horticultural Producers Association

Region	Constituency	Name of Group	Main Products
Omusati	Onesi	Olushandja Horticultural Producers Association (OHPA)	A variety of vegetables

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
C: Potential Group	22	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	9
Heavy		3 Business Potential	C	7

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The group produces a variety of cash crops in the constituency.
1-2 Local employment	3	<ul style="list-style-type: none"> The production of cash crops is labor intensive. Each of the 65 land owners hires 2-8 full-time farmers and 10-50 part-time farmers.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Judging from the high turnout of group members during the survey team's visit, the level of information sharing among group members is high.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members. The leader has strong communication skills.
2-3 Management ability	3	<ul style="list-style-type: none"> The membership fee is N\$450 annually. The group is registered with NNFU as an association. It is also the main community-level implementation partner of the CCA project. The group's activities are well managed, monitored, and supervised by the group members.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The vegetable market becomes saturated during the harvest seasons and crops are left unsold while the prices drop. According to the group, the demand for crops has been increasing since the project started in 2005.
3-2 Special features	1	<ul style="list-style-type: none"> The group's products are commonly found in the local market. The group sells the products without any value addition.
3-3 Potential for increased production and distribution	3	<ul style="list-style-type: none"> Although the successful introduction of drip irrigation has increased crop production, the excess produce is often wasted. Cold storage was constructed as a dispatch point of vegetables.
3-4 Profitability	1	<ul style="list-style-type: none"> There is a strong need to develop marketing channels for the group's products outside the region. There is little value addition in the group's products.

Conclusion

The Olushandja Horticultural Producers Association (OHPA) is a well established and managed group; however, its products are commonly found throughout the country. Funded by the Regional Council, MAWF, and UNDP, a cold storage (N\$1 million including refrigeration equipment and a building) is currently under construction at the Epalela settlement. Since Namibian retailers are required by regulation to increase the share of domestically produced crops, there is a need to develop a linkage between OHPA and retailers in which systematic production and distribution are realized.

E)-2 Tsandi Poultry Project

Region	Constituency	Name of Group	Main Products
Omusati	Tsandi	Tsandi Poultry Project	Chickens

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
D: Declined	-	1 Impact on Local Economy	-	-
Support Already Received (Heavy, Some, None)		2 Group Dynamics	-	-
None		3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-3 Utilization of local materials	-	-
1-4 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-4 Group participation	-	-
2-5 Leadership	-	-
2-6 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-5 Market acceptance	-	-
3-6 Special features	-	-
3-7 Potential for increased production and distribution	-	-
3-8 Profitability	-	-

Conclusion

The Tsandi Poultry Project is in its initial stage and has not produced or sold any products: no cash income has been generated. Moreover, the group's products are commonly available in the local market.

F)-1 Komesho

Region	Constituency	Name of Group	Main Products
Kunene	Opuwo	Komesho	Limestone bricks and sand

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
C: Potential Group	20	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
None		3 Business Potential	C	6

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The group uses limestone and sand that is available locally in abundance.
1-2 Local employment	3	<ul style="list-style-type: none"> Limestone brick making is highly labor intensive (the production of 100 bricks requires one whole day with 4 workers). It is all done by hand using light tools.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Judging from the high turnout of group members during the survey team's visit, the level of information sharing among group members is high. The project's benefits are shared fairly among group members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be trusted by its members. The daily operations appear to be properly organized.
2-3 Management ability	2	<ul style="list-style-type: none"> Though not sufficient for any expansion, the group maintains a certain level of working capital. The group is registered as a sole proprietor with MTI.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The quality of the product is low. Bricks produced by the group are inconsistent in size and shape. According to the group, limestone bricks are in high demand due to their affordability to the general public. The company does not have a competitor in the area.
3-2 Special features	1	<ul style="list-style-type: none"> Limestone bricks do not have any special features; customers simply appreciate their low price.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> Limestone is available locally in abundance. Since the company uses a traditional method for brick making, the company is unable to keep up with demand. On the other hand, the current cheap price of limestone bricks would not justify a high level of investment
3-4 Profitability	1	<ul style="list-style-type: none"> Although the raw material is obtained for free, the transportation cost is high and the selling price is low, resulting in low profitability.

Conclusion

Since the company uses a traditional method of brick making, it is difficult to produce bricks of the same size in large quantities. The company is unable to keep up with demand from construction companies, which place orders of 10,000 or more bricks of exactly the same size. While the group is in need of a brick making machine, the current cheap price of limestone bricks would not justify such an investment.

F)-2 Kunene Traditional Perfume

Region	Constituency	Name of Group	Main Products
Kunene	Opuwo	Kunene Traditional Perfume	Otjize, Otjizumba

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
D: Declined	16	1 Impact on Local Economy	D	3
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
Some		3 Business Potential	D	5

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	2	<ul style="list-style-type: none"> The raw materials for Otjize and Otjizumba are purchased in Kunene, Omusati, and Angola.
1-2 Local employment	1	<ul style="list-style-type: none"> Otjize is sold in raw form. The production of the Otjizumba powder is not labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The project's benefits are shared fairly among group members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be trusted by its members.
2-3 Management ability	2	<ul style="list-style-type: none"> The group is registered as an association and is in the process of being registered as a cooperative. The group does not keep records of sales or expenditures.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	1	<ul style="list-style-type: none"> The customer base for the products is limited to the Himba and Zemba women.
3-2 Special features	1	<ul style="list-style-type: none"> Despite their uniqueness, the group's products only appeal to the Himba and Zemba women..
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> The raw materials are obtained only in the northern areas of the region, which are located more than 100 km away from Opuwo.
3-4 Profitability	1	<ul style="list-style-type: none"> The transportation costs are substantially high compared to the selling prices of the group's products.

Conclusion

The Kunene Traditional Perfume is a traditional and unique product; however, its customer base is limited to the Himba and Zemba women.

F)-3 Kunene Small Scale Miners Association (KUNSMA)

Region	Constituency	Name of Group	Main Products
Kunene	Throughout the Kunene region	KUNSMA	Necklaces and earrings, key chains

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
Some	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

KUNSMA is not producing any products to be sold commercially. The association's current focus is not on production but on training because: (1) the production system has not been developed; and (2) no specific market has been identified for its products. Funded by BGR and NDC, 1 trainer is currently providing 3 trainees with 5-month training in gemstone cutting and polishing in the Kunene Cutting and Polishing Center.

G)-1 Kalahari Wild Silk Manufacturer

Region	Constituency	Name of Group	Main Products
Omaheke	Aminuis	Kalahari Wild Silk Manufacturer	Silk scarf, shawl, and curtain

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
A: OROI Group	24	1 Impact on Local Economy	A	6
Support Already Received (Heavy, Some, None)		2 Group Dynamics	A	8
Heavy		3 Business Potential	A	10

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The group's silk yarn and silk products are made from wild cocoons, which are indigenous to the southern Omaheke region.
1-2 Local employment	3	<ul style="list-style-type: none"> The harvesting of wild cocoons and the spinning and weaving of silk are labor intensive. The group has 58 full-time workers and approximately 300 part-time workers.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Information and benefits are shared fairly among members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be strongly trusted by its members.
2-3 Management ability	2	<ul style="list-style-type: none"> The group has a management committee that is responsible for record-keeping, marketing, and quality control. Workers have not been paid since October 2011 due to limited sales. The group is registered as an NGO.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The group sells its products to retailers in Windhoek, Swakopmund, the Netherlands, and Germany; however, sales fluctuate due to volatile demand.
3-2 Special features	3	<ul style="list-style-type: none"> The group's products are made from wild cocoons indigenous to the Omaheke region.
3-3 Potential for increased production and distribution	3	<ul style="list-style-type: none"> The wild cocoons are widely available in the southern Omaheke region. The group has sufficient human resources to increase its production.
3-4 Profitability	2	<ul style="list-style-type: none"> Due to the number of workers involved in production and the costs associated with distribution (the rental fee for the craft shop, transportation cost, wages for sales clerks, etc.), the level of revenue vis-a-vis expenditures in production and distribution is moderate.

Conclusion

The Kalahari Wild Silk Manufacturer is a well-established organization. Assisted by EU and the Spanish Embassy, the group has developed the marketing channels outside the region as well as overseas. The group needs support in product development and marketing so that it can diversify its product and attract more customers.

G)-2 Ungura Uvaterue Project

Region	Constituency	Name of Group	Main Products
Omaheke	Otjinene	Ungura Uvaterue Project	Leather, leather products

OROI Category Rating	Total Score (reference)
B: Pre-OROI Group	22
Support Already Received (Heavy, Some, None)	
Some	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	A	8
3 Business Potential	B	8

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> All the materials used to process leather are obtained locally.
1-2 Local employment	3	<ul style="list-style-type: none"> The tanning and production of leather products are done manually.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> All group members participate in management and production. The benefits are equally shared among the members.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader is well trusted. He trained the other members in the tanning process.
2-3 Management ability	2	<ul style="list-style-type: none"> The group keeps records of sales, but not expenditures. Half of the sales are put aside for the group fund and the other half are divided among the two members. It is not registered with any Ministry, although it has received support from MGECW and the Omaheke Regional Council.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The quality of the group's products is slightly below standard, while the prices are competitive.
3-2 Special features	1	<ul style="list-style-type: none"> Apart from the fact that all the raw materials are locally supplied, the group's products do not have any special features.
3-3 Potential for increased production and distribution	3	<ul style="list-style-type: none"> There is an abundant supply of cow hides for free. The group's leather production is part of the supply chain of other manufacturers of leather products in the Omaheke region. With the new heavy-duty leather sewing machine which the Regional Council plans to provide (to be owned jointly by four leather making groups, including the Ungura Uvaterue Project), it is anticipated that the orders for leather from the other two groups to Ungura Uvaterue Project will increase.
3-4 Profitability	2	<ul style="list-style-type: none"> Both the prices and costs of the products are low.

Conclusion

Since livestock farming is the main source of livelihood in the Omaheke region, with about 40% of households owning cattle, tanning has a fair potential to become a viable business. There is a need for technical assistance in improving the design of the leather products and the level of business management.

G)-3 Otjiuru Nomake Project

Region	Constituency	Name of Group	Main Products
Omaheke	Epukeiro	Otjiuru Nomake Project	Limestone bricks

OROI Category Rating	Total Score (reference)
C: Potential Group	20
Support Already Received (Heavy, Some, None)	
Some (only logistical arrangements in trade fair participations)	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	A	8
3 Business Potential	C	6

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The group uses limestone that is available locally in abundance.
1-2 Local employment	3	<ul style="list-style-type: none"> Lime-stone brick making is a labor intensive process. It is done completely by hand using light tools such as crushers (metal poles used to extract limestone), machetes (slashers used to shape limestone into bricks), and shovels

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The profits are divided equally among group members as all of them are involved in production. The group members contribute an equal amount for the replacement costs of tools.
2-2 Leadership	3	<ul style="list-style-type: none"> The leader appears to be respected and trusted by the members. Daily operations appear to be properly organized; orders are properly handled.
2-3 Management ability	2	<ul style="list-style-type: none"> The group does not keep records of sales and expenditures. Though not sufficient for an expansion, the group maintains a certain level of working capital. The group is registered as a close corporation with the MTI.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The quality of the product is low. Bricks produced by the group are inconsistent in size and shape. Limestone bricks are cheaper than their competitors (red clay bricks and cement bricks).
3-2 Special features	1	<ul style="list-style-type: none"> There is very little value addition in the limestone brick production; limestone is simply extracted from the ground and shaped into bricks with a machete.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> Limestone is available locally in abundance. The transportation of the product requires a four-wheel drive vehicle.
3-4 Profitability	1	<ul style="list-style-type: none"> The group has to purchase tools (consumables) every three months. Both the price and costs of the product are low.

Conclusion

The group's biggest challenge is product quality. According to the group, heavy-duty equipment such as a grinder or a limestone brick making machine will be needed to shape bricks into a consistent size. However, the current cheap price of limestone bricks would not justify such an investment.

G)-4 Kuoko Kondjera Ezumo Project

Region	Constituency	Name of Group	Main Products
Omaheke	Epukeiro	Kuoko Kondjera Ezumo Project	Limestone bricks

OROI Category Rating	Total Score (reference)
C: Potential Group	20
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	A	8
3 Business Potential	C	6

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> The group uses limestone that is locally available in abundance.
1-2 Local employment	3	<ul style="list-style-type: none"> Lime-stone brick making is a labor intensive process. It is done completely by hand using light tools such as crushers (metal poles used to extract limestone), machetes (slashers used to shape limestone into bricks), and shovels

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The number of bricks produced by each member is recorded monthly; monthly profits are divided among the members based on the record, which ensures a fair distribution of benefits.
2-2 Leadership	3	<ul style="list-style-type: none"> There appears to be no issue with leadership. Daily operations appear to be properly organized; orders are properly handled.
2-3 Management ability	2	<ul style="list-style-type: none"> The group is not registered with any Ministry. The group properly keeps records of sales, amount of bricks produced by each member, and savings. The group puts aside a portion of revenue for the group to fund the operation costs for large orders.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> The quality of the product is low. Bricks produced by the group are inconsistent in size and shape. Limestone bricks are cheaper than their competitors - red clay bricks and cement bricks.
3-2 Special features	1	<ul style="list-style-type: none"> There is very little value addition in the limestone brick production; limestone is simply extracted from the ground and shaped into bricks with a machete.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> Limestone is available locally in abundance. The transportation of the product requires a four-wheel drive vehicle.
3-4 Profitability	1	<ul style="list-style-type: none"> Both the price and costs of the product are low. <p>(The group has been using the tools donated by the Ministry of Gender Equality and Child Welfare in 2004.)</p>

Conclusion

The group's biggest challenge is product quality. According to the group, heavy duty equipment such as a grinder or a limestone brick making machine will be needed to shape bricks into a consistent size. However, the current cheap price of limestone bricks would not justify such an investment.

G)-5 Vergenoeg Sustainable Harvested Devil's Claw Producer and Processer Organization

Region	Constituency	Name of Group	Main Products
Omaheke	Kalahari	Vergenoeg Sustainable Harvested Devil's Claw Producer and Processer Organization	Devil's Claw

OROI Category Rating	Total Score (reference)
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy		
2 Group Dynamics		
3 Business Potential		

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials		
1-2 Local employment		

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation		
2-2 Leadership		
2-3 Management ability		

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance		
3-2 Special features		
3-3 Potential for increased production and distribution		
3-4 Profitability		

Conclusion

No evaluation can be conducted at this moment since the Study Team could meet only a few of the harvesters.

G)-6 Ngaturore Project

Region	Constituency	Name of Group	Main Products
Omaheke	Epukiro	Ngaturore Project	Groundnuts, beans, millets, and water melon, Devil's Claw (not yet harvested)

OROI Category Rating	Total Score (reference)
C: Potential Group	21
Support Already Received (Heavy, Some, None)	
None	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	A	8
3 Business Potential	C	7

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Most of the materials used in production are supplied locally. The Devil's Claw seeds are collected from the wild.
1-2 Local employment	3	<ul style="list-style-type: none"> The production and harvesting of agricultural produce are labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The level of group members' involvement in the management is high. The benefits are shared equally among members.
2-2 Leadership	3	<ul style="list-style-type: none"> There appears to be no issue with the leadership. Daily operations appear to be properly organized
2-3 Management ability	2	<ul style="list-style-type: none"> The group does not appear to be keeping records. The group has not been registered with any Ministry.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> The group's products are fairly accepted in the local market. There are no over-supply issues for the products reported by the group.
3-2 Special features	1	<ul style="list-style-type: none"> The group's products do not have any special features.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> The supply of water is a major challenge for all the products, especially the Devil's Claw. The group is currently using water from a communal bore hole, which is located 5 km from the group's farm.
3-4 Profitability	1	<ul style="list-style-type: none"> The profitability of the group's produce is low due to the low value addition of its products.

Conclusion

The group's current products (agricultural produce) are commonly found in the market. The group is attempting to grow Devil's Claw from seeds collected from the wild.

G)-7 Traditional Butter Making

Region	Constituency	Name of Group	Main Products
Omaheke	Epukiro	(Traditional Butter Making)	Traditional Herero Butter (Omaze Uozongombe)

OROI Category Rating	Total Score (reference)	Section	Rating	Total Score (reference)
D: Declined	-	1 Impact on Local Economy	-	-
Support Already Received (Heavy, Some, None)		2 Group Dynamics	-	-
None		3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

While traditional butter making is conducted by individual households, not by a community group, little advantage can be foreseen with collective activities.

H)-1 Doen en Sien Self SATCO Leather Project

Region	Constituency	Name of Group	Main Products
Karas	Karasburg	Doen en Sien Self SATCO Leather Project	Leather products (shoes, belts, sandals, key-holders, etc.)

OROI Category Rating	Total Score (reference)
C: Potential Group	20
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	C	4
2 Group Dynamics	A	8
3 Business Potential	B	8

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	1	<ul style="list-style-type: none"> The group purchases leather and other consumables from Windhoek and Cape Town.
1-2 Local employment	3	<ul style="list-style-type: none"> The production of the leather products is labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> Benefits and information are shared equally among group members. Each group member receives N\$300 every three to four months.
2-2 Leadership	3	<ul style="list-style-type: none"> The group's leader appears to be trusted by its members. Production itself appears to be properly organized.
2-3 Management ability	2	<ul style="list-style-type: none"> Financial management is one of the major challenges. The group is keeping accounting record but this is not done properly. The group's working capital is only N\$2,000, which is not enough to purchase sufficient production materials. The group is not collecting membership fees in spite of the need to mobilize working capital.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	2	<ul style="list-style-type: none"> Although the quality of the products is low, they are accepted by the consumers, especially female customers, for its "traditional touch."
3-2 Special features	3	<ul style="list-style-type: none"> The leather shoes produced by this group are a part of the traditional dress of the Nama people.
3-3 Potential for increased production and distribution	2	<ul style="list-style-type: none"> The group has its own sales channels in town centers. The group has two sales persons (group members) who reside and work in Keetmanshoop and Karasburg.
3-4 Profitability	1	<ul style="list-style-type: none"> Since the group purchases all consumables from distant cities, its profit margin is small.

Conclusion

The materials that SATCO is using are not procured locally. Although the quality of the products is low, they are fairly accepted by the market for their "traditional touch." There is need for technical training in improving the products' quality and diversifying the product line as well as business management training, especially in record keeping to ensure the financial sustainability of the project.

H)-2 Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project

Region	Constituency	Name of Group	Main Products
Karas	Keetmanshoop Rural & Keetmanshoop Urban	Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project	Fish (tilapias and carp), vegetables and fruits (green peppers, carrots, guava, etc.)

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

The Keetmanshoop Fonteintjie Community Fish Farm / Gardening Project is led and managed by the government. The Ministry officials are still heavily involved in the daily operation of the fish ponds, orchard, and farm.

H)-3 Constancia Komentry Project

Region	Constituency	Name of Group	Main Products
Karas	Berseba	Constancia Komentry Project (Community Orchard Project by MAWF)	Guava and citrus fruits (the fruits produced by the project have yet to be sold)

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

The products of the Constancia Komentry Project are not being sold. Since only a small volume of fruits is being harvested, the fruits are simply being distributed among members and no cash income is generated.
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H)-4 Naute Irrigation Project

Region	Constituency	Name of Group	Main Products
Karas	Berseba	Naute Irrigation Project (Large-Scale Irrigation Project in Naute Dam, Green Scheme Project)	Dates, table grapes, pomegranates, cactus pears

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

The Naute Irrigation Project is a project led and managed by the government. It is implemented by NDC with technical support in production and marketing by Carstens Farming Company in South Africa.

H)-5 Orange River Irrigation Project

Region	Constituency	Name of Group	Main Products
Karas	Karasburg	Orange River Irrigation Project (Large-Scale Irrigation Project alongside the Orange River, Green Scheme Project)	Grapes, dates, vegetables (butternuts, potatoes, and pumpkins) , fruits (tomatoes, water melons, and melons)

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

The Orange River Irrigation Project is a government-led project. It is one of the Green Scheme projects implemented by MAWF with the aim of increasing food production and generating employment.

H)-6 !Haib Cooperative

Region	Constituency	Name of Group	Main Products
Karas	Karasburg	!Haib Cooperative	Mangoes, vegetables (tomatoes, maize, and lucerne), livestock (10 sheep)

OROI Category Rating	Total Score (reference)
C : Potential Group	22
Support Already Received (Heavy, Some, None)	
Heavy	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	A	6
2 Group Dynamics	A	9
3 Business Potential	C	7

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	3	<ul style="list-style-type: none"> Most of the materials used in production are supplied locally
1-2 Local employment	3	<ul style="list-style-type: none"> Mango and vegetable farming is labor intensive.

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	3	<ul style="list-style-type: none"> The level of group members' involvement in management is high.
2-2 Leadership	3	<ul style="list-style-type: none"> There appear to be no issues with leadership. Daily operations appear to be properly organized; orders are properly handled.
2-3 Management ability	3	<ul style="list-style-type: none"> The group is registered as a cooperative with MAWF Accounting records and inventories appear to be properly maintained.

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	3	<ul style="list-style-type: none"> The group's products are fairly accepted in the local market. There are no over-supply issues for the products reported by the group.
3-2 Special features	1	<ul style="list-style-type: none"> The group's products do not have special features. Similar products are sold in the market.
3-3 Potential for increased production and distribution	1	<ul style="list-style-type: none"> Since there is a well-built irrigation channel on the land granted, the group will be able to expand the size of the farm and/or increase the productivity of the current farmland. However, it will need further investment which would be beyond the group's financial capacity. Distances to major markets are a major constraint on the expansion of the business.
3-4 Profitability	2	<ul style="list-style-type: none"> Due to the small size of the population in the region, market opportunities are limited; therefore, the mangoes are currently sold at cheap prices. The group is in negotiation with Cool Fresh to internationally market its produce.

Conclusion

The mangos and vegetables that !Haib Cooperative is producing are commonly available in the local market. Moreover, the group has already been heavily supported by the government, while the future business potential is not very promising due to the long distances to major markets.

H)-7 Traditional Medicines Group under the Women’s Forum in Karasburg

Region	Constituency	Name of Group	Main Products
Karas	Karasburg	Traditional Medicines Group (under the Women’s Forum in Karasburg)	Healing services using various traditional medicines

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
None	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

The activities of the Traditional Medicines Group under the Women’s Forum in Karasburg are not yet commercialized. Although traditional healers are found throughout Namibia, they are not acknowledged by the public as medical practitioners, and thus they are in many cases required to give treatment free of charge. Promoting traditional medicines is a long-term process, which would require the involvement of the Ministry of Health in accreditation/certification and standardization at the national level.

H)-8 Karasburg District Small Miners Group

Region	Constituency	Name of Group	Main Products
Karas	Karasburg	Karasburg District Small Miners Group	Mineral gemstones (crystal, topaz, ruby, granite, etc.)

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
None	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

The group is currently not conducting any specific activities, but holding meetings to discuss general issues including mining rights and locations, cost of digging, and fund raising. Gemstones are sold by individual miners at roadsides.

H)-9 Karas Regional Small Miners' Association (KARSMA)

Region	Constituency	Name of Group	Main Products
Karas	Keetmanshoop Urban	KARSMA	Mineral gemstones (crystal, topaz, ruby, granite, etc.)

OROI Category Rating	Total Score (reference)
D: Declined	-
Support Already Received (Heavy, Some, None)	
None	

Section	Rating	Total Score (reference)
1 Impact on Local Economy	-	-
2 Group Dynamics	-	-
3 Business Potential	-	-

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Reason
1-1 Utilization of local materials	-	-
1-2 Local employment	-	-

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Reason
2-1 Group participation	-	-
2-2 Leadership	-	-
2-3 Management ability	-	-

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Reason
3-1 Market acceptance	-	-
3-2 Special features	-	-
3-3 Potential for increased production and distribution	-	-
3-4 Profitability	-	-

Conclusion

Gemstones are sold only by individual miners at roadsides; KARSMA is yet to be engaged in any collective commercial activities. After having been non-functional since its creation in 2010, KARSMA has recently been re-mobilized since the MME budget for setting up a small scale facility for the processing, cutting and polishing of flat stones in Noordoewer has been approved, and there is also an opportunity for KARSMA to apply for a voluntary fund of N\$500,000 from the Ministry of Labour and Social Welfare.

4.4 Selection of OROI Pilot Regions

Through the pilot phase of OROI, MRLGHRD intends to test the implementing framework described in the Concept Paper, accumulating lessons and improving the framework, if necessary, so that the conceived approach suits the Namibian context. While the pilot phase of other countries' OVOP programs that JICA has supported usually starts with information dissemination and awareness raising about the OVOP program through which the submission of proposals by communities is solicited, the Namibian MRLGHRD intends to skip this first phase and begin providing actual support to some of the candidate projects that have been evaluated in this Study.

In line with MRLGHRD's objective in conducting the OROI pilot phase, the Study Team has proposed the following conditions as minimum requirements to be applied in the selecting of pilot regions:

- (a) The pilot region has at least one project (not a model project) that is rated A or B. Taking into consideration that the support of C-rated projects would be a long-term process and that neither MRLGHRD nor the Regional Councils have yet sufficient human resources to tackle the multitude of issues inherent in these C-rated projects, it is recommended that only A- or B-rated projects be designated as pilot OROI projects; and
- (b) The Regional Council of the pilot region has a certain level of implementation capacity, which can be judged from the degree of the Regional Council's involvement in the identification and information collection process for candidate OROI projects. As will be discussed in "4.6 OROI Implementing Framework", ORC must play an important role in the implementing of OROI projects. It was observed through this Study that there are no significant regional differences in the structure, human capacity, and outreach programs of the regional offices of line ministries. The major factors that determine the regional-level implementing capacity are: (1) RDCC's function; (2) the initiatives of the key personnel in the Regional Council (Chief Regional Officer, Chief Economic Planner, and Deputy Director Rural Services); and (3) the relationship between the Regional Council and line ministries' regional offices. (1) and (3) are closely related; for example, RDCC is apparently not functioning in the Oshana and Caprivi regions and thus the relationships between the Regional Council and line ministries' regional offices are weak in these regions.

Table 4-6 shows the state of the eight regions' fulfillment of the two conditions and the results of the pilot regions selection.

Table 4-6 Proposal on the Selection of the Pilot Regions

Region	Rating Results				Implementing Capacity	Conclusion
	A	B	C	D		
Caprivi	2	-	-	2	Insufficient	-
Kavango	1	1(+2)	-	1	Sufficient	Pilot region
Oshana	-	2	2	-	Sufficient	Pilot region
Oshana	(+1)	2	1	-	Insufficient	-
Omusati	-	-	1	1	Sufficient	Recommended as an additional pilot region
Kunene	-	-	1	2	Sufficient	-
Omaheke	1	1	3	1	Sufficient	Pilot region
Karas	-	-	2	7	Sufficient	-

(“+” are model projects)

In addition to the three regions that meet the two proposed criteria, the Study Team recommends the Omusati region as an additional pilot region. Although the group “Olushandja Horticultural Producers Association (OHPA)” was rated as C due to the lack of uniqueness and current low profitability in the production of vegetables and fruits, the group itself is well managed and thus it has good potential for growth if a linkage is created between the group and potential buyers through OROI.

4.5 Proposed Support for the OROI and Pre-OROI Groups in the Pilot Regions

The Study Team has proposed that the following support be provided to those groups within the four pilot regions that have been selected as OROI or Pre-OROI groups.

(1) Haigura Abercross (Baby Carriers, Kavango Region)

(a) Challenges to be addressed through OROI

- While there is a large demand for the group’s product (baby carriers) and a sufficient supply of raw materials, the group is not able to increase production due to the lack of a sewing machine suitable for leather.
- The low price of the current product makes the business insufficiently profitable.
- Although the group wishes to diversify its products to attract more customers, the members do not have a sufficient knowledge of product development and marketing.
- The group is not keeping sales records.

(b) Proposed support to be provided through OROI

Objective	Support Required	Programs / Resources to be Utilized
Purchase a sewing machine	Determine the machine's specifications, collect quotations, and procure the machine.	Capital investment under either OROI budget (MRLGHRD), Income Generating Activity Funds (MGECW) or Equipment Aid Scheme (MTI)
Identify products with growth potential	Engage a consultant to support the group in: (1) conducting market research (products, prices, quality, volume, target customers, etc.) on leather products and (2) identifying products with high growth potential that could be produced by the group.	Consultancy services under either OROI budget (MRLGHRD) or Mentorship Program (MTI)
Impart technical skills for producing new products and improve the design of existing products	Engage a training provider to conduct training for group members in the manufacturing of new products and the improving of the design of existing products.	On-site training by Arts and Crafts Project (COSDEF) financed through OROI budget (MRLGHRD)
Develop / expand product outlets	Engage a consultant to support the group in: (1) identifying stores and shops that are willing to retail the group's products; and (2) negotiating terms and conditions.	Consultancy services under either OROI budget (MRLGHRD) or Mentorship Program (MTI)
Strengthen management capabilities	Engage a training provider to conduct training for group members in book-keeping and marketing.	Training services under either MPYRC (MYNSSC), Mentorship Program (MTI) or OROI budget (MRLGHRD)

(2) Bushman's Honey (Honey, Kavango Region)

(a) Challenges to be addressed through OROI

- While there is a large demand for the group's product, the group is not able to increase production capacity since the current production scale is not large enough to generate sufficient capital to purchase more beehives.
- In order to harvest honey throughout the year, the group needs to establish a flower garden next to the apiary. However, due to the disrepair of the community's water pump, the group has to bring water from a neighboring village. Without a working water pump, the group cannot maintain a flower garden.
- The group is not keeping records of revenues and expenditures properly.

(b) Proposed support to be provided through OROI⁶⁵

Objective	Support Required	Programs / Resources to be Utilized
Purchase several beehives	Determine the appropriate type and number of beehives, collect quotations and procure beehives.	Capital investment under either OROI budget (MRLGHRD), Equipment Aid Scheme (MTI), or Small Grants Programme (SGP) (UNDP)
Repair community's water pump	Determine the cost-effectiveness of pump repair (verify the need for the pump and estimate the repair cost), establish an operation / maintenance regime (user fees, maintenance service contract and payment, etc.), and repair pump if it proves to be cost-effective.	Capital investment under either Directorate of Water Supply and Sanitation Coordination (MAWF), OROI budget (MRLGHRD), Equipment Aid Scheme (MTI), or Small Grants Programme (SGP-UNDP)
Strengthen management capabilities	Engage a training provider to conduct training for group members in book-keeping.	Training services under either MPYRC (MYNSSC), Mentorship Program (MTI) or OROI budget (MRLGHRD)

(3) Tulongeni Twahangana (Ximenia Seeds, Ohangwena Region)

(a) Challenges to be addressed through OROI

- Since cracking Ximenia nuts with a stick is time-consuming, there is a need for a nut cracker tailored to Ximenia nuts.
- The group wishes to build its own oil extracting factory; however, members have no knowledge on the necessary requirements for such a factory, including capital and operation costs, human resources, and quality control measures.

⁶⁵ It was suggested at the “Workshop on OROI Implementation Strategy” held on 25 and 26 June, 2012 that MAWF’s Directorate of Forestry be able to assist the group in establishing an orchard or flower garden, which includes the installing of a fence, water tank, and water pump.

(b) Proposed support to be provided through OROI⁶⁶

Objective	Support Required	Programs / Resources to be Utilized
Develop a nut cracker	Develop a nut cracker that can crack Ximenia nuts quickly without damaging the seeds.	Tool development at the Ongwediva Rural Development Centre, financed through the OROI budget (MRLGHRD) or Small Grants Programme (SGP) (UNDP)
Verify the feasibility of an oil extracting factory	Engage a consultant to determine the feasibility of building an oil extracting factory in Ohangwena by estimating the capital, operation and maintenance costs and the revenues and developing human resources thereof. (The operating of a factory requires the group's strong commitment and outstanding management skills. Moreover, construction of a factory should be considered only if a supporting organization is ready to provide long-term, continuous and intensive assistance.)	Consulting services under OROI budget (MRLGHRD) or Business Plan or Feasibility Study (MTI) (Ximenia oil may be able to be extracted at the EWCoil extracting factory located in Ohangwena)

(4) Tukwafa Project (Poultry, Ohangwena Region)

(a) Challenges to be addressed through OROI

- Group members do not have sufficient technical knowledge of poultry farming and disease control.
- It is currently necessary for the group to buy young chickens from neighbors, but in order to expand this business, the group will need to have an incubator.

(b) Proposed support to be provided through OROI

Objective	Support Required	Programs / Resources to be Utilized
Impart technical knowledge on poultry farming and disease control	Engage a training provider to conduct training for group members in poultry farming and disease control.	Training services under either Directorate of Veterinary Services (MAWF), MPYRC / Skills Training Center (MYNSSC), COSDEF or OROI budget (MRLGHRD)
Purchase an incubator	Determine the appropriate type of the incubator, collect quotations and procure an incubator.	Capital investment under either OROI budget (MRLGHRD) or Equipment Aid Scheme (MTI)

⁶⁶ It was suggested at the above-mentioned workshop that MAWF's Directorate of Forestry be able to provide technical and/or financial support in Ximenia tree planting.

(5) Olushandja Horticultural Producers Association (Vegetables, Omusati Region)

(a) Challenges to be addressed through OROI

- The group has difficulty selling surplus vegetables since the market is saturated with the similar vegetables during harvest periods. It is necessary to establish sound linkages (including contract farming) between the group and vegetable wholesalers / retailers so that production, harvesting and distribution are conducted systematically.

(b) Proposed support to be provided through OROI⁶⁷

Objective	Support Required	Programs / Resources to be Utilized
Link the group with vegetable wholesalers / retailers	Engage a consultant to support the group in: (1) identifying wholesalers and retailers who are willing to deal in the group's produce; (2) negotiating terms and conditions with identified buyers; and (3) establishing systematized production and harvesting methods among group members.	Consultancy services under either OROI budget (MRLGHRD) or Mentorship Program (MTI)

(6) Kalahari Wild Silk Manufacturer (Silk Products, Omaheke Region)

(a) Challenges to be addressed through OROI

- The group's marketing channels are significantly limited with large fluctuations in sales volumes every year.
- Although the group wishes to diversify its products to attract more customers, members do not have sufficient knowledge of product development and marketing.

(b) Proposed support to be provided through OROI⁶⁸

Objective	Support Required	Programs / Resources to be Utilized
Expand the outlets for group's products	Engage a consultant to support the group in: (1) identifying stores and shops that are willing to retail the group's products; and (2) negotiating terms and conditions.	Consultancy services under either OROI budget (MRLGHRD) or Mentorship Program (MTI)
Identify products with growth potential	Engage a consultant to support the group in: (1) conducting market research (products, prices, quality, volume, target customers, etc.) on silk products; and (2) identifying products with high growth potential that can be produced by the group.	Consultancy services under either OROI budget (MRLGHRD) or Mentorship Program (MTI)

⁶⁷ It was proposed at the above-mentioned workshop that the possibility of processing of surplus fruits and vegetables be also explored, although locally processed food in Namibia must face intense competition against imported high-quality, low-priced processed food which is widely available throughout the country.

⁶⁸ It was proposed at the above-mentioned workshop that the management of the group including benefit-sharing methods and the cost effectiveness of the operation of the crafts center be revisited.

(7) Ungura Uvaterue Project (Leather and Leather Products, Omaheke Region)

(a) Challenges to be addressed through OROI

- While the group produces a variety of leather products, the design of some of its products is inferior to that of similar products sold in the market.
- The group is not keeping records of expenditures properly.

(b) Proposed support to be provided through OROI

Objective	Support Required	Programs / Resources to be Utilized
Impart skills to improve product designs	Engage a training provider to conduct training of group members in the improvement of designs.	Training services under Arts and Craft project (COSDEF) financed by OROI budget (MRLGHRD)
Strengthen the management capabilities	Engage a training provider to conduct training of group members in book-keeping.	Training services either MPYRC (MYNSSC), Mentorship Program (MTI) or OROI budget (MRLGHRD)

4.6 OROI Implementing Framework

4.6.1 OROI Concept Paper

Principal ideas on the OROI's implementing framework have been clarified, as shown in the table in the next page, as a result of an analysis on the OROI Concept Paper prepared in November 2011 and a series of discussions with MRLGHRD. Based on these principles, OROI implementing procedures are to be proposed.

Table 4-7 Clarifications on the OROI Concept Paper

Items to be clarified in the OROI Concept Paper	Results of Discussions
1. OROI's target groups	
<ul style="list-style-type: none"> Both the Local Economic Development Agency (LEDA) and MTI have the same mandate as OROI: "support income generation activities". The demarcation of business areas between OROI, LEDA and MTI, such as whether OROI should support only the projects in rural areas, should be made clear. 	<ul style="list-style-type: none"> Areas for OROI projects are limited to the Regional Councils' jurisdiction, which are not covered by Municipality, Town and Village Councils.
2. "Institutional Framework"	
<ul style="list-style-type: none"> OROI National Forum (ONF): What are ONF's roles and responsibilities? Is it the highest decision making body on OROI's projects (accreditation or approval of funding) or simply a platform to share information among related ministries and agencies. Who are ONF's chair and members? ROI National Secretariat: ONS Does ONS finalize the selection process, or should its authority be limited to screening OROI projects and making recommendations to a higher authority for the finalization of the selection process? OROI Regional Committee (ORC): Is ORC the same body as "regional coordinating committee"? Is it possible to merge it with, or make it as a sub-committee of, the Regional Development Committee, instead of creating two separate committees with some of their objectives overlapped? The onus of identifying and prioritizing OROI projects could be vested on ORC, but that of selecting OROI projects is recommended to be vested on a national body? Constituency Development Committee (CDC): Who are ONF's chair and members? 	<ul style="list-style-type: none"> ONF is a platform to share information on the orientation and progress of the OROI program with other governmental agencies and major stakeholders, not a decision-making body. The MRLGHRD's Permanent Secretary assumes its chair. ONS conducts information collection and screening on OROI groups, while MRLGHRD's management makes final decisions on the selection of OROI groups. ORC becomes the RDCC's sub-committee, which identifies and prioritizes OROI projects at the regional level. Officials of the Regional Council's constituency offices conduct monitoring and provides advice to OROI groups.
3. "Critical Risks and Mitigation"	
<ul style="list-style-type: none"> It is important to incorporate these critical issues in the checklist or guidelines to be used for the project formulation and project appraisal / screening 	<ul style="list-style-type: none"> This study develops the OROI screening sheet, which incorporate risks and mitigation factors.
4. "Action Plan"	
<ul style="list-style-type: none"> The objectives for implementing pilot projects should be first clarified. 	<ul style="list-style-type: none"> The primary objective of pilot projects is to test, before full-fledged project activities are initiated, the appropriateness of procedures and guidelines that are provisionally set up.

4.6.2 Organizational Framework

According to the OROI Concept Paper, the organizational framework for OROI’s implementation is comprised of OROI National Forum (ONF), OROI National Secretariat (ONS), ORC, Constituency Development Committees, and the rural communities. Building on the results of the interviews with MRLGHRD’s DRDC, and observations of the human resource and technical capacities at the regional and constituency level, the Study Team recommends the following modifications to the OROI institutional framework currently conceived by MRLGHRD.

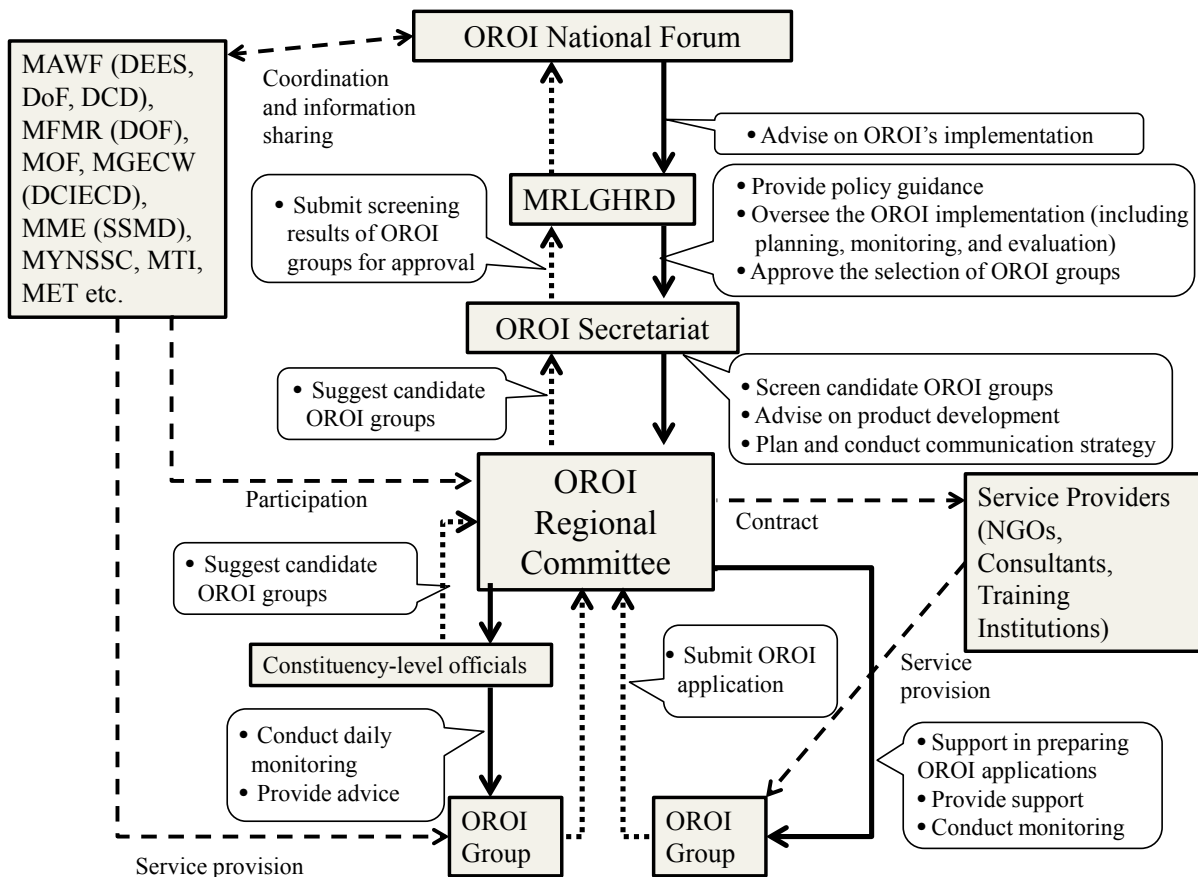


Figure 4-1 Proposed Organizational Framework

(1) OROI National Forum

Neither the mandate nor the members of ONF set forth within the OROI Concept Paper. According to DRDC, ONF is a platform to share information on the orientation and progress of the OROI program with other governmental agencies and major stakeholders, and to achieve policy and action coordination at the central level. The implementation of the OROI program is budgeted by MRLGHRD and MRLGHRD has no intention of handing over policy guidance or oversight functions to ONF.

Making ONF a consultation and coordination platform, not a decision-making body, is deemed as a sensible alternative, since in Namibia any decision to be made within an inter-ministerial committee will inevitably involve the approval of top level officials (e.g. the Permanent Secretary) of each

participating Ministry, which results in a significant delay in decision-making and budget execution in the implementation of the program.

Based on the above recognition, the Study Team suggests that the specific responsibilities of ONF be described within the Concept Paper as follows:

- Provide advice to MRLGHRD on OROI's implementation methodologies;
- Share information on other organizations' programs relating to rural or industrial development and their progress, and achieve coordination and synergy between OROI and these programs; and
- Share lessons learnt from OROI and other related programs among committee members.

It is proposed that ONF be chaired by the MRLGHRD's Permanent Secretary while its members include officials from: MAWF (DEES, DoF, and DCC), MFMR (Directorate of Fishery), Ministry of Finance, MGECW (Directorate of Community and Integrated Early Childhood Development), MME (Small Scale Mining Division), MYNSSC, MTI, RDCs, MET, EIF, Namibia Agronomic Board, Namibia Farmers' Association, and other organizations related to OROI. In order to avoid confusions, the Concept Paper should make clear that ONS reports to the management of MRLGHRD, not ONF.

(2) OROI National Secretariat and MRLGHRD

The Concept Paper envisages that ONS will be comprised of members drawn from DRDC in MRLGHRD (while hiring experts to facilitate the implementation of various projects) and that ONS's responsibilities will include both decision-making/oversight and implementation functions. That said, according to DRDC, the decision-making/oversight function in fact rests with the Ministry's Chief Accounting Officer (Permanent Secretary) and the implementation function rests with ONS. After ONS has carried out the selection process for OROI groups, the rating results will be passed on to the MRLGHRD management for approval.

As such, it is recommended that the responsibilities of the MRLGHRD management and those of ONS be described separately within the Concept Paper in the following manner:

<MRLGHRD management>

- Provide overall policy guidance;
- Approve the OROI annual work plan and budget;
- Approve the selection of OROI groups; and
- Oversee the entire implementation of the OROI program, including planning, monitoring, and evaluation.

< OROI National Secretariat >

- Prepare and implement the annual work plan and budget;
- Mobilize financial and human resources;
- Prepare and implement the OROI communication strategy, including national campaigns to raise awareness, publication of brochures, newsletters and other promotion materials, development and maintenance of an OROI website, distribution of OROI reports, etc.;
- Collect, analyze and compile information on individual OROI groups and products in cooperation with ORC;
- Conduct the screening and rating of candidate OROI groups;
- Plan and implement capacity development for ORC members, and OROI groups in cooperation with ORC;
- Provide advice to OROI groups on product development, quality control, packaging, marketing and branding, and other business matters by mobilizing necessary resources;
- Plan and implement monitoring and evaluation of OROI projects in cooperation with ORC; and
- Convene ONF meetings.

(3) OROI Regional Committee

Given that OROI's major objectives are employment creation and the improvement of livelihoods through the empowerment of local communities, the initiatives of Regional Councils and the regional offices of line ministries are particularly important to the successful supporting of rural residents in organizing themselves, submitting proposals, and implementing projects. While coordination among central ministries in Namibia is often problematic, relatively good day-to-day coordination has been observed among the regional offices of line ministries. Moreover, RDCCs, an inter-sectoral policy consultation platform established within every region, are more or less functional in such a way that the development strategy of each region is discussed with the participation of representatives from the line ministries' regional offices.

The Concept Paper for OROI envisages that the ORC members are the regional heads of line ministries while ORC is chaired by the Chief Regional Officer with the Deputy Director Rural Services being the secretary of that committee. Given that this structure principally overlaps RDCC and that ORC does not need the participation of the offices of all line ministries, it is advisable that ORC be officially positioned as an RDCC sub-committee so that only the organizations involved in OROI activities are invited to the meetings with the matters discussed in the meetings being reported to RDCC.

The Study Team recommends the following responsibilities for ORC:

- Suggest candidate OROI groups / products to the ORC secretary (Deputy Director Rural Services);
- Support rural communities in preparing and submitting OROI applications to ORC;
- Support ONS and ORC secretary in collecting, analyzing and compiling information on OROI candidate groups;
- Provide day-to-day technical and managerial support to OROI groups, including advice on product development, quality control, packaging, marketing and branding by utilizing resources of line ministries and other agencies;
- Plan and implement capacity development for OROI groups in cooperation with ONS;
- Conduct monitoring of activities on a daily basis and safeguard OROI property through officers at the constituency level; and
- Support ONS in conducting evaluations.

(4) Constituency-Level

The Concept Paper for OROI envisages that the Constituency Development Committee, which is composed of the constituency-level officials of the Regional Council and line ministries, takes responsibility for identifying and proposing candidate OROI projects, and designing the product packaging, marketing and branding.

The current functions of the Constituency Development Committee are mostly limited to information sharing between the constituency-level offices of the line ministries. While government officials at the constituency level are working closely with communities, their actual responsibilities are quite limited since most government functions have not been delegated to the constituency level. The Study Team also observed that the involvement of constituency-level officials (especially those of the Regional Councils) in the OROI program is considerably limited in all of the target regions.

Based on the above observations, the Study Team proposes that while constituency-level officials of the Regional Councils and line ministries are expected to play certain roles in the OROI program, there is no need for involving the Constituency Development Committee itself in the program. The following are the roles that are expected for constituency-level officials of the Regional Councils and line ministries in implementing the OROI program:

- Identify and propose candidate OROI projects;
- Conduct monitoring of OROI projects on a daily basis; and
- Provide advice to OROI groups on a daily basis

4.6.3 OROI Implementing Procedures

Based on the experiences gained through this Study, the Study Team recommends the following implementing procedures for OROI. It is expected that MRLGHRD will incorporate them into its OROI implementing guidelines.

(1) Awareness Raising

The number of candidate OROI projects visited by the Study Team was inevitably limited since the list of these candidate OROI groups and products was based on the knowledge of the officials of the Regional Councils and regional offices of line ministries. Since OROI is a community-based activity, and thus the initiatives and ownership of local communities are most critical in successfully implementing OROI projects, the request for support should principally come from local communities. Therefore, the first step in implementing the OROI program is to raise awareness for OROI through various channels and solicit proposals from local communities. The following are examples of channels through which information on OROI can be disseminated:

- In radio and television programs;
- In newspapers;
- At community-level meetings
- At public events such as trade fairs and agriculture shows;
- At Regional Councils and their constituency offices; and
- At regional and constituency offices of line ministries.

During the pilot stage, dissemination tool kits such as brochures, leaflets and posters that include an explanation of the program and an application form will need to be prepared and tested in the pilot regions. A sample application form is presented in Appendix 1.

MRLGHRD should set a deadline for receiving first round proposals, which should be announced through the information dissemination channels listed above.

(2) Capacity Development for Key Personnel in Regional Councils

Although OROI activities must be initiated by rural communities, many communities are not capable of preparing proposals on their own. Therefore, key personnel of OROI in the Regional Council, such as the Deputy Director Rural Services, Development Planners, and constituency-level staff, are expected to help local communities prepare proposals. Moreover, these key personnel will be required to collect information on the activities of candidate OROI groups, provide advice to selected OROI groups on a daily basis, and conduct monitoring. All of these duties require a sound knowledge of business management, including leadership and team building, marketing, and book-keeping. Specifically, to be able to effectively support OROI groups, these Regional Council members will

need to become experts in management. As such, in the beginning of the pilot and rolling-out stages, training in not only the OROI concept and implementing procedures but also business management needs to be provided to these key personnel in their respective regions.

The above-mentioned business management training can be either commissioned to a Namibian training provider or conducted by a JICA expert to be assigned to MRLGHRD for facilitating OROI. The “First FIVE Steps for Starting a Small Business in Namibia: Participant’s Workbook” and the “Facilitator’s Guide” developed by MTI Namibia /JICA /IMG Inc. could be used for training so that the trained officials will become trainers in the business management training for OROI groups.

(3) Screening of OROI Groups

Screening of OROI groups will be initiated after MRLGHRD has received project proposals from communities through the Regional Councils. It is recommended that projects not satisfying the following minimum requirements be rejected at the Regional Council level (“pre-screening”):

- (a) Activities are conducted by a group of multiple individuals, not by a sole individual;
- (b) Products are actually sold (not consumed solely by group members); and
- (c) Community-led activities (not government-owned).

Detailed information must be collected on the groups that have passed the above pre-screening. The Study Team recommends the following steps for such screening, which are principally the same as the steps followed in this Study (the Study Team recommends that the OROI Secretariat, not Regional Councils, conduct the rating and screening of OROI groups so that objectivity as well as consistency in the evaluation criteria can be ensured across the regions), specifically:

- (i) Officials from both the OROI Secretariat and Regional Council visit the project site and conduct interviews with group members. The “OROI Group and Products Check List” (Appendix 2) should be used in the interview. The interviews should be conducted jointly by officials from the OROI Secretariat and Regional Council so that all information concerning the group and products is shared among both sides. This will be critical to effectively implementing the project should it be selected;
- (ii) The OROI Secretariat compiles the interview results (answers to each of the questions of the “OROI Group and Products Check List” should be recorded and filed as meeting records for future reference) and fills in a summary form (as shown in “2.2 Profiles of the Candidate OROI Groups”);
- (iii) The OROI Secretariat fills in an “Evaluation Form” (as shown in “4.3 Results of the Preliminary Evaluation of the Candidate OROI Groups”) by referring to the “Proposed Guidelines for OROI Support Project Screening Sheet” (page 91); and

- (iv) The OROI Secretariat compiles all the evaluation results as shown in “Table 4-5 Summary of the Results of the Preliminary Evaluation of the Candidate OROI Groups” and presents them to MRLGHRD management for approval.

(4) Listing of the Support to be Provided

After highlighting the challenges to be addressed through OROI, the support to be provided and resources to be mobilized need to be specified for each of the selected OROI projects in the manner shown in “4.5 Proposed Support for the OROI and Pre-OROI Groups in the Pilot Regions”⁶⁹. It should be noted that the support is listed as the basis of discussion in the stakeholder meeting that should be held for each of the selected OROI projects.

Upon listing the support to be provided, the information on the support services presented in Chapter 3 of this report should be fully utilized.

(5) Conducting of Stakeholder Meetings and Signing of Agreements

A stakeholder meeting must be held for each of the selected OROI projects. All stakeholders including the representatives from the OROI Secretariat, Regional Council and constituency office; the regional offices of relevant ministries; and the OROI group should be invited to the meeting. In the stakeholder meeting, the commitment of the OROI group will be confirmed and the responsibilities of all relevant stakeholders clarified and agreed upon. The results of the stakeholder meeting will be consolidated into an agreement, which should be signed by all stakeholder representatives. A sample agreement is presented in Appendix 3. It should be noted that the regional offices of line ministries as well as the Regional Council may not be able to make immediate decisions on the mobilizing of resources since they may need to consult with or need the approval of their head office.

(6) Implementation, Monitoring and Evaluation of Actions

Each support activity will be implemented based on the signed agreement. The Deputy Director Rural Services will be the focal point for the monitoring and coordination of all support activities, and the point to which all the information concerning the OROI projects in the region should be concentrated. The Deputy Director Rural Services should conduct daily monitoring activities through the constituency offices, and prepare a monitoring report for each of the OROI projects and submit it to the OROI Secretariat at least on a quarterly basis. A sample monitoring report is presented in Appendix 4.

The Study Team recommends that the evaluation of OROI projects be conducted by the OROI Secretariat. A sample evaluation report is presented in Appendix 5.

⁶⁹ It should be noted that there are significant differences among ministries and organizations in the speed of decision making depending on the level of the delegation of authority on the beneficiaries, contents and sizes of the services to be provided. For example, the MTI’s regional offices need the head office’s approval on all the ministry’s programs while the authority on the implementation of income generation programs has been delegated to regional offices in the cases of MGECW and MYNSSC.

(7) Conducting of Study Tours to Model Groups

The Study Team has recommended that the Ufuwuli Project and Ncumcara Community Forest in the Kavango region, and EWC in the Oshana region be nominated as model groups that do not need OROI's assistance but can provide good examples for other groups. Bushman's Honey in the Kavango group can also be designated as one of these model groups. The OROI Secretariat should organize study tours to such model groups so that members of selected OROI groups are able to learn good organizational and management practices, including finding markets, negotiating prices, and sharing benefits among members. Through such study tours, these OROI groups would also be able to learn leadership, teambuilding and human resource management skills.

4.6.4 OROI's implication as a platform to achieve coordinated local economic development

An RDCC has been formed in every region, composed of the officials of the Regional Council and regional offices of line ministries, with a view towards achieving effective and efficient local development through the coordination of each ministry's programs and actions. However, RDCC has not been playing its expected roles in most regions since RDCC meetings have often failed to present clear, specific objectives to be achieved, which lead to a loss of line ministries' interest in proactively participating in them.

The MRLGHRD's OROI concept paper defines the ultimate goal of the program as rural economic development. Concerted efforts of relevant organizations are indispensable in achieving this goal, with technical and financial resources being mobilized from MRLGHRD and other relevant line ministries. As was witnessed at the "Workshop on OROI Implementation Strategy" held on 25 and 26 June, 2012, OROI is able to provide an outstanding opportunity for the Regional Councils and regional offices of relevant line ministries to discuss rural economic development issues and their specific solutions. As positioning ORC as a RDCC sub-committee, OROI will be able to contribute to the re-activation of RDCC, i.e. the consolidation of an inter-sectoral platform to achieve coordinated local economic development.

Appendix 1 Sample of OROI Application Form

Application for One Region One Initiative Program

1. Information of the Group

1-1. Name of the group / project	
1-2. Name of village, constituency and region	* Please specify the place where the group's activities are mainly taking place.
1-3. Representative's name, postal address and cell phone number(s)	
1-4. Registration status (or legal status)	
1-5. Background (year of start-up, history, support received, etc.)	
1-6. Current number of members (full-time, part-time)	

2. Outline of the Current Activities

2-1. Products / services sold	
2-2. Specific features (uniqueness) of the products, if any	
2-3. Current market (areas, types of core customers, prices)	
2-4. Annual revenue (average)	
2-5. Major raw materials used and the places from where they are supplied	
2-6. Major challenges	

3. Support that your group expects from OROI

Name (Print) _____

Title: _____

Signature _____

Date: _____

Appendix 2 OROI Group and Products Check List

1	Location
1-1	Name of Village, Constituency and Region
2	Organization
2-1	Name of organization
2-2	Current" number of members
2-3	Legal status of the organization / registration
3	Contact
3-1	Name of representative(s)
3-2	Telephone
3-3	Postal address
4	Background
4-1	Year of start-up
4-2	History
4-3	Membership and fee
4-4	Support (financial, in-kind, technical, training)
5	Information on the main products
5-1	Name of products
5-2	Specific features of products
6	Production process and cost
6-1	Factory and its ownership / rental cost
6-2	Machinery and their cost / life / maintenance method and cost
6-3	Materials and their origin / volume / price / stock / life / fluctuation of supply and price
6-4	Techniques applied for production
6-5	Electricity and water cost / reliability
6-6	Labor input / cost
6-7	Production cycle
6-8	Production volume and conversion rate from materials to products
6-9	Hygiene control
6-10	Quality control
6-11	Usage of waste
6-12	Losses
6-13	Packaging material / supply / cost
6-14	Final products' storage / storage cost

7	Market and shipment
7-1	Buyers and final consumers
7-2	Pricing mechanism, selling price, fluctuation of selling prices and volume, and its reasons
7-3	Volume and frequency of shipment
7-4	Total revenue
7-5	Marketing activities and their cost
8	Financial sources
8-1	Factory, storage, machinery, working capital
9	Regulation and license
9-1	Government regulation / permission / license to harvest and sell
10	Challenges
11	Future Plan
*	Interviewers and date

Appendix 3 Sample of Agreement

(to be signed by the group, Regional Council and regional offices of line ministries)

Name of OROI Group: _____

Targeted Products: _____

Period of agreement: from _____ to _____

This agreement seeks to improve the performance of the OROI group “(name of the group)” by mobilizing the resources from support organizations, including MRLGHRD and “(name of other support organizations)”. This agreement sets forth the responsibilities of the group and relevant organizations so that each may clearly know its role and all activities may be conducted in a coordinated manner.

1. Challenges to be addressed through OROI

All parties acknowledge that the following are the major challenges to be addressed through OROI.

- (1)
- (2)
- (3)

2. Resources

It is hereby agreed that the following resources / programs would be utilized to address the challenges enumerated above.

Objective	Support Required	Programs / Resources to be Utilized

3. Contributions / responsibilities of the group and support organizations

It is hereby agreed that the group and support organizations shall make contributions and fulfill their responsibilities as follows:

No.	Contributions / Responsibilities	Group/ Organization	Timeframe
1			
2			
3			
4			
5			
6			

Signature

Name	Organization	Signature

Signed at _____ on _____

Appendix 4 Sample of Monitoring Form

(to be filled by the Deputy Director Rural Services)

1. Information of the Group

1-1. Name of group / project	
1-2. Constituency and Region	
1-3. Name of Representative	

2. Results of Monitoring

2-1. Names and positions of the Interviewees	
2-2. Challenges that are being addressed through OROI	
2-3. Status of the support provided	
2-4. Improvements observed	
2-5. Recommendations for the follow-up	

Name of Officer who conducted the monitoring _____

Title _____

Signature _____

Date _____

Appendix 5 Sample of Evaluation Form (1/2)

(to be filled by the OROI Secretariat)

1. Information of the Group

1-1. Name of group / project	
1-2. Constituency and Region	
1-3. Name of Representative	

2. Results of Monitoring

2-1. Names and positions of the Interviewees	
2-2. Challenges that have been addressed through OROI	
2-3. Support provided	
2-4. Outcomes	
2-5. Lessons Learnt	

Sample of Evaluation Form (2/2)

(to be filled by the OROI Secretariat)

(Please see “Proposed Guidelines for OROI Support Project Screening Sheet” for rating)

Region	Constituency	Name of Group	Main Products

Before		After	
OROI Rating	Total Score	OROI Rating	Total Score

Section	Before		After	
	Rating	Score	Rating	Score
1 Impact on Local Economy				
2 Group Dynamics				
3 Business Potential				

Section 1: Impact on Local Economy (3:High - 2:Medium - 1:Low)

Item	Score	Achievement / Change
1-1 Utilization of local materials		
1-2 Local employment		

Section 2: Group Dynamics (3:High - 2:Medium - 1:Low)

Item	Score	Achievement / Change
2-1 Group participation		
2-2 Leadership		
2-3 Management ability		

Section 3: Business Potential (3:High - 2:Medium - 1:Low)

Item	Score	Achievement / Change
3-1 Market acceptance		
3-2 Special features		
3-3 Potential for increased production and distribution		
3-4 Profitability		

Name of Officer who conducted the evaluation _____

Title _____

Signature _____

Date _____

Appendix 6 Functions of MRLGHRD's Directorates and Divisions

The Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD) seeks for promoting rural development through the establishing of a decentralized government system. It is composed of 5 directorates (14 divisions).

1. Directorate of Rural Development Coordination

Mission: To promote sustainable rural livelihoods and reduction of rural poverty and rural-urban migration through the coordination of rural development

(1) Division Sector Development Coordination

(a) Sub-division Rural Industrialization

- Operate the Micro Finance Scheme for SMEs.
- Promote RDCs to design, develop, and disseminate appropriate technologies in order to improve rural communities' living standards.

(b) Sub-division Natural Resources Development

- Coordinate interventions to promote the sustainable use of natural resources.
- Establish the OROI Secretariat.

(c) Sub-division Social Infrastructure Services Development

- Coordinate and implement interventions of employment creation and improvement of water and power supply.

(d) Sub-division Food Security and Nutrition

- Establish regional cross-sectoral coordinating strategies to improve household food security and nutrition.
- Facilitate studies and surveys on rural households.

(2) Division Planning, Monitoring and Evaluation

(a) Sub-division Planning, Monitoring and Evaluation

- Develop integrated development planning mechanisms that link sector development plans with overall national development policies.
- Evaluate the impact of cross-sectoral policies, strategies and programs on rural development.

(b) Sub-division Statistics and Research

- Develop and maintain the database on rural development.

- Conduct research and surveys on rural development initiatives and interventions.
- Generate information to guide policy decisions to enhance the effectiveness and efficiency of rural development interventions.

2. Directorate of Regional and Local Governments and Traditional Authorities' Coordination

Mission: To facilitate the establishment and development of effective regional and local Governments and traditional authorities that bring the Government closer to the people and make it capable of delivering services to the satisfaction of all communities

(1) Division Regional Councils Coordination (Sub-divisions: Administrative Support Services, Regional Council Finance, and Legal Support Services)

- Assist Regional Councils in planning settlement areas, and provide funds for the construction of settlement areas.
- Review and process local authorities' applications for budget allocations.
- Assist Regional Councils in setting and adjusting tariffs and rates for utilities, based on cost recovery principles.

(2) Division Local Authorities Coordination (Sub-divisions: Administrative Support Services, Local Authorities Finance, Legal Support Services; Disaster Management Support Services, and Organizational Development and Industrial Relations Services)

- Process applications for the disposal, acquisition and lease of immovable and movable property.
- Review local authorities' budget proposals to ensure their compliance with criteria for budget projections set by MRLGHRD.

(3) Division Traditional Authorities Coordination (Sub-divisions: Administration and Legal Support Services, Secretariat to the Council of Traditional Leaders, and Monitoring and Early Warning)

- Provision of secretariat assistance and support to the Council of Traditional Authorities.
- Monitor and analyze actual revenue and expenditure against budget through monthly Regional Councils / local authorities' financial management reports and performance assessments.
- Monitor and assess administrative, personnel management and work performance of Regional Councils and local authorities.

3. Directorate of Housing, Habitat, Planning and Technical Services Coordination

Mission: To provide support to Regional Councils and local authorities to ensure effective and efficient provision of shelter, physical planning, and municipal services

(1) Division Planning

- Provide secretariat duties to the Namibia Planning Advisory Board (NAMPAB) in administering subdivision of land, township establishment and approval and amendment of town planning schemes.
- Advise NAMPAB and the Minister on the desirability for and necessity of establishing townships as well as the subdivision of land (smaller than 25 ha) situated outside approved townships.
- Review, formulate, and administer town and regional planning legislations and policies.
- Budget and execute projects in town planning, regional planning and surveying of smaller towns, villages and settlement areas.

(2) Division Technical Services Coordination

- Develop and recommend technical and management guidelines for the development, operation and maintenance of physical infrastructure for Regional Councils and local authorities.
- Set technical standards for the rendering of services (water supply, sewerage and drainage, electricity supply and streets) by Regional Councils and local authorities.
- Advise the MRLGHRD management on policies, guidelines, standards on technical aspects of service delivery.

(3) Division Housing Coordination (Sub-divisions: Housing Administration, Housing Technical Services, and Housing Finance)

- Facilitate provision of funds to Regional Councils and local authorities to ensure adequate housing for all Namibians.
- Monitor and evaluate the implementation of the National Housing Programme and Build Together Programme undertaken by the Regional Councils and local authorities.
- Formulate and review housing policies and legislations.

(4) Division Habitat Coordination

- Ensure the National Habitat Committee members fulfill their responsibilities as stipulated in the Habitat Agenda.
- Advocate human settlement development.

4. Directorate of Decentralization Coordination

Mission: To ensure the effective and efficient implementation of a decentralized governance system through providing management direction, coordination, consultation, training and research to all stakeholders

(1) Division Decentralization Planning and Development Support

- Develop policy guidelines of decentralization process.
- Ensure that decentralization strategies and activities are in place at the central, regional, and local level.

(2) Division Legislation and Policy Development

- Implement decentralization policies by developing, formulating, and administering legislations relating to decentralization.
- Advise all stakeholders on decentralization policies.

5. Directorate of Finance, Human Resources, Administration and Information Technology

Mission: To provide efficient and effective financial management, human resource management and general administration support services to all internal and external customers

(1) Division Finance and Administration

- Verify and process all payments to suppliers and Subsistence and Travel (S and T) Claims as well as salary payments to staff members.
- Plan and coordinate the compilation of the ministerial budget.

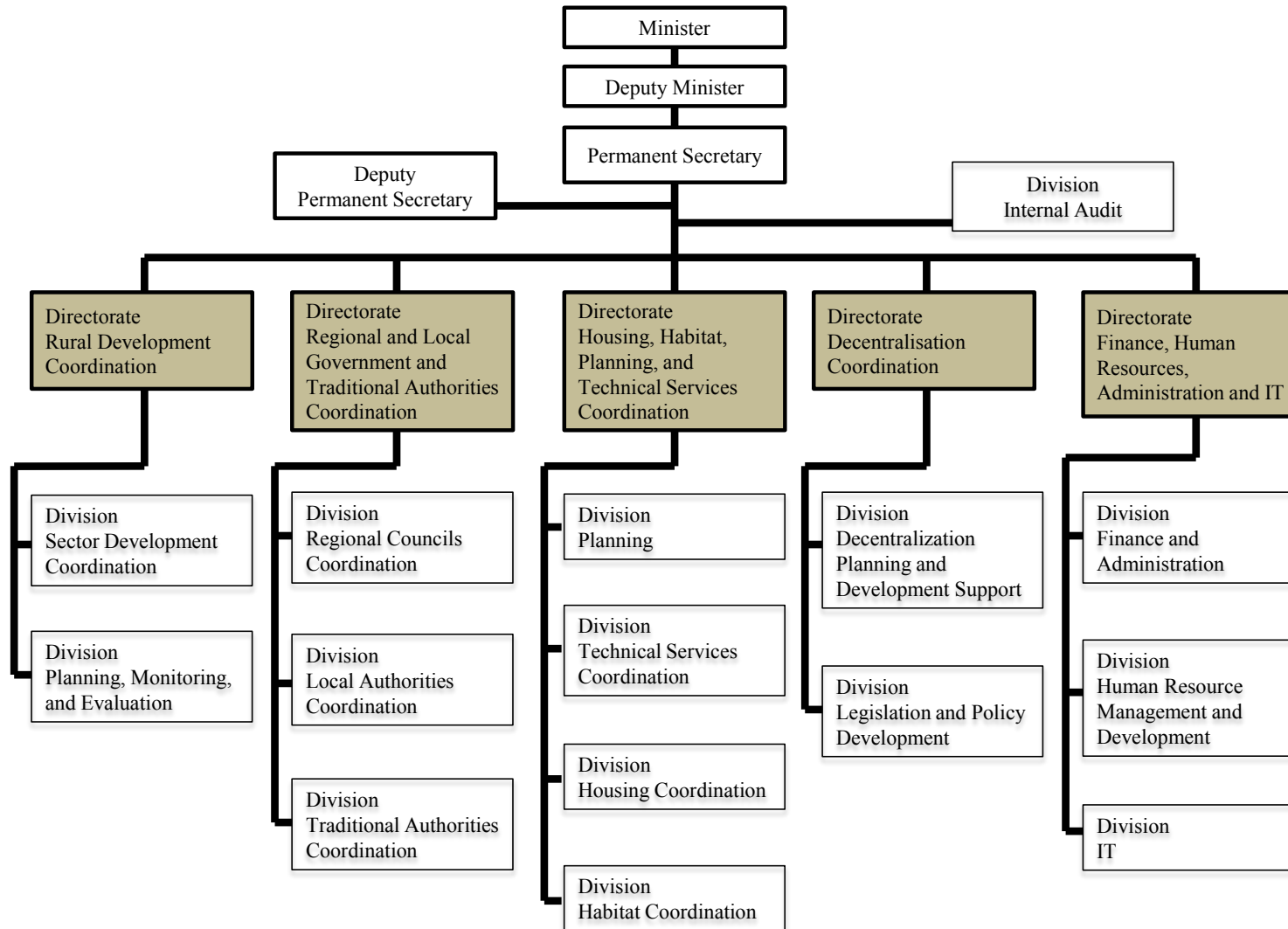
(2) Division Human Resource Management and Development (Sub-division: Training and Development)

- Recruit personnel at all levels.
- Coordinate and advise the Office/Ministry/Agency's Training Committee on all training matters and specific training needs.

(3) Division Information Technology (Sub-divisions: Ministerial IT Support and Sub-National IT Coordination)

- Design, implement and enforce all computer and user policies.
- Ensure availability of quality computer hardware, software and network support.

MRLGHRD's Organizational Chart



Appendix 7 Indigenous Natural Products in Namibia

1. Marula oil

• Cultivation

Marula trees (*Sclerocarya birrea*) grow across southern Africa from Northern Namibia to Botswana, Malawi, Mozambique, South Africa, Swaziland, Zambia and Zimbabwe. Marula oil is processed from Marula trees, which are widely distributed throughout the African continent. In Namibia, it grows naturally in a belt across the northern part of the country, from Caprivi all the way to Kunene, usually in sandy to sandy-loam soils, and mainly on plains but also in other habitats. Marula has a natural resistance to drought and is capable of thriving on the brackish underground water typical in the Cuvelai delta. The plant's relatively hardy nature enables it to grow in a wide variety of geographical locations⁷⁰.



Marula tree and its fruit
Source: Phyto Trade Africa

• Production Process

Marula seed consists of a hard cover and kernel. It is difficult to remove nuts from the seed and this is generally task assigned to women. They use an axe to open a seed on one side and then use a tool made of iron to remove the nuts. The seed embryo is so rich in oil that it can be expressed simply by squeezing. The nuts are prepared in large quantities of 0.5 kg or more and put in a mortar before being ground with pestles and squeezed several times until the oil is separated from the residue⁷¹. Marula can be processed into wine, juice, jam, cooking oil, cosmetic oil, and medicines⁷².



Traditional Marula oil processing
Source: INP Market Bulletin
Indigenous Natural Products in Namibia
(Issue 3, DECEMBER 2011), p.4

• Yield, Price and Market

Marula oil is consistently exported from Namibia at approximately 3 tons every year. Marula oil is sold at N\$145 per liter for locals, and exported at EUR15 (approximately N\$167) per kg.

⁷⁰ Producer and Processor Organisations Sub-Activity Desktop Baseline Study for MCA-N INP Target Species, Commissioned by the Millennium Challenge Account Namibia with funding from the Millennium Challenge Corporation, November 2010, p.17, <http://www.mcanamibia.org/files/files/PDFs/INP Docs/INP PPO Desktop Baseline Study of MCA-N INP Target Species.pdf>

⁷¹ Hailwa, J.1998. EC-FAO Partnership Programme (1998-2000): Non-Wood Forest Production in Namibia, (on the Web) <http://www.fao.org/docrep/003/X6694E/X6694E03.htm#TopOfPage>

⁷² Den Adel, S. 2002. Use of Marula Products for Domestic and Commercial Purposes by Households in North-central Namibia, p.15, <http://www.nwl.ac.uk/research/winners/Marula%20HH%20Survey3.pdf>

There is an international market for Marula oil as a cosmetic ingredient and there are also regional and national markets for these cosmetic products. Traditional Marula food oil is widely used and sold in informal markets throughout the country⁷³. The international demand for Marula oil for cosmetics has been increasing. About 6,080 kg of Marula oil was exported up to the end of November in 2011, generating roughly N\$920,000. The price paid to the EWC harvesters increased to N\$21/kg in 2011, up from N\$18/kg in 2010. A total of 1,536 kg of Marula food oil was produced by EWC in 2011. Marula food oil is sold either at the factory or at trade exhibitions in Namibia⁷⁴.



Marula food oil
Source: INP Market Bulletin Indigenous Natural Products in Namibia (Issue 3, DECEMBER 2011), p.4

⁷³ Producer and Processor Organisations Sub-Activity Desktop Baseline Study for MCA-N INP Target Species (no author's name given), p.17

⁷⁴ Millennium Challenge Account Namibia (MCA-N), INP Market Bulletin: Indigenous Natural Products in Namibia (Issue 3, DECEMBER 2011), p.2,
<http://www.mcanamibia.org/files/files/PDFs/INP%20Docs/INP%20Market%20Bulletin%20Issue%20III.pdf>

2. Kalahari melon oil

• Cultivation

Kalahari melon is harvested in Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe in southern Africa⁷⁵. Kalahari melon seed oil was traditionally used as a skin moisturizer for protection against the sun. It has been harvested for commercial purposes in the north-central regions of Namibia. The oil is sold to a number of foreign cosmetics companies for use in products that moisturize, regenerate and invigorate the skin⁷⁶.



Kalahari melon
Source: Phyto Trade Africa

• Production Process

The seeds of Kalahari melons are separated from the fruit and sold to factories. The factories extract and package the oils, which are exported primarily to France and England. Leading cosmetic companies in France and England filter and refine the oils to produce cosmetic lotions and creams. Kalahari melon oil is processed into skin care products, conditioning hair care products, and soaps⁷⁷.

• Yield, Price and Market

Due to the global economic downturn, the export of Kalahari melon oil from Namibia decreased from more than 6 tons in 2009 to 350 kilograms in 2010. Kalahari melon oils are sold at N\$120 per liter for locals, and exported at EUR10 (approximately N\$112) per kilogram.

Currently, Kalahari melon seed oil is sold to a number of prominent cosmetics companies for their Europe formulations due to its moisturizing, regenerating and restructuring properties, and this contributes to the integrity of the cell wall and to the suppleness and beauty of the skin. It plays a role in the regulating of the hydration and restructuring of the epidermis. A non-profit organization called Phyto Trade Africa (<http://www.phytotradeafrica.com/>) and MCA supported the cooperative to develop marketing strategies, and sell the products domestically and internationally. The vast majority of the products are exported to France and England.

⁷⁵ Savane Website, <http://www.savaneskin.co.za/?ingredients=kalahari-melon-oil>

Phyto Trade Africa <http://www.phytotradeafrica.com/products/speciesmap.html>

⁷⁶ Millennium Challenge Account Namibia (MCA-N), INP Market Bulletin: Indigenous Natural Products in Namibia (Issue 3, DECEMBER 2011), p.6,

<http://www.mcanamibia.org/files/files/PDFs/INP%20Docs/INP%20Market%20Bulletin%20Issue%20III.pdf>

⁷⁷ Phyto Trade Africa <http://www.phytotradeafrica.com/products/KalahariMelonOil.html>

3. Ximenia oil

• Cultivation

Ximenia is mostly harvested in Botswana, Namibia, South Africa, and Swaziland, and is also cultivated in Angola, Malawi, Mozambique, Zambia and Zimbabwe⁷⁸. Ximenia oil is extracted from the kernels. It is harvested in the north-central regions in Namibia, and has been exported for a number of years. The oil has moisturizing properties and is an effective anti-ageing treatment for dry skin.⁷⁹



Ximenia Tree and its Fruit
Source: Phyto Trade Africa

• Production Process

In the Ohangwena region, three types of Ximenia are grown and harvested; Americana, Africana, and Caffra (the seeds of Africana and Caffra are edible). During the harvest season of the Ximenia fruit from February to October, the association members collect the fruit, separate the seeds from the fruit, and transport the seeds to one of the 6 collection centers in the region. Separating the seeds from the fruit is a labor-intensive process; separating 1 kilogram of seeds takes 1 hour. Products made with Ximenia oil include skin care products, anti-acne products, hair care products, soaps and lipsticks / lip balms⁸⁰.

• Yield, Price and Market

According to Millennium Challenge Account Namibia (MCA-N), the total demand for crude Ximenia (cosmetic) oil has increased slightly in 2011. A total of 3,150 kg of oil had been exported by mid-2011, compared to 3,046 kg for the corresponding period in 2010. The oil was processed from 14.4 tons of Ximenia kernels harvested during the 2010 production year. There are over 300 harvesters involved in Ximenia kernel production. A higher price was paid to the harvesters in 2011 than in 2010; the 16.5 tons of kernels harvested generated an income of N\$140,250 in 2011, compared to N\$108,150 from 14.4 tons in 2010. The main importer of Ximenia oil remains in France⁸¹.

⁷⁸ Phyto Trade Africa <http://www.phytotradafrica.com/products/speciesmap.html>

⁷⁹ Millennium Challenge Account Namibia (MCA-N), INP Market Bulletin: Indigenous Natural Products in Namibia (Issue 3, DECEMBER 2011), p.6,
<http://www.mcanamibia.org/files/files/PDFs/INP%20Docs/INP%20Market%20Bulletin%20Issue%20III.pdf>

⁸⁰ Phyto Trade Africa <http://www.phytotradafrica.com/products/XimeniaOil.html>

⁸¹ Millennium Challenge Account Namibia (MCA-N), INP Market Bulletin: Indigenous Natural Products in Namibia (Issue 3, DECEMBER 2011), p.2

4. Monkey Orange (Maguni)

• Cultivation

Monkey orange trees are similar in shape and size to apple, pear, and orange trees. Farmers often leave them standing when they are clearing the land to cultivate field crops. The trees are capable of growing in arid and semi-arid areas, and in poor and rocky soils. Monkey orange trees bear abundant fruit, which are sold in local markets. A mature tree can bear 300 to 400 fruit per year. The fruit is traditionally eaten raw or made into jam, juice, or fruit wine⁸².



A Monkey Orange tree
Source: Fruitipedia Website

• Production Process

Monkey Orange products are processed at a household or village level.

• Yield, • Price and Market

Monkey Orange is consumed in the northern regions of Namibia. One fruit is sold at N\$1.00-1.50 in the local market depending on the size. The fruit is also sold on the road side for about N\$0.50 to 1.00 per fruit. The fruit's economic role remains locally based⁸³.

⁸² Afribiz.info, "Monkey Orange: An African Indigenous Agriculture Crop", <http://www.afribiz.info/content/monkey-orange-an-african-indigenous-agriculture-crop>

⁸³ Hailwa, J.1998. EC-FAO Partnership Programme (1998-2000): Non-Wood Forest Production in Namibia, p.13, <ftp://ftp.fao.org/docrep/fao/003/X6694E/X6694E00.pdf>

5. Devil's Claw (Kamagu)

• Cultivation

Devil's Claw or *Harpagophytum* comprises two species, *H.procumbens* and *H.zeyheri*. Devil's Claw is found in most countries in the sandy Kalahari region of southern Africa. *H.procumbens* is found mainly in Namibia, but also grows in Botswana and some of the northern regions of South Africa. *H.zeyheri* grows in these three countries, as well as in Angola, Zambia and Mozambique⁸⁴. Devil's Claw is a traditional medicine that has been used throughout Namibia. It is used for treating fever, rheumatoid arthritis, skin conditions, and conditions involving the gallbladder, stomach and kidneys. Communities

have harvested this natural product and sold it to people in and around the region to earn income⁸⁵. According to the National Agricultural Support Services Project (NASSP), the harvesting of and trade in Devil's Claw in Namibia is characterized by a complex system of arrangements largely within the informal sector. The number of harvesters is estimated at between 5,000 and 8,000⁸⁶.

• Production Process

After collection, the roots are washed, peeled and sliced into pieces before being sun-dried on suspended nets. The dried root is then packed into bags and stored ready for sale. Further processing is mostly done in Europe.⁸⁷ Products made with Devil's Claw include herbal medicines, food supplements and specialty teas⁸⁸.

• Yield, Price and Market

Devil's Claw is sold at N\$25 per kilogram and about 465 kilograms are harvested in Omaheke region in 2010.



Devil's Claw seed pod
Source: INP Market Bulletin Indigenous Natural Products in Namibia (Issue 2, MAY 2011), p.7



Storage of seedlings
Source: NASSP, 2006. *Support to the Devil's Claw trials*, NASSP Report No.024/2006, p.10

⁸⁴ SSP, 2006. Support to the Devil's Claw trials, NASSP Report No.024/2006, p.5, <http://www.agristatsnamibia.org/docs/NASSPDevilsClawtrialsSupRepr024-Sep06.pdf>

⁸⁵ Namibia Nature Foundation (NNF), http://www.nnf.org.na/NNF_news/20110404_news.htm

⁸⁶ NASSP, 2006. Support to the Devil's Claw trials, NASSP Report No.024/2006, p.7, <http://www.agristatsnamibia.org/docs/NASSPDevilsClawtrialsSupRepr024-Sep06.pdf>

⁸⁷ López, C. and P. Shanley (eds.).2004. Center for International Forestry Research, Riches of the forest: For health life and spirit in Africa, p.47,

http://www.cifor.org/publications/pdf_files/Books/Restution-Africa_case/NTFP-Africa-case-part2.pdf

⁸⁸ Phyto Trade Africa <http://www.phytotradafrica.com/products/DevilsClaw.html>

According to Millennium Challenge Account Namibia (MCA-N), Namibia exports mainly to Germany and other European countries, but also to the USA, South Africa and China. Between 2008 and 2010 Namibia exported 1,352 tons of Devil's Claw, valued at N\$43 million. More than 2,000 primary producers are involved in the harvesting of Devil's Claw⁸⁹. A total of 318 tons of Devil's Claw were exported into international markets from January to the end of October 2011⁹⁰.

⁸⁹ Millennium Challenge Account Namibia (MCA-N), INP Market Bulletin: Indigenous Natural Products in Namibia (Issue 3, DECEMBER 2011), p.6,

<http://www.mcanamibia.org/files/files/PDFs/INP%20Docs/INP%20Market%20Bulletin%20Issue%20III.pdf>

⁹⁰ Millennium Challenge Account Namibia (MCA-N), INP Market Bulletin: Indigenous Natural Products in Namibia (Issue 3, DECEMBER 2011), p.1,

<http://www.mcanamibia.org/files/files/PDFs/INP%20Docs/INP%20Market%20Bulletin%20Issue%20III.pdf>