



POLYTECHNIC OF NAMIBIA
Harold Pupkewitz Graduate School Of Business

**An Investigation into the Weaknesses of the Namibian Domestic Fresh
Produce Supply Chain**

TINARWO V. SAHANGA
STUDENT NUMBER: 211094358

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Business at the Polytechnic of Namibia

Supervisor: Dr. Stephen Mbithi Mwikya
Co-Supervisor: Prof Grafton Whyte

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DECLARATION OF ORIGINAL WORK

I, Tinarwo V. Sahanga declare that this thesis is my own unaided work. Any assistance that I have received has been duly acknowledged in the thesis. It is submitted in partial fulfillment of the requirements for the degree of Master in Leadership and Change Management at the Polytechnic of Namibia. It has not been submitted before for any degree or examination at this or any other University.

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DEDICATION

I dedicate my dissertation work to my unborn twins; all I do is for their future. A special feeling of gratitude to my loving parents, whose words of encouragement in the early years of my life have culminated into me achieving this great goal. Lastly, I would like to thank my wife for her understanding and support during these two years of my studies.

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ABBREVIATIONS

Actor-Network theory	ANT
Agricultural Produce Marketing Committee, India	APMC
Agro-Marketing and Trade Agency	AMTA
Common Monetary Area	CMA
Effective Consumer Response	ECR
Farmer Assisted Fund	FAF
Good Agricultural Practice	GAP
Green Revolution	GR
Gross Domestic Product	GDP
Hazard Analysis & Critical Control Points	HACCP
International Monetary Fund	IMF
Market Share Promotion	MSP
Ministry of Agriculture and Cooperatives	MOAC
Ministry of Agriculture, Water and Forestry	MAWF
Namibian Agronomic Board	NAB
National Agricultural Marketing Council, South Africa	NAMC
National Development Plans	NDP
National Economic Social Development Plans	NESDP
National Horticulture Task Team	NHTT
National Planning Commission	NPC
New Partnership for Africa's Development	NEPAD
Organisation for Economic Co-operation and Development	OECD

Participatory Market Chain Approach	PMCA
Sanitary and Phytosanitary	SPS
South West Africa People's Organisation	SWAPO
Southern African Customs Union	SACU
United Kingdom	UK
United Nations Environment Programme	UNEP
United Nations Industrial Development Organization	UNIDO
United States of America	USA
World Health Organization	WHO

ABSTRACT

This study focused on how the Namibian fresh produce supply chain can be transitioned from imported to domestic oriented procurement. The problem of the study was to identify the missing link in the supply chain of fresh produce in Namibia. The primary research objective of the study was to assess the Namibian fresh supply chain transition from imported to domestic oriented procurement. The study utilized qualitative approach research design and used qualitative methods of data analysis. The study used the logic model approach of case study analysis in analysing the collected data. The major findings that emerged from this research showed thematic areas that indicate that there is much that needs to be done in order to have the Namibian fresh produce supply chain to be transitioned from imported to domestic oriented procurement.

The thematic themes that emerged in this research revolve around involvement of the government of Namibia in the supply chain of fresh produce in both domestic and international markets. The overall opinion of the respondents who participated in this research indicated that fresh farm produce retailers should promote contract farming as well as locally produced farm products as compared to imported fresh farm produce. It also emerged that imported fresh farm produce are of low quality due to transportation problems. The respondents believed that if subsidies are provided, and the private sector is incubated into mainstream fresh farm production, this will enhance and shape the fresh farm produce supply chain.

The majority of respondents supported government initiatives through policy frame works that are tailor made to support domestic production, like the Market Share Promotion Program. A further research with a change of methodology and widening of scope to cover a larger population would be recommended.

Key Words: Agriculture, fresh produce, food security, import substitution, supply chain

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

National governments have a function and a responsibility to ensure adequate food supply for the population of the countries. This responsibility is usually undertaken in market economies through governments putting in place the necessary infrastructure, financial and legislative frameworks. Namibia is a net importer of fresh produce. A high percentage of local demand for fresh produce is imported leading to a large import gap. The large import gap provides Namibia with limited influence on market prices and this increases the exposure to the market and its forces. A large import gap and low exports negatively impact a country's balance of payments placing undue pressure on the Gross Domestic Product (GDP). The Government of the Republic of Namibia has emphasized the need for a concerted effort to increase the production capabilities of the country. All these factors support the drive for action in the agricultural sector.

The Namibian agricultural sector is a vital engine of economic growth by virtue of its labour absorption capabilities. It is an important source of income for thousands of farm and market workers. Furthermore, food security is a national strategy which can most effectively be addressed by improving production capabilities. In turn this would also contribute towards foreign exchange earnings, as well as forming an essential input into other agro-processing industries. If Namibia persists with the policy of importing fresh produce there continues to be less than optimum innovation within the local fresh produce farming resulting in lower competitiveness among local farmers.

Limited accessibility of the local fresh produce farmers to the local market is also a significant obstacle for increased horticulture production. Access is an issue since most farmers are located in remote areas which are not close to the market and with specific reference to small scale farmers transportation of fresh produce becomes a major problem as a result of unaffordability of related costs. Thus, the development of local fresh produce marketing and distribution channels within Namibia plays a significant role in opening up local markets to local producers. The purpose of this study is to investigate how Namibia can balance the challenges of developing a local fresh produce supply chain by evaluating effective transition of fresh produce procurement to be locally driven.

1.2. Economic and Political Development

Namibia's economy is greatly influenced by the South African economy as it imports the majority of its products from that country. This is through the use of South African subsidiaries and franchisees that have prominence in Namibia. Membership of the country to the Southern African Customs Union (SACU) has seen Namibia surrender its control of trade policy to this union (Froystad M, 2009). Foreign exchange regulations and monetary policy throughout the (CMA) not referred to earlier on meaning continue to reflect the influence of the South African Reserve Bank. Fundamentals that stretch from the apartheid regime have resulted in Namibia being reliant on South African imports. The country's agricultural sector is dualistic with a strong commercial sector as well as a strong household sector on free hold or non-freehold areas (Mushendami, Biwa, & Gowamab, 2008).

The value of Namibia's imported goods amounted to NAD15.0 billion during the first quarter of 2013 as compared to NAD14.1 billion recorded in the corresponding quarter of 2012. This indicates a growth of 6.4 percent in total imports. Namibia sourced most of the products during the first quarter of 2013 from the Republic of South Africa (NAD9.3 billion) which represents 61.7 percent of value (Namibia Statistics Agency, 2013).

According to the 2012/13 Budget Statement, the Government of Namibia spends about 5 per cent of its budget which is N\$2,359 million on the Ministry of Agriculture, Water and Forestry. This leaves the expenditure on the agricultural sector at the bottom five. Vision 2030 forms Namibia's economic policy and it is divided into five year National Development Plans (NDP) which clearly provides a framework for steering Namibia into becoming a net exporter of agricultural produce by the year 2030. In 2009 the South West Africa People's Organisation (SWAPO) Party Elections manifesto also navigates government into increasing food production. NDP 4 is the current development plan that is in effect in Namibia running from 2012 to 2017. The reduction of income inequality, emphasis on economic growth and increased employment are some of the core objectives of national development plans (AfDB, 2008). The NDP 4 relies heavily on the Green Scheme as a promoter of food production. The Green Scheme was established in order to increase Namibia's agricultural farming capacity and thereby address local food security. Most of the current Green Scheme projects are old and well established. Whilst there are new projects in the pipeline, is not certain yet whether they can become productive in the next 5 years (Hoffman, 2012).

The Namibian Agronomic Board claims that Namibia faces considerable challenges in enhancing its agronomic production potential. The challenge arises from its climatic and soil conditions, water availability, as well as in terms of services and marketing infrastructure, access to finance and technologies and skills development. Despite its size of 824,000 square meters (UNEP, 2012) most of the land is dry and has desert characteristics and this makes agriculture impossible, challenging or very expensive (NAB, 2008). The role of the government is to facilitate the growth of the agricultural sector by making it more profitable as well as to ensure food security and this can be achieved through a conclusive macro-economic policy (Ministry of Agriculture, Water and Rural Development, 1995).

1.3. Research Problem

The government of Namibia cannot guarantee consumers of constant fresh produce supplies since it does not have control of what is supplied into the country by foreign exporters. There is a need for improved food security at national and household levels in Namibia. An effective fresh produce marketing and distribution infrastructure is the missing link in Namibia that should bring together all the commercial and small scale producers in the horticultural industry. One wonders why such a gap exists in the country, 20 years after independence. The missing link in the supply of fresh produce into the country was the motivation behind this research.

1.4. Research Questions

The major research question of this study is:

1. How can the Namibian fresh produce supply chain be transitioned from imported to domestic oriented procurement?

The sub-questions of the study are:

- What changes need to be implemented on the Namibian fresh produce supply chain to make local farmers more competitive?
- How can changes in the Namibian fresh produce supply chain be managed to guarantee food security to the Namibian consumers?

1.5. Research Objectives

The primary research objective is:

1. To assess the Namibian fresh supply chain's transition from imported to domestic oriented procurement.

The secondary research objectives of the study:

- To investigate the changes that are needed to implement transformation in the Namibian fresh produce supply chain and improve local farmer competitiveness.
- To evaluate if current change management practices in the Namibian fresh produce supply chain guarantee food security in Namibia.

1.6. Significance of the study

The research outcome will help to foster good understanding of the supply chain management of fresh produce in Namibia and boosts the confidence of Namibian citizens and other nationalities about the availability of fresh produce in the country. A well balanced supply chain management is of absolute importance to all stakeholders such as the government, the public and other civic boards, as it provides them with a level of assurance that all players in the fresh produce industry are protected.

The findings of this research will try to fill the gap in the missing link in the supply chain management. The findings will be beneficial to both the policy makers, farmers and consumers of fresh produce in the country. The research of this kind will contribute to the knowledge of education. Conclusions drawn from this research can also be used to draw lessons which will contribute towards upgrading the Namibian fresh produce marketing channels. More importantly, the study contributes to increasing knowledge on effective change management in the Namibian fresh produce sector. It is expected that the Ministry of Agriculture, Water and Forestry will benefit from the findings of this study by improving on policies and programs which currently affect fresh produce sector in the country.

1.7. Outline of the Thesis

Chapter 1: Introduction

This chapter focuses on the discussion of the background of the study, the problem statement, the research question and objectives, and the significance of the study. The chapter provides an overview of the general background of the study to the reader. A chapter summary rounds off the chapter to prepare the reader for the next chapter.

Chapter 2: Literature Review

The chapter deals with review of literature. The chapter provides a comprehensive account of the theoretical knowledge of supply chain management and identifies gaps in that area. The chapter prepares the reader for the next chapter.

Chapter 3: Research Methodology

The chapter presents the approach and methodology used in the research that included the research approach, the research design, sampling, data collection, data analysis and ethical considerations. Finally, a chapter summary rounds off the chapter and prepares the reader for the next chapter.

Chapter 4: Results

Empirical results of the study are presented in this chapter. It includes the presentation of findings in both frequencies and graphic form. The validity and reliability of the results is also discussed in this chapter. The chapter prepares the reader for the next chapter.

Chapter 5: Discussions

The chapter discusses the results of findings and links them with literature review where applicable. A chapter summary paragraph rounds off this chapter and prepares the reader for the next chapter.

Chapter 6: Conclusions and Recommendations

The chapter presents conclusions drawn from findings, reviews the research objectives and questions, and provides recommendations for action and further research.

1.8. Summary

Chapter one dealt with the background to the problem, the problem statement, the aim of the study and the objectives of the study were spelt out clearly. The problem identified in the statement of the problem is the missing link in the supply chain of fresh produce into the country.

The significance of the study has been discussed in this chapter which indicates that the study helps in resolving the protracted problem pertaining to the availability of fresh produce in the country. The next chapter focuses on the review of literature on supply chain and change management.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

Literature review is the corner-stone of all research. Literature review plants the seed that will grow the study from those that came before it. Every researcher needs to cite appropriate literature to provide a rationale for the study's research design, methods of data collection, analysis and findings. Literature review enables the researcher to move in the right direction. It enables the researcher to understand whether the writing is true and of the right matter. Literature review connects the study with the current research, helps to find facts and relate and be certain that the study is related.

The review of literature through critical analysis of selected documents provides knowledge of the problem area, clearly identify the need for the proposed study and identify the gaps and strengths in the previous scholarly studies. It is an analysis and synthesis of primary source materials, written in a specific style which flows from broad to narrow, and takes into account both theoretical and empirical issues of the problem. In this thesis, the objective of literature review was to identify the scope of relevant theories and available literature to establish gaps in the existing body of knowledge in as far as supply chain and change management is concerned. The major key concepts in this research study are supply chain and change management. These are thematic terms which constitute the conceptual framework of this research and needed further exploration.

2.2. The Namibian Fresh Produce Market and Supply Chain

Horticultural produce is a controlled product under the Agronomic Industry Act, 2002. The Namibian Agronomic Board (NAB) strives to reduce the importation of horticultural produce and improve food security, encouraging local production (MAWF, 2009). The current Market Share Promotion (MSP) programme of MAWF, which is being implemented by the NAB requires importers of fruit and vegetables to declare that they have bought at least 25 percent locally produced fruit and vegetables before any importation is done. The scheme is not effective, transparent and accessible to all producers in the country. Monitoring on compliance of each importer is difficult as there are no mechanisms in place to effectively hold any importer accountable.

Horticultural farming for the domestic market is less profitable due to the well-established supply chain from South Africa. Currently the horticultural crop farming that is being exercised in Namibia is mostly subsistence as the country does not have the available infrastructure to ensure the proper transportation and distribution of fresh produce. Some farmers end up exporting to Cape Town in South Africa as the supply chain into the Namibian market is very weak. The price of South African imports is another hindrance to any sensible local horticultural production and some producers have resorted to exporting their produce to the European Union rather than selling in the domestic market (OECD, 1992). Unfortunately the same produce is then imported back to Namibia from Cape Town as the South African supply chain of fresh produce into Namibia is well developed (NEPAD, 2005). The southern region along the Orange River has got some of the best horticultural activities.

However, the produce is not directly sold on the Namibian market as it is more expensive to haul it to Windhoek than it is to haul to Cape Town (NAB, 2008). This situation results in an artificial import gap as some produce will be destined for the export market even though there is local demand. When there is an inefficient supply chain in the market the domestic suppliers will lose out to the imports that have a stronger supply chain. In the case of Namibia the lack of a domestic fresh produce marketing framework and infrastructure allows for market forces to work against Namibian horticultural producers who neither have the capacity to produce the required demand quantities nor access to effective marketing and logistics facilities. An effective fresh produce marketing and distribution infrastructure is the missing link in Namibia that should bring together all the commercial and small scale producers in the horticultural industry. This will increase the synergy within the entire value chain in the fresh produce market industry. There is a need for greater collaboration in the horticultural sector so that the level of confidence in the sector can be increased.

The marketing and distribution of perishables needs a lot of confidence and investment by the growers so as to develop and ultimately curb the imports that will easily find their way into the market as long as there is an inadequate supply chain. Linking the small producers is the key characteristic that makes up an efficient supply chain (Meine P van Dijk, 2013). There is however efforts by NAB to increase the horticultural output of the economy as horticulture rose by about 36 percent from 2006 to 2007 producing an annual production of 56,000 tones, (MAWF, 2009). This was however slightly less than half of the annual demand for horticultural produce which was at 120,000 tones that same year.

The success of Namibian horticulture is heavily dependent on the ownership of implements, seed use, fertilizer and manure application as well as the land area that all this applied. (NPC, 2003) These figures as reflected in the 1996 to 2003 Annual Agricultural Survey have been low especially in the rural sector. The communal regions with these low levels of ownership of implements and seed use fall within the Model 5.1 “Private Development in Communal Areas” in the Green Scheme Implementation manual (MAWF, 2012). Those communal farmers with land over 30 hectares in a region recognized to be feasible for a Green scheme project can stand to benefit from incentives that will equip them with the skill and resource to better manage their projects. This environment creates a training ground for the small scale farmers that are encouraged to participate in the green scheme implementation.

The supply chain management is a serious challenge in Namibia and it does not only affect the horticultural sector but it has also contributed to slow bio trade and the conversion of the country into a green economy (UNEP, 2012). This supply chain challenge has resulted in low horticultural farming in Namibia as horticulture production is mainly being done in the Southern regions of Namibia. The fresh produce markets are a trading platform that allow for the effective commercialization of horticultural farming. In South Africa fresh produce markets started off as a trading ground where growers and sellers would meet and trade their produce, these markets are managed and monitored by the municipal authorities in the area that they are situated (Louw, 2004).

Fresh produce markets play a critical role in food security. They create employment through the middle men and informal sellers that sell the produce (NAMC, 2006). However, Jurgen Hoffman (2012), trade advisor at the Agricultural Trade Forum claims that, “Fruit and vegetables can only be feasibly produced in Namibia for up to 60% of the demand, all these commodities have to be imported for the foreseeable future.” This rationale means that there is a limit to the level of food security that can be realized through the development of fresh produce markets. Through the creation and adaptation of an effective horticultural supply chain, Namibia can deal with the challenge of food security. The agricultural sector can curb the unemployment challenges that are being experienced in Namibia and the growth of the sector is dependent on policies by the government that will ensure a proper environment for the growth of both communal and commercial farming (Mwinga, 2011).

2.3. Food Security

The World Food Summit of 1996 defined food security as existing “when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life”. Commonly, the concept of food security is defined as including both physical and economic access to food that meets people's dietary needs as well as their food preferences. Food security is a complex sustainable development issue, linked to health through malnutrition, but also to sustainable economic development, environment, and trade. Within the context of this, research food security will be looked at in terms of how it can contribute to sustainable development and trade of the fresh produce market in Namibia.

Food security is one of the most challenging issues in Namibia. Namibia's low and unreliable rainfall pattern limits its potential as a commercial, self-sufficient and reliable agricultural crop producer. Extended periods of drought impact heavily on Namibia's agricultural sector and the tenuous food security of the rural poor. In addition, it is estimated that as many as 60% to 80% of Namibia's commercial farms are not profitable (International Development Consultants, 2004). Commercial farmers were heavily subsidised during South African rule and it appears that Namibia's farmers are now feeling the effects of the gradual withdrawal of those subsidies. The demand for horticulture exceeds the local production in Namibia by far. It is estimated that local Namibian producers supply only 18% according to value of the demand while 82% is imported (International Development Consultants, 2004).

Agricultural incomes for the estimated 150 000 households living on communal land are very low, mainly because they are excluded from benefits such as improved farming techniques, technology, access to formal credit facilities and regulated markets. Communal farmers are mostly dependent on rain-fed crops (mainly millet) and livestock and receive little income at all from their work: almost all of their production is consumed by their own households. The logic and potential of implementing a supply chain for fresh produce farmers should be analysed against the reality of the agricultural potential and the environmental realities of Namibia. Apart from the natural elements that cause food insecurity in the country, globalization and market liberalization are also major factors that create an uneven playing field in the fresh produce market for developing and developed agrarian countries (Gebremariam, 2006).

A nation's initiatives to create more localized food systems often include the strategy of import substitution mechanisms which is a method employed by a government to stimulate the economy by substituting domestic products for similar imported products. Creating a fresh produce market infrastructure ultimately encourages local fresh produce farmers to increase production as government provides a guaranteed market for their harvest. West African national cotton companies' role in promoting economic growth over the past 40 years is now well-documented. The companies could assure the supply of quality agricultural inputs and guarantee purchase of the harvested crop (Bingen, Serrano, & Howard, 2003).

Agricultural productivity improvements have long been viewed as the foundation for economic prosperity and social development. Agriculture remains the largest employment sector in most developing countries and international agriculture agreements are crucial to a country's food security (WHO 2012). Government input subsidy is an import substitution measure which when managed properly can effectively induce increased local production. Malawi demonstrates the opportunities and challenges of implementing a national input subsidy program. The government of Malawi successfully implemented a national input subsidy program that led to major surpluses in maize production above national demand in 2006 and 2007 (Denning, et al., 2009). Government agricultural trade policy interventions can involve food safety consumer protection measures.

Sanitary and phytosanitary (SPS) measures are one form of non-tariff international trade barrier with the objective of requiring consumer and intermediate goods to be safe and to provide information to protect consumers from deceptive practices (Miljkovic,

2005). Some agricultural trade policy interventions involve stimulation of growth in the agricultural sector. More frequently consumers are realizing the need of living a healthy life by eating well. Marketing fresh fruit and vegetables has been transformed.

Consumers are eating more fresh produce, purchasing a wider variety year-round, and demanding more convenience. Consumer demand has thus increased for greater variety and quality in fresh produce (Dimitri, Tegene, & Kaufman, 2003).

2.4. The Green Scheme

National Horticulture Task Team (NHTT) was established to increase the local production of horticultural produce and in 2004 the Namibian Government approved the Green Scheme which is a project that is aimed at increasing horticultural output (NEPAD, 2005). According to the Green Scheme implementation manual, the main objectives of the Green Scheme are to increase the contribution of agriculture to the Gross Domestic Product (GDP) of the country as well as to increase food security for household and in the process leave the country as a net exporter of agricultural produce. The identification of agricultural irrigation areas as well as the subsequent increase of such areas is one of the strategies for implementing the green scheme (MAWF, 2012). The government of Namibia revised the scheme in 2008 and it then extended support to the farmers under this scheme so as to increase food production for the domestic market (Werner, 2011). The Ministry of Finance stated that crop farming output improved during 2011/12 due to expansion of activities, completion of several projects under the Green Scheme and better rainfall.

However, poor rain conditions being experienced in 2013 are expected to adversely impact on production. The minister also reiterated that the construction of several storage facilities and the Fresh Produce Hubs at Rundu and Ongwediva were also completed. These initiatives by the Government of Namibia are aimed at increasing the domestic production of food and increasing the food security in the country. (Kuugongelwa-Amadhila, 2013).

2.5. The Fresh Produce Business Hubs

In line with the Government of the Republic of Namibia Vision 2030 and Green Scheme Policy, the Ministry of Agriculture, Water and Forestry (MAWF) has currently finished developing Fresh Produce Business Hubs in Ongwediva and Rundu and is in the process of developing the central hub in Windhoek. These facilities will provide a national marketing and centralized infrastructure for fresh produce in Namibia.

Fresh Produce Business Hubs are national import substitution mechanisms that required stimulating an increase in local production of fresh produce (fruits, vegetables, meat, dairy and fish) for the domestic and exporting markets. The Fresh Produce Business Hubs will also promote the processing and value addition of fresh produce so as to create a diverse range of local products across the value chain. This will ultimately contribute to employment creation within the agriculture sector in the country.

The Fresh Produce Business Hubs will provide:

- Cold storage facilities,
- Grading, sorting and packaging infrastructure
- Marketing and trading (wholesale & retail)
- Transport and logistics

The Namibian fresh produce industry is dominated by South African producers through South African fresh produce markets supplying most of the country's local fresh produce demand with a fragmented and limited fresh produce supply coming from local producers. The objective of the Fresh Produce Business Hubs is to alter the substantial reliance of imports for Namibian fresh produce consumption. This means that the Fresh Produce Business Hubs will actively seek to develop the internal capacity for production. Improved resource utilization within the country will translate to the creation of job opportunities, alleviation of poverty and improved national food security.

2.6. Supply Chain Management

Logistics and supply chain management are often confused in meaning but logistics is a matter of managing the supply and distribution of one company's goods and services whilst supply chain management entails the movement of goods and services across a number of companies, it manages the logistical chains of a variety of interrelated companies (Rhonda Lumus, 2001). Management of the supply chain is of essence for the success of any perishables venture like the marketing of horticultural produce and this link has been rather poor in sub-Saharan Africa (Bekele Shefiraw, 2011). The social interaction and the relationships within the supply chain are the major determinants of the effectiveness of a supply chain (Mikkola, 2008) on this matter, (Luis Aburto, 2005) do not believe with this contention, they are of the opinion that effective demand forecasts are the key to the management of a supply chain as all players within the supply chain know exactly how much to produce, order as well as stock at any point in time.

Fresh produce supply chain management is also affected by the geography of the area as well as the particular nature of the fruit or vegetable in question therefore an effective fresh produce supply chain needs to be able to ensure that the food will reach the consumer in a state that meets the food safety requirements thus the geography of Namibia as well as the types of the locally grown fresh produce that will be available from these areas needs to be taken into account during the supply chain management process (Manish Shukla, 2013). In developing a supply chain for a perishables market, the level of transparency in the market is important as it gives the most feedback to the producer as it aides the planning of the harvest as well as the crops to produce the most (Wilson, 1996). There is more to supply chain management than just the logistical element or the combination of business processes, the management component, planning and control of operations are key to moving a supply chain in the desired direction (Martha Cooper, 1997).

The harvesting strategies to be implemented by farmers are also of significance when managing an agro-supply chain. Farmers need to develop effective harvesting plans so as to avoid flooding the market (Jean-Paul Arnaout, 2009). A research on supermarkets and their suppliers has shown that suppliers produce based on what the market can buy, so the consumers have the ultimate role of determining what can be stocked by the supermarkets (Micheal Clements, 2008). In the Sub-Saharan Africa context, producer marketing groups present the largest opportunity to broadening the market for horticultural produce, these marketing groups have access to the small scale farmer as well as the commercial farmer and they can make use of their supply chain to get fresh produce to the urban retailers (Bekele Shefiraw, 2011).

2.7.National Food Security and Increased Local Production

The food security challenge facing governments can be curbed by defining mainstream development strategies with strongly defined anti-poverty aims and implementing these strategies in ways that are consistent with best practice in public administration. According to Duncan (1999) the framework for government food security actions should be at three levels (Duncan, 1999):

- National and regional levels – by ensuring food availability through production, trade and food aid which affect food prices;
- Household level – by access to and acquisition of food, determined by income and prices;
- Individual level – food use, affected by nutritional practice.

The sovereignty of the food situation of a country is vital as it safeguards the well-being of the general populace by ensuring that everyone in the country gets the right type of food as well as the right quantity (Rehber, 2012). Governments have a responsibility to safeguard national food security position of its people and should be firm against multinational corporations who have a tendency to dump food and discriminatory food policy measures on their populace.

Addressing the food security challenge is not only an issue that can be homogeneously attributed to the production of food in a country but it also depends on individual households abilities to acquire the food. Poverty is a major contributor to food insecurity and it limits the ability of some households to acquire food (Dickson M Nyariki, 1997). Some households may not have food security based on their ability to source the food.

This can be a result of unemployment, social class and in some instances some areas are remotely located and inaccessible meaning that there is no direct access to food sources. The matching of food to income levels is another way of ensuring food security at the macro-economic level, the food available to the people should have a nutritional balance. Concentrating on food security rather than food production is a more feasible solution to remedy the challenges in Africa (Makhura, 1999). If governments deal with poverty they will eradicate the challenge of food security, this is due to the fact that most households simply cannot afford to buy the food they require even though it is readily available in the market (Duncan, 1999). The issue of food security cannot only be managed by the government on its own but rather cooperation with stake holders in the country like the private sector, international institutions and civic society (Laura M Pereira, 2012). Seasonal variations as well as uneven distribution of the food availability based on geographical displacement also contribute to food insecurity.

The extensive production of staples may be skewed to one region and this results in artificial food shortages as some areas will have an excess supply whilst others will have a shortage (Dickson M Nyariki, 1997). The capability to store the produce is another element that may result in food insecurity despite a sufficient local supply. Food security is an issue that is being closely monitored by African states as it is an element that presents a huge risk to a country's defence. Any possible manipulation of the food security of any country can result in civil war and governments end up devoting as much budgeted funds as they spend on the traditional territorial security on food security (Gebremariam W. S., 2011).

Fresh produce production cannot be seen as the ultimate solution to food security challenges as it has a tendency of feeding the already food secure areas and leaves the insecure areas unattended (Bellows & Hamm, 2001) and this questions the impact of the fresh produce market as a means of ensuring food security.

2.7.1. Import Substitution

Import substitution is the process of encouraging the local production of commodities that have been previously imported. This situation results in more food being available locally but it presents challenges like the displacement of individuals from the land that they have been previously using for other purposes so that they can make way for the new agricultural processes.

Import substitution effectively results when national food security efforts lead to substituting local production for what has previously been imported (Bellows & Hamm, 2001). Import substitution should thus be viewed as a policy to concentrate food systems more locally and thus increase food security for a country. However increasing local food production carries both advantages and social complications such as displaced and unsustainable labor outcomes, unequal participation in the benefits and more and less environmentally sound production practices. Further, a food system cannot operate in an independent local vacuum, but is integrated within global systems. It incorporates both “more alternative” and “more conventional” members and processes. There is need for a careful evaluation of the changes that ensue from local import substitution policies for food security (Bellows & Hamm, 2001).

SADC food security strategy does not give pride of place to agriculture as the predominant food security sector. The strategy should emphasize smallholder farming as a means of improving access and availability of food where they have comparative and competitive advantage which can generate rural employment widely and efficiently. Smallholder farming, both in Eastern and Southern Africa and elsewhere in the world, demonstrates in many cases that it can be efficient in the use of resources and can spread the benefits from growth more widely than other production systems. It is no panacea for food insecurity and rural underdevelopment, but as part of a diverse sector which also allows space for other types of farming, it has a great deal to offer (Duncan, 1999). Sub-Saharan Africa is challenged by an unavailability of analytical skill and capacity to effectively manage drought prevention policies as well as intervention measures (Suresh C Babu, 1995).

Even in countries that have an excess of food production, ensuring food security at household level is very difficult as there are a number of variables that come into play when looking at food security at the household level (Laura M Pereira, 2012). The policies that are implemented to ensure food security at national level do not in effect filter down to ensuring food security for the household level. (Suresh C Babu, 1995) The decentralization of decision making on drought matters as well as food matters is an effective way of mitigating the challenge of droughts in Africa. The reason for this is that in as much as the national plans are ineffective, the countries' conditions vary and the translation effect of these measures is not uniform across the entire population and hence a decentralized system can curb the challenges.

Migration is a measure that can result in better food security as rural to urban migration can ensure that the drought prone areas do not only have to rely on the traditional subsistence farming but will be able to get some extra income from the family members that would have migrated (Duncan, 1999). Aide has been one of the subsidies that have assisted the developing countries to combat the challenge of food security but this will only be effective as a support to the main stream supply of food security. It can never be seen as a means of addressing the food security issues of a country as these are the core responsibilities of governments (Duncan, 1999). Governments in Southern Africa need to be better equipped so that they can better negotiate agreements with other parties that may be more efficient and skilled than themselves for instance, the economic partnership agreements.

2.8. The Impact of Government Subsidies on Horticultural Production

The OECD (2006) defines a subsidy as a measure that keeps prices for consumers below market levels, or keeps prices for producers above market levels or that reduces costs for both producers and consumers by giving direct or indirect support. The most common definition of a subsidy refers to a payment made by the government to a producer. Subsidies can be direct cash grants, interest free loans or indirect tax breaks, insurance, low-interest loans, depreciation write-offs and rent rebates. Governments offer subsidies through various initiatives and contract farming is one way subsidies can be discharged. The governments are the ones that will put in the capital for financing the production of the crop and as a result they will have to supply only to a particular market and at a particular price that is determined by the state (Kathrin Strohm, 2006).

Subsidies are often regarded as a form of protectionism or trade barrier by making domestic goods and services artificially competitive against imports. Subsidies may distort markets, and can impose large economic costs. The term subsidy may also refer to assistance granted by others, such as individuals or non-governmental institutions. The United States of America was one of the first countries to offer its dietary staples to the international markets in the twentieth century. The production costs of these staples was heavily subsidized and by so doing they managed to attract human resources from Europe as there was demand for a workforce in the US owing to the increase in productive capacity (Harriett Friedmann, 1989).

In Kenya demonstration plots were set up and then the small scale farmers were trained on proper planting technics. They were supplied with all the inputs they needed and would sell all their produce at the buying centers that were controlled by government (Kathrin Strohm, 2006). This situation guaranteed the farmers of a ready market for their produce and it also ensured skills transfer as they were trained at the demonstration farm. Such a subsidy on the pre-financing of inputs increases the productivity in the country as small scale farmers that would have otherwise resorted not to farming as a result of lack of inputs would now get the opportunity to contribute towards the productivity of the nation and also better their own standard of living. Contract farming on the other hand has the disadvantage that the prices in the market are often higher than the ones offered in the contract, the effectiveness of the management is usually a very difficult balancing act as most of the contract growers will have limited to non-business management skills (Kathrin Strohm, 2006).

This method of subsidy is dependent on the group cohesion and leadership levels and this emphasizes efforts to the interpersonal nature of the contract farming. Contract farming has been well received by a number of countries as it develops the individual households by providing them with a means earning a living. This is seen as a better method as opposed to the subsidies and handouts that African governments have been accustomed to giving citizens (Zylberberg, 2013). However, it is plausible to note that Uganda's agricultural sector has grown from the 1980's and to date this sector contributes 30 percent to the GDP of the country, this growth was not through subsidies but through the intervention of government through policies mainly the Poverty Eradication Action Plan of 1997 (UNIDO, 2007).

This plan emphasized on the research on agriculture as well as the encouragement of private sector performance in the field. Malawi, through subsidies, has managed to increase food security and made the country a net export of staples in 2006 and 2007, from a food deficit of 43 percent in 2005 Malawi achieved a surplus of 53 percent in 2007 (Denning G, 2009). According to Matsumoto (1998) the government subsidies stabilize the prices for the consumer but extreme fluctuations will also be experienced in the short term view. However the long term effect of this is a rather gradual shift in prices as opposed to an uneven curve with a high statistical range.

In the European Union (EU) where subsidies are few or non-existent, the organic food industry is growing, this growth is despite the fact that organic foods are usually a bit more expensive. Policy makers had the intention of increasing the consumption of organic foods in the EU but they did not have to administer subsidies on organic food so that its consumption can grow (Erkhan Rehba, 2002).

This means that in as much as subsidies encourage the consumption or production rate, they are not the only elements that encourage the production. Malaysia and Korea managed to pursue a policy of import substitution as well as develop their industrial capacity and this is widely owing to the fact that these countries already had rather vibrant industrial capacity and the industrial sector was taking up a good proportion of their GDP even before that import substitution initiatives (UNIDO, 2007).

This is unlike most African countries that have a weak industrial sector and heavily rely on importing industrial goods and components. Africa has an over reliance on industrial goods and these goods cannot be produced by most of the African countries; the budget constraint is also another element that restricts the subsidy efforts in Africa. Owing to limited resources, import substitution initiatives in Uganda have been done but at the expense of the industrial goods (UNIDO, 2007). Import substitution focused on consumer goods and the industrial goods were neglected in the entire fiscal policy planning and this situation will result in a weaker industrial potential.

Government subsidies have the effect of stabilizing the market prices and fresh produce plays a vital role in providing food security. Prices need to be kept affordable and so government subsidies have the effect of maintaining price levels when production is low and when the production has reached excess levels the exportation will then be an option that a government will take (Matsumoto, 1998). This means that the price element will never change for the consumers and the government plays the stabilization role so that when production is less and the market prices are high government subsidies for the shortfall and when the prices are low because of excess supply the government will benefit from the exportation of the excess.

Market failures may occur whereby the theory of demand does not correlate with the supply of a product, for instance in Thailand rice production was the major agricultural product, there was demand for leguminous crops but there was no supply on the market despite the fact that the rice production took up more water (Yao, 1999). The Thai government then gave input subsidies to farmers for leguminous crop production, and this resulted in a correction of the market failure that did not favor legume crops. As government plays the allocating role and in order to counter challenges in the market subsidies may have to be used so that the overall objectives of the country can be achieved (Yao, 1999).

Government spending, which can be through subsidies, has a profound influence over what direction the country will take, this is because government influence and emphasis has a strong impact on the pattern of trade (Anwar, 2001). Government needs to however be very skilled in its distribution efforts as the late distribution of subsidized inputs resulted in a low yield in 2005 for Malawi, this caused a food security risk as little effort had been put on emergency initiatives and the importation of food (Andrew, 2008). The 2006/7 subsidy programme in Malawi was effective but without the effective control and distribution channels of inputs it can become a drain of resources (Andrew, 2008).

According to a research on Indonesia in 2000, government subsidies have the effect of increasing GDP and the real consumption in an economy (Abimanyu, 2000) but however, these subsidies should not increase the public debt. This public debt challenge is likely to increase as the fertilizer prices is one of the causes for input subsidies and the continued increase in these prices is likely to strain the fiscal position of many countries

that are subsidizing (Andrew, 2008). Indonesian agricultural sector managed to survive the Asian crisis of the year 2000's owing to government subsidies and other sectors were hard hit by this crisis (Abimanyu, 2000). This leaves the country in a food secure state the economy is performing well. The government in that instance will be able to address the revitalization of other sectors and not have food insecurity as an eminent challenge.

The development of the rural areas can only be done through the concentration of agriculture because this sector is the means of livelihood for the majority in the rural sector. Development of the rural agriculture can only be done through subsidies as the majority of the population in the rural areas does not have the financial capacity to engage in commercial crop production (Yudelman, 1975). Subsidies on interest for loans promote and stimulate growth but it comes at the expense of other sectors which could have made use of the funds (Minniti, 2008). However entrepreneurial activities cannot be driven by the availability of subsidies, if an individual is to flourish and be successful in whatever economic activity one is involved in, the existence or the lack of subsidies does not affect this outcome.

According to Chirwa, D. et.al (2008), he argued that the Malawi Government Agricultural Inputs Subsidy Programme as implemented in 2006/7 was very costly, but is capable of generating benefit: cost ratios between 0.76 and 1.36 (a ratio of 1 represents a "break even" point), not allowing for "second-round" growth effects. He further said that the 2006/7 input subsidy in Malawi resulted in increased maize output from 2.7 million metric tonnes in 2005/6 to 3.4 million metric tonnes in that year. The household food security improved by 8 percent in that year and through the distribution of these inputs the private sector participation increased (Andrew, 2008).

It is however not possible to compare the rate of return of subsidizing inputs to the return that can be yielded by that same amount of investment in other long-term public investments (Andrew, 2008). This means that the opportunity cost of the funding is very high for most subsidy programs.

2.9. The Impact of Government's Provision of Marketing Infrastructure for Farmers

In the 1980's the Bretton Woods institutions namely the International Monetary Fund (IMF) and the World Bank drove an agenda to remove the influence of governments in Sub-Saharan Africa over the marketing of agricultural produce (Howard, 2003). According to this article the reason for removing the government in the marketing process of fresh produce was to encourage the participation of the public sector in this field and in the process remove the government subsidies that were often given by governments.

Throughout West Africa there are commodity marketing initiatives that are run in collaboration with governments and have the intention of collecting produce and marketing the produce, the main aim of these marketing structures is the export of the produce, the most common marketing initiative is the cotton marketing initiative (Howard, 2003), the commodity marketing bodies usually enjoy a monopolistic or oligopolistic completion as they are seen as the only local consumer for the cotton produce. The cotton marketing supply chain in West Africa can also supply inputs and then collect the cotton produce once the produce is harvested.

The influence of these cotton companies was not only in light of the marketing of commodities but they also assist in the planning of processes as well as the training the farmers. This medium is also well controlled by the governments as they can get to the

grassroots level of the economy and ensure that farmers well-being are being catered for and they maintain a political grip on the production and marketing of the goods (Howard, 2003). Agri-business out grower programs are some of the mediums that governments have used to decentralize and privatize the marketing of vegetables, cotton and flowers (Howard, 2003), these marketing initiatives that are done by private companies that have been given the authority by governments to ensure the production and ultimately the production of certain specific produce like cotton or tobacco.

Prior to the 1979 charter, the marketing efforts of fruits and vegetables in Sri Lanka were mostly state run through state marketing boards and this system proved inefficient and it resulted in risks as the price was not certain and so was the demand and also the quality of the produce was low. This is all because that regime did not give training neither was there sufficient transparency on the pricing of the product and hence the production was also low (Abeysekera, 2006).

According to Abeysekera (2006), “New supply chain partners have emerged including out growers, private sector extension workers, transport operators with refrigerated trucks and modern packaging systems, warehouse operators and integrators at the intermediary level, supermarkets, retail shops and exporters”. These new supply chain partners have brought about a change to the traditional supply chain of fresh produce as they have a better price, a guaranteed market and they impart skills on the farmers. Most of the intermediaries provide financial assistance to the farmers and there are no other intermediaries in such a supply chain.

In Sri Lanka the small hawkers and vendors were undermined by the new supply chain but the employment rate in the supermarkets has increased and there is now an

increase in the number of suppliers at the village level (Abeysekera, 2006). The government is being secluded from the supply chain management of produce as there is an element of subsidization if it is involved. Government is being encouraged to adopt a facilitative role by creating a conducive environment for the marketing of fresh produce by private companies (George , Broadley , & Nissen , 2008).

Produce auctions are another means by which governments can be involved in the marketing of produce, auctions can be set up as collaboration between farmer and growers with the assistance of local government (Brown & Montesano, 2005), however the auctions in Pennsylvania have been successful because of the density of the population of farmers within the area. Auctions cannot be used as the sole marketing initiative but they can only function effectively in a situation whereby there are other marketing mediums but this marketing medium caters for the excess production and the preferences of some farmers.

In Asia the farms are owned mostly by families and the supply chain is mostly covered by local collectors that usually have close relationships with the local growers and these collectors then sell to the wholesalers and the market agents. This situation has resulted in low product quality and there are limited benefits that have been realized in the entire supply chain (Nissen, et al., 2008). India makes use of regulated Agricultural Produce Marketing Committee (APMC) markets, these are regulated markets that sell the produce to the retailers (Punjabi & Sardana, 2007) unfortunately these markets do not acquire the produce directly from the growers but they rely on local agents who sell to the local wholesalers and these in turn sell the produce to them.

This situation has resulted in the local government having little influence over the grading and there is too much handling during the process which results in excessive product losses and expensive transport costs. In order for the government to effectively link the growers to the market for horticultural produce, they need to set quality standards for fresh produce, train farmers on post-harvest handling of the produce and then develop the link between the retailers and the small farmers (Punjabi & Sardana, 2007).

The government of Thailand created the Farmer Assisted Fund (FAF) which was a national fund that had the objective of regulating prices and ensuring efficiency in the production processes of local fruit and vegetables (Srimanee & Routray, 2012). National Economic Social Development Plans (NESDP) has been the core of the development of marketing strategies for fresh produce in Thailand. These policies increased agricultural output and resulted in the diversification of the Thai agricultural sector (Srimanee & Routray, 2012), the government also invested in farm to market road infrastructure which supported the marketing of the produce in the farms.

The NESDP's is much like Namibia's National Development Plans (NDP) which came in periodical phases and the tenth NESDP which ran from the year 2007 to 2011. A Good Agricultural Practice (GAP) initiative was in force and managed by the Ministry of Agriculture and Cooperatives (MOAC) as from 2004 and this body has been responsible for maintaining the quality of fresh produce so as to increase the marketability of Thai produce (Srimanee & Routray, 2012). The competitiveness of the fresh food produce in Thailand was increased on the global market and this unlocked a whole new market for the country's produce.

These leaps and bounds in Thailand however resulted in reserved private sector cooperation as the government was not only playing the stabilization role but it was encroaching into areas that would be better managed by the private sector (Srimanee & Routray, 2012). Governments have the option of either engaging in contract farming or managing the linkages between the small farmers and the retailers so as to better market fresh produce (Srimanee & Routray, 2012).

According to Van Zyl, Vink, Townsend, & Kirsten (1998), the market reforms and liberalization of the agricultural market has an influence on staple crops like wheat and maize produced in the Western Cape as these commodities could have been imported on the global economy and resulted in a crippling of local output. This scenario is however not the case with horticultural produce which was not affected by any of the measures. This was mostly due to the fact that these products are perishable and importation of such products was very risky and the supply chain for these products would have been weaker than the already established local supply chain in the Western Cape.

The oil crisis of 1974 resulted in the Japanese intervention in the agriculture markets as there was a lot of price instability (Vitanov, Sakai, Jordanov, Managi, & Demura, 2007). This investigation shows that the intervention was successful and resulted in more predictable prices for the producers and buyers. Technical trade barriers are the major hindrances to world agricultural trade and there is a continuous discourse over the matter of reducing such barriers at political levels and the eradication of such barriers have been successful as evidenced by the increase in global trade (Roberts, 1999). In Uganda sweet potato development was being hindered by market problems and the government decided to intervene under the Participatory Market Chain Approach (PMCA) which was an

approach that was highly successful in Bolivia and Peru (Houton, Akello, Aliguma, & Bernet, 2010).

The research reveals that the PMCA was successful in Uganda and it encouraged innovation as well as improving the livelihood of the poor and created a market of sweet potatoes in Uganda. In South East Asia the construction of modern wholesale markets for fresh produce was demanded by city authorities as previous initiatives had failed dismally to combat the market challenges. This situation implied that the government authorities had to invest in infrastructure that would make sure that the market for fresh produce would work efficiently (Cadilhon, Fearne, Moustier, & Poole, 2003). This possibility is the same one that is being researched and investigated by this paper.

Given the right support from government institutions, small scale farmers can meet the strict production and quality standards imposed by the global market (Narro, et al., 2008) and this is a challenge that India has not managed to overcome. India has big production level for grapes but it has not managed to attract the global market due to the fact that the government has not managed to improve the training of the small scale farmers on the handling of the crop so as to meet global standards. So in that light India is stuck with excessive grape production but no market is willing to buy their product. The government has the allocative role and it must ensure that any market inefficiency is corrected in order to develop the grape production and exports of India (Narro, et al., 2008).

2.10. Promotional Strategies and Demand for Locally Grown Fresh Produce

The propensity of consumers to consume a certain product depends on the individual perspectives, education levels as well as the levels of income (Govindasamy & Italia, 1999). Organic food in the US has managed to gain consumer loyalty as most of its consumers are willing to pay a premium for organic products. This demand for organic goods was successful mainly due to the health appeal that organic goods have on consumers. This appeal then created a demand for this produce and its loyalty has grown (Govindasamy & Italia, 1999). Promotional marketing strategies work to a certain extent and for the fresh fruit market in the United Kingdom (UK) they simply did not work. The UK is slowly demanding less fresh produce and a survey has revealed that from 1984 to 1994 the domestic marketable production decreased by 30 percent (Hughes, 1996). The UK consumers are the most complicated in the world, their tastes preferences and choice are so vast and the retailers have had to implement Effective Consumer Response (ECR) initiatives with their local suppliers so that they can look at the characteristics that consumers are looking for in a product and develop such a product and in turn maintain the rather diminishing demand for local fresh produce (Ferne & Hughes, 2000).

The demand for locally produced fresh produce has been diminished and consumers in the UK are being attracted by fruit from the Mediterranean islands, this is due to the fact that the low ability of the UK to produce fresh fruit competitively, the domestic market is now rather concentrating on a small niche of lifestyle farming and does not aim at satisfying the local market (Hughes, 1996). Promotional strategies focused on innovation, proactive relationship management, financial stability and supply chain integrity have resulted in a change in the consumption rate of fresh fruit in the UK There

is a dramatic change in the consumption rate of fresh fruit in the UK as opposed to the consumption rate 20 years ago (Ferne & Hughes, 2000). The fresh fruit marketing boards in the UK need to be privatized so that they can better manage and promote the consumption of local fresh produce (Grant, 1995).

The value adding strategy has resulted in the increase in the per capita consumption of locally produced fresh fruit by 8 % during the period lapsing between 1995 and 2000 (Dimitry, Tegene, & Kaufman, 2003).

The average consumer desires more from a product like all year availability and value addition services like branding, packaging as well as preparation of produce. These elements will increase the consumption of fresh produce and the product will become more appealing to the consumer (Dimitry, Tegene, & Kaufman, 2003). Market segmentation and target marketing are some of the key methods of increasing the demand for products, consumers differ in tastes and preferences as some are attracted by the price element, some consider the health and organic elements and others based on their education levels base their preference on the physical appeal of the product or even its presentation in the shop (Bond, Thilmany, & Bond, 2008). Brand recognition through specialty marketing and even a differentiation of the product through adopting different production methods are ways in which the markets for locally produced fresh produce have managed to grow in the United States of America (Bond, Thilmany, & Bond, 2008). New Zealand fresh produce retailers adopted a stringent marketing drive to encourage new and repeat buyers and this will eventually lead to a growth in the market for fresh produce and ultimately demand will increase (Mowat & Collins, 2000).

Demand management is a key strategy to growing the demand for any produce, It was investigated that in as much as fresh produce supply chain is managed well because of the perishability of the product, there was a poor demand management of the shop floor by the majority of retailers in the United Kingdom (Taylor, 2006). This poor demand management would then translate to lower sales figures as the demand from the consumers would not be communicated to the producers and growers so that they also evolve with the consumers' tastes and expectations.

According to Taylor and Ferne (2009), "The development of a more systematic and integrated approach to demand management across food supply chains would improve customer service by contributing to higher levels of product availability." Retailers argue that promotions are necessary to create consumer interest in the store and as well as counter the activities of the competitors (Taylor & Ferne, 2009). Promotions are a means of increasing demand and they are mostly catapulted by the availability of the products as well as the ability of the supply chain to manage the increased demand for the produce (Taylor & Ferne, 2009). These promotions have the effect of creating an artificial demand yet combating the challenge of excessive supply of a product. Social marketing, especially targeting the health element of fresh produce was seen to have developed an inclination towards certain produce and in that light incited some demand and it therefore creates a market niche (Kirchhoff, Smyth, Sanderson, Sultanbawa, & Gething, 2011).

An increase in the awareness of the current consumption rate in comparison to dietary requirements will have an effect of increasing the rate of consumption of fresh fruit and vegetables in the UK, (Cox, Anderson, Lean, & Mela, 1998). This is because the information on the public domain on the consumption rates has got low social pressure

and the cost element is another huge determinant to the low consumption rate and demand for fresh fruits.

2.11. The Impact of Government Trade Policy of Fresh Products

Food security problems cannot be solved by trade policies alone, a reduction or elimination of trade-distorting policies can contribute considerably to establishing an enabling international environment for trade and development in the poor countries. The World Trade Organization's agreement on agriculture fundamentally covers three areas: market access, domestic support and export subsidy; each of which has a link with food security. The rules on the three pillars were aimed at creating a fair and market-oriented agricultural trading system (Chikhuri, 2013).

Infant Industry Protection is the supposition that emerging domestic industries need protection against international competition until they become mature and stable. The infant industry argument is the oldest and best known rationale for intervention of government or an industry or of the manufacturing sector as a whole. Motivated at least to some extent by the argument, the US, Japan, and Germany all began their industrialization processes under protection, and many developing countries have thereafter attempted import-substituting industrialization policies. Despite the theoretical rationale for infant industry protection, the effectiveness of protection programs in practice has been observed to be questionable leading to a general skepticism over infant industry protection policies and import-substituting industrialization (Kaneda, 2000).

Developing countries use infant industry protection as a justification for trade protection.

Agricultural intensification is central to the Green Revolution (GR) programme. This initiative, which dates back to the early 1940s, revolves around the development of high-yielding and disease-resistant seed varieties that aims at bringing about efficient and secure food production. This was with a view to achieving high efficiency in food production most especially in the developing world and by 1957 what looked like a revolution had spread like a wildfire to Asia (Kolawole O. D., 2012). Nigeria embarked on a green revolution just after its independence from British colonial rule but this was not a success. If the GR had a chance in sub-Saharan Africa as it did in Asia, many factors may have sabotaged it.

The sub-Saharan Africa faces challenges of bureaucracy, corruption, inconsistency in policy implementation, poor infrastructure and these challenges restrict the governments from making any sensible interventions to increase market access. Cooperations that need to venture into sub-Saharan Africa need to take into account the peculiarity of the region as well as the weaknesses of the coordinative role of the government policy (Kolawole O. D., 2012). A green revolution that takes into account the contexts and interests of the small farmers, the need for developing appropriate technologies, infrastructures and market development, value-chain additions is argued and advocated for in order to bring about a genuine African green revolution (Kolawole, 2012).

Agricultural import tariffs have the effect of making imports more expensive and attract the market to the local produce, but in order for this situation to work, the government needs to ensure that there is increased market access otherwise if there is market inefficiency household food security may be a challenge (Anderson & Martin,

2005). According to research on the Doha Development Agenda, for the agricultural sector to grow and become self-sustaining governments need to remove protectionist measures, the agricultural sector will grow better if it is exposed to international competition through imports (Anderson & Martin, 2005).

However, not all the studies and research carried out in relation to the liberalization of agricultural trade will determine the exact outcome but the purpose of agricultural research is to enlighten the decision making process so that all the assumptions are taken into consideration but one cannot draw conclusions based on a particular model (Wagstaff, 1979). Agriculture is a source of livelihood for 64 % of the population of sub-Saharan Africa (Chikhuri, 2013) given such a high dependence on agriculture governments in the region have mixed opinions over whether the liberalization of these markets will be a viable means of encouraging economic growth. An enabling environment for the creation of food security can be achieved by the removal of price distortions and liberalizing the market to global import competition. International trade can have a significant impact on reducing hunger and poverty in developing countries (Chikhuri, 2013).

The Australian dairy protectionist measures by the government resulted in the protection of the producers and processors of dairy products but it resulted in the exploitation of consumers (Blank, 1985). The price of dairy products became higher on the domestic market and this pushed consumers to make use of substitutes. Zambia has to a great extent liberalized its industrial sector and there have been increases in the GDP growth of the country as well as a rise in the exports of the country (Mudenda, 2010). In Africa some countries made significant progress in liberalizing trade, rationalizing tariffs

but other countries are still battling to reach policy conclusions on what stances to take (Santos-Paulino, 2007).

2.12. Conclusion

This chapter reviewed literature related to supply chain and change management. The chapter covered the definitions of supply chain and change management, theories of supply chain, and elements of change management. The next chapter deals with Research Methodology and Design.

CHAPTER THREE

3. RESEARCH METHODOLOGY & DESIGN

3.1. Rationale of the Methodology

This study is a qualitative research which investigates the strength of the supply chain management as well as the market for locally produced horticultural produce in Namibia. The interpretive research strategy was used in gathering data that was used in this descriptive qualitative approach. Qualitative research focuses on phenomena that occur in natural settings and involve studying those phenomena in all their complexity (Leedy and Ormrod, 2010, p.135). In this case, this research seeks to examine the variables that influence supply chain of fresh produce and change management in Namibia.

3.2. Research Design

The study is a qualitative research which assesses the factors that influence the supply chain of fresh produce in Namibia. The interpretive research strategy was used that employed a descriptive qualitative approach. Myers (2009) argued that the premise of interpretive research is that access to reality, whether given or socially constructed is only through social constructions such as language, consciousness and shared meanings. Interpretive paradigm is underpinned by observation and interpretation, thus to observe is to collect information about events, while to interpret is to make meaning of that information by drawing inferences or by judging the match between the information and some abstract pattern. This approach allows the description of the situation qualitatively.

Interpretive research strategy enables the researcher to gain new insights about a particular phenomenon, develop new concepts or theoretical perspectives about the phenomenon and discover the problems that exist with phenomenon (Leedy and Ormrod, 2010 p.136). In this case, the phenomenon explored is the supply chain of fresh produce in Namibia. By using descriptive research strategy, the researcher intended to describe and interpret the characteristics of the existing phenomenon on supply chain and change management in Namibia.

The researcher sought to discover answers to questions relating to the fundamental characteristics that define the research subject of the factors that influence the supply chain of fresh produce and change management. Saunders, Lewis, and Thornhill (2003, p.97) indicate that the object of descriptive research is to portray an accurate profile of persons, events or situation. Collis & Hussey (2003, p. 113) defined research design as a science or art of planning procedures for conducting studies so as to get the most valid findings. A case study is an interpretive methodology that looks in depth on a particular event or situation that was applied in this research.

3.3. Research Population

Akpo (2006, p.169) argued that a research population is the entire group of persons or set of objects and events of interest to the researcher. Three sets of population were considered for this research and these included fresh produce farmers, government officials, and retailers. Blanche et al, (2006) concludes that the population selected should be those to whom the research question applies. A sample frame was drawn from the population.

3.4. The Sample size

The sample size is generally determined by the population of the research subjects to be surveyed. According to Leedy and Ormrod (2010, p.213), he argued that if the population is less than 100, do not sample, survey the entire population. If the population size is around 500, sample 100. However, there are no hard and fast numbers that represent the correct number of participants in a qualitative study. Qualitative studies can be carried out with a single participant or, when studying multiple contexts, may have as many as 60 or 70 participants (Gay et al. 2009, p.139).

The authors further argued that, there are two general indicators used to determine whether a sample is of sufficient size, namely representativeness and redundancy of information. Redundancy of information can only be ascertained after collection of field data and this is the data analysis stage. For this study, the sample size was four farmers, four retailers, and four government officials respectively.

3.5. Sampling Procedure

There are two main types of sampling methods that include probability sampling and non-probability sampling (Leedy and Ormrod, 2010, p.205). In this study, purposive probability sampling technique was used to select the sample frame. Welman et al. (2005, p.59) stated that purposive probability sampling enables each member of the population to have the same chance of being included in the sample. The primary consideration in purposive sampling is the judgment of the researcher as to who can provide the best information to achieve the objectives of the study. The researcher only goes to those subjects who in the researcher's opinion are likely to have the required information and be willing to share it (Horn, 2009; Kumar, 1999).

In this case members of horticulture farming community, the retailers and government officials were ‘hand-picked’ for this research on the basis of relevance to the theory/issue being investigated and privileged knowledge or experience about the research topic. Purposive sampling was selected as the researcher already knows something about the specific universe or events and deliberately selects the particular universe because they are seen as instances that are likely to produce the most valuable data (Denscombe, 2010). The research utilized database obtained from Namibia Agronomic Board and The Ministry of Agriculture, Water and Forestry in order to determine which retailers and farmers to approach during the interview process.

The purposive sampling technique was used to select a sample of 12 respondents using purposive sampling technique. This procedure was used to ensure that each participant had a chance of being included in the sample. However, although purposive sampling may be very appropriate for certain research problems, it can result in sample bias as the selection of the participants is determined by the researcher. It is therefore impossible to evaluate the extent to which such samples are represented of the relevant population thus not possible to generalize the results (Welman, Kruger, and Mitchell, 2012). The participants profile is outlined in Table 3.1 below.

Table 3.1: Participants profile

Participants	Background
F1	F1 is a commercial farmer from Etunda Irrigation Project. F1 owns a farm which has 1200 hectares of land. F1 has a Master's degree and an under graduate degree in Crop Science. F1 specializes in farming cereal like wheat and maize. F1 also produces agro-products like vegetables, onions, butternuts, jam squashes, potatoes and sweet potatoes. 80% of the farm is covered with cereal crops and 20% is covered with vegetables.
F2	F2 is 45 years old and is a commercial farmer. F2 produces cabbage, sweet potatoes, tomatoes, green pepper, water melon, beetroot, butternut and jam squash. F2 believes that high value products are potatoes and onions. F2 did not receive any farming training, but uses life experiences.
F3	F3 has 8 hectares of land. F3 produces butternuts, cabbage, carrots, onions, green pepper and beetroots. F3 received agricultural training from Mashale for one year. F3 also received two weeks training in horticultural production in Kenya.
F4	F4 manages government farms that constitute 6000 hectares of land which is under irrigation. F4 produces an assortment of crops that ranges from maize, wheat, potatoes, onions, grapes, dates, ground nuts, barley, tomatoes, cabbage, butternut and gem squash. F4 has ventured into orchard production, focusing on lemons, guava and mangoes. F4 received training on good agricultural practice as well as training on HACCP. F4 continues to receive training that is sponsored by the University of

	Namibia and the Polytechnic of Namibia.
R1	R1 is a retailer who is based in Oshakati. R1 has been in retail business for 30 years. R1 imports fresh produce from South Africa. R1 also procures some fresh products from the local markets like Entunda and Tsumeb. R1 specialises in a variety of products that ranges from apples, mango, pineapples, avocado, sweet potatoes, fresh tomato, green pepper and water melons.
R2	R2 is a retailer who is based in Ongwediva. R2 has been in retail business for 20 years. R2 specialises in fresh products like lettuce, cucumber, apples, banana and many more. R2 purchases naturally value products locally.
R3	R3 is a retailer who operates in Ongwediva. R3 has been in retail business for 13 years. R3 procures fresh produce locally. R3 specialises in fresh produce, products that range from potatoes, onion, cabbage, spinach, pumpkin, sweet potato, butternut, garlic, ginger and sweet corn.
R4	R4 has been in retail business for 6 years. R4 procures fresh produce from local market. R4 specialises in fresh products like potatoes, cabbage, onions, apples, oranges, bananas, water melon and spanspeks.

Table 3.1 Source: Survey Data - Participants profile

3.6. The Research Instrument

The researcher made use of a case study. Extensive data were gathered about the farmers, retailers and government officials' contributions in fresh produce supply chain

management to facilitate the process of change management. Semi-structured interviews with horticultural farmers, retailers and government officials were conducted over a period of a month at their availability and convenience. Interviews in qualitative studies are either open-ended or semi-structured and therefore allow for probing and rephrasing if and when needed. A semi-structured interview was selected based on the following reasons that there is an interview guide with topics to be covered, availability of starter questions and guidance and what themes to introduce if the interviewee does not introduce them, guidance on interviewer behaviour and guidance on the clarification that can be offered and the extent to which the interviewer can stray beyond the brief with follow-up questions (Newby, 2010).

Another reason would be that the interviewer is prepared to be flexible in terms of the order in which the topics are considered, and perhaps more significantly, to let the interviewee develop ideas and speak more widely on the issues raised by the researcher (Denscombe, 2010). The use of semi-structured interviews obtains a richer picture of some aspect under investigation. It allows for the use of direct quotes from the respondents to reveal insights about the feelings, opinions and arguments and to give personality to a written report. It also provides an authentic voice, adds emotion and passion and enables the researcher to convey in a powerful way, issues and perspectives that are important to the interpretation and explanation (Newby, 2010). It provides the respondents with options to decide the wording of the answer, the length of the answer and the kind of matters to be raised in the answer.

The downside of using semi-structured interviews are that they demand some effort on the part of the respondents and leave the researcher with data which are quite 'raw'

and require a lot of time-consuming analysis before they can be used (Denscombe, 2010). The primary disadvantage is that the researcher gets information from different people and may not be able to make comparisons among interviewees. It is also time consuming and needs an expert to transcribe the interview. However, the researcher conducted the semi-structured interviews by appointment after seeking the consent of all the participants.

3.7. Pilot Study

To ascertain the efficacy of the research instruments, a pilot study was carried out to identify areas that required revision and correction, to refine the research instrument. Three respondents from the study sample were used in the pilot study. Weaknesses of the design that includes questions, comments and inputs from the subjects used for the pilot study were identified and improved. Some questions were re-phrased, some discarded and some new questions were added to the interview guide. The pilot study helped the researcher to have greater insight and to establish the reliability and validity of the research instruments (Bell, 1999).

3.8. Data Collection Procedure

The researcher prepared an interview guide where questions were based on predetermined notions and were listed. With permission of the subjects, a Dictaphone was used to record the conversation for transcription after the interview. Semi-structured interviews were conducted with the four fresh produce farmers, four retailers and four government officials.

3.9. Data Analysis

Interpretive researchers attempt to derive their data through direct interaction with the phenomenon being studied. An important aspect of data analysis in qualitative case study is the search for meaning through direct interpretation of what is observed by themselves as well as what is experienced and reported by the subjects. Bogdan and Biklen (2003) defined qualitative data analysis as “working with the data, organising them, breaking them into manageable units, coding them, synthesising them, and searching for patterns”. The aim of analysis of qualitative data is to discover patterns, concepts, themes and meanings. In case study research, Yin (2003) discusses the need for searching the data for “patterns” which may explain or identify causal links in the data base. In the process, the researcher concentrates on the whole data first, then attempts to take it apart and re-constructs it again more meaningfully.

Categorisation helps the researcher to make comparisons and contrasts between patterns, to reflect on certain patterns and complex threads of the data deeply and make sense of them. The process of data analysis begins with the categorisation and organisation of data in search of patterns, critical themes and meanings that emerge from the data. A process sometimes referred to as “open coding” is commonly employed whereby the researcher identifies and tentatively names the conceptual categories into which the phenomena observed would be grouped. The goal is to create descriptive, multi-dimensional categories that provide a preliminary framework for analysis. These emerging categories are of paramount importance as qualitative researchers tend to use inductive analysis.

In a case study like this one, the data collection and analysis can also go hand in hand in an iterative manner in that the results of the analysis guide the subsequent

collection of data. Data collection and analysis inform or drive each other, with the result that the analysis becomes a higher level synthesis of the information. The iterative cycle was repeated and course design and development checked and revised as the process continued. In this study, the interview results were recorded and transcribed. The individual responses were analysed, compared and categorised. The collected data was interpreted and explained against the relevant research questions.

For the purpose of this study, data were analysed only qualitatively. The process followed in analysing and presenting the data was based on a data analysis depicted in figure 1, below. The model was derived from the logic model approach. Actor-Network theory (ANT) could have been appropriate framework to use in this study. The theory is a philosophical approach which attempts to comprehend complex social situations by paying attention to relation elements, referred to as associations (Latour, 2005). Initially, the theory emerged as a way to study the process of producing scientific knowledge (Shapin, 1995). The theory focuses on human and non-human actors (in form of ideas), (Sheehan R, 2010, p.338). This underpins the weaknesses of the theory. The theory is further compounded by its focus on investigating micro-contexts (Mclean and Hasard, 2004). The theory only provides structural explanations. Given these limitations, the theory was not used in this research.

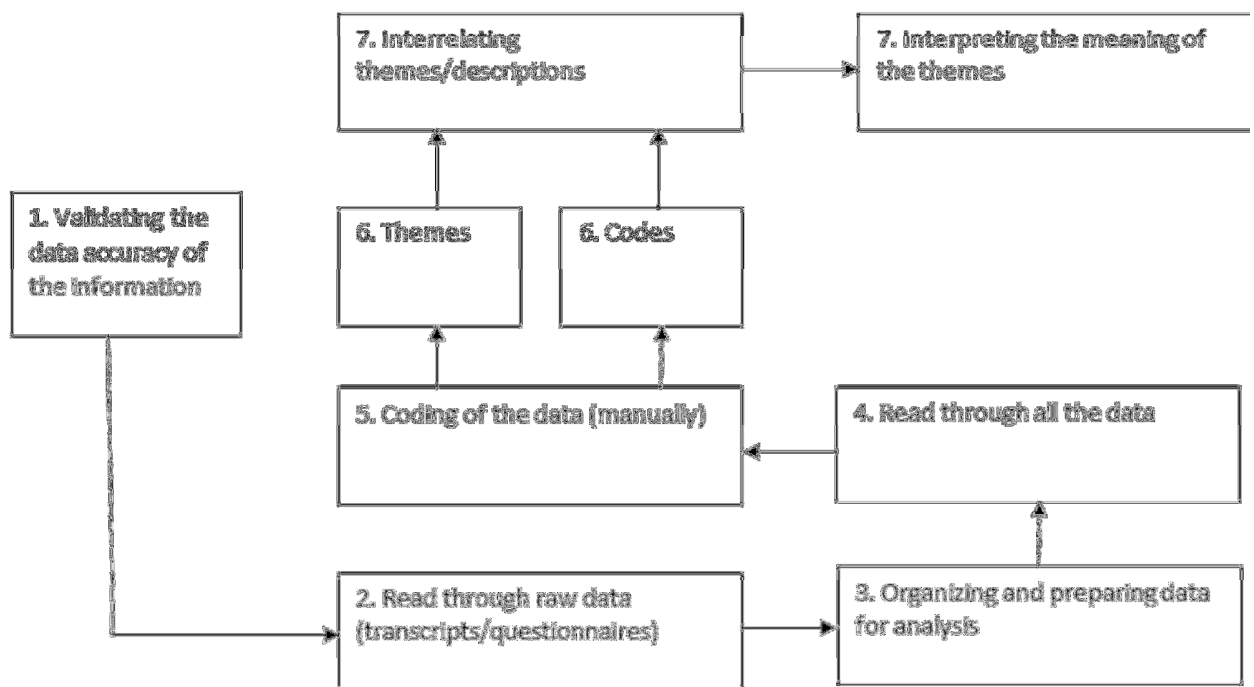


Figure 3.1 Data Analysis process (Cresswell, 2009)

Figure 3.1 above depicts the various steps that are involved in the explanation of the data analysis model. The steps range from step 1 up to step 7 (Cresswell, 2009):

Step 1: Involves the validation of data for accuracy of information. In this process, the researcher validated the accuracy of the data transcribed by professionals, by reading through each transcription several times comparing them against their respective recordings.

Step 2: In this part, process of data analysis, the researcher carefully read through all raw data of the transcripts several times to get a general sense of the information and to reflect

its overall meanings and identify themes and sub-themes that emerged from the interview.

Step 3: The researcher organised and prepared the data for analysis by sorting and organizing the data into different categories/themes as per sub question formulated from the main research question.

Step 4: The researcher read through all data carefully once again. The reasons were to find out what participants were really saying, what ideas emerged from the data and what was the impression of the overall depth, credibility, and use of the information. At this stage the researcher started to look for general patterns, similarities and differences in the responses from the subjects.

Step 5: This stage outlines the coding system used in this research. The researcher began by making detailed analysis with a coding process. In this case the researcher only coded the interviewees as F1, F2, F3, F4, R1, R2, R3, R4, GO1, GO2, and GO3 respectively.

Step 6: At this stage, themes and sub-themes are identified. The researcher focuses on themes and sub-themes predetermined from the sub-questions of the main research question by organizing the material into segments of text before bringing meaning to information. Data were then fit to these themes and sub-themes through sentence construction. The procedure involves organizing the data according to a data analysis memo/summary, by tabulating it under the sub questions of the main questions. Themes were formulated based on the questions under each sub question.

Step 7: Is the final step in the data analysis process that involves making an interpretation or meaning of the data. Data were interpreted by means of reading with understanding what emerged from the themes and the sub-themes according to the information provided

by the subjects' personal opinions, experience and appreciating the study based on farmers, retailers and government experiences in supply chain management of fresh produce in Namibia.

The outline of the research questions used in the focus group discussions are as follows;

- i. How do you market your fresh farm produce and how wide is your distribution networks?
- ii. If government introduced policies to stop fresh produce importation, what mechanisms would you introduce to be able to meet production demand?
- iii. What challenges do you face when importing from outside Namibia?
- iv. How do the Agro Marketing and Trade Agency and Fresh Produce (AMTA) help retailers in increasing the sourcing of fresh produce from local market?
- v. What do you think the government should do to increase the domestic horticulture in Namibia?
- vi. Would you consider as a retailer to contract local farmers to produce for you the bulk of your fresh farm produce?
- vii. What are the government policies on increasing domestic horticultural production for local Namibian markets?
- viii. What are the challenges in the current fresh produce supply chain, supply industry in Namibia?
- ix. What policies should government adopt to ensure local farmers are able to meet Namibia fresh produce consumer demand?
- x. How would subsidies facilitate local farmers to have domestic market access?

- xi. Can you describe the relationship between National Food Security and increased local production of fresh produce in Namibia?
- xii. How would government buying fresh produce from farmers and selling to retailers affect trade with respect to free market access?
- xiii. What strategies should government introduce to ensure expansion and continuance of the domestic oriented procurement measures?

A summary of the overall analysis of the raw data was then given under each sub question based on the information gathered under each theme and sub-theme. Discussion of the findings was based on an integration of the researcher's personal interpretation with a meaning derived from a comparison of the findings with information assembled from the literature review or theories. This could result in either a confirmation of past information or a divergence from it, or could also suggest new questions that could be asked – questions raised by the data and analysis that the researcher had not foreseen earlier in the study. However, these are discussed in chapter five of the thesis; discussion of findings, conclusion and recommendations.

3.10. Reliability and Validity

Two experts were identified and asked to rate the reliability of the interview guide. The degree of agreement of the two experts determined the reliability of the interview guide. Welman et al. (2005, p.142) stated that if the research finding can be repeated, it is reliable. On the other note, Maree (2009, p.215) described reliability as the extent to which a measuring instrument is repeatable and consistent. The inter-rater reliability was used to rate uniformity of the interview guide. Maree (2009, p.216) defined content

validity as the extent to which the instrument covers the complete content of the particular construct that it is set out to measure. Face validity and content validity are the two forms of validity that were used to measure what was to be set out in the interview guide.

3.11. Ethical Considerations

Welman, Kruger and Mitchell (2005, p.181) stated that ethical behaviour is important in research, as in any other field of human activity. Welman, Kruger and Mitchell (2005, p.181) further explained that principles underlying 'research ethics' are universal and concern issues such as honesty and respect for the rights of individuals. In respect of this study, the researcher observed the research ethics throughout the study. Leedy and Ormrod (2010, p. 101) also stated that researchers should not expose research participants to unnecessary physical or psychological harm. Furthermore, Leedy and Ormrod (2010, p. 102) argued that researchers must keep the nature and quality of participants' performance strictly confidential. This means that ethical issues of participants' rights and privacy were considered in this research. The information gathered in the study remains confidential and identity anonymous. The researcher sought consent from the respondents to conduct the study before carrying out the study.

3.12. Conclusion

This section dealt with the methodology to be employed in this study. The research approach, method and the research process is covered and explained in this chapter. The methods of collecting data by means of interview guide have been explained. Finally, the need for ethical consideration in carrying the study was considered.

CHAPTER FOUR

4. DATA PRESENTATION AND RESULTS

4.1. Introduction

This chapter discusses the results of the study. The results are discussed in the form of the outcome from respondents' opinion. Thematic areas in the form of themes and sub-themes are identified in this chapter.

4.2. Primary Data Analysis

The aim of collecting primary data was to establish the respondents' views of how the fresh produce supply chain in Namibia can be transitioned from imported to domestic oriented procurement and use the data gathered to determine patterns and ultimately draw conclusions on the research problem. The research seeks to identify the critical themes and sub-themes that determine patterns on supply chain management of fresh produce in Namibia and ultimately draw conclusions on the whole supply chain process.

4.3. Sample Description

The respondents were characterized and code named. Table 4.1 below depicts the coded respondents who participated in this research.

Table 4.1: Participants Profile**N = 11**

Participants Profile	F1	F2	F3	F4
Designation	Farmer	Farmer	Farmer	Farmer
Years of experience	15 years	9 years	13 years	6 years
Type of business	Commercial	Commercial farmer	Horticultural farmer	Manages government farms

Participants Profile	R1	R2	R3	R4	GO1	GO2	GO3
Designation	Retailer	Retailer	Retailer	Retailer	Government Official	Government Official	Government Official
Years of experience	30 years	20 years	13years	10 years	5 years	7 years	12 years
Type of business	Sole trader	Sole trader	Sole trader	Sole trader	Government	Government	Government

Table 4.1 Source: Survey Data - Participants profile

Table 4.1 above reflects the participants profile matrix, showing the designation of participants, years of experience, type of business and whether the participant import or export fresh produce. The information helps the researcher to understand and appreciate the nature of supply chain of fresh produce in Namibia.

4.4. Themes and Sub-themes Interpretation

A summary of the overall analysis of the themes and sub-themes of the collected data is discussed under this section. Discussion of the findings is based on the respondents' output and the integration of the researcher's interpretation and meanings derived from relevant literature and theories reviewed. The findings either confirm historical results or refute it. At times, the findings suggest new questions that could be asked, derived from the analyzed data. The inter-connectedness of the findings is discussed in Chapter Five of the study. The next section will give a breakdown of the data analysis memo used.

4.5. Summary results of interview questions (Farmers)

4.5.1. Sub Theme 1: Marketing of fresh farm products

- **F1:** "Marketing is a big challenge for us. What happened is that we do a lot of adverts with the national radio services"
- **F1:** "We go door to door at the marketing retailer's shop to promote our produce"
- **F1:** "That is basically what we do as the marketing strategy for our fresh products"
- **F2:** "I must mention that the market is built over years so I started 9 years back. So I have myself in a position to market throughout the country"
- **F3:** "When we harvest we send it to Fruit and Vegetable shop through our service providers"
- **F3:** "We don't do any marketing, we send to Fruit and Veg, Fresh Mark locally"
- ❖ **F4:** "In the past we would harvest and just be at the mercy of the retailer markets"
- ❖ **F4:** "We lobby them or just also with the catering companies"

- ❖ **F4:** “With the strengthening of the domestic market, we have also been able to secure local market because retailers are compelled in one way or another to procure locally”

4.5.2. Sub Theme 2: Distribution of fresh farm produce

- **F1:** “We have got two methods. One method is that we deliver to the customers”
- **F1:** “Some customers prefer to come and collect from the farm and this is how we sometimes deliver”
- **F2:** “Yes the produce are supplied through stuff that the company itself owns and the three trucks go out to supply”
- **F3:** “Yes, we supply to local supermarkets using NamFresh trucks provided on the agreement scheme”
- ❖ **F4:** “Yes we produce distance wise up to international markets”

Summary opinion of Fresh farm products marketing and distribution. Responses were given by the respondents:

- a) Highlighted that they do marketing on their own (**F1, F2, F3, and F4**)
- b) Believes that maturity of the market needs no marketing anymore (**F2**)
- c) Established markets such as Fruit and Veg, Fresh Mark (**F3, F4**)
- d) Lobby catering companies and all retailers are forced to procure locally (**F4**)
- e) Deliver to customers (**F1, F2, F3, F4**)
- f) Some customers come and collect (**F1**)

4.5.3. Sub Theme 3: Government Policies to stop fresh produce importation

- **F1:** “If government decide to stop, we can increase the production as per crops that we are producing”

- **F2:** “I do not know whether we have the capacity to win those commissions and that is a challenge”
- **F2:** “If the government has to stop importation, it means it has to assist farmers to meet their demands”
- **F3:** “I think we will be able to make plans on how we are going to plant more farm produce”
- **F3:** “We will look into the market and see what is needed so that we will produce according to what the market wants”
- ❖ **F4:** “I think in my opinion the government should not just stop the importation of fresh produce. They should rather just, in my opinion, clear the, sort of discriminatory systems”

Summary opinion of policies to stop fresh produce importation. Responses were given by the respondents:

- a) Increase crop production (**F1, F3**)
- b) Government must assist farmers in order to meet demand (**F2**)
- c) Government to clear discriminatory systems first (**F4**)

4.5.4. Sub Theme 4: Import Substitution mechanisms

- ❖ **F4:** “In our market, we will use the cropping programme system”
- ❖ **F4** “We will go back to the national data base and budget for those products that are actually restricted or banned to be imported into the country”

Summary opinion of Import Substitution mechanisms

Responses were given by the respondents

- Use cropping programme system (**F4**)

4.5.5. Sub Theme 5: Farmer aggregating supply for distribution

- **F3:** “We will work in a team or group”
- **F3:** “ We will get into more vigorous farming practices to provide exactly what the market requires”
- ❖ **F4:** “Farmers will benefit from the economies of scale especially on the transport system and the transport costs”

Summary opinion of Farmer aggregating supply for distribution. Responses were given by the respondents:

- a) Farmers forming groups or cooperatives in order to aggregate supply for distribution (**F4, F3**)
- b) Capacity building on good agricultural practices need (**F3**)

4.6. Summary review of interview questions (Retailers)

4.6.1. Sub Theme 1: Challenges retailers face during importation

- ❖ **R1:** “The major challenge is about refrigeration of the transport truck, especially when it is not working”
- **R2:** “Quality of products deteriorates because of transportation distance especially from South Africa”
- **R3:** “I have tried to import but if you import you are limited to import and limited quantity of import”
- **R4:** “We face no challenges since we deal with local products”

Summary opinion of Challenges retailers face during importation. Responses were given by the respondents:

- a) Logistics issues (**R1,R2,R3**)

- b) No challenges as they source produce locally only (**R4**)

4.6.2. Sub Theme 2: Agro Marketing and Trade Agency

- ❖ **R1**: “Increase communication between parties involved”
- **R2**: “AMTA brings an advantage to Namibians doing farming business since it minimises wastages”
- **R3**: “AMTA brings quality and flexible trading”
- **R4**: “It is a good idea to have something like AMTA. It makes it much easier for retailers to get fresh farm produce at the right time and right quantity and quality.”

Summary opinion of Agro Marketing and Trade Agency. Responses were given by the respondents:

- a) Provides a central accessible trading environment (**R1,R2,R3, R4**)

4.6.3. Sub Theme 3: Increase of domestic horticulture in Namibia

- ❖ **R1**: “I think it will lead to comparative advantage in the production of horticulture products between South Africa and Namibia”
- ❖ **R1**: “Promote good partnership in business”
- **R2**: “Government should introduce schemes that lead to increase in fruit produce”
- **R4**: “I think government must provide funding for farmers”
- **R4**: “If government introduce funding, the quality of fresh farm produce will improve and this will minimize importations”

Summary opinion of Increase of domestic horticulture in Namibia

Responses were given by the respondents

- a) Government should assist farmers with provision of funding for procurement of farm implements (**R2,R4**)
- b) Competitive advantage against the South African imports (**R1,R4**)

4.6.4. Sub Theme 4: Contract farming agreements between retailers and farmers

- ❖ **R1:** “Yes, I will consider only farmers from Etunda”
- **R2:** “Yes it is good for our country because it leads to the uplifting of our economy and to create job opportunities for Namibians”
- **R4:** “Yes, it will depend on the contract price between the retailer and the contract farmer. We need to help out as retailers”

Summary opinion of Contract farming agreements between retailers and farmers.

Responses were given by the respondents:

- a) Support contract farming agreements **(R1,R2,R4)**

4.7. Summary review of interview questions (Government Officials)

4.7.1. Sub Theme 1: Government policies on increasing domestic horticultural production

- **GO1:** “We have the National Agriculture Policy and that policy actually speaks to farmers”
- **GO1:** “Government aims to actually promote the increase of horticulture production in the country. In terms of strategies we have programs and projects aimed at attaining that policy objective”
- **GO1:** “We have the Green Scheme Program under which we have a number of Green Scheme projects where crop production actually takes place and that crop production is not only focused on horticulture, but it also, it’s actually a blend of both horticulture and green production”
- **GO2:** “Our policies we have are geared towards increasing domestic markets. Our domestic horticulture production is the Green Scheme which, in fact is the Agriculture Policy.”

- **G02:** “We have policies that are geared towards the production that is the increased production of horticulture. So now the Green Scheme Policy is another one and then we have the National Development Plans, of course, that are also linking. And then we have, okay, Vision 2030”
- ❖ **G03:** “Specific for horticulture, we have the Green Scheme Policy which is meant specifically for horticulture.”
- ❖ **G03:** “We have Marketing and Trade Policy and Strategy which was just launched now.”

4.7.2. Sub Theme 2: Challenges in Namibia fresh produce supply chain

- **G01:** “The missing linkage of bulk cold storage facilities which, you know, actually contributed to a practice where most of our fresh produce had to go to South Africa for primary processing and even transformation processing before they were re-imported into Namibia.”
- **G01:** “Lack of bulk cold storage facilities has actually resulted in high post-harvest losses of horticultural produce particularly in Namibia.”
- **G01:** “Other challenges could relate to, you know, farmers needing to, or the requirements for farmers to meet the private standards of say the retailers.”
- **G02:** “We don’t have experts and most of our producers also they are just learning how to produce horticulture produce.”
- **G02:** “We don’t have proper research in the seeds that is maize seed production.”
- **G02:** “We don’t have the capacity within the research to produce those seeds.”
- ❖ **G03:** “The major challenge is the rain.”

- ❖ “Money which is paid or salary paid by the sector is a challenge and, the labour that is, the willingness of young people to take up the jobs in the agriculture industry, etc.”
- ❖ “Climate change is also one of the biggest challenges.”

4.7.3. Sub Theme 3: Policies Government should adopt to meet domestic fresh produce consumer demand

- **GO1:** “The National Agriculture Policy where we say, our policy is to increase production”
- **GO2:** “So you really have to look at ways on how to subsidise and these subsidies will help our farmers to produce more for the market.”

4.7.4. Sub Theme 4: Impact of subsidies on farmers

- **GO1:** “Subsidies right now are linked to promoting or supporting farmers to produce more, for instance the one that is being considered for horticulture is going to be, based or linked or modelled to the Dry Land Crop Production Program for instance where small scale farmers are given subsidised fertilizer or let me say input, production inputs like fertilizer, quality seeds, ploughing and weeding services, you know! So that is coupled to production as opposed to marketing.”
- **GO2:** “If you introduce a subsidy scheme, introduce with an aim and also the future.”
- ❖ **GO3:** “Yes the import substitution mechanism I think what we have to do now is to go product by product.”

4.7.5. Sub Theme 5: Relationship between National Food Security and increased local production

- **G01:** “In terms of production and in line with the policy that we have in the National Agriculture Policy production of fresh produce should also be increased as it is the same under increased production of staple foods which are basically the grains.”
- ❖ **G03:** “So it’s a range of factors which have to be put together so that we can say if we increase local production of fresh produce to ensure food security, what are we looking at and what type of fresh produce are we looking at which can increase the national food security in general in terms of affordability? As I said, we look at nutrition and distribution”

4.7.6. Sub Theme 6: The effect of buying fresh produce from farmers and selling to retailers

- **G01:** “I think first of all the impact of that is that, you know, some of the private sector would or most of it, in my view, would be opposed to a situation like that.”
- ❖ **G03:** “The introduction of fresh produce, I think the effect is positive, because what we are saying is that the same infrastructure which is built here now, the hubs, is the same concept which is in South Africa.”
- ❖ **G03:** “It will strengthen bilateral trade relations between South Africa and Namibia”
- ❖ **G03:** “So the intervention of the government is only by establishing infrastructure as we have done in the fresh produce hubs and again the government has again said no, since we are not going to manage these things.”

- ❖ **G03:** “So yes, if government could be involved to buy produce from farmers and sell to the retailer it could affect free trade, because of government intervention.”

4.7.7. Sub Theme 7: Strategies required to ensure expansion and continuance of the domestic oriented procurement measures

- **G01:** “We should continue with the regulations that we have put in place like the Market Share Promotion Program.”
- **G01:** “We will promote the procurement of our domestic produce through these facilities until such time when our producers are competitive and probably on equal footing with producers from elsewhere in the world.”
- **G01:** “We will protect our local produce from international competition.”
- **G02:** .We need to encourage the private sector to participate in fresh produce business.”
- **G02:** “The government should develop the Green Scheme and give them to private companies to run and then the government withdraws after ten years.”
- ❖ **G03:** “Yes, what the government has to do is to ensure that it becomes the largest consumer of fresh produce in the country, especially the government institutions.”
- ❖ **G03:** “There is need to train staff so that they can meet the international standards which include food safety and so on and all this is broad, and the government really need to come in and support the initiatives.

4.8. Summary Findings

- Majority of respondents' opinion supported government initiatives through policy frame works that are tailor made to support domestic production, like the Market Share Promotion Program.
- It emerged in this research that quality of fresh farm produce is compromised by transport logistics.
- It also emerged that there is need for the government to provide subsidies to encourage increase in domestic production of fresh produce
- Respondents' opinion believed that adequate government policies are in place but they need proper implementation.
- Retailers are willing to buy locally produced farm produce and support contract farming in order to promote increase in domestic supply.

CHAPTER FIVE

5. DISCUSSION OF FINDINGS

5.1.Introduction

In this chapter, the steps taken in carrying out this qualitative research are re-visited. This study focused on how the Namibian fresh produce supply chain can be transitioned from imported to domestic oriented procurement. Critical thematic areas emerged in this study and are linked to literature review. The research questions of the study are linked to the findings of the study.

The major research questions of this study are:

1. How can the Namibian fresh produce supply chain be transitioned from imported to domestic oriented procurement?

The sub-questions of the study are:

- What changes need to be implemented on the Namibian fresh produce supply chain to make local farmers more competitive?
- How can changes in the Namibian fresh produce supply chain be managed to guarantee food security to the Namibian consumers?

The above mentioned research questions are answered in this chapter, as results are linked to the research questions through themes and sub-themes that emerge from the interviews conducted.

5.2. Findings of the study

The study found that there were initiatives at three levels that were aimed at changing the Namibia Fresh Produce Supply chain from import dependency to domestic supply.

These initiatives included policy initiatives, developments aimed at improving local fresh business environment and activities at the farmer level aimed at improving productivity and marketing. The initiatives identified in the study for transitioning Namibia fresh produce supply chain from import dependency to domestic are as follows:

5.2.1. Market Share Promotion Policy

This policy is aimed at discouraging importation of fresh produce that can easily be produced in Namibia by local farmers and encouraging importation only for fresh produce that cannot be produced in Namibia due to of climatic limitations. All the respondents in the study were supportive of this policy. This included all producers and retailers. This policy therefore has a good chance of success. An obligated domestic sourcing is an essential component of promotion of local fresh produce production. Domestic production of fresh produce is an essential part of food security because factors beyond Namibia's control could deny the country's access to fresh produce supply even when it is available in neighbouring countries. These factors include war, civil strife and labour unrest.

One of the limitations of the Market Share Promotion is that it is not product specific, importers can therefore justify importation of 100% of a product that can be produced in Namibia on account of having locally purchased 25% of another fresh product. The other drawback of the Market Share Promotion programme is that the Government lacks capacity to monitor what is actually imported under the programme

and importers are therefore encouraged to self-report to NAB what they have imported at various periods of the year. This leaves the system open to abuse through either none reporting, under reporting and over reporting of volumes purchased.

5.2.2. Green Scheme Policy

This policy is aimed at availing land and production infrastructure such irrigation to farmers for increased agricultural production. So far the Government has implemented twelve green scheme projects around the country. Local fresh produce is already being produced in these schemes by both commercial and small scale farmers. The respondents during this study were supportive of the Green Scheme Policy as it had enabled them to participate in the domestic fresh produce supply chain. Without these Green Scheme Projects local farmers would be facing a challenge in accessing capital for investment in production infrastructure such as irrigation and therefore would be less competitive.

One of the challenges of the Green Scheme initiatives is that the farmers lack ownership rights to the land and therefore cannot use it as collateral in sourcing for credit. This lack of credit access limits farmers' flexibility in improving investment in their fresh produce business activities. The Green Scheme model involves mentorship of several small farmers by one commercial farmer at each scheme. This model though important in skill transfer needs to be improved especially in data transparency between the commercial farmer and small scale farmers on marketing and input costs in order to avoid possible exploitation of the small scale farmers.

5.2.3. Agro-Marketing and Trade Policy

The respondents during the study particularly those from Government institutions lauded the introduction of the Agro-Marketing and Trade Agency (AMTA) as a specialist agency charged with the promotion of fresh produce trading in Namibia. Under this

policy the Government has developed infrastructure such as The Fresh Produce Business Hubs in Rundu and Ongwediva. These facilities are essential in facilitation of the fresh produce supply chain especially for local producers. Fresh produce by nature is perishable and therefore requires maintenance of a cold chain which is provided for at these facilities. Local fresh produce competitiveness will therefore be greatly hampered by the absence of these facilities.

AMTA does not buy or sell fresh produce but rather facilitates the business environment of private buyers and sellers of fresh produce in Namibia. The efficiency of the fresh produce value chain in Namibia is however dependent upon the capacity of AMTA to effectively monitor the trade and introduce regulations that facilitate free trade. Since this initiative is still at its inception it is difficult to tell whether or not AMTA will perform as expected. At present there are still legislative gaps needed for AMTA to enforce compliance in areas such market share promotion and standards adherence by farmers and traders. Enactment of these legislations require lengthy consultations involving parliamentary approvals and Government gazettlements. These delays are likely to affect AMTA's operations and hence how soon domestic oriented procurement can be fully implemented.

5.2.4. Standards and Regulatory Policy

Respondents indicated the need for a strong standards and regulatory environment in order to improve market access for Namibia fresh produce. This is informed by the fact that fresh produce is regarded as one of the main sources of food nutrition for populations and hence contributes to food security. Fresh produce is one of the principle sources of vitamins, dietary fibre and minerals for well-functioning of the human body. Fresh Produce production requires significant use of inputs such as pesticides for control of

pests and diseases. These chemicals are however toxic to human beings and their presence in fresh produce is regulated by strict international standards.

Namibian farmers now being introduced to fresh produce production industry either under the green schemes or private farmers will be required to adhere to standards such as Good Agricultural Practices (GAP) in order to ensure consumer acceptance for their products. The Government is currently conducting nationwide farmer trainings in order to ensure that farmers understand and implement the required international standards. In order to promote consumer choice of local Namibian fresh produce and hence improve local farmers' competitiveness it is essential that both farmers and regulators can prove that Namibian fresh produce meets international food safety standards at all times.

There is need for significant reorganization and capacity building at the Government level to ensure standards compliance at the farmer and trader level. These changes involve increase in manpower for farmer trainings and inspections as well as construction and equipping of facilities such as accredited laboratories. These changes are capital intensive and will need significant budgetary allocations by the Government in order for them to occur.

5.3. Summary of Major Findings

Generally there is much that needs to be done in order to have the Namibian fresh produce supply chain be transitioned from imported to domestic oriented procurement. The themes that emerged in this research revolve around the involvement of the Government of Namibia in the supply chain of fresh produce both domestically and internationally. The overall opinion of the respondents who participated in this research

indicated that fresh farm produce retailers should promote contract farming as well as locally produced farm products as compared to imported fresh farm produce. It also emerged that imported fresh farm produce are of low quality due to transportation problems.

The respondents believed that if subsidies are provided, and the private sector is incubated into mainstream fresh farm production, this will enhance and shape the fresh farm produce supply chain. The majority of respondents' opinion supported government initiatives through policy frameworks that are tailor made to support domestic production, like the Market Share Promotion Program.

CHAPTER SIX

6. CONCLUSION AND RECOMMENDATIONS

6.1.Introduction

This study focused on how the Namibian fresh produce supply chain can be transitioned from imported to domestic oriented procurement. This chapter focuses on the presentation analysis and discussion of data collected based on the research objectives and research questions. In discussing the research findings, a comparison of the results obtained during the study to the literature reviewed in Chapter 2, was also undertaken with a view to identify similarities and departures from the knowledge gained from other authors.

6.2.Objectives of the Research

The primary research objective of the study is;

1. To assess the Namibian fresh supply chain transition from imported to domestic oriented procurement.

The secondary research objectives of the study revolves around the following;

- To investigate the changes that are needed to implement and transform the Namibian fresh produce supply chain into local farmer competitiveness.
- To evaluate if current change management practices in the Namibian fresh produce supply chain guarantee food security in Namibia.

6.3. Conclusion

The conclusions based on the research study are:

- There are sufficient policies in place to help in the transition of fresh produce supply chain from import dependence to domestic supply. These policies include
 - Market Share Promotion Policy aimed at restricting procurement of fresh produce that can easily be produced in Namibia
 - Green Scheme Policy aimed at facilitating land and production infrastructure such as irrigation for local farmers
 - AMTA Policy aimed at improving marketing and market infrastructure for local fresh produce
 - Standards and Legislative Reform Policies aimed at improving market access for local produce.
- There are significant initiatives both by the Government farmers and traders aimed at implementing the fresh produce policies in Namibia. These initiatives are already bearing some fruit as can be evidenced by the increase of sourcing of some of the fresh produce from the local farmers.
- There are however significant challenges to the implementation of local sourcing of fresh produce as opposed to importation from neighbouring countries. These challenges are however not insurmountable but require significant commitment by the Government, local farmers and traders in order to manage the change in the supply chain.

The overall conclusion is that based on the study findings Namibia should be able to transit from an import dependent fresh produce supply chain to one that is mainly supplied by domestic fresh produce farmers.

6.4.Recommendations

The study has the following major recommendations:

- MAWF should implement product specific Market Share Promotion in order to ensure only those products that cannot be competitively produced in Namibia are imported in significant amounts
- MAWF should collaborate more closely with customs officials in monitoring the actual volumes of fresh produce imported in Namibia instead of relying on self-reporting by traders.
- MAWF should introduce more transparency in Green Scheme contract farming relationship between commercial farmer and small scale farmers in order to improve on data transparency and minimize possible small holder exploitation.
- The Government of Namibia should fast track the legislative changes required to operationalise AMTA in order to speed up integration of local fresh produce in the local supply chain.
- There is a need encourage AMTA accountability to producers, traders and Government in order to ensure that the supply chain is properly managed at all times.
- The Government should continue the policy of investment on standards compliance by providing sufficient budgetary allocations for several years in

order to insure that a culture of compliance becomes inherent in Namibian fresh produce supply chain.

- Government need to provide subsidies in association with private sector who need to be incubated into the mainstream of the Namibian fresh produce supply chain.

6.5.Directions for Future Research

- Research is a continuous process. This research study recommends that further research should be undertaken to determine new thematic areas not covered in this study.
- Similar research may be conducted in areas not covered by this research which could involve the supply chain of other farm products.
- A further research with a change of methodology and widening of scope to cover a larger population would be recommended.

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APPENDIX 1: FARMERS INTERVIEW

ON RESUMPTION ON 2013.12.09

INTERVIEWER: Okay our next interview we have a commercial farmer from Etunda Irrigation Project. Okay good afternoon sir what is the current file in the farm (indistinct)

FARMER: Yes good afternoon. The current size of our farm is one thousand two hundred at the moment.

INTERVIEWER: One thousand two hundred hectares.

FARMER: Yes.

INTERVIEWER: And what crops are you farming on those one thousand two hundred hectares?

FARMER: We have got varieties of crops but we are mainly concentrating on cereal, talking about wheat and mealies. In any case we have little space that we have covered with vegetables, we are talking about (indistinct), onions, butternuts, jam squashes and sweet potatoes and potatoes.

INTERVIEWER: Can you give an estimate of your hectares for the crops you just mentioned now?

FARMER: So basically about 80% of the total hectares is covered by cereals and only 20% of that (indistinct) remains for the vegetables or even less than that.

INTERVIEWER: Okay which is still a substantial amount of land?

FARMER: Yes.

INTERVIEWER: Alright what training have you received on (indistinct) training be it in academic training or in any kind of training you may have undergone.

FARMER: I am fortunate because I have, I am a crop science graduate and on top of that I have a master's degree in (indistinct) Crop Science

INTERVIEWER: Alright.

FARMER: Yes so I think that will, it helps me a lot especially in doing vegetable productions.

1...00:01:53

That/...

FARMER

INTERVIEWER: That is quite impressive so describe your farming methods now there at Etunda. Practical farming methods.

FARMER: Mostly we are into conservational (indistinct) we are very, very conservative. What we actually do is trying not to disturb the soil too much. We just (indistinct) and we plant.

INTERVIEWER: Okay.

FARMER: So far our irrigation system we mostly use sprinkler irrigation on the (indistinct) but most of the commercial (indistinct) however there are also sprinklers that are used on drag lines that are used to buy the (indistinct) it is about one hundred and fifty eight hectares.

INTERVIEWER: Alright the next question. How do you market your harvest produce after harvest and how big is your distribution network? Let us start with how you market your fresh produce.

FARMER: Marketing is a big challenge for us. What happened is we do a lot of adverts with the national radio service.

INTERVIEWER: Alright.

FARMER: So we also go door to door at the marketing retailer shops to promote our produce. That is basically what we do as the marketing strategy for our fresh produce. However we are feeding the northern part of Namibia, northern towns of Namibian, that is Ondangwa, Oshakati, Outapi and Eenhana, but mostly Ondangwa, Outapi and Oshakati.

INTERVIEWER: And Oshakati?

FARMER: Yes.

INTERVIEWER: Alright how does the fresh produce from your farm get supplied to the retail outlets and what is the

1...00:03:54

what/...

INTERVIEWER: What is the furthest distance covered in terms of where you sell your produce? How far have you gone?

FARMER: We have got two methods. One method we deliver to the customers.

INTERVIEWER: Alright.

FARMER: But there are some customers who prefer to come and collect from the farm. So that is how sometimes we deliver but then sometimes they come and get it. So the furthest we go it is about two hundred and thirty at Eenhana.

INTERVIEWER: Oh up to Eenhana. Eenhana is the furthest?

FARMER: Eenhana is the furthest. But we are planning to go to Tsumeb and Otjiwarongo into our (indistinct)

INTERVIEWER: And you are using your very large truck?

FARMER: Yes we got 15 ton truck.

INTERVIEWER: Okay.

FARMER: Yes.

INTERVIEWER: If government introduces policies to stop fresh produce in (indistinct) what mechanisms would you introduce there at Etunda to be able to make production demand?

FARMER: At the moment it is not as wide as the crossing the borders and (indistinct). Because what we are producing now honestly is not even 50% of what the population is consuming (indistinct) is not part of Namibia. However if the government decides to stop, we can increase the production as per crops that we are producing.

INTERVIEWER: Alright.

FARMER: However, I am still assuring you that it is going to be a (indistinct), so it is going to take us time.

INTERVIEWER: Okay. How would farmers (indistinct) supply for distribution from the same production area help you, how

1...00:05:40

would/...

INTERVIEWER: Would you benefit from the farmers?

FARMER: Honestly now what happened, since Etunda is the major producer in the northern part of Namibia, what happened is we do not directly benefit from the other farmers but they directly benefit from us.

INTERVIEWER: They are the ones who benefit from you?

FARMER: Yes. Because what happens is when they have got produce we normally gather them then we pick them up. We have several pick-up points for them. We pick them up then we give them to pay a little price for the diesel that we use for our trucks.

INTERVIEWER: Okay.

FARMER: Yes I think that is one of the benefits that they benefit from us. Otherwise they are our direct (indistinct)

INTERVIEWER: Not the other way around?

FARMER: Yes.

INTERVIEWER: Alright. Now with that we come to the conclusion of the brief questionnaire. Thank you very much for your time.

FARMER: It is my pleasure.

INTERVIEWER: This was just 6 minutes (indistinct). **(END OF RECORDINGS)**

INTERVIEW ADJOURNS

INTERVIEW RESUMES

INTERVIEWER: Okay our next interview. Good afternoon sir, what is the current size of your farm in hectares?

FARMER: Under irrigation or the whole farm?

INTERVIEWER: For the (indistinct)

FARMER: 45.

INTERVIEWER: Sorry?

2...00:00:31

45/...

INTERVIEWER

FARMER: 45.

INTERVIEWER: What are the crops that you are producing?

FARMER: I am producing (indistinct) crops as in cabbage, sweet potatoes, tomatoes, green pepper, watermelon, sweet melon, beetroot, butternut and gem squash.

INTERVIEWER: Alright.

FARMER: (Indistinct) and then the high value crops are potatoes and onions.

INTERVIEWER: Okay quite a variety. In terms of agricultural field production what training have you received or undergone? Particularly for the agriculture.

FARMER: None.

INTERVIEWER: No training at all. Describe your farming method?

FARMER: Farming method operation and irrigation.

INTERVIEWER: Irrigation, operation?

FARMER: Okay. Yes my farming method on management I have got an operation manager and an assistant plus a marketing manager plus the admin person. So then I have obviously permanent workers. They are 17 and then the seasonal are about 60. So , the operation is strictly from production harvesting and marketing. I do not store anything.

INTERVIEWER: okay.

FARMER: . There are three different irrigation systems on the project which is your sender (indistinct) those are the three different irrigation systems.

INTERVIEWER: Alright. You have mentioned that you have got a marketing manager. That included and perhaps any other how do you market your fresh produce after harvest? And how big

2...00:02:45

is/...

INTERVIEWER

is your distribution network?

FARMER: I must mention that the market was built over years so I started 9 years back. So I have put myself in a position to market throughout the country. You have got the situation also of your transport (indistinct) if you do not have transport you have a problem. (Inaudible) so I distribute to Oshikango, Ondangwa, Oshakati, Walvis, Swakop and then obviously Windhoek and Otjiwarongo. Those are the main towns.

INTERVIEWER: Could one say it is fixed distribution point or it varies from time to time.

FARMER: No it is fixed it is quite a big market. And then the one that varies is open market to clients.

INTERVIEWER: How does the fresh produce from your farm get supplied to the retail outlet? .

FARMER: Yes the produce are supplied through stuff that the company itself owe (indistinct) at least all the three trucks must drive out to (indistinct)

INTERVIEWER: In various directions?

FARMER: In various directions of the country.

INTERVIEWER: What is the furthest for the supply?

FARMER: The furthest will be Swakop or Walvis. But otherwise Windhoek and Swakop and Walvis I think it is 70 kilometres (indistinct) from my farm.

INTERVIEWER: Okay. If government introduced policies (indistinct) fresh produce in quotation. What mechanisms should we introduce to be able to meet production demand?

FARMER: I do not know whether I should answer that question but

2...00:04:50

there/...

FARMER

there is nothing like submitting quotation for fruit and vegetable. Even myself, even the farmers who have been in the industry are travelling to the (indistinct) in making the supply. So it can be of a challenge. I will not advise any day for anyone to stop (indistinct) of another country.

INTERVIEWER: Okay.

FARMER: Although I am a producer myself, I know what I am talking about. The quality I think of costs a lot for farmers who are now commercial and are old. They are going to go out of (indistinct) in the industry in the next 10 years or so. I do not know whether we have enough capacity to win those commissions and that is a challenge. But to meet the production demand agricultural production is all about the (indistinct), it is about volumes and land so fortunately for some of us who are on our own land, private farms are fortunate to get (indistinct) that you want (indistinct). Yes, it is capital intensive and that is the other thing maybe that government if they have to stop importation it means they have to (indistinct) farmers in order to reach their demand or (indistinct) or the farmer in order to make a demand.

INTERVIEWER: Quite interesting when you mentioned that a lot of them are old and will soon be moving out. Final question how would farmers (indistinct) supply for distribution (indistinct) production area help you?

FARMER: Meaning new farm (indistinct)

INTERVIEWER: (Indistinct) as opposed to smaller farmers, the new ones and the smaller ones. Make it (indistinct) for working together as a farming unit.

FARMER: Yes it is quite a good initiative if farmers can

2...00:07:17

work/...

FARMER

Work together or an idea. It is a good idea but the culture of Namibia is that people are jealously (indistinct). It needs a few years before we reach that. In a commercial set up yes there is an upcoming commercial farmer I am also being assisted by other commercial farmers. But we are talking on the same level. Tomorrow we will implement from another farmer, you bring it, and you service it. But I do not know the small scale set up. (indistinct) It comes with a lot of challenges. The formalities, the (indistinct) understanding of how that coordination should work is important. And then you seem to be helping the other one because you want to compete against the other one so those are the challenges that you might pick up.

INTERVIEWER: Will it be safe to say within the same scale of commercial farmers working together is easier and (indistinct) and much more fruitful (indistinct)?

FARMER: It is actually better with the small scale farmers. Because it is not that big. And their seasons (indistinct) they can handle. But for example if the farmer is planting onion and I do not have a planter for onion you are planting the things for them. But it is

working. The small scale farmers say they are planting only two hectares of onion it is supposed to work because in the morning you plant one hour you are, they will move the planter the other (incomplete) but with commercial set up you are planting 15 hectares (indistinct) of onion. So the other guy will be (indistinct) borrowing from you and that is working. , I would say it is better on the small scale farmer. But because of the culture and the background and the understanding and exposure it is difficult. So it should start

2...00:09:19

(indistinct)/...

FARMER

(indistinct)

INTERVIEWER: Thank you very much for your time. That will bring us to the end of this interview. **(END OF RECORDINGS)**

INTERVIEW ADJOURNS

INTERVIEW RESUMES

INTERVIEWER: Peter good evening, can we go through the questions?

FARMER: Yes we can let me just reach the house because I am at the door.

INTERVIEWER: Alright. Well then let me call you back when you are in the house.

FARMER: Yes but I am already in now.

INTERVIEWER: Alright fine.

FARMER: Alright.

INTERVIEWER: You already mentioned that you are farming on 8 hectares but you we will still go through the same question here. The first question Peter, what is the current size of the farm on which you are farming?

FARMER: ,Is it the size?

INTERVIEWER: Yes, the hectares. The hectares which you have mentioned already.

FARMER: 8 hectares.

INTERVIEWER: 8 hectares. What crops are you producing on those 8 hectares?

FARMER: We are producing butternuts, cabbage, carrots, and onions and a little bit of green pepper and a little bit of beetroot.

INTERVIEWER: Alright what training have you received on horticultural production?

FARMER: Say that again?

3...00:01:40

What/...

FARMER

INTERVIEWER: What training have you received on horticultural production?

FARMER: Do you mean training?

INTERVIEWER: Yes training whether academic or any other form of training pertaining to horticulture.

FARMER: Okay we received at Mashale for one year of agriculture and then we received another one for two weeks, it was given by (Indistinct) of Namibia and then we received another one for two weeks in Kenya (indistinct) so those are the trainings I received in agriculture.

INTERVIEWER: Alright. Can you describe your farming methods on your farm?

FARMER: So (indistinct) I use sprinklers.

INTERVIEWER: Okay.

FARMER: And then we are using flood.

INTERVIEWER: Flood irrigation?

FARMER: Yes, sprinkler and flood and because sometimes is it like if we are growing cabbage, butternuts and watermelons we are using sprinklers but if you want you add a little bit of tomatoes because with tomatoes we just tried once (indistinct)

INTERVIEWER: Alright.

FARMER: Just two methods.

INTERVIEWER: Alright so how do you market your fresh your fresh produce after harvesting?

FARMER: So when we harvest we send it to fruit and Veg through our service providers.

INTERVIEWER: Alright.

FARMER: We sent it to Fruit and Veg, Fresh Mark (indistinct) locally.

3...00:03:19

So/...

FARMER

INTERVIEWER: So your service provider does the marketing for you?

FARMER: Yes.

INTERVIEWER: And you as the farmer you do not do any marketing whatsoever?

FARMER: No.

INTERVIEWER: Alright. How big is your distribution network?

FARMER: You mean the (intervention)

INTERVIEWER: The people to whom you sell your produce, are they all located in a small area or do you go to a wider range like you go beyond Rundu, or you go to other towns?

FARMER: Yes. We supply Fruit and Veg in Windhoek and the (indistinct) Oshakati (indistinct) outlet.

INTERVIEWER: Alright.

FARMER: Yes it is all over. Some we take to Oshikango and then they sell that side. So it is everywhere.

INTERVIEWER: Okay. Tell me how fresh produce from your farm get supplies to the retail outlets. How does the fresh produce from your farm get to the retail outlets?

FARMER: You mean the (intervention)

INTERVIEWER: How do you supply the produce when you harvest it and how do you take it, to the retailers who buy it from you?

FARMER: So (indistinct)

INTERVIEWER: Sorry come again?

FARMER: Yes. Pick n Pay should buy, and Woermann Brock too. Now I am talking about the surrounding ones here. They buy and then we take them to them.

INTERVIEWER: Okay with the truck provided on that agreement scheme?

3...00:05:16

Yes/...

INTERVIEWER

FARMER: Yes.

INTERVIEWER: Alright. So that truck is the one that takes your fresh produce all your fresh produce to the retailers, or the buyers?

FARMER: Yes.

INTERVIEWER: Alright. Two more questions. If government introduced policies to stop fresh produce importation, what mechanisms would you introduce to be able meet production demand?

FARMER: I think we will (indistinct) I think we will be able to, we will make plans on how we are going to grow big (indistinct). So we might say we look into the market and what is really needed so that we will produce according to what the market wants.

INTERVIEWER: Okay. So you will get into more vigorous farming practises to provide exactly what the market requires. Is that what you are saying?

FARMER: Yes.

INTERVIEWER: Alright, anything else perhaps?

FARMER: In the future we will require even more land so that we will be able to produce more.

INTERVIEWER: To expand your scale of production?

FARMER: Yes.

INTERVIEWER: Alright. Now the final question how would farmers aggregating supply for distribution from the same production area help you? How will you assist each other with the other farmers there with whom you aggregate your supply or consolidate, how would you help each other around?

FARMER: we work in a team. We used to

3...00:07:20

work/...

FARMER

Work in a group the way we used to harvest, even the harvesting. We group our products and then we take them together so we cut the cost for all of us.

INTERVIEWER: Alright so when you use the same resources for example transport is that perhaps one of the resources you will, when you use it together or when you work together then the costs come down?

FARMER: Yes.

INTERVIEWER: Alright. Peter Malengi thanks you very much.

FARMER: Alright. **(END OF RECORDINGS)**

INTERVIEW ADJOURNS

INTERVIEW RESUMES

INTERVIEWER: What is the current size of your farms in hectares?

FARMER: Well I do not know the precise figure on top of my head. I will give you this figure before we leave this interview.

INTERVIEWER: Okay but as estimation (intervention)

FARMER: Approximately six thousand (indistinct) so we are talking of the irrigable not (indistinct)

INTERVIEWER: But irrigatable area is six thousand hectares.

FARMER: Yes plus minus six thousand hectares.

INTERVIEWER: And what are the crops that you are producing there?

FARMER: Basically we produce an assortment of crops and the main one being maize and followed by others like wheat, potatoes, onion, grapes, dates, tomato, cabbage (indistinct) butternut, gem squash.

INTERVIEWER: Okay.

FARMER: All the assortment of produce and the only thing that we

4...00:01:07

do/...

FARMER

do not produce is apples. They cannot grow here. We have also started venturing into lemon, guava and mangoes.

INTERVIEWER: Okay.

FARMER: (Indistinct) the other things that I should mention is groundnuts .We have a good market of groundnuts and also barley.

INTERVIEWER: Okay.

FARMER: Yes the production of barley.

INTERVIEWER: Okay. And then what training have you received on horticultural production?

FARMER: Myself personally?

INTERVIEWER: I mean generally.

FARMER: As an institution yes we have received training on good agricultural practice. We have got training on HACCB and of course most suppliers of imports.

INTERVIEWER: Okay.

FARMER: They always have follow up training programmes to our farmers and to the people who are directly working on the ground.

INTERVIEWER: Okay.

FARMER: So training will be very continuous so we are receiving training from different angles.

INTERVIEWER: Okay.

FARMER: And I would also indicate that there was a support program that the Agribank rolled over last year or so. Which was also I think driven by the Polytechnic and the University of Namibia.

INTERVIEWER: Okay.

FARMER: And they trained our farmers in that area.

INTERVIEWER: Okay. Describe your farming methods.

4...00:02:46

Farming/...

INTERVIEWER

FARMER: Farming method maybe for clarity, are you referring to, how do we do it?

INTERVIEWER: Yes.

FARMER: Yes of course the green scheme that we are actually implementing, we are implementing the green scheme policy and green scheme is all about education based on the kind of crop for our farming. So we are basically using irrigation. And then we have different types of irrigation being draglines, dripper (indistinct) all these type of things.

INTERVIEWER: Okay. And then how do you market your fresh produce from harvest and how big is your distribution network?

FARMER: In the past we would harvest and just be at the mercy of the retailer markets. We lobby them or just deal with the catering companies. But now with the strengthen of this market (indistinct) promotion program we have also been able to secure some sort of domestic market. Because now the retailers are sort of compelled in one way or another to procure locally. Besides that we have the fresh (indistinct) that just

opened up now and we are looking forward to seeing some sort of producer trader agreements.

INTERVIEWER: Okay.

FARMER: So for the mealies the market has been given because we mainly have to supply the national strategic food reserve as the first option before we venture to the retailer market or the millers. And the good thing with the maize is that the border is actually closed at one point in time to allow the domestic produce to go to the market.

INTERVIEWER: Okay. How does the fresh produce from your farm get supplied to the retail outlets and what is furthest distance travelled?

4...00:05:24

Yes/...

INTERVIEWER

FARMER: Yes, I would not have specific figures but I know I produce a lot. If we are talking of grapes they go up to Europe. And locally they go across even from the South down to the North about over 1000 kilometres. On the other side also vegetables from the North Eastern, North central, they all travelled down to the central and in time I have also observed some of our produce go to South Africa.

INTERVIEWER: Okay. But who bears the cost like, is it you who pays the transport cost or is it the retailer?

FARMER: Yes in fact that cost sometimes is explicitly mine. The producer has to pay that and we do pay that transport cost.

INTERVIEWER: Okay.

FARMER: Because a person would say I would collect at the farm but he makes sure that he gives you the farm gate price which would not have been the same as if we had to deliver in Windhoek.

INTERVIEWER: Okay.

FARMER: So he could already see that the guy has squeezed you down.

INTERVIEWER: Okay.

FARMER: To cover his transport cost. So in a way you have paid for it. It is in the cost sum.

INTERVIEWER: Yes I understand. If government introduced policies to stop fresh produce importation what mechanisms would you introduce to be able to meet production demand?

FARMER: I think in my opinion government should not just stop the importation of fresh produce. They should rather just in my opinion clear the sort of discriminatory systems.

4...00:07:18

Where/...

FARMER

Where, which is mainly linked on the issue of import permit because all these are controlled property and they are traded with the import permits. You need a permit before you trade in this. So there must be a network system which shares information between the producer and traders and the authority issuing the permit to the extent that one would be able to see how many hectares of potatoes are planted and how many hectares are needed for the market?

INTERVIEWER: Okay.

FARMER: And then whoever comes for the payment when we have enough potato on the floor the system should just reject automatically . Because the network of information is coming from the great scheme and from the herbs. And it is feeding into the system of the regulatory authority. And the system should just reject because the information is there that there is potato on the floor.

INTERVIEWER: Okay.

FARMER: The system should not (indistinct) permit in that case. So they should, unless it is for a given variety which is not available in the local market.

INTERVIEWER: Okay.

FARMER: I would want to go that route..

INTERVIEWER: Okay that much I understand but let us say there is restriction because of what you have said because t there is a lot of produce on the market. Let us say you want to increase production to be able to support what government is trying to do. What mechanisms would you want to introduce in your farms to be able to meet the local demand so that there is no need to import? Because the thing that

4...00:09:00

(indistinct)/...

INTERVIEWER

(indistinct)

FARMER: No in fact on our side on the market there we have a cropping program system. We use the cropping programme to decide what we are going to plant. The cropping programme is actually submitted to us and we invent it. We have to invent the cropping programme. Now it is up to us now to say if we are assured of the market if the government could block the import so we are assured of the market. So we just go back

to the national data base and budget the produce that is actually restricted or banned to be imported into the country. So if we know that the consumption of cabbage in the country is, say 30 tons per year, it is an example. And we know that the border is actually closed meaning that we will be expected to produce these 30 tons locally to meet the 100% demand. The scenario as I said is just a question of knowing the national consumption and that we are expected to produce 100% and we will meet that.

INTERVIEWER: Okay.

FARMER: And on our side now we will just be able to adjust our system to the demands..

INTERVIEWER: Okay.

FARMER: Yes, we push our farmers to say that this space should be for cabbage to allow us to get to the national demand.

INTERVIEWER: Okay. And then the last question. How would farmer aggregating supply for distribution on the same production area help you?

FARMER: How would farmers aggregating?

INTERVIEWER: Supply for distribution from the same

4...00:11:17

production/...

INTERVIEWER

production area help you?

FARMER: What do you mean? Are you talking about out growers?

INTERVIEWER: Let us say for a fact I will give you an example like at

Ndunguvungu if you find that there are those other small farmers (indistinct) let us say if

they use Vunguvungu as a point where your retailers or the fresh producer's agent come and collect how would it help farmers in general?

FARMER: Yes well, farmers will benefit from the economy especially on the transport system and the transport cost.

INTERVIEWER: Okay.

FARMER: You sort of team up and bring assorted produce on one cargo and you just see (indistinct) at once. And this is the way to go anyway. I have already spoken to some farmers especially in the north Rushaga there. Because we have trucks in the green schemes we have government trucks that we are using to ferry the goods to the market at an affordable rate. So what I am basically saying is that out growers or farmers in decent farms who are keen to bring their produce would not have problem to take it on board and drop it at the hubs or r whenever they are needed. As long as they are properly barcoded and so forth for identification purpose. But logistic wise we look forward really to team up with whoever is interested.

INTERVIEWER: Okay. Thank you very much for your participation.

4...00:13:06

Thank/...

INTERVIEWER

FARMER: Thank you very much and I always say that (indistinct) they will also benefit and help us in terms of broadening our thinking. So I would like to say goodluck in your research and at the same time we are keen to divulge more information.

INTERVIEWER: Okay.

FARMER: And also to share with you when you are done maybe you can share with us the findings of your research. .

INTERVIEWER: It is fine. . I will be able to give, I will give it to you (**END OF RECORDINGS**)

APPENDIX 2: RETAILERS INTERVIEW

ON RESUMPTION ON 2013.12.09

INTERVIEWER: Okay, our next interview in Oshakati. Good afternoon to you.

RETAILER: Good afternoon Boss.

INTERVIEWER: For how many years has your company been in operation here in Namibia?

RETAILER: It is 30 years now.

INTERVIEWER: 30 years?.

RETAILER: Yes.

INTERVIEWER: Where do you buy your fresh produce from?

RETAILER: South Africa.

INTERVIEWER: Everything comes from South Africa or some of it you procure from here?

RETAILER: Some from Etunda here in Namibia .

INTERVIEWER: Okay.

RETAILER: And some from Tsumeb .

INTERVIEWER: Okay.

RETAILER: And more than we can buy from South Africa.

INTERVIEWER: The most you buy from South Africa.

RETAILER: Yes.

INTERVIEWER: Okay. What types of fresh produce do you sell in your outlet?

RETAILER: Apples, mango, pineapple, avocado, sweet potatoes, fresh tomato and green paper, melons etcetera.

INTERVIEWER: There is quite a big range I can see.

RETAILER: Yes.

INTERVIEWER: What challenges do you face when you are importing from outside Namibia?

RETAILER: If our truck's air con is not working well sometimes the fruits may become bad.

1...00:01:21

Oh/...

RETAILER

INTERVIEWER: Oh then you get problems of quality on the truck that have broken down.

RETAILER: Yes.

INTERVIEWER: Any other challenges maybe confirm?

RETAILER: No, only that one.

INTERVIEWER: Okay.

RETAILER: Yes.

INTERVIEWER: Do you know AMTA, Agro Marketing Trade Agency?

RETAILER: No.

INTERVIEWER: You do not know?.

RETAILER: Yes.

INTERVIEWER: So you would not know how they help in relation to increasing fresh fruit and veg produce from locally?

RETAILER: That is according to the (incomplete).

INTERVIEWER: Okay, now this AMTA, this fresh produce that you are getting from Ongwediva what do you think will help in relation to increasing the sourcing of fresh produce from local people?

RETAILER: Like that one opening now at Ongwediva if you go there you can (incomplete), if you need something first you must contact their people (intervention)

INTERVIEWER: Okay.

RETAILER: That guy from AMTA what do you call it?

INTERVIEWER: AMTA yes.

RETAILER: Yes AMTA. Then if we have a lot of orders from, if I need potatoes then I call them.

INTERVIEWER: Okay.

RETAILER: They say they have and then we can negotiate the price

1...00:02:52

the/...

RETAILER

the price.

INTERVIEWER: Okay.

RETAILER: Then you say I need ten thousand potatoes but sometimes they have a lot of shops out of town.

INTERVIEWER: Okay. So is it a good thing or a bad thing?

RETAILER: It is a good thing.

INTERVIEWER: It is a good thing?.

RETAILER: Yes.

INTERVIEWER: Okay, and what do you think, what can the Government do, the Namibian Government to increase the domestic horticulture in Namibia?

RETAILER: Yes, the idea is good.

INTERVIEWER: Okay.

RETAILER: But you can put some ideas to bring that AMTA.

INTERVIEWER: Okay.

RETAILER: Good partnership in business.

INTERVIEWER: Alright, so you are saying, is it a good initiative from the Government?

RETAILER: Yes, from the Government.

INTERVIEWER: Alright, would you consider as a retailer a contract for local farmers to produce for you the majority of your fresh produce which you sell around here? Would you consider such an arrangement?

1...00:04:15

only/...

INTERVIEWER:

RETAILER: Only from Etunda.

INTERVIEWER: Only from Etunda?.

RETAILER: Yes, long time.

INTERVIEWER: so you are(indistinct), okay.

RETAILER: For almost 10 years.

INTERVIEWER: Alright, and what condition do you set for such arrangement?

RETAILER:Quality products.

INTERVIEWER: Such as?

RETAILER: Everything is okay that comes from that guy in Etunda. It is nice.

INTERVIEWER: Okay.

RETAILER: Even the onions are nice.

INTERVIEWER: Okay. . What were your main challenges that you face as a retailer of those produce in Namibia?

RETAILER: But only Shoprite and Pick n Pay, Spar (indistinct).

INTERVIEWER: I mean , what kind of problems do you face in this kind of business?

RETAILER: Problems?

INTERVIEWER: Yes.

RETAILER: We only have problem (indistinct), with tomatoes.

INTERVIEWER: Okay, and in your opinion what are the business prospects for Fresh Produce Industry in Namibia?

RETAILER: Industry?

1...00:05:36

Yes/...

INTERVIEW

INTERVIEWER: Yes.

RETAILER: My opinion it seems that they can have another AMTA from Windhoek (intervention)

INTERVIEWER: Windhoek yes.

RETAILER: And this side of (intervention)

INTERVIEWER: There is one in Rundu as well, there is one here now.

RETAILER: Yes.

INTERVIEWER: And then they are bringing the other one in Windhoek.

RETAILER: In Windhoek yes. Sometimes they are just coming from Windhoek or from Rundu just coming to buy here.

INTERVIEWER: Okay.

RETAILER: But now it is getting there and they can buy from that place where you stay.

INTERVIEWER: Okay.

RETAILER: Like Rundu we have another (indistinct) also.

INTERVIEWER: So do you think there is a bigger prospect for fresh produce?

RETAILER: Yes.

INTERVIEWER: In the future?

RETAILER: Yes.

INTERVIEWER: Okay, or not, do you think it will be good or not?

RETAILER: It is good.

INTERVIEWER: It is good for the people.

RETAILER: Yes.

INTERVIEWER: The prospects of (indistinct).

1...00:06:44

yes/...

INTERVIEWER

RETAILER: Yes.

INTERVIEWER: Okay. Thank you very much my friend.

RETAILER: Alright.

INTERVIEW ADJOURNS

INTERVIEW RESUMES

INTERVIEWER: Okay, our next interview with a retailer in Ongwendiva. Good afternoon Mum.

RETAILER: Afternoon Sir, how are you?

INTERVIEWER: I am fine. How many years is your retail shop been operating in this part of Namibia?

RETAILER: Plus, minus 20 years.

INTERVIEWER: Plus, minus 20 years. Where do you procure your fresh produce?

RETAILER: Currently from (Indistinct) the partnership between our company and local produce. The natural Value food would buy from the local produce and then they are (intervention)

INTERVIEWER: Okay.

RETAILER: Yes.

INTERVIEWER: Okay, so maybe in general, in short or if you can just give the types of fresh produce that you sell in your outlet.

RETAILER: We sell lettuce, cucumber, apple, banana and many others.

INTERVIEWER: And many others.

RETAILER: Yes.

INTERVIEWER: Okay. What challenges do you face when it comes to importation of fresh produce into Namibia if you have to buy it from outside, any challenges?

2...00:01:08

The/...

INTERVIEWER

RETAILER: The quality.

INTERVIEWER: The quality from outside is better or worse than?

RETAILER: No, the quality from outside will not be better than our quality because it actually take time to reach us.

INTERVIEWER: Okay. So the quality from outside will (incomplete).

RETAILER: The quality from outside because let me say it takes like two days to come from South Africa.

INTERVIEWER: Okay.

RETAILER: Let me say the quality is poor.

INTERVIEWER: Yes.

RETAILER: If they have lettuce today then they keep it somewhere in the depot in the fresh whatsoever and then they pick up for Namibia it take us two days and we located in Ongwendiva very far.

INTERVIEWER: Very far.

RETAILER: Far north, so it will take like four days.

INTERVIEWER: So by which time the quality has dropped (intervention)

RETAILER: Just during the process and by the time it reaches it will not have quality anymore.

INTERVIEWER: Alright, so what do you think about AMTA in business in relation to increasing sourcing fresh produce from your local suppliers? What are your sentiments about AMTA, the new AMTA?

RETAILER: I think it is an advantage to Namibians who are doing farming.

INTERVIEWER: Okay.

2...00:02:14

And/...

INTERVIEWER

RETAILER: And it is also an advantage to our business.

INTERVIEWER: Okay.

RETAILER: Because we will not have a lot to throw away.

INTERVIEWER: Yes.

RETAILER: Like I said quality.

INTERVIEWER: Yes.

RETAILER: Because they will come in good quality.

INTERVIEWER: Because of the time?

RETAILER: Because of the time, the time frame.

INTERVIEWER: Okay.

RETAILER: And I mean we are also just uplifting the economy of our country.

INTERVIEWER: Okay.

RETAILER: Yes.

INTERVIEWER: In your opinion what can the Namibian Government do to increase domestic horticulture into Namibia?

RETAILER: I will give that to the FNB Bank.

INTERVIEWER: Yes.

RETAILER: FNB Bank should grant loans to people who are interested in farming.

INTERVIEWER: To grant loans to the farmers so that they can produce more.

RETAILER: To the farmers yes so that they can produce more.

INTERVIEWER: Okay. Would you consider maybe say for your shop to contract local farmers to produce the majority of your fresh produce to get into contract farming, would you consider that perhaps?

RETAILER: Yes.

2...00:03:18

Okay/...

RETAILER

INTERVIEWER: Okay. Any advantages from that?

RETAILER: Yes, like I say we are uplifting our own economy (intervention)

INTERVIEWER: Okay, yes.

RETAILER: For our country and that will also create job opportunities for Namibians.

INTERVIEWER: Are there any conditions if you into contract farming, are there any conditions that you would like those RETAILERs to fulfill maybe in terms of quality or time (intervention)

RETAILER: They have to be conditioned.

INTERVIEWER: Yes.

RETAILER: If they have to supply us with fresh produce, with I need everything in the cooler truck.

INTERVIEWER: Alright.

RETAILER: And I need it stored in a cooler place, like you know how this was introduced currently.

INTERVIEWER: Yes.

RETAILER: And I will need quality.

INTERVIEWER: So basically management of the cold chain from the harvesting?

RETAILER: Management of the cold chain from the harvesting.

INTERVIEWER: Okay.

RETAILER: And (indistinct) should also play a role.

INTERVIEWER: Okay. That is wonderful. There are only two more questions and we are done. What are the main challenges you face as a retailer for fresh produce in Namibia and what will you propose to be done to address those problems? I know you

2...00:04:21

mentioned/...

INTERVIEWER

mentioned already quality from South Africa.

RETAILER: The main challenges which we face sometime like, let me tell you like Etunda those guys do not really get proper training on what to do things.

INTERVIEWER: Alright.

RETAILER: So they do not do it. Sometimes they do not do it right like I mentioned the food (indistinct). They are not configuring the food (indistinct).

INTERVIEWER: Yes.

RETAILER: They can endanger the life of others (intervention)

INTERVIEWER: Oh yes.

RETAILER: They did not get training.

INTERVIEWER: Yes.

RETAILER: I feel they need to get training especially on what to do.

INTERVIEWER: Okay.

RETAILER: You understand. Because the moment they do that then they will know on which temperature they should sell their lettuce?

INTERVIEWER: Yes.

RETAILER: On how many times in a day should they water this?

INTERVIEWER: To get the best quality out of that.

RETAILER: Yes, to get the best quality out of that and how often should I have to, like the harvest time.

INTERVIEWER: Yes.

RETAILER: Yes, because, I mean they are transporting, let me say

2...00:05:22

they/...

RETAILER

they are transporting cabbages from Ruacana up to us just from the Bakkie and when it comes to us we put it in the cooler. So that sun, that kind of light (intervention)

INTERVIEWER: Yes.

RETAILER: Then I take it out tomorrow it will already show me something which is not good.

INTERVIEWER: Okay. I think you have got very significant good points. Finally the last question, in your opinion what will business prospects for Fresh Produce Industry be in Namibia?

RETAILER: Okay, the Fresh Produce Industry in Namibia can do better like I said before. Let us say the government should grant loans to people who are interested.

INTERVIEWER: Okay.

RETAILER: Then they create more jobs for Namibians and then we will be selling locally and the possibility for us to import to other countries will be there for us because

they are having an opportunity. I mean we are having a (indistinct) which we are not, we are not doing anything with, with what God gave us.

INTERVIEWER: Okay. So there is a big potential (intervention)

RETAILER: And they are sending a very big potential that 100, let me say 80% is not yet implemented.

INTERVIEWER: Okay.

RETAILER: Yes.

INTERVIEWER: Thank you very much madam. This was very interesting and it will help us go a long way. Thank you very much. That is all for the interview.

INTERVIEW ADJOURNS

INTERVIEW RESUMES

3...00:00:04

for/...

INTERVIEWER

INTERVIEWER: For how many years have you been (incomplete)?

RETAILER: 14 years.

INTERVIEWER: 13 years?

RETAILER: 14.

INTERVIEWER: 14. "AFRIKAANS".

RETAILER: Yes.

INTERVIEWER: Okay. "AFRIKAANS".

RETAILER: Yes "AFRIKAANS".

INTERVIEWER: Okay. So your company has been in the North for 14 years for Namibian?

RETAILER: Yes, Spar the whole Spar or only Spar Ongwediva.

INTERVIEWER: Spar Ongwediva?

RETAILER: Spar Ongwediva in the North it started 13 years ago.

INTERVIEWER: 13 years.

RETAILER: Yes.

INTERVIEWER: Where do you procure your fresh produce?

RETAILER: Mostly locally.

INTERVIEWER: Mostly locally.

RETAILER: Yes.

INTERVIEWER: Is there may be a slight idea of the (indistinct).

RETAILER: 100%.

INTERVIEWER: 100%.

RETAILER: Yes.

INTERVIEWER: Okay. What type of fresh produce do you sell in your retail (indistinct) just for the record?

RETAILER: For the record well, potatoes, onion, cabbage (intervention)

3...00:01:00

okay/...

RETAILER

INTERVIEWER: Okay.

RETAILER: Spinach, pumpkin, sweet potato, butternut, garlic, ginger, sweet corn.

INTERVIEWER: Okay.

RETAILER: Carrot.

INTERVIEWER: And a whole lot more.

RETAILER: Pardon.

INTERVIEWER: And a whole lot more.

RETAILER: And a whole lot more yes.

INTERVIEWER: Alright.

RETAILER: (Indistinct), oranges but I buy them locally but I think they also import them.

INTERVIEWER: Yes, there is some that do not (intervention)

RETAILER: Yes, they import. I buy them from a local company Fruit and Veg.

INTERVIEWER: Okay.

RETAILER: I buy them from Fruit and Veg or Etunda.

INTERVIEWER: Yes.

RETAILER: And then I think some of the products they import it.

INTERVIEWER: Alright, so they procure and then you buy it from them?

RETAILER: Yes.

INTERVIEWER: Alright. What challenges do you face in importation of fresh produce into Namibia? I do not know if you also import directly but if you do what challenges do you face?

RETAILER: Yes, I have tried. I have tried to import but you see if you import you are limited to import, limited quantity to import.

3...00:02:24

Quantity/...

RETAILER

INTERVIEWER: Quantity?

RETAILER: Yes.

INTERVIEWER: Okay.

RETAILER: The quantity is limited.

INTERVIEWER: Alright, and limited by the supplier or limited by the Government?

RETAILER: By the Government.

INTERVIEWER: Okay, alright.

RETAILER: So there is a limit.

INTERVIEWER: Alright.

RETAILER: So that is why I buy locally.

INTERVIEWER: Locally. Okay, any other challenge maybe or that is the main challenge?

RETAILER: That is the main challenge.

INTERVIEWER: Alright. What do you think about the new AMTA in terms of, in relation to the increase sourcing of fresh produce will it affect how you procure your fresh produce?

RETAILER: I think, I think it will be positive.

INTERVIEWER: You think it will be positive?

RETAILER: Definitely.

INTERVIEWER: Alright.

RETAILER: Because they will not get more fresh produce from them.

INTERVIEWER: Yes.

RETAILER: Even if you get from Windhoek (intervention)

INTERVIEWER: Yes.

RETAILER: Like I get from Fruit and Veg.

INTERVIEWER: Yes.

3...00:03:07

They/...

INTERVIEWER

RETAILER: They load on Monday.

INTERVIEWER: Yes.

RETAILER: They deliver on Friday. So by that time (intervention)

INTERVIEWER: The quality.

RETAILER: The quality.

INTERVIEWER: So would they close their place like AMTA?

RETAILER: They close the place of work definitely.

INTERVIEWER: Alright.

RETAILER: And then you can see, you can go there and you say listen I want this cabbage, I want this pumpkin. You can see the quality.

INTERVIEWER: Yes.

RETAILER: But if I order from Fruit and Veg over the phone (intervention)

INTERVIEWER: You cannot see (intervention)

RETAILER: You cannot see, you have to rely on them.

INTERVIEWER: Alright.

RETAILER: And if it comes here and it is not in a good condition you can send it back.

INTERVIEWER: Alright.

RETAILER: But if you send it back meaning there is nothing in the shop to sell.

INTERVIEWER: Oh yes.

RETAILER: So you will be concerned.

INTERVIEWER: Okay. In your opinion what can the Government do the Namibian Government to increase domestic horticulture in Namibia, to increase the domestic horticulture?

3...00:03:59

If/...

INTERVIEWER

RETAILER: If the Government was (indistinct), I think there should be a lot more schemes to produce fruit here (indistinct).

INTERVIEWER: Okay.

RETAILER: There is a lot of water, there is a lot of ground. I think they must (indistinct).

INTERVIEWER: Okay. Sorry. Would you consider contracting local farmers to produce the majority of your fresh produce just for you?

RETAILER: Yes.

INTERVIEWER: What conditions would you maybe prefer to give them?

RETAILER: The conditions?

INTERVIEWER: Yes.

RETAILER: There must deliver (intervention)

INTERVIEWER: Yes.

RETAILER: On time.

INTERVIEWER: On time.

RETAILER: Fresh.

INTERVIEWER: Yes.

RETAILER: And (intervention)

INTERVIEWER: (Indistinct).

RETAILER: (Indistinct).

INTERVIEWER: Okay. So if there was an option you will definitely (intervention)

RETAILER: Definitely because money is even more.

INTERVIEWER: Alright, and what are the main challenges that you may face as a retailer of fresh produce? Generally you are telling me as a retailer and what would be proposed maybe to

3...00:05:02

address/...

INTERVIEWER

address those problems? I know many people will complain about quality, maybe time delivery, quantities or so but any challenges you face generally as a retailer?

RETAILER: I think definitely time delay.

INTERVIEWER: Okay.

RETAILER: And quality.

INTERVIEWER: Alright.

RETAILER: Well, in quality you do not care how much you pay as long as it is quality, it is good quality.

INTERVIEWER: Okay.

RETAILER: But it does not matter how much you pay.

INTERVIEWER: So as long as quality is improved and delivery is on time.

RETAILER: On time.

INTERVIEWER: Then most of your challenges are taken care of, okay. Last question, what are the business prospects for Fresh Produce Industry now in Namibia?

RETAILER: I think because that is new house here.

INTERVIEWER: Yes.

RETAILER: I think we will grow.

INTERVIEWER: Okay. You have a positive (intervention)

RETAILER: Positive, I believe being positive.

INTERVIEWER: Okay. Even for your particular (intervention)

RETAILER: Even for my particular brand.

INTERVIEWER: And for horticulture in general.

RETAILER: In general yes I think it be great.

INTERVIEWER: Okay.

RETAILER: That is what (indistinct). It is local, buy local.

3...00:06:21

Yes/...

RETAILER

INTERVIEWER: Yes.

RETAILER: It is made in Namibia the money stays here.

INTERVIEWER: Okay and not paying over.

RETAILER: No paying over the border and I do not believe in (intervention)

INTERVIEWER: Okay.

RETAILER: The money to go over the border.

INTERVIEWER: Bye, “dankie”,dit sal al wees.

INTERVIEW ADJOURNS

INTERVIEW RESUMES

RETAILER: (Indistinct).

INTERVIEWER: No, it is okay but what I would want to know is maybe how long this shop has been in the North, maybe you have an idea.

RETAILER: Oh yes I heard Sir. It has been here since 2007.

INTERVIEWER: Alright, so you have been here since 2007?

RETAILER: Not me, I have not been (intervention)

INTERVIEWER: But I will refer you to as (indistinct).

RETAILER: Okay, okay.

INTERVIEWER: Alright.

RETAILER: Yes.

INTERVIEWER: Where do you buy your fresh produce from? Alright, where do you procure your fresh produce from?

RETAILER: From Stampedes.

INTERVIEWER: Stampedes farmers Market.

RETAILER: Yes.

INTERVIEWER: Okay. Are they based in the North or down South?

RETAILER: Back here or they have, I think they have an outlet

3...00:00:53

here/...

MR RETAILER

here as well.

INTERVIEWER: Okay. Do you know if they get the fresh produce from local RETAILERS or maybe outside Namibia or both?

RETAILER: I am not sure (intervention)

INTERVIEWER: You are not sure. Alright, what types of fresh produce do you sell in this outlet?

RETAILER: Okay, we have tomatoes. We have potatoes.

INTERVIEWER: Okay.

RETAILER: We have cabbages, we have onions. We have (incomplete).

INTERVIEWER: On the side of fruits maybe?

RETAILER: Okay, we have apples as well.

INTERVIEWER: Okay.

RETAILER: We have oranges.

INTERVIEWER: Okay, bananas you have got so?

RETAILER: We have bananas yes.

INTERVIEWER: Okay.

RETAILER: And we have water melon.

INTERVIEWER: Okay.

RETAILER: We have spanspek, yes.

INTERVIEWER: Basically a wide range of fresh produce.

RETAILER: Yes, we have a wide range of fresh products.

INTERVIEWER: Alright. What challenges do you face in importation of fresh produce into Namibia now if you do import or you mentioned that you purchase from (intervention)

RETAILER: We are receiving locally so (intervention)

INTERVIEWER: You are receiving locally?

RETAILER: Yes, we do not import it.

4...00:01:55

So/...

RETAILER

INTERVIEWER: So you do not have importation.

RETAILER: No, we do not have importation (indistinct).

INTERVIEWER: Fine. What do you think about AMTA, AMTA means Agro Marketing and Trade Agency and Fresh Produce? This is the house that is in Ongwediva where farmers bring their produce and local retailers can buy from there.

RETAILER: Actually I do not have much information regarding that but let me just explain it, I think it is a good idea that they actually have something like that. It will make it much easier for us to get hold of our fresh products quite well.

INTERVIEWER: Alright.

RETAILER: I do not have much information regarding what they are doing there (intervention)

INTERVIEWER: Okay.

RETAILER: But you know she just said now it is like (indistinct) or local farmers bring their fresh products so I mean it is easier for us retailers to get hold, like now most of the suppliers are going to close down.

INTERVIEWER: Alright.

RETAILER: It is the festive season you know.

INTERVIEWER: Okay.

RETAILER: Because without you can easily get it from there.

INTERVIEWER: Okay.

RETAILER: Yes, without us doing the orders you know (indistinct).

INTERVIEWER: So you think it could improve supply (intervention)

4...00:03:15

yes/...

INTERVIEWER

RETAILER: Yes, it could, it could, it could yes and (indistinct).

INTERVIEWER: Alright that is great. In your opinion is there anything that you think the Government can do to increase horticulture domestically?

RETAILER: Yes, I think they can actually, I must say provide more fund (intervention)

INTERVIEWER: Okay, from where to who specifically?

RETAILER: To the RETAILERS and the one that produce the product yes.

INTERVIEWER: Okay.

RETAILER: So that it can be (incomplete). Sometimes all these things are lacking and we get it from other countries based on people who do not have enough funds to really do what they can or do it on a quality that they should be.

INTERVIEWER: Alright (indistinct).

RETAILER: Yes.

INTERVIEWER: And Government improve the funding for the producer (intervention)

RETAILER: Yes, the quality can be improved we do not really need that much importation.

INTERVIEWER: Alright.

RETAILER: Namibia can itself have a high quality for standard quality for the people.

INTERVIEWER: (Indistinct), would you consider I know that you guys maybe you have got (incomplete) you buy from a specific supplier.

RETAILER: Yes.

4...00:04:19

But/...

RETAILER

INTERVIEWER: But maybe you would know that would you consider contracting farmers to say listen, we need so much of this fresh produce can you supply us and you deal directly with farmers?

RETAILER: Yes, it is all based on the price range if the farmers will be (indistinct) the suppliers then why not (indistinct)?

INTERVIEWER: So you would consider that?

RETAILER: Yes, they consider.

INTERVIEWER: Alright. Alright, what condition if you could think of getting farmers to supply you directly what conditions might you consider?

RETAILER: What conditions?

INTERVIEWER: Yes.

RETAILERS: Okay. I am not really, really sure but I think maybe as a retailer yes we must help out like with transport.

INTERVIEWER: Okay, you are (indistinct).

RETAILERS: Yes.

INTERVIEWER: You have the transport yourself?

RETAILERS: Yes, we have got transport ourselves. So that they can have products at the right time.

INTERVIEWER: Alright.

RETAILERS: Because the fresh products if it is delayed it might get rotten.

INTERVIEWER: The quality is also affected.

RETAILER: Yes, the quality will be affected.

INTERVIEWER: Alright.

RETAILER: So the support conditions might include transport (intervention)

INTERVIEWER: Okay.

4...00:05:25

If/...

INTERVIEWER

RETAILER: If I can see and I do not know what else. For now I think that is all I can say.

INTERVIEWER: No, it is fine. Now as a retailer of fresh produce what are the main challenges you are facing?

RETAILER: I would say shortage of, I must say products that are on demand like onions (intervention)

INTERVIEWER: Alright, you face the shortage of those?

RETAILER: Yes, we do.

INTERVIEWER: Alright.

RETAILER: The challenge like at this moment we do not have too much of it.

INTERVIEWER: Okay.

RETAILER: We have been delayed by suppliers (intervention)

INTERVIEWER: Okay.

RETAILER: Like the (indistinct) to get the product on time is a problem and you know not that we are the only one making use of that (indistinct) you know.

INTERVIEWER: Okay.

RETAILER: There is a lot of (indistinct).

INTERVIEWER: Alright.

RETAILER: Shortage and then products having been delayed.

INTERVIEWER: Anything you can think about to help with such kind of problems?

RETAILER: Yes, basically what we do is that we also from our side take in the orders much earlier you know so that by the peak time you do not need to put pressure on our suppliers.

INTERVIEWER: Alright. So to curb those challenging you have to act as a retailer quicker and faster?

4...00:06:40

Yes/...

INTERVIEWER

RETAILER: Yes, quick and faster.

INTERVIEWER: Alright.

RETAILER: And have I must say additional amount of products so that we do not need to maybe constantly keep on ordering the same thing.

INTERVIEWER: Okay.

RETAILER: Or order too much for it to be rotten and stuff like that. So we have like onion we can get a lot of it.

INTERVIEWER: Alright.

RETAILER: At the same time rather than having a lot of bananas they might got rotten and (intervention)

INTERVIEWER: Alright. Final question, in your opinion what are the business prospects of Fresh Produce Industry in Namibia?

RETAILER: I think it can grow. It looks (indistinct), as I say it is a Government (intervention)

INTERVIEWER: Anything to motivate your thought?

RETAILER: Anything that?

INTERVIEWER: Why do you think it could grow?

RETAILER: As a retailer I see how much you know we make business out of that product (intervention)

INTERVIEWER: Alright.

RETAILER: People come in and everyone needs something fresh everyday (indistinct) products are much affect with fresh products though. I see you know that they can be (indistinct) or I must not say you know just a lack of funds and lack of good quality because they cannot afford all those luxury equipment to make everything because there is always a difference in Retail companies of Africa the one that we are having here, based/...

4...00:08:04

RETAILER

based on that because our people are having you know they have equipment that can make stuff.

INTERVIEWER: Yes. So in short what you are saying is you see a positive (intervention)

RETAILER: I do see positive prospects of course I do because there are some farmers that are determined in growing their own thing you know for, (indistinct) or what I mean you should (indistinct).

INTERVIEWER: Alright, thank you very much.

RETAILER: With pleasure.

INTERVIEWER: That was quite super.

INTERVIEW ENDS (END OF RECORDINGS)

APPENDIX 3: GOVERNMENT OFFICIALS INTERVIEW

FIRST INTERVIEW

INTERVIEWER: Uh, this is the first interview questions for government. Question number one: What are the Government policies on increasing domestic horticultural production for local Namibian Markets?

GOVERNMENT: Okay, uh, in terms of government policy we, we have the National Agriculture Policy and that policy actually speaks to, there's a chapter on agriculture production. Now in terms of the overall policy objective for domestic horticulture production, the government aims to actually promote the increase of horticulture production in the country. Now obviously that is a policy objective which has to be backed up with strategies of how to attain that policy objective. In terms of strategies we have programs and projects aimed at attaining that policy objective. For instance we have the, the Green Scheme Program under which we have a number of Green Scheme projects where crop production actually takes place and that crop production is not only focused on horticulture, but it also, it's actually a blend of both horticulture and green production. So that is one. Then there's also a new strategy that government is intending to also implement, it's at a stage of formulating where government is seeking to also support small scale horticulture producers so that they can also contribute to the overall objective of increased horticulture production in the country. So those are some of the initiatives of government.

INTERVIEWER: Okay. And second question: What are the challenges in the current fresh produce supply chain, supply industry in Namibia?

GOVERNMENT: Okay, the challenges, and as you know we have tried to bridge that major challenge that has been existent in the whole chain of fresh produce supply in the country, that is horticulture in particular, and that has been the missing linkage of bulk cold storage facilities which, you know, which actually contributed to a practice where most of our fresh produce had to go to South Africa for primary processing and even transformation processing before they are re-imported into Namibia. That has been the major challenge, because lack of these facilities has actually resulted in a high post-harvest losses of horticultural produce particularly in Namibia. Now with the developments of the fresh produce hubs which have just started operating the hope or wish from our side is that these fresh produce, what is it, these post-harvest losses.

INTERVIEWER: Okay.

GOVERNMENT: of horticultural produce would be something of the past plus we are also hoping that more of this produce would actually be marketed through our facilities in Namibia and these facilities would also present a ready market for farmers to market their produce. Other challenges could relate to, you know, farmers needing to, or the requirements for farmers to meet the private standards of say the retailers.

INTERVIEWER: Okay.

GOVERNMENT: That could be a challenge, but it is a challenge that the government is ready to address it by making sure that there is transparency in the system. These private standards or requirements need to be made known to the farmers in terms of what seed varieties are required for products that are demanded in the market, the methods of, you know, growing such fresh produce need to be communicated to farmers through training programmes and all that and obviously retailers would be required to be part of this

whole process so that, you know, the whole policy objective of increasing horticulture production in the country to the best quality or to the required quality is not undermined, so everybody has to be part of this initiative if we are to move forward in a streamlined fashion.

INTERVIEWER: Okay. Third question: What policies should government adopt to ensure local farmers are able to meet Namibia fresh produce consumer demand?

GOVERNMENT: Okay, well in terms of demand if it's, if the question refers to quantities

INTERVIEWER: Yes.

GOVERNMENT: then basically it's those, it's that policy under the National Agriculture Policy where we say we, our policy is to increase production. That is the policy statement within the policy document.

INTERVIEWER: Okay.

GOVERNMENT: And through that policy as I said there are programmes in place which actually represent our strategy towards attaining that policy objective, the Green Scheme, the Horticulture Support Program that is coming on stream soon, the, you know, the other strategies related to training farmers, because the demand maybe should not only be viewed in terms of quantities required, but it should also be viewed in terms of the, the specifications, the requirements, the specific requirements in terms of what sort of produce are required. So farmers need to be trained, they need to be certified and as you know this is an ongoing process, it's not just a once-off thing. It's a continuous process, because the market is dynamic, the market demands are dynamic, they change and that needs to be taken into consideration.

INTERVIEWER: Okay, next question: How would subsidies facilitate local farmers to have domestic market access?

GOVERNMENT: Subsidies, the way they are currently grafted, they're not really linked to domestic market access. Subsidies right now are linked to promoting or to supporting farmers to produce more, for instance the one that is being considered for horticulture is going to be, what is it, based or linked or modelled on the Dry Land Crop Production Program for instance where small scale farmers are given subsidised fertilizer or let me say input, production inputs like fertilizer, quality seeds, ploughing and weeding services, you know. So that is kind of coupled to production as opposed to marketing.

INTERVIEWER: Okay.

GOVERNMENT: But obviously maybe not subsidies, but Government is thinking in terms of putting in place proper, a proper regulatory environment to support our producers in terms of accessing the domestic market and also having a fair share of the domestic market.

INTERVIEWER: Okay. Thank you. What import substitution mechanisms are necessary for building domestic farmer capacity in meeting fresh produce demand?

GOVERNMENT: Import substitution mechanisms?

INTERVIEWER: Yes.

GOVERNMENT: Well, at the WTO they don't really like the terminology import substitution

INTERVIEWER: Okay.

GOVERNMENT: but obviously one has to look at Namibia and put it in, put it into its proper context in the global world trade environment. Namibia is a small net food

importing country and recognised as such by the WTO. So as such we need, for the sake of food security as well as developmental reasons, we need to and we're allowed to apply kind of special and differential treatment measures to safeguard our food security as well as to further realise our development, developmental aspirations. Now on that basis we have regulations in place now to support the marketing of local produce in the country. Under the NAB for instance they have what they call the Market Share Promotion Program where those that, the importers of fresh produce, of horticultural fresh produce are required to procure, I think currently, thirty-nine percent (39%) of their requirements from the domestic producers before they can be given an import permit for the remainder that is sixty-one percent (61%). And that percentage has actually been based on the local production of horticultural produce *vis-à-vis* our total domestic demand. So that is what is in place right now, but I should also probably mention that we are thinking of improving further on that system so that we come up with one which is product-specific and it has to also be growing based on the growth of our production of our horticultural produce, so as opposed to what is currently obtaining under the MSP where all produce are lumped as one commodity.

INTERVIEWER: Can you describe the relationship between National Food Security and increased local production of fresh produce in Namibia?

GOVERNMENT: Okay, well traditional food security has been linked to staple foods or the grains which can actually be stored for a longer period of time. While the issue of, you know, horticultural fresh produce, they have been considered to be more of luxuries, but the reality is that when it comes to horticultural fresh produce you are actually talking about nutrition and improving the nutritional value of an average person's diet as

opposed to only, you know, having people, I mean having people eating grains. So on that score I would like to have an overarching approach when it comes to food security so that food security should not only be based on sustaining people to just believing, they should have the quality life where they can have balanced diets. You don't only eat grains alone, you should eat grains, fruit and vegetables which can actually improve on your health status plus other products of fresh produce like meat and fish, etcetera. So one should actually, I view national food security in that broader term. So the relationship then between national food security and local production of fresh produce should be viewed from that perspective in my view that national food security is not only grains, but it's all of it, including fresh produce. Now in terms of production obviously and in line with the policy that we have in the National Agriculture Policy that has to be increased, that is production of fresh produce should also be increased as it is the same under increased production of staple foods which are basically the grains.

INTERVIEWER: How would Government's introduction of fresh produce business hubs affect bilateral trade relations between South Africa and Namibia?

GOVERNMENT: Well the trade relations would still be there, I mean there's a principle as I said in international world trade that in as much as trade is good for countries we are not operating from the same or similar basis and in the WTO there is one recognised principle of special and differential treatment and both South Africa and Namibia subscribe to that. In fact it's on the basis of that special and differential treatment that within the SACU Agreement in itself there is a provision, I just cannot remember the article, which allows for the BLNS, that is Botswana, Lesotho, Swaziland, those countries of SACU, to actually for instance evoke the infant industry protection and this

is only available to the four countries and not to South Africa and that is in recognition of the fact that South Africa is a bigger, stronger economy and that there is need for its younger sister, sisterly counties to also develop and on that basis we are allowed to take or evoke, you know, things like infant industry protection and I would also view this in the same light where we can actually evoke the, like MSP, the Market Share Promotion Program in favour of, you know, promoting the development of our farmers. Now obviously the challenge here is to not depend on these measures forever. We need to develop the capacity of our producers so that in the longer term when these measures are no longer going to be necessary where maybe they are considered to be on par with others they should actually now be able to compete with the others. And these measures in the longer term may be reviewed and removed, but for now, given our historical background, they are still necessary and they are recognised as such. So obviously the relations, the trade relations between Namibia and South Africa will continue to be healthy and we don't only trade in fresh produce, we trade in many other things and as you know if you look at the total import bill of Namibia it's still characterised of imports from South Africa and South Africa continues to be our major trading partner. So there's no, I don't think there's, there will be any negative impact on that.

INTERVIEWER: Okay. How would government buying fresh produce from farmers and selling to retailers affect trade with respect to free market access?

GOVERNMENT: How would government buying fresh produce from farmers

INTERVIEWER: Let's say in the event that it's not the agents who are buying from the farmers, but it's, let's say it's just AMTA (Agro Marketing and Trading Agency) from

farmers and selling to retailers direct, like government getting involved in actual trade, how would that affect trade with respect to free market forces?

GOVERNMENT: Well ...

INTERVIEWER: I'm not saying it's happening now.

GOVERNMENT: First of all I must just say that that is not the instance

INTERVIEWER: Okay.

GOVERNMENT: It's, maybe that's a theoretical question.

INTERVIEWER: Yes it is.

GOVERNMENT: Okay, and it's precisely for that reason that government is not, has not entered into, I mean I have not really applied my mind thinking on that, because let me rather speak about what is, what is there and what is there is that, you know, government has realised that if it sits back and relax major developments such as the, the whole issue of the development of fresh produce business hubs is just left to market forces it would never happen. One of the sim, okay mainly because these are quite capital intensive investments and maybe there's a perceived risk in terms of, associated in terms of putting up such infrastructure that you may not get your returns. That is where, that is why government actually feels that it's necessary to put up this infrastructure where private sector is a bit shy to put up and let this infrastructure be operated by the private sector. Now obviously AMTA may be viewed as a part of government, but it is still an agent of Government so it can all, it should also be viewed as part of the private sector. And as you know AMTA itself is also not going to be in the real trading of goods, they are going to manage the facilities and they are going to lease out these facilities to private sector and that is what is going to happen. Now in terms of if government should buy and sell

to retailers, okay that is a hypothetical question as I said, I think first of all the impact of that is that, you know, some of the private sector would or most of it, in my view, would be opposed to a situation like that, because they would think, the same government that is attracting tax is involved in the actual trading of goods and maybe, I don't know, I mean it's, I really, I can't express myself on that one, because that is not the route we have taken.

INTERVIEWER: Okay. Okay, that's fine. Then the last question: What strategies should government introduce to ensure expansion and continuance of the domestic oriented procurement measures?

GOVERNMENT: I just need to understand that question.

INTERVIEWER: Bearing in mind that currently with the AMTA strategies of trying to increase production, local production and buying local...

GOVERNMENT: Okay.

INTERVIEWER: what in your view, based on the national agricultural policy, would you want to be done in the future so that this new strategy of buying local, increasing local farmer production should be done so that there's continuance in that and there's no need to keep on importing things like your onions, tomatoes, even your fruits which can be grown locally?

GOVERNMENT: Okay, I think I have expressed myself a bit on that before. First of all as I said, you know, Namibia is not really a country in isolation. It's a member of the, these regional trade organisations, SACU, SADEC and also part of the multilateral trading system, the, under the WTO and under all of this we have binding commitments in terms of, you know, how we are going to conduct ourselves in trading, but fortunately

for us as a small country, as I said, there are exceptions in terms of, you know, allowing us to evoke or have regulations that are geared towards the promotion and development of our producers. Now if we say we support them and we support them in terms of production and in, also in terms of accessing the domestic market those measures are there and we are taking advantage of them, but then, as I said, they may not be there forever. So while we still can, you know, in answering your question we should come up, we should continue with the regulations that we have like under the Market Share Promotion Program which I also said is going to be amended to be product specific and to be also linked to our production so that while we still can we will promote the procurement of our domestic produce through these facilities until such time when our producers are competitive and probably on equal footing with producers from elsewhere in which case then the, you know, and probably depending on the pressure that is going to come from outside we may then say okay, now we can open up gradually, you see, but obviously it will be, it's a long way still to come to that point I'm referring to here now, because, you know, there are other forces. If you look at countries in Europe, you know, those countries are rich countries, s where they continue to even subsidise exports for instance. Now for as long as they continue to subsidise their exports we would also have our own regulations here to make sure that our producers and our produce are also protected in the market. We cannot allow unfair competition, especially when it is coming from rich countries into our market. We cannot do that. We are going to do a disservice to our producers, so basically that is, that is what I can say for now.

INTERVIEWER: Okay. Okay, thank you very much for your participation.

GOVERNMENT: Thanks my brother.

END OF INTERVIEW

SECOND INTERVIEW

INTERVIEWER: So can I start?

GOVERNMENT: Okay.

INTERVIEWER: Okay. The first question: What are the government policies on increasing domestic horticultural production for local Namibian Markets?

GOVERNMENT: The policies that we have, are geared towards increasing domestic markets, our domestic horticulture production which is the Green Scheme, in fact I should start with the Agriculture Policy.

INTERVIEWER: Okay.

GOVERNMENT: Which is now the one that is paving for all the other policies, it is like an umbrella that is harmonising all the other policies.

INTERVIEWER: Okay.

GOVERNMENT: that are geared towards the increased production of horticulture. The Green Scheme Policy is another one and then we have the National Development Plans, which also links to it. And then we have, the vision 2030 which is also one.

INTERVIEWER: Okay.

GOVERNMENT: which is also just for increased production, but they are all linked to the various policies..

INTERVIEWER: Okay.

GOVERNMENT: that we have.

INTERVIEWER: Okay. Right, second question: What are the challenges in the current fresh produce supply industry in Namibia?

GOVERNMENT: Of course there are , a lot of challenges. When you look at even the production ...

INTERVIEWER: Okay.

GOVERNMENT: itself you know that Namibia has been predominantly a livestock-producing country or beef-producing, so horticulture production is relatively very, very new ...

INTERVIEWER: Okay.

GOVERNMENT: And we have very few role players. And the other thing is that it's not just that we have few, it's also because we don't have experts and most of our producers are just learning how to produce horticulture .

INTERVIEWER: Okay.

GOVERNMENT: We have been concentrating on cereals, because if you look at the small-scale farmers they are more subsistence so they grow cereals and not vegetables. And the other thing also is the seeds. You know, with horticulture, if you need to have a well-developed research system...

INTERVIEWER: Okay.

GOVERNMENT: that can also research on the seeds that are suitable for the Namibian conditions. There we have a problem. We don't have the seeds.

INTERVIEWER: Okay.

GOVERNMENT: Most of our seeds we have to import.

INTERVIEWER: Okay.

GOVERNMENT: And when you import of course it's also not at an affordable price.

So you ought to have all these things but, they are not available.

INTERVIEWER: Okay.

GOVERNMENT: So you only get what the retailers are selling. Sometimes the seeds are also not tested ... INTERVIEWER: Okay.

GOVERNMENT: in the local environment so it's just like people are trying their luck to see whether they will grow or not.

INTERVIEWER: Okay.

GOVERNMENT: So for the millet cereal, because that has been a staple food.

INTERVIEWER: Okay.

GOVERNMENT: okay research has been done, but even if you look at the research that was done ...

INTERVIEWER: Okay.

GOVERNMENT: it's not even sufficient. We don't have proper research in maize seeds production. We just started now with one of the projects, the Green Scheme projects which is actually involved in the production of maize seeds. But then we also have mahangu the millet, pale millet...

INTERVIEWER: Okay.

GOVERNMENT: seeds. The varieties that we are having...

INTERVIEWER: Okay.

GOVERNMENT: , they were developed some years back. We also need to have...

INTERVIEWER: New variety ...

GOVERNMENT: new varieties that will respond differently, especially to the climatic...

INTERVIEWER: Conditions.

GOVERNMENT: conditions. When it comes to horticulture, we really, really have a problem ...

INTERVIEWER: Okay.

GOVERNMENT: in terms of seed production. We don't have the capacity within the research to produce those seeds. So for now we rely on importing. Importing is not cheap and sometimes it's not the right varieties, but you just have to buy, because they are available.

INTERVIEWER: Okay.

GOVERNMENT: Okay.

INTERVIEWER: Okay, the third question: What policies should Government adopt to ensure local farmers are able to meet Namibian fresh produce consumer demand? Here I am looking at maybe if it's something that is not already on like the Agricultural Policy, something that you...

GOVERNMENT: Okay.

INTERVIEWER: think that if it's put in it could help.

GOVERNMENT: Okay. you know the whole thing is that, you know, you really need to have policies that will support the whole production, the whole value chain, you know, be it from production, you know, because production will include now the inputs ...

INTERVIEWER: Okay.

GOVERNMENT: the seeds ...

INTERVIEWER: Okay.

GOVERNMENT: and then the production, the products that are being produced...

INTERVIEWER: Okay.

GOVERNMENT: and then also supporting the other industries that have to play a role in this whole process, because now, of course, the policies, our policies are actually not really bad.

INTERVIEWER: Okay.

GOVERNMENT: They address a lot of things. The other part that we have is the human resources.

INTERVIEWER: Okay.

GOVERNMENT: Because there we lack various specialisations within the whole chain. You know you might have people that are good in the production itself, but like the seeds...

INTERVIEWER: Okay.

GOVERNMENT: you know you will not talk of producing if you don't have the right seeds.

INTERVIEWER: Okay.

GOVERNMENT: So we need researchers. The policies are right, but the human capacity to implement them are lacking. That's why sometimes it's so difficult for us to say one is assessing whether these policies are the right policies that you have, but you know you will not do a proper assessment if you did not implement the policy the way you have put it.

INTERVIEWER: Okay.

GOVERNMENT: So you assess, but you have those gaps ...

INTERVIEWER: Okay.

GOVERNMENT: that are there that are not because of the way the policy was formulated, but it's because they were never implemented ...

INTERVIEWER: Okay.

GOVERNMENT: because you don't have the capacity yourself to implement. So these are also some of the issues that we have, within the policies, but I will not really say at this point in time we are unable to meet the Namibian fresh consumer demand. Yes it's true we are unable to meet it because of the capacity issues ...

INTERVIEWER: Okay.

GOVERNMENT: but it's not the policies that have a problem, it's just the way we are probably maybe, you know when you look at it you go back to the education probably, but when you look at the system here we see education is free up to grade whatever ...

INTERVIEWER: Okay.

GOVERNMENT: and then from there you go to the universities and then when you go to the universities you don't know now whether the people that are in the university, because it starts from primary now, they study subjects that are not going to add value to what you have as a problem or that they are going to fill the gap. You know I was once invited to the curriculum development of UNAM ...

INTERVIEWER: Okay.

GOVERNMENT: where I was telling these people, you know. That people that you are training cannot be used in the Ministry of Agriculture ...

INTERVIEWER: Okay.

GOVERNMENT: because they are trained, but it's general and its shortcut.

INTERVIEWER: Okay.

GOVERNMENT: It's like introduction to all.

INTERVIEWER: Uh hmm.

GOVERNMENT: Yes you should have an introduction to some of the subjects, but at least when you move from this point to the next you should be able to say I'm specializing in crops.

INTERVIEWER: Okay.

GOVERNMENT: And when you go in crop specialization now you focus and as you go to do Masters you know you are going to do agronomy...

INTERVIEWER: Yes.

GOVERNMENT: or that, that speciality which is not here. So now it's like all the graduates that we are getting it's just general ...

INTERVIEWER: Okay.

GOVERNMENT: and they did bits and pieces of this and that and at the end of the day even if you are trying to let them specialise ...

INTERVIEWER: Okay.

GOVERNMENT: then , it means that you have to take them again and send them for five years or for ...

INTERVIEWER: Outside the country.

GOVERNMENT: a longer period outside the country to specialise. So I think even from there, maybe the policies should also touch on the education system. . We spend a lot of hours that time in that meeting debating really ...

INTERVIEWER: Okay.

GOVERNMENT: and, you know, I know that in Namibia we don't have the capacity which is also lacking everywhere and you have lecturers at the universities that also came from different schools of thought and from different countries, of course who will promote what they have learned.

INTERVIEWER: Okay.

GOVERNMENT: Just like when we say you know you come with your own project don't, copy and paste it in Namibia, because it won't work.

INTERVIEWER: Yes, it won't work.

GOVERNMENT: (Laughs). So now they are trying to copy and paste ...

INTERVIEWER: Okay.

GOVERNMENT: from their old notes.

INTERVIEWER: Okay.

GOVERNMENT: And which is completely different, you know, they should really look at what we need ...

INTERVIEWER: Okay.

GOVERNMENT: as a country,, it's not just,that we don't need a lot of degrees.

INTERVIEWER: Okay.

GOVERNMENT: We need degrees that we will use so that we'll fill the gaps in our policies ...

INTERVIEWER: Okay.

GOVERNMENT: which are now lacking.

INTERVIEWER: Okay.

GOVERNMENT: Yes.

INTERVIEWER: Okay. Fourth question: How would subsidies facilitate local farmers to have domestic market access?

GOVERNMENT: Subsidies now.

INTERVIEWER: Yes.

GOVERNMENT: How will they ...

INTERVIEWER: Let's say if Government would give farmers subsidies ...

GOVERNMENT: Okay.

INTERVIEWER: how would it help farmers to be able to bring their produce into the current market space?

GOVERNMENT: Okay. how?

INTERVIEWER: Yes.

GOVERNMENT: You know, it it will help, for, we always know some, like when I listen to the EU, to the Americans, , they always say, , subsidies are not sustainable, they are not good, , but when you look at the way their farmers are being subsidised ...

INTERVIEWER: Okay.

GOVERNMENT: you know, it's like they do it, maybe not in cash ...

INTERVIEWER: Okay.

GOVERNMENT: but in kind, because they have their own industries that are developing some of the inputs that are required.

INTERVIEWER: Okay.

GOVERNMENT: Now for a country like us where you don't even have the industries ...

INTERVIEWER: Okay.

GOVERNMENT: to produce the inputs and maybe just pay the industries indirectly ...

INTERVIEWER: Okay.

GOVERNMENT: you have to do it yourself. So these subsidies really will assist and especially the sector like , the horticulture sector ...

INTERVIEWER: Okay.

GOVERNMENT: that is new in Namibia.

INTERVIEWER: Okay.

GOVERNMENT: You really need to subsidise it highly, even, what we are doing currently is not just enough.

INTERVIEWER: Okay.

GOVERNMENT: You subsidise , you don't subsidise the fertilisers, you s, look at our electricity bills here ...

INTERVIEWER: Okay.

GOVERNMENT: now you try to subsidise farmers on the inputs and then the electricity bill is ...

INTERVIEWER: Is sky high

GOVERNMENT: is so high that you cannot, the farmers cannot even make a living.

INTERVIEWER: Okay.

GOVERNMENT: So you have really to look at ways on how to subsidise and these subsidies are the only things that will help our farmers to produce more for the market. I was the one to make a decision ...

INTERVIEWER: Okay.

GOVERNMENT: I would say subsidise even transport, electricity and inputs.

INTERVIEWER: Okay.

GOVERNMENT: First we start with, farmers even if it means we have to subsidise a lot of things ...

INTERVIEWER: Okay.

GOVERNMENT: and as the farmers are growing and the markets are also becoming available to take up the products ...

INTERVIEWER: Okay.

GOVERNMENT: and probably also paying prices that will make the farmers acquire some other inputs ...

INTERVIEWER: Okay.

GOVERNMENT: without subsidies, then we can now move out ...

INTERVIEWER: Out of subsidies.

GOVERNMENT: of subsidies.

INTERVIEWER: Okay.

GOVERNMENT: But gradually moving out and

INTERVIEWER: Okay. Question number five: What import substitution mechanisms are necessary for building domestic farmer capacity meeting fresh produce demand? I think you've already ...

GOVERNMENT: Okay.

INTERVIEWER: highlighted them ...

GOVERNMENT: Okay.

INTERVIEWER: When you said electricity ...

GOVERNMENT: Okay.

INTERVIEWER: I think, I think that question you've already addressed it.

GOVERNMENT: Electricity, transport, even just like the hubs that we are building you know ...

INTERVIEWER: Yes.

GOVERNMENT: these are facilities that we are putting up ...

INTERVIEWER: Okay..

GOVERNMENT: really just to increase and ja.

INTERVIEWER: Okay. Describe the relationship between national food security and increased local production of fresh produce in Namibia.

GOVERNMENT: Okay. the relationship?

INTERVIEWER: Okay.

GOVERNMENT: between national food security and increased local produce for fresh produce in Namibia.

INTERVIEWER: Okay.

GOVERNMENT: No, there is a relationship there ...

INTERVIEWER: Okay.

GOVERNMENT: because , if I'm food secure ...

INTERVIEWER: Okay.

GOVERNMENT: then definitively surplus will go to the market.

INTERVIEWER: Okay.

GOVERNMENT: Because you start with yourself ...

INTERVIEWER: Uh hmm.

GOVERNMENT: with your household first ...

INTERVIEWER: Okay.

GOVERNMENT: and then it will overflow, because if you have more here, it flows out

...

INTERVIEWER: Okay.

GOVERNMENT: to the market. So there is a relationship ...

INTERVIEWER: Okay.

GOVERNMENT: , because , if I say I'm food secure at my household level, even if I have a small garden ...

INTERVIEWER: Okay.

GOVERNMENT: let's say at my house I have a garden and I grow spinach, at least I would not need to eat everything, the products from the whole ...

INTERVIEWER: Okay.

GOVERNMENT: garden. I will harvest enough for me to eat and enough to sell to the ...

INTERVIEWER: To sell.

GOVERNMENT: neighbours.

INTERVIEWER: Okay.

GOVERNMENT: So then at household I will be secured, and then make money.

INTERVIEWER: Okay.

GOVERNMENT: Yes, it's for the market. Ja, I think there's a relationship.

INTERVIEWER: Okay.

GOVERNMENT: Okay.

INTERVIEWER: How would Government ...

GOVERNMENT: Maybe I did not explain it properly ...

INTERVIEWER: No (indistinct).

GOVERNMENT: but I see that ...

INTERVIEWER: Okay.

GOVERNMENT: Yes.

INTERVIEWER: How would Government's introduction of fresh produce business hubs affect bilateral trade relations between South Africa and Namibia?

GOVERNMENT: Well you know it's always good to think about these things.

INTERVIEWER: Okay.

GOVERNMENT: But you know it's also an issue that Namibia has to decide, to really say it's a sovereign state ...

INTERVIEWER: Okay.

GOVERNMENT: we should start producing our own food and I think South Africa will also understand ...

INTERVIEWER: Okay.

GOVERNMENT: , you know I like giving examples ...

INTERVIEWER: Okay.

GOVERNMENT: We had a problem the other time, some years back where we did not have mahangu seeds ...

INTERVIEWER: Okay.

GOVERNMENT: not just, mahangu. It was drought and we did not have mahangu. We had to import.

INTERVIEWER: Okay.

GOVERNMENT: Everywhere you asked, they will tell you even us are hit by drought ...

INTERVIEWER: Okay.

GOVERNMENT: we don't want to export our cereal, we have to think of feeding our own people first.

INTERVIEWER: Okay.

GOVERNMENT: So now if you keep on relying on South Africa even on those commodities that are required by every person on the street ...

INTERVIEWER: Okay.

GOVERNMENT: you know , you will even create problems for yourself, because those people that voted for you ...

INTERVIEWER: Okay.

GOVERNMENT: will overthrow you.

INTERVIEWER: Okay.

GOVERNMENT: You will have war that will even affect South Africa. So you know ...

INTERVIEWER: Ja.

GOVERNMENT: these are the things that, you know, I don't think that if we are trying to be self-sufficient in food we'll affect our neighbour.

INTERVIEWER: Okay.

GOVERNMENT: So because we are producing, even countries that are -sufficient they still import ...

INTERVIEWER: Okay.

GOVERNMENT: because at the end of the day it is the demand ...

INTERVIEWER: Okay.

GOVERNMENT: is the quality that the people, or the market will need, like if we can export what we have, like if you look at the advantage of Namibia to export meat ...

INTERVIEWER: Okay.

GOVERNMENT: to the EU compared to other countries in the region ...

INTERVIEWER: Okay.

GOVERNMENT: but we are managing to export, because the Europeans produce their own beef, but they will prefer ...

INTERVIEWER: They'll prefer ...

GOVERNMENT: the Namibian ...

INTERVIEWER: Okay.

GOVERNMENT: beef. So it will still be the same, you know ...

INTERVIEWER: Yes.

GOVERNMENT: because some of the people in South Africa might also want to buy the produce that we are producing here, because it's the preference of ...

INTERVIEWER: Okay.

GOVERNMENT: some customers you know.

INTERVIEWER: Okay.

GOVERNMENT: So we might produce more and sell to South Africa and also if we are self-sufficient in food production here, we might sell it elsewhere ...

INTERVIEWER: Okay.

GOVERNMENT: but I don't think that even if I know that with some of the agreements ...

INTERVIEWER: Okay.

GOVERNMENT: that we have signed probably it will be an issue, but I think they should also understand from our side that it's a sovereign state, we need to produce our own food ...

INTERVIEWER: Okay.

GOVERNMENT: we need to feed our people, because when problems come they will not stand with us. When we have the same problems here they will opt to help their people first before us.

INTERVIEWER: Okay.

GOVERNMENT: So, (laughs).

INTERVIEWER: Next question, this is a hypothetical one.

GOVERNMENT: Okay.

INTERVIEWER: How would Government buying fresh produce from farmers and selling to retailers affect trade with respect to free market access process?

GOVERNMENT: How would Government buying...

INTERVIEWER: Fresh produce from farmers...

GOVERNMENT: fresh produce from farmers and sell to retailers affect trade. You know, for now, in Namibia ...

INTERVIEWER: Okay.

GOVERNMENT: if Government does not do anything...

INTERVIEWER: Okay.

GOVERNMENT: because it's true , we are free for how many years now , twenty plus years nê ...

INTERVIEWER: Okay.

GOVERNMENT: but most of our people's mentality...

INTERVIEWER: Okay.

GOVERNMENT: is that, you know, everything comes from South Africa, everything that comes from elsewhere is good, especially when it comes to horticulture produce.

INTERVIEWER: Okay..

GOVERNMENT: The other day, you know, with , the pictures that we have here down at the entrance ...

INTERVIEWER: Yes.

GOVERNMENT: , there were some young guys who were looking at those pictures and they said ah, but why did they take pictures from South Africa and paste them here on the wall. So nobody actually knows that we are producing some of these things.

INTERVIEWER: Okay.

GOVERNMENT: Also because they are not branded in any way. It started with Team Namibia (telephone rings) sorry. So it's like with the new products that are branded Team Namibia ...

INTERVIEWER: Okay.

GOVERNMENT: people will go buy those ones, yes, those that understand ...

INTERVIEWER: Okay.

GOVERNMENT: but other people go to a market ...

INTERVIEWER: Okay.

GOVERNMENT: to buy what they can afford. So now if Government for instance does not buy from the producers ...

INTERVIEWER: Okay.

GOVERNMENT: with people that have perceptions that goods from South Africa are the best, they will never buy from our producers.

INTERVIEWER: Okay.

GOVERNMENT: And especially the owners of all these shops here, these retailers, Shoprite, who owns them? They are South African.

INTERVIEWER: Okay.

GOVERNMENT: And I was also reading in the newspaper this other day in Zambia the instead of getting own horticulture produce in Za, from Zambian ...

INTERVIEWER: Okay.

GOVERNMENT: farmers ...

INTERVIEWER: Okay.

GOVERNMENT: and you know Zambia is fertile.

INTERVIEWER: Okay.

GOVERNMENT: They produce these things everywhere. They cannot get it from somewhere, they prefer to get it from their own farms . The other example is if Government does not buy, take an example of mahangu, cereals ...

INTERVIEWER: Okay.

GOVERNMENT: if Government does not buy these cereals from the Green Scheme and pack them and store them in the silos ...

INTERVIEWER: Okay.

GOVERNMENT: who will buy? Our millers, these small millers they don't even have the capacity to mill what we have on the projects. Namib Mills, the owner of Namib Mill is a South African guy.

INTERVIEWER: Okay.

GOVERNMENT: He has a very big farm in South Africa where he's growing...

INTERVIEWER: For Namibia.

GOVERNMENT: for Namibia. So now he is the owner who will go and buy from these farmers.

INTERVIEWER: Okay.

GOVERNMENT: Even with this issue of us closing the borders, , yes we do close the borders, but when you look under that "closing of the border" ...

INTERVIEWER: Okay.

GOVERNMENT: and what is happening you will not believe. We say the border is closed, but when it's opened we give this guy enough permits to stockpile his silos here and then the guys that are controlling...

INTERVIEWER: Okay.

GOVERNMENT: the cereals in the country they will check around and say no, we still have a lot of cereals around here, all these small millers now ...

INTERVIEWER: Okay.

GOVERNMENT: , we are not going to open the borders, can buy from these, not from, okay ours is strategic food reserves, we don't sell every year ...

INTERVIEWER: Okay.

GOVERNMENT: they can buy from Namib Mills.

INTERVIEWER: Okay.

GOVERNMENT: So you see this ...

INTERVIEWER: Okay.

GOVERNMENT: So, okay. Alright, so you see some of these things now.

INTERVIEWER: Okay.

GOVERNMENT: that are happening this way. So now if Government does not buy ...

INTERVIEWER: Okay.

GOVERNMENT: those people will not even get the courage to produce. Why produce?

INTERVIEWER: Okay.

GOVERNMENT: In this country when we put up the silos, if you look at , the silos , for the millet, mahangu ...

INTERVIEWER: Okay.

GOVERNMENT: They are small, because that time the engineers around here ...

INTERVIEWER: Okay.

GOVERNMENT: they were all ...

INTERVIEWER: White.

GOVERNMENT: whites.

INTERVIEWER: Okay.

GOVERNMENT: So they were saying ah, no, these people, the subsistence farmers in the North they will never fill those silos.

INTERVIEWER: Okay.

GOVERNMENT: So they said no, let's just build this capacity.

INTERVIEWER: Okay.

GOVERNMENT: The silo, it's one hundred hey ...

INTERVIEWER: Okay.

GOVERNMENT: No, it's two hundred and fifty, , five hundred for Okongo and Omuthiya five hundred ...

INTERVIEWER: Okay.

GOVERNMENT: so they wanted the same for Tsandi ...

INTERVIEWER: Okay.

GOVERNMENT: but luckily we said no, let's start buying mahangu and see.

INTERVIEWER: Okay.

GOVERNMENT: We filled these two silos within two months and people had still a lot of mahangu that they wanted to bring to the silos ...

INTERVIEWER: Okay.

GOVERNMENT: but we did not have the space.

INTERVIEWER: Okay.

GOVERNMENT: So because there were no people and when we say Namib Mills buys locally ...

INTERVIEWER: (Indistinct).

GOVERNMENT: Namib Mills will say it's expensive, They will prefer to get it from India where they get it cheaper. So now, you know that's why I say for Government to buy ...

INTERVIEWER: Okay.

GOVERNMENT: it's also to encourage farmers to grow and they are creating jobs locally.

INTERVIEWER: Okay.

GOVERNMENT: That is now the requirement which is now the requirement of our visions and our National Development Plans and so on to create jobs.

INTERVIEWER: Okay.

GOVERNMENT: Okay.

INTERVIEWER: The last question: What strategies should Government introduce to ensure expansion and continuance of the domestic oriented procurement measures?

GOVERNMENT: What strategy should Government introduce to ensure expansion and continuation of domestic oriented procurement measures? You know the whole thing is, the Government should just continue to do what it's doing.

INTERVIEWER: Okay.

GOVERNMENT: And it should also encourage our private sector to come in, because, you know, for all the years upto today people are complaining even when you look at , our current National Development Plan ...

INTERVIEWER: Okay.

GOVERNMENT: the formulation of that plan was done by the National Planning Commission which is Government ...

INTERVIEWER: Okay.

GOVERNMENT: and the private sector. You know we in Government were not really , fully involved, all the Ministries, apart from the National Planning Commission which was facilitating and that's why you see a lot of stakeholder involvement , but when you actually go back, and I want to see the review of the National NDP4, ...

INTERVIEWER: Okay.

GOVERNMENT: When you actually look at it and you say private sector involvement they want Government to put all the investment and then they come in ...

INTERVIEWER: to (indistinct).

GOVERNMENT: just to manage and to get higher salaries for themselves which is not supposed to be a PPP (Private public partnership).

INTERVIEWER: Okay.

GOVERNMENT: Because that is now something different. I don't know how to describe it.

INTERVIEWER: Okay.

GOVERNMENT: So it's, if we are talking of a PPP they should be able to say we are coming in with five million, Government come in with ten million ...

INTERVIEWER: Okay.

GOVERNMENT: or come in with , five million and then we talk and we do these things ...

INTERVIEWER: Together.

GOVERNMENT: or they come in to say we are going to build this one, give us, or create this environment for us. You know like most of these, like , I was looking at the poultry ...

INTERVIEWER: Okay.

GOVERNMENT: industry the other time. That is not, though that they want Government protection, industry protection ...

INTERVIEWER: Okay.

GOVERNMENT: Yes, they want it, but it's not really a partnership, but of course that is just private sector investment ...

INTERVIEWER: Okay.

GOVERNMENT: that is there, but in some instances the way the PPP in this country is misunderstood and I think it's high time also for the Ministry of Trade and Industry to probably come up with a definition ...

INTERVIEWER: Okay.

GOVERNMENT: so that everybody when we talk of PPP will understand.

INTERVIEWER: We understand.

GOVERNMENT: There was, this other day when I was listening to the radio ...

INTERVIEWER: Okay.

GOVERNMENT: there was somebody who was making a speech at an event, , apparently he was asked to come up with a presentation on how he thinks employment should be created in Namibia ...

INTERVIEWER: Okay.

GOVERNMENT: and then he comes up on the agriculture sector, , the Green Scheme, saying the Government should develop the Green Scheme and give them to private companies to run and then Government should exit after ten years. After ten years we move out, we set up the infrastructure and then we move out, we give it to the private sector. Is that PPP?

INTERVIEWER: No.

GOVERNMENT: No.

INTERVIEWER: Okay.

GOVERNMENT: Why don't you just say Government sets up a hospital and then you move out, private sector comes in, when they come in they start charging people high prices nobody will afford and then?

INTERVIEWER: Okay.

GOVERNMENT: What will happen?

INTERVIEWER: It's true.

GOVERNMENT: You know that's why, sometimes yes, we need strategies that Government should introduce to ensure expansion of domestic oriented procurement measures, but sometimes it's how, you have to bring them in ...

INTERVIEWER: Okay.

GOVERNMENT: is, you really have to have some definitions of certain issues ...

INTERVIEWER: Okay.

GOVERNMENT: so that when we get in there we all know what we are talking about.

INTERVIEWER: Okay, it's true.

GOVERNMENT: Because I always tell people you know your PPP is parasitic and they don't like it. They (laughs), you know they just want to parasite on Government and then they are the ones, if, if ...

INTERVIEWER: They don't want to put their money ...

GOVERNMENT: things go wrong ...

INTERVIEWER: Okay.

GOVERNMENT: if things go wrong they will be the ones to say yes, Government you see and when the communities, when the people cry out there they will say no, no, no, this Government did not give me this.

INTERVIEWER: Okay.

GOVERNMENT: I think yeah, we need strategies, but I don't know how we have to put them together, but I think both public and private ...

INTERVIEWER: (Indistinct).

GOVERNMENT: should come together ...

INTERVIEWER: Okay.

GOVERNMENT: And then sit, talk and reach consensus.

INTERVIEWER: Okay.

GOVERNMENT: You know the other day we were just arguing ...

INTERVIEWER: Okay.

GOVERNMENT: for a whole day with the industry, livestock industry on value addition.

INTERVIEWER: Okay.

GOVERNMENT: What is value addition? Somebody saying if I convert, if I cut a piece of meat and put it in a, in this vacuum packed plastics hey and vacuum pack it I have added value to that while you are saying no, that piece is still just meat ...

INTERVIEWER: Okay.

GOVERNMENT: you have to convert it into something else that will be called either a canned beef or whatever beef or doughnuts or whatever or a (laughs) ...

INTERVIEWER: Okay.

GOVERNMENT: a burger. That's what we'll call value addition.

INTERVIEWER: Value addition

GOVERNMENT: Or a boerewors, you take it, you do ...

INTERVIEWER: Transform it.

GOVERNMENT: boerewors, you transform it, but somebody's saying no, I take that meat, I put it in this vacuum pack for me to facilitate marketing ...

INTERVIEWER: Yes.

GOVERNMENT: added value. Now, now you see you go sit the whole day with this person arguing. So better do it at the hubs and then people will see, this is value addition.

INTERVIEWER: Okay,

GOVERNMENT: That Government should always start doing it ...

INTERVIEWER: So then the ...

GOVERNMENT: then everybody sees oh, no, when we talk about value addition it's this.

INTERVIEWER: Okay.

GOVERNMENT: Yes.

INTERVIEWER: Alright, thank you very much for your help.

GOVERNMENT: I hope I have really helped you.

INTERVIEWER: No, you have, you have. You have really assisted me a lot. What I'll actually be able to do is, I will be able to (incomplete)

END OF INTERVIEW

THIRD INTERVIEW

INTERVIEWER: Morning. Our question one: What are the Government policies on increasing domestic horticultural production for local Namibian markets?

GOVERNMENT: Government policies, we have the Agriculture Policy mentioning a bit of ...

INTERVIEWER: Okay.

GOVERNMENT: specifics for horticulture. We have the Green Scheme Policy ...

INTERVIEWER: Okay.

GOVERNMENT: which is looking on production. We have the current now, the Marketing and Trade Policy and Strategy which has just been launched now.

INTERVIEWER: Okay.

GOVERNMENT: So those are the documents. We have others which I think date back, there are many ...

INTERVIEWER: Okay.

GOVERNMENT: which are guiding the whole production of horticulture domestically.

INTERVIEWER: Okay. Second question: What are the challenges in the current fresh produce supply industry in Namibia?

GOVERNMENT: The challenges, let me say maybe currently the challenges which we have, I mean is the water.

INTERVIEWER: Okay.

GOVERNMENT: The water is one of the challenges which we might face, the climate, then the weather ...

INTERVIEWER: Okay.

GOVERNMENT: the climate. Those are the challenges which we currently have. The others normally are things which we can change. ,The land is there, it is available, the limited water holes we have I mean we can utilise it efficiently, labour for example is there, even maybe one , also is a challenge the willingness of people , who would like to farm or to work on farms.

INTERVIEWER: Okay.

GOVERNMENT: Now if one looks at the money which is paid or salary paid by the sector faces few challenges of labour, and the willingness of young people to take up the job in the agriculture, they remove this whole thing. Those are the challenges which we are facing, but I think as I said the basic challenge is the resource which is the water ...

INTERVIEWER: Okay.

GOVERNMENT: and then the other one is the climate change.

INTERVIEWER: Okay.

GOVERNMENT: I think those are the biggest challenges. The others we can manage to entertain (indistinct).

INTERVIEWER: Okay. What policies should Government adopt to ensure local farmers are able to meet Namibia fresh produce consumer demand? Here I'm thinking of policies that you can propose to make this a seamless process.

GOVERNMENT: Yes, as I mentioned here the policies are there.

INTERVIEWER: Okay.

GOVERNMENT: And they are adequate.

INTERVIEWER: Okay.

GOVERNMENT: So the only thing is implement these policies and implementation of policy necessarily doesn't come only from Government ...

INTERVIEWER: Okay.

GOVERNMENT: the industry as a whole, stakeholders, private people and so on, should also understand that these policies are for them to implement, to make a success out of it. So it really doesn't help Government to have nice policies ...

INTERVIEWER: Okay.

GOVERNMENT: but the sector does not implement it. So what I can say is just that the policies are there, the current policies which are there are adequate to really move if the industry, if it is well-adopted by all stakeholders.

INTERVIEWER: Okay.

GOVERNMENT: Yes.

INTERVIEWER: And then next question: How would subsidies facilitate local farmers to have domestic market access?

GOVERNMENT: Subsidy is, subsidy can, if it comes, in whatever design, in what form, even if it was designed (indistinct) to say it can facilitate local farmers to produce more, but then the issue which is linked to subsidy is sometimes the continuity.

INTERVIEWER: Okay.

GOVERNMENT: How far can you go to subsidise this commodity and (indistinct), can create a dependency whereby the industry cannot cope without a subsidy and I think sometimes this is not the way how we can develop ourselves and really make business out of it, I'm not saying subsidies are bad, subsidies are good, but the intention of how you are implementing it, is what is critical. For example if you introduce a subsidy

scheme, introduce with an aim and also the future phase-out. You put up the plough and then you say okay that is how I implement, I assist my farmers, but then I have to phase this one out as time goes and you know that you create sustainability in the process ...

INTERVIEWER: Okay.

GOVERNMENT: because if there is no sustainability or if there is no thought of sustainability from the introduction of the policy we might end up even sometimes not promoting the industry,.

INTERVIEWER: Okay.

GOVERNMENT: That's not a good idea so as I said, maybe what I can say is that if subsidies are needed that let's introduce them having in mind that one day it should be phased out depending from how they have made an impact on the industry and on farmers whom we want to help.

INTERVIEWER: Okay. What import substitution mechanisms are necessary for building domestic farmer capacity in meeting fresh produce demand?

GOVERNMENT: The import substitution mechanism, I think what we have to do now is we have to go product by product.

INTERVIEWER: Okay.

GOVERNMENT: And product by product, I mean that you choose the product first say for example tomato and then you know that for tomatoes in Namibia we normally can produce up to ninety percent (90%) or eighty percent (80%) depending, as I said earlier, on our weather ...

INTERVIEWER: Okay.

GOVERNMENT: availability of resources like water and so on and here climate plays a very important role. Now you go product by product by saying okay fine, for tomato, for example I substitute all the import by ninety percent (90%). For apples, for example, we also are not, producing anything. Maybe in future, I'm not saying it cannot be produced, because research also needs to be done to really have confidence in those things and say what can be produced in Namibia and what cannot be produced in Namibia. Then you say now fine, from these apples for example import substitution is zero or zero percent (0%), but for a certain crop, onions for example, potatoes for example which we can produce in certain (indistinct) so then there is I mean substitution, I mean import substitution percentage can be increased and be higher. So my recommendation is normally to go per product ...

INTERVIEWER: Okay.

GOVERNMENT: pending on our local production so that we can build a domestic market on that basis.

INTERVIEWER: Okay. Can you please describe the relationship between national food security and increased local production of fresh produce in Namibia?

GOVERNMENT: Yes, the issue of food security depends on whether you have food locally. Wherever they are coming from or produced is not really what food security means. Your food security means as long as we have food in Namibia we are food secure. Where it's produced is not the issue. Now increase local production, if we relate that one then you look at now you, maybe we'll look at different scenarios. Can you produce fruit locally, which secure fruit in Namibia or you can produce fruit locally, but sometimes you cannot secure food for example. We have produce like grapes for

example, it's produce which is only earmarking the foreign markets and not necessarily for the local market as now, because the principle is that they cannot, local consumers cannot afford it. So that's the thinking ...

INTERVIEWER: Okay.

GOVERNMENT: which is there? So now in terms of food security for example in that commodity one, that's grapes producer, it can increase production locally of grapes, but we are not really going to secure national food security. Okay, there are products which are like that, , because of the nature of the product which is produced locally. So now fresh produce again if one look at it in terms of food security it's not only the, weather we have also to look in the terms of nutrition.

INTERVIEWER: Okay.

GOVERNMENT: So is the nutritional value which they are adding to our people. The affordability, whether our local people are affording it, what you are producing here and then we also look at crop distribution, very, very critical. Sometimes we have food locally, it's produced, we have increased production and they are abandoned in a certain locality ...

INTERVIEWER: Okay.

GOVERNMENT: or area, but people have no access to that food and again distribution, the information, and all those databases where that food is and where it's needed and all those types of things I think those are the things which have to go with food security and increase production locally.

INTERVIEWER: Okay.

GOVERNMENT: So it's a range of factors which, normally, have to be put together so that we can say if we increase local production of fresh produce to ensure food security, what type of fresh produce are we looking at which can increase the national food security in general in terms of affordability, as I said, in terms of nutrition, of distribution and all those types of things.

INTERVIEWER: Okay. How would Government's introduction of fresh produce business hubs affect bilateral trade relations between South Africa and Namibia?

GOVERNMENT: The introduction of fresh produce, I think the effect is positive, because what we are saying is that the same infrastructure which is built here now, the hubs, is the same concept which is existing in South Africa. In South Africa it's very broad, because they have more than eighteen markets which are already operating. There are new ones which are also going to be built. So now the bilateral with us just means that now we can coordinate products, now we can have a data system whereby even us as Namibians we know where we source food from South Africa and bring it to our market and then we have records of those types of commodities we are importing from South Africa. And that will even strengthen our bilateral. By means of that we will have a common understanding of what type of quality of food we need in terms of food safety. We can even coordinate with the South African Government the type of food Namibia needs in terms of, as I said, food safety, quality and so on. In terms of even prices, because you have seen sometimes a product which is brought here in Namibia, we don't know what grade that product is, because Namibia does not have a relationship with the South African company, I mean counterpart to really make sure that whatever is imported

here is understood and is graded according to our requirements as Namibians. We don't have that.

INTERVIEWER: Okay.

GOVERNMENT: We just take any kind of fruit or fruits or whatever, vegetable which comes in through the Government and sometimes it's seen that we might receive very low grades and then our consumers might be paying a higher price for those grades, I mean for those lower grades. We never know. But this, as I say now, with the hubs will determine all these things, we will be able to determine all this food quality and safety and then with our counterpart in South Africa then we will link up and then together we can determine what we need within the country and then we inform our partner so that we can have what we need and pay for what, and a portion I will pay for what they deserve.

INTERVIEWER: Okay. Next question: How would Government buying fresh produce from farmers and selling to retailers affect trade with respect to free market forces?

GOVERNMENT: I think Government did very well, because Government is not going to be involved in buying from farmers. What we are saying is that the industry itself, the business people are going to buy from farmers...

INTERVIEWER: Okay.

GOVERNMENT: and farmers being business people they are going to do business with other business people. So the intervention of Government is only by establishing infrastructure as we have done in the fresh produce hubs and again Government have again said no, we are not even going to manage these things.

INTERVIEWER: Okay.

GOVERNMENT: It's why they gave it to a non, Government organisation like AMTA (Agro Marketing and Trading Agency) to run, or to facilitate these things and then to bring transparency in the whole business system.

INTERVIEWER: Okay.

GOVERNMENT: So yes, if Government could be involved to buy produce from farmers and sell to the retailer it could have been affecting free trade and maybe, because of Government intervention.

INTERVIEWER: Okay.

GOVERNMENT: And Government is very, very careful, it's why the (indistinct) market system leaves everything to business people to run.

INTERVIEWER: Okay. And then the last question: What strategies should Government introduce to ensure expansion and continuance of the domestic orientated procurement measures?

GOVERNMENT: What Government has to do in ensuring this, is that Government is normally the largest consumer of fresh produce in the country, especially Government institutions.

INTERVIEWER: Okay.

GOVERNMENT: We have the schools, the hospital, the army, the police and so on and others. So through procurement of, from the Government it would assist to expand the domestic market.

INTERVIEWER: Okay.

GOVERNMENT: So which is very, very critical for the, as we said earlier, the import substitution aspect

INTERVIEWER: Okay.

GOVERNMENT: where we look at what type of commodity is really needed to be consumed by the Government institution. So Government again has to ensure that they introduce other measures. We have other measures which can be introduced for example the border control, the SPSS ...

INTERVIEWER: Okay.

GOVERNMENT: and all those measures which they can use to strengthen that to ensure that the local produce are pref, not preference, but also in the same par with import. The Government may have to train people, farmers. We have programs like the Cape (indistinct) ...

INTERVIEWER: Okay.

GOVERNMENT: agricultural practices, all those things, is where Government extension can also train farmers, ...

INTERVIEWER: Okay.

GOVERNMENT: train staff so that they can meet the international standards which include food safety and so on and all this is broad, for Government really to come in and support. I think the strategy of Government is very, very broad ...

INTERVIEWER: Okay.

GOVERNMENT: in terms of production, not the procurement side.

INTERVIEWER: Okay.

GOVERNMENT: Yes.

INTERVIEWER: Right, thank you very much for assisting.

GOVERNMENT: So I hope it will help.

APPENDIX 4: INFORMED CONSENT AND INTERVIEW QUESTIONS



POLYTECHNIC OF NAMIBIA

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

Permission Request to the Ministry of Agriculture, Water & Forestry (MAWF)

Dear Sir/Madam

My name is Tinarwo Vincent Sahanga and I am planning to obtain a Masters of Leadership and Change Management at Harold Pupkewitz Graduate School of Business. My area of focus is Change Management in Namibia Fresh Produce Supply Chain. The research aims to explore the effectiveness of the change management process in the transition from an import to domestic dominated fresh produce supply chain. The research also seeks to evaluate if the proposed change management procedures in the Namibian fresh produce supply chain are likely to achieve intended results. Conclusions drawn from this research will ultimately be used to draw lessons which will contribute towards upgrading the Namibian fresh produce marketing channels where possible applications to solutions of current challenges can be explored.

I seek permission to conduct a study on the Namibian Fresh Produce Industry. The research entails having interviews with key management staff within MAWF, AMTA and

AGRIBUSDEV. Your approval will be greatly appreciated. Please do not hesitate to contact me, my lecturer Professor Grafton Whyte or my supervisor Dr Stephen Mbithi, should you require any further elaboration.

Kind regards

A handwritten signature in blue ink, appearing to read 'Tinarwo', with a stylized flourish extending from the end.

TINARWO VINCENT SAHANGA

Interview Questions Schedule A: (Farmer)

**POLYTECHNIC OF NAMIBIA**

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS**To whom it may concern:**

I am undertaking a study on the Change Management in Namibia Fresh Produce Supply Chain and I would like you to participate in the study. The study aims to explore the effectiveness of the change management process in the transition from an import to domestic dominated fresh produce supply chain. The proposed interview questions for the study are presented below:

1. What is the current size of farm (hectares)?
2. What are the crops that you are producing?
3. What training have you received on horticultural production?
4. Describe your farming methods?
5. How do you market your fresh produce after harvest and how big is your distribution network?
6. How does the fresh produce from your farm get supplied to the retail outlets and what's the furthest distance travelled?
7. If Government introduced policies to stop fresh produce importation, what mechanisms would you introduce to be able to meet production demand?
8. How would farmers aggregating supply for distribution from the same production area help you?

Your participation in this study is greatly appreciated. Thank you.

Kind regards

A handwritten signature in blue ink, appearing to read 'Tinarwo' followed by a stylized surname.

TINARWO VINCENT SAHANGA

Interview Questions Schedule B: (Retailer)

**POLYTECHNIC OF NAMIBIA**

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

To whom it may concern:

I am undertaking a study on the Change Management in Namibia Fresh Produce Supply Chain and I would like you to participate in the study. The study aims to explore the effectiveness of the change management process in the transition from an import to domestic dominated fresh produce supply chain. The proposed interview questions for the study are presented below:

1. How many years has your company been operating as a retailer in Namibia?
2. Where do you procure fresh produce?
3. What types of fresh produce do you sale in your retail outlet?
4. What challenges do you face in importation of fresh produce into Namibia?
5. What do you think about Agro-Marketing and Trade Agency and Fresh Produce Business Hubs in relation to the increased sourcing fresh produce from local farmers in Namibia?
6. Describe what mechanisms the Namibian Government needs to do to increase domestic horticultural into Namibia?

7. Would you consider contracting local farmers to produce majority of your fresh produce requirements and what conditions would you like them to fulfil before contracting them?
8. What are the main challenges you face as a retailer of fresh produce in Namibia and what would you propose to be done to address those problems?
9. What in your opinion are the business prospects for fresh produce industry in Namibia?

Your participation in this study is greatly appreciated. Thank you.

Kind regards

A handwritten signature in blue ink, appearing to read 'Tinarwo Vincent Sahanga', with a stylized, cursive script.

TINARWO VINCENT SAHANGA

Interview Questions Schedule C: (Government)

**POLYTECHNIC OF NAMIBIA**

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

To whom it may concern:

I am undertaking a study on the Change Management in Namibia Fresh Produce Supply Chain and I would like you to participate in the study. The study aims to explore the effectiveness of the change management process in the transition from an import to domestic dominated fresh produce supply chain. The proposed interview questions for the study are presented below:

1. What are the government policies on increasing domestic horticultural production for local Namibian markets?
2. What are the challenges in the current fresh produce supply industry in Namibia?
3. What policies should government adopt to insure local farmers are able to meet Namibia fresh produce consumer demand?
4. How would subsidies facilitate local farmers to have domestic market access?
5. What import substitution mechanisms are necessary for building domestic farmer capacity in meeting fresh produce demand?

6. Describe the relationship between national food security and increased local production of fresh produce in Namibia?
7. How would Government's introduction of Fresh Produce Business Hubs affect bi-lateral trade relations between South Africa and Namibia?
8. How would government buying fresh produce from farmers and sell to the retailers affect trade with respect to free market forces?
9. What strategies should Government introduce to ensure expansion and continuance of the domestic oriented procurement measures?

Your participation in this study is greatly appreciated. Thank you.

Kind regards



TINARWO VINCENT SAHANGA
