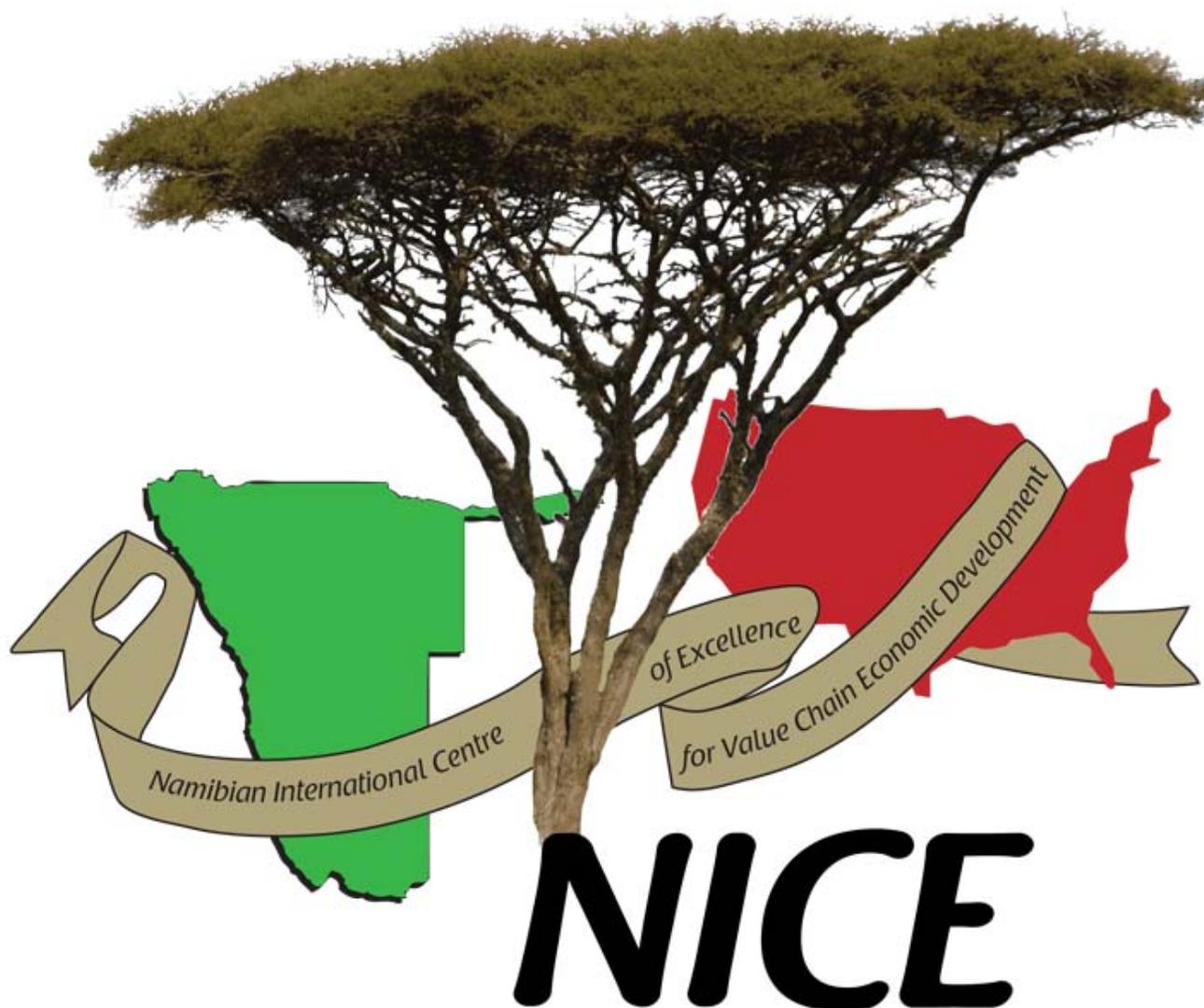


Namibian Value Chain Economic Development and Higher Education Enhancement

A Strategic Plan



<http://nice.tamu.edu>

EXECUTIVE SUMMARY

This Planⁱ establishes the strategic direction for the implementation and support of the proposed Namibian International Centre of Excellence (NICE)ⁱⁱ for Value Chainⁱⁱⁱ Economic Development, spearheaded by the University of Namibia (UNAM) and a collaboration of U.S. partners under the leadership of Texas A&M University (TAMU) (see “Resumes of Project Partners” section). The **ten-year vision** for this Centre is to advance economic growth, reduce poverty, increase food security, and improve the quality of life in rural communities throughout Namibia and to provide a vital resource for economic development for the entire Southern African region.

The overall goal of this Strategic Plan is to strengthen higher education human capacity, curriculum, outreach, and research programs for the purpose of addressing economic growth, poverty reduction, and food security in local communities using a value chain approach. The Plan will be reviewed each year and amended, if necessary, to ensure its objectives are meeting the goals stated herein. Thus, it will be a living document that will draw on direct feedback from UNAM faculty, administrators, other advisors, and members of rural communities.

To meet this goal, six Goal/Indicators were identified by the Partners in this collaboration, drawing on the results of stakeholder focus groups and needs assessment surveys conducted during the past three years. These Goal/Indicators are:

- 1) Creating a Namibian International Centre of Excellence (NICE) for Value Chain Economic Development at UNAM
- 2) Establishing a Department of Agricultural and Extension Education (AEE) as the administrative home for NICE and as the means for linking research, teaching, and outreach activities
- 3) Improving the effectiveness of UNAM’s teaching faculty in cooperation with the UNAM Teaching and Learning Improvement Unit (TLIU)
- 4) Enhancing UNAM outreach programs with value chain approaches
- 5) Expanding UNAM research capacity and outputs
- 6) Strengthening UNAM’s ranking and local, national, regional, and international collaborations

These Goal/Indicators will be accomplished through the implementation of a variety of integrated objectives which are each linked to specific performance measures that assess short, medium, and long-term impacts of the Partnership. In addition, all performance measures will be monitored using the four levels of USAID/HED performance indicators (see “Monitoring Four Levels of Performance” section). While this version of the Partnership’s Strategic Plan specifically states short term, general measures, the partners have discussed the need for determining longer-term impacts. To this end, improvements in teaching practices, research outputs, and the incorporation of value chain approaches into UNAM outreach activities will be tracked during the first five years of the initiative to capture trend data in these areas. Also to be documented will be the expansion of UNAM’s links to governmental, industry, and regional entities as well as funding organizations. In addition, and in the longer-term, members of rural communities will be engaged in helping evaluate progress made in terms of quality of life issues. Specifically, assessments will record new product development, levels of increased economic activity and food security, and the overall health of the communities directly involved in UNAM/NICE outreach programs.

INTRODUCTION AND BACKGROUND

Creating a multi-disciplinary Namibian Centre of Excellence (NICE) for Value Chain Economic Development at the University of Namibia (UNAM) addresses the most critical needs that emerged from the stakeholder^{iv} focus groups and needs assessment surveys conducted by the Partners^v (listed in the footer; see also “Resumes of Project Partners” section) during the past three years (see “Chronological Perspective” section)^{vi}. In addition, these needs directly complement Namibian Government^{vii viii ix x xi}, MCA^{xii xiii}, USAID^{xiv}, FAO^{xv}, UNESCO^{xvi}, and other development initiatives^{xvii} by focusing on poverty reduction through economic diversification that leads to increased food security and community health. Value chain approaches applied in other countries have proven to be effective in improving economic growth^{xviii}. This project takes knowledge of the best practices^{xix} identified from those value chain efforts to guide the development of NICE and its integrated programs^{xx}.

To incorporate value chain approaches and improve the effectiveness of teaching, research, and outreach activities, and to provide an administrative home for related NICE programs, a Department of Agricultural Extension and Education (AEE) will be established at UNAM. The Department will be the academic home of the designated interdisciplinary NICE faculty. The Department also will work collaboratively with the UNAM Teaching and Learning Improvement Unit (TLIU) Centre of Excellence to develop core curriculum and professional development programs. It is expected that AEE will consist of interdisciplinary faculty who affiliate with NICE and several full-time faculty. In general, current UNAM faculty members have had little formal training in learning methodologies and delivery, or participatory decision-making. To fill this gap, Project Partners will develop four Academic Certificates of Excellence (ACE) that will be obtained through faculty participation in four core workshops. The Certificates will be required for faculty working directly with local communities and for all faculty members officially affiliated with NICE.

Specifically, NICE faculty will be engaged in content-rich professional development workshops to learn methods for teaching using experiential and contextual learning, as well as for teaching adults, including the use of distance education technologies. They will also be exposed to the most current value chain research and applications with emphasis on those suitable for a fragile arid climate. Value chain processes (i.e., value chain selection, value chain analysis, value chain strategy, design and implementation, and monitoring and evaluation) will then be disseminated to local communities through an innovative outreach program using active participatory approaches which will ultimately involve new product development trials. These efforts will be coordinated through UNAM’s eight satellite centres and five regional campuses^{xxi} and supported by NICE and AEE.

To build institutional prestige and provide incentives to be designated a NICE faculty member, a key component will be to partner with successful faculty in the United States and participate in relevant international conferences. Collaborative research, publications, and presentations will be expected results. In addition, a “World Conference on Sustainable Value Chain Agriculture for Food Security and Economic Development” will be held in Windhoek, Namibia during July, 2011 and this venue is expected to be a research showcase for NICE faculty^{xxii} affiliated by that time and as a means to encourage and expand Namibia-U.S. faculty collaboration. By strengthening faculty competencies in research and writing, as well as teaching using outreach methods, overall institutional capacity will be improved and UNAM/NICE will be recognized as a key resource for generating the talent needed to build a national workforce as well as a destination for those throughout the region who are interested in learning about value chain systems through undergraduate and graduate programs.

To address issues of human resource continuity, UNAM/NICE faculty will be given opportunities to become involved in degree programs that make it possible for them to remain engaged in NICE activities as much as possible. At this time, up to 40% of the UNAM faculty members are on leave in other countries earning advanced degrees. U.S. partners will alleviate this situation by drawing on already highly successful graduate degree programs offered through a combination of distance delivery/online learning opportunities and face-to-face course work. By utilizing these offerings, UNAM faculty will be able to obtain their degrees with only short overseas stays, and thus, there will be more consistency in the personnel delivering UNAM programs, as well as a stable core of highly capable NICE faculty.

Finally, it is recognized that UNAM and its project partners cannot accomplish these goals alone nor solely with the resources provided by this project funding (see “Collaborative and Leveraged Activities” section). To ensure alignment with national efforts, faculty and administrators will communicate regularly with government officials, and with USAID and other potential funding agencies, to discuss project directions and additional funding opportunities. In addition, local NGO groups, such as the Namibian Women Summit and the Women’s Action for Development organizations, will be engaged in the initiative’s value chain community development activities. Other academic institutions and centres also will be alerted to opportunities for collaboration and educational and outreach programming. At the same time, international and regional organizations will be involved through the memberships of the Agricultural Scientific Society of Namibia (AGRISSON) and the Association for International Agricultural and Extension Education (AIAEE), and through linkages with such regional organizations as CRIAA SA-DC. As such, it is expected these synergistic collaborations will ultimately contribute to the fulfillment of this project’s ten-year vision.

VISION, GOAL/INDICATORS, OBJECTIVES, AND PERFORMANCE MEASURES

Vision

The ten-year vision for NICE is to advance economic growth, reduce poverty, increase food security, and improve the quality of life in rural communities throughout Namibia and to provide a vital resource for economic development for the entire Southern African region.

Goal

The overall goal of this Strategic Plan is to strengthen higher education human capacity, curriculum, outreach, and research programs for the purpose of addressing economic growth, poverty reduction, and food security in local communities using a value chain approach. The plan will be reviewed each year and amended, if necessary, to ensure its objectives are meeting the goal/indicators stated herein. Thus, it will be a living document that will draw on direct feedback from UNAM faculty, administrators, other advisors, and members of rural communities. For example, originally this Plan included a second goal^{xxiii} focused on improving teacher education for K-12, but that goal is omitted here due to limited initial funding. However, the intention is to identify and pursue the funding support needed to add this goal back into the Strategic Plan in a subsequent year.

To meet this goal, the following six Goal/Indicators were identified by the partners in this collaboration, drawing on the results of stakeholder input:

1. Goal/Indicator: Create a Namibian International Centre of Excellence (NICE) for Value Chain Economic Development at the University of Namibia. Rationale: Creating a multi-disciplinary Centre at UNAM addresses the most critical needs that emerged from the stakeholder focus groups and needs assessment surveys conducted by the Partners during the past three years. In addition, this need directly complements Namibian, MCA, USAID, FAO, UNESCO, and other development initiatives. Reducing poverty by improving economic growth through value chain education and implementation has proven effective in other countries. This initiative takes the best practices of previous value chain efforts to guide the creation of NICE. That is, taking an educational systems approach to value chain selection, value chain analysis, value chain strategy, design and implementation, and monitoring and evaluation.
 - 1.1. Objective: Establish an Advisory Committee to give guidance on the development of NICE including its structure, operating policies and procedures, staffing, and curriculum.
 - 1.1.1. Performance: Invite 10-15 individuals from related stakeholder groups to serve on the NICE Advisory Committee. The Committee will work directly with the Project Partners (see “Resumes of Project Partners” section) to meet the goals and objectives of the initiative.
 - 1.1.2. Performance: Approve NICE structure, operating policies (including meeting frequency, member terms, rotation, when to involve members from neighboring countries, etc.), and procedures (e.g., fund-raising, grant seeking, alignment with development goals) and distribute to appropriate UNAM officials.
 - 1.1.3. Performance: Establish application/nomination process for UNAM faculty interested in becoming involved with NICE.
 - 1.1.4. Performance: Actively engage interested UNAM faculty and partners in implementing NICE research, teaching, and outreach activities (see additional goals and objectives below) focused on value chain and participatory approaches, with emphasis on those suitable for a fragile arid climate^{xxiv}.
 - 1.1.5. Performance: Expand NICE activities to include scientists, teachers, and extensionists from other southern Africa countries by 2014. Developing Memorandums of Agreement (MOA) will be the first step in formalizing these relationships.
2. Goal/Indicator: Establish a Department of Agricultural and Extension Education as the administrative home for NICE and as a means for linking research, teaching and outreach activities. Rationale: Because of the multi-disciplinary and outreach focus of NICE, its location within UNAM needs to be in a Department that specializes in the synthesis of current research, application of innovative teaching and learning methodologies, and dissemination of information and knowledge among a wide array of audiences. The proposed Department of Agricultural and Extension Education (AEE) will satisfy those requirements. In the spirit of a true multi-disciplinary unit with international affiliations and opportunities, AEE, which is proposed as a complementary unit to the existing Faculty of Agriculture and Natural Resources (FANR), will attract interested UNAM faculty from across its campuses that are willing to devote a portion of their time to realizing the goals of NICE. Initially, AEE will be operated by a small number of UNAM or Project personnel with various administrative duties funded by this initiative and also by key affiliated inter-disciplinary faculty from across the entire campus.

- 2.1. Objective: Establish the UNAM Department of Agricultural and Extension Education (AEE) as the academic home for NICE.
 - 2.1.1. Performance: Initiate required AEE paperwork to establish a new department following UNAM policies and guidelines especially as related to staffing.
 - 2.1.2. Performance: Develop AEE undergraduate and graduate curricula and program standards that support NICE objectives, including a focus on value chain systems.
 - 2.1.3. Performance: Develop formal and non-formal educational methods, models, and curricula that are culturally sensitive for local community outreach workshops, including methods of teaching adults in rural communities, contextual learning, experiential education, and distance delivery.
3. Goal/Indicator: Improve the effectiveness of UNAM's teaching faculty in cooperation with the UNAM Teaching and Learning Improvement Unit (TLIU). Rationale: To improve the effectiveness of outreach activities, NICE faculty must be effective educators in areas where they have had little previous formal training. In collaboration with the TLIU Centre of Excellence and AEE, Project Partners will develop four Academic Certificates of Excellence (ACE). These Certificates will be obtained by participation in four core professional development workshops and will be required by NICE faculty who will be engaged directly with local communities.
 - 3.1. Objective: Create the ACE teaching and learning professional development workshops in four areas: Methods of Teaching Adults in Rural Communities; Contextual Learning; Experiential Education; and Distance Delivery.
 - 3.1.1. Performance: Initiate ACE and conduct the four teaching and learning workshops on an annual basis for affiliated NICE faculty and for all other interested UNAM faculty. Pre- and post evaluations will ensure the instruction is at a level appropriate for the audience and retention is achieved.
 - 3.1.2. Performance: Engage an average of twelve UNAM faculty members in taking the four ACE workshops each year.
 - 3.1.3. Performance: Identify at least two faculty members per year that have completed the four ACE workshops and earned their Certificates and invite them to apply to be affiliated with NICE. This sharing of inter-disciplinary faculty will serve as an internal exchange program where diverse ideas can utilize synergistic solutions to address value chain issues.
 - 3.1.4. Performance: Initiate incentive program to engage faculty in NICE activities. For instance, offering small stipends and travel support grants for attending conferences and regional meetings are being considered.

4. Goal/Indicator: Enhance UNAM outreach programs with value chain approaches. Rationale: After the Centre is established and NICE faculty have achieved their four ACE Certificates, value chain processes will be disseminated to local communities through an innovative outreach program using participatory approaches. These efforts will be coordinated through UNAM's eight satellite centres and five regional campuses and supported by NICE and AEE.
 - 4.1. Objective: Initiate a content-rich professional development program for NICE faculty targeting, value chain selection, value chain analysis, value chain strategy, design and implementation, and monitoring and evaluation.
 - 4.1.1. Performance: Develop and conduct at least two value chain-focused professional development workshops annually to be attended by all NICE faculty members as well as interested faculty from UNAM and other institutions in Namibia and the Southern African region.
 - 4.2. Objective: Implement a complement of knowledge dissemination tools utilizing both information technologies and face-to-face learning opportunities.
 - 4.2.1. Performance: Develop five stand alone curriculums (value chain selection, value chain analysis, value chain strategy, design and implementation, and monitoring and evaluation) and identify competencies that can be integrated within other university courses.
 - 4.2.2. Performance: Establish a NICE Web Portal to offer easily downloaded value chain diagnostic tools, educational resources, and extension pamphlets on effective implementation and evaluation approaches, as well as dynamic information sharing applications (e.g., Web 2.0 networking technologies, calendar of events, featured news items, etc.).
 - 4.3. Objective: Implement value chain field experiences (with a strong focus on analysis) to be conducted through local community outreach activities and workshops. These experiences will be organized and managed by NICE and AEE faculty.
 - 4.3.1. Performance: Develop "value chain best practice" examples that include collaborative (community members and UNAM/NICE personnel) hands-on community exercises and trials at UNAM's eight satellite centres and five regional campuses. Two centres or campuses will be involved in 2013 and two added each year until all centres and campuses are participating.
 - 4.3.2. Performance: Prepare and conduct at least two value chain outreach workshops annually at each centre or campus and disseminate educational materials using appropriate technologies (e.g., such as pre- and post tests, online, and texting) and methodologies that focus on building entrepreneurial capacity in local communities.
 - 4.3.3. Performance: Offer on-site value chain tours and workshops annually, including online resources, that specifically target rural communities.

4.4. Objective: Empower local communities to implement value chain processes.

4.4.1. Performance: Engage five rural community leaders and/or women cooperatives annually in value chain project cycle analyses activities (i.e., value chain selection, value chain analysis, value chain strategy, design and implementation, and monitoring and evaluation) using a train-the-trainer model. Potential value chain activities could include: identifying potential new natural products; evaluating and performing production trials; and assessing marketing strategies.

5. Goal/Indicator: Improve UNAM research capacity and outputs. Rationale: To build prestige and incentive to be designated a NICE faculty member, a key component is to partner with successful faculty in the United States and participate in relevant international conferences. Collaborative research, publications, and presentations are expected results. By strengthening faculty competencies in research and writing, as well as teaching outreach participatory methods, overall institutional capacity will be improved and UNAM/NICE will be recognized as a key resource for generating the talent needed to build a national workforce, as well as a destination for those throughout the region who are interested in learning about value chain systems through undergraduate and graduate programs.

5.1. Objective: Develop UNAM-U.S. collaborative faculty research programs. Priorities will be given to NICE faculty whose research efforts address USAID regional Mission goals and Namibian National Development Objectives such as food security issues, and community health, as they relate to value chain economic development.

5.1.1. Performance: Provide annual opportunities for key UNAM research administrators to attend a series of four “contract and grants operations” professional development workshops (i.e., proposal submissions, budgeting, fund raising and marketing strategies, and project management) designed to improve their institutional research management procedures and to build stronger linkages with funding sources such as Governmental ministries, NGOs, foundations, and international agencies.

5.1.2. Performance: Link up to ten NICE faculty members with U.S. faculty mentors (who apply through a CRSP-type process to Project administrators) to implement collaborative research projects which will be presented and published on an annual basis. Research and publication standards and incentives for participation will be developed to ensure active involvement, foster collaborative success, and/or to replace faculty who do not meet specific targets.

5.2. Objective: Improve UNAM faculty scientific writing skills.

5.2.1. Performance: Conduct one scientific writing workshop each semester with a focus on collaborative projects (see 5.1.2).

5.2.2. Performance: Conduct a “publishing your work” workshop each summer.

5.2.3. Performance: Increase NICE faculty scientific publications by 10% annually by implementing the faculty mentoring/linkage program (see 5.1.2).

- 5.3. Objective: Increase UNAM grant application submissions, especially those that focus on value chain projects, complement Namibian Development Goals, and/or address international development concerns.
- 5.3.1. Performance: Conduct at least one UNAM proposal development workshop annually.
- 5.3.2. Performance: Conduct at least one UNAM grant management workshop annually.
- 5.3.3. Performance: Submit at least one grant application from NICE in 2012 and increase the number of submissions by one during each succeeding two year period.
6. Goal/Indicator: Strengthen UNAM's ranking and local and regional collaborations. Rationale: At any given time, up to 40% of the UNAM faculty members are on leave in other countries earning advanced degrees. U.S. Project Partners will alleviate this situation by drawing on already highly successful graduate degree programs offered through a combination of distance delivery/online learning opportunities and face-to-face course work. By utilizing these capabilities, UNAM faculty will be able to obtain their degrees with only short overseas stays, and thus there will be more continuity and excellence in UNAM programs and a cadre of highly capable NICE faculty in place.

A stable and experienced faculty will make more effective contributions to academic pursuits, and thus, will increase UNAM's ranking among peer institutions. In addition, to broaden UNAM's standing and impact both within Namibia and throughout the region, UNAM and NICE officials will maintain regular contact with Government officials, and with USAID and other potential funding agencies, to discuss project directions and additional funding opportunities. At the same time, international and regional organizations will be engaged through the memberships of the Agricultural Scientific Society of Namibia (AGRISSON) and the Association for International Agricultural and Extension Education (AIAEE), and through linkages with such regional organizations as CRIAA SA-DC.

- 6.1. Objective: Increase number of UNAM members with advanced degrees.
- 6.1.1. Performance: Modify the successful Texas A&M University/Tech Tech University Doc@Distance (Doctor of Education in Agricultural Education at a Distance) program to work within the UNAM system at the Master's and Doctoral levels.
- 6.1.2. Performance: Initiate a rigorous selection process to choose six UNAM/NICE faculty members to begin a 4-year advanced graduate education degree program using a combined distance delivery/online and face-to-face program beginning in 2012.
- 6.1.3. Performance: Initiate a six member UNAM/NICE faculty cohort to begin in 2014, and 2016 respectively.
- 6.1.4. Performance: Involve UNAM/NICE cohorts in offering value chain and outreach programming workshops to gain internship credits as they progress through and complete their graduate program.

6.2. **Objective:** Increase communication and collaborations with local, national, regional, and international agencies and organizations.

6.2.1. **Performance:** Maintain biannual meetings with appropriate ministry leaders (e.g., Namibian Ministries of Agriculture, Water and Forestry; Fisheries and Marine Resources; Environment and Tourism; and Education.).

6.2.2. **Performance:** Provide quarterly updates on the progress of the initiative to USAID Mission officials, HED country liaison, and other potential funding agencies and gain their input on future directions.

6.2.3. **Performance:** Establish regular communication mechanisms with regional institutions and organizations such as CRIAA-SA-DC.

ⁱ See the original “USAID/HED planning grant application” in the appendices.

ⁱⁱ See “NICE Logo” in the appendices. The design takes on an African flavor by including the acacia tree that provides an umbrella-type linkage to the countries of Namibia (located first) and the U.S. A banner that highlights the Namibian International Centre of Excellence for Value Chain Economic Development further bonds the two countries together on a common theme. Finally, “NICE” emerges as the roots of the tree which provide the necessary ingredients for project success.

ⁱⁱⁱ See “Value Chain Graphic” in the appendices. Utilizing basic value chain processes, this new design takes on a contemporary look that embraces all technologies that can improve the value chain and increase economic prosperity.

^{iv} **Stakeholders:** Namibian Ministries of Agriculture, Water and Forestry; Fisheries and Marine Resources; Environment and Tourism; and Education. University of Namibia Faculty of Agriculture and Natural Resources; Education; Math; Science; and Teaching & Learning Improvement Unit. Namibian Women Summit. Veronica de Klerk, Executive Director, Women’s Action for Development. Agricultural Scientific Society of Namibia. Centre for Research Information Action in Africa. Gobabeb Desert Training and Research. Namibian Organic Farming Organization. Namibian FAO. Namibian UNESCO. Namibian MCA. See the original “USAID/HED planning grant application” in the appendices for details on the stakeholders.

^v **Project Partners:** University of Namibia: Martin B. Schneider, Principal Investigator; Osmund Mwandemele, Pro Vice Chancellor; Luke Kanyomeka, AGRISSON Conference Chair; Erica Maass, Director Teaching and Learning Improvement Unit. Texas A&M University: Jack Elliot, Principal Investigator; Linda Diane Cleboski, The Norman E. Borlaug Institute for International Agriculture; Gary J. Wingenbach, AIAEE President. Northeast Organic Farming Association in New Jersey: Michelle Owens-Glenn, Project Coordinator. University of Arizona: Barbara S. Hutchinson (UA/IALC); James Arthur Knight, Jr. Louisiana State University AgCenter: Jonathan Manning Hubchen. See the “Resumes of Project Partners” section and the “Biographies” in the appendices for a more detailed review of the Partners.

^{vi} See the “NICE Poster” in the appendices for a visualization of the entire chronology of the partnership.

^{vii} Republic of Namibia, 2004: Namibia Vision 2030, Policy Framework for Long-term National Development, Office of the President, 248 p, Windhoek, 2004. ISBN: 99916-56-03-0.

^{viii} Ministry of Agriculture, Water, and Forestry Strategic Plan 2008/9 to 2012/13: Strategic Focus Areas A. Capacity Building; B. Stakeholder Synergy Creation; C. Product & Market Development; D. Quality External Support Services; E. Infrastructure Development, Maintenance & Operation; F. Sustainable Natural Resources Management; G. Improvement of Socio-Economic-Environmental Conditions.

^{ix} Namibian Agricultural Research Council, 2009: 2.3.2 “The definition of agriculture, where appropriate, should include the whole value chain such as availability of land, credit and inputs on the one hand to post-harvest, value addition and marketing issues on the other.” 3.1.4 “To promote the participation of Namibians and research institutes in regional and international agricultural research.” 3.1.5 “To promote, facilitate, and organize seminars, conferences, lectures, workshops and similar events to agricultural research.”

^x Green Scheme Policy, December 2008: Objective (1.1) is to support food security by (2.1.7) promoting value addition and job creation through (3.1.7) capacity building to ensure productivity and competitiveness in (4.3) rural communities in (5.1) communal areas that employ (6.4) profit sharing agreements.

^{xi} See “Letter to the Ambassador” in the appendices. In addition to this communication document, Project PI Elliot has been to the Namibian Embassy twice to solicit feedback and to keep the Minister updated on the status of the project.

^{xii} See the “Acronym” section for a completed list of all acronyms used in the Strategic Plan.

^{xiii} The MCA Namibia Compact is the negotiated contractual agreement between the Governments of Namibia and United States of America that will govern the implementation of the MCA Namibia Program. It sets out details relating to: 1. The context for the Program, including Namibia’s primary poverty reduction issues and strategy, principal donor assistance programs and the consultative process undertaken to arrive at the MCA Namibia Program. 2. The intended investments and related activities and how these will have a transformational impact on poverty reduction (through economic growth). 3. The MCA Namibia Program costs. 4. The commitment of the Government of Namibia towards policy, regulatory and institutional reforms that will be instituted, either directly or indirectly, to ensure the institutional, financial, environmental and ecological sustainability of the intended investments and related activities. 5. The proposed management arrangements, i.e., contracting and procurement arrangements (including fiscal arrangements), accounting and reporting arrangements. 6. The timelines for the implementation of each activity. 7. Monitoring and evaluation of the MCA Namibia Program. [See also: <http://www.mca.gov.na/>]

^{xiv} USAID, 2009 is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. Our work supports the long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting: economic growth, agriculture and trade; global health; and, democracy, conflict prevention and humanitarian assistance. In its first 18 years of independence, Namibia has made impressive progress establishing a free, viable nation. Few other countries in Africa invest as much in the education and health of their people; its press is one of the most free in Africa; and in rankings it has one of the highest “business competitiveness” and the lowest levels of corruption. However, Namibia is confronted by two formidable challenges: controlling one of the world’s most severe HIV/AIDS epidemics and correcting the profound income disparity that leaves far too many in poverty. Namibia has one of the highest income disparities in the world; the gross domestic product averages \$2,166 a person, but fully a third of Namibians live on less than a dollar a day. USAID has provided over \$299 million to Namibia since 1991 to help overcome these challenges. [See also: http://www.usaid.gov/locations/sub-saharan_africa/countries/namibia/index.html]

^{xv} Diouf, J. (2009). *FAO at Work 2008-2009*. Page 6. www.fao.org.

^{xvi} UNESCO and Namibia worked closely together to develop the country’s “Education for All Plan”. In addition, UNESCO supports an ongoing project on “Capacity Building and Human Resource Development in Teacher Education” in Namibia. At the same time, Namibia is expanding its science and technology sector through ties to various UNESCO programmes. [See also: <http://www.unesco.org/nac/geoportal.php?country=NA&language=E>]

^{xvii} Women’s Action for Development, 2009: Mission – To serve, support and encourage disadvantaged rural people in Namibia. To organize themselves into self-help groups through motivation and training and to promote income-generating activities; and to participate in the democratic process of the country that will enhance self-reliance, personal growth, the socio-economic and socio-political empowerment of women and men.

^{xviii} Robinson, N. (Sept./Oct., 2005). *Rwanda: Establishing the Specialty Coffee Market*. Coffee International, 177(9). <http://www.teaandcoffee.net/0905/coffee.htm>

^{xxix} Schilling, T. (2009) Tim's "guiding principles" for working with value chains and related private/public partnerships. Correspondence with the Borlaug Institute.

^{xxx} Van Dyk, D. *The Coffee Widow*. Global Business - Time.
<http://www.time.com/time/magazine/article/0,9171,1096485-1,00.html>

^{xxxi} UNAM Regional Campuses: University of Namibia Main Campus; UNAM Northern Campus, Oshakati; Neudamm Agricultural College; Ogongo Agricultural Campus; and Henties Bay Marine and Coastal Resources Research Centre. Satellite Centres: Gobabis, Katima Mulilo, Keetmanshoop, Khorixas, Otjiwarongo, Rundu, Swakopmund, and Tsumeb.

^{xxxii} As noted in the "Collaborative and Leveraged Activities" section, hosting the "World Conference on Sustainable Value Chain Agriculture for Food Security and Economic Development" in Windhoek, Namibia, provides UNAM researchers (especially those who are chosen to collaborate with U.S. scientists) a world stage to share their work. This leveraged activity will serve as a catalyst for all Namibians (and Sub-Saharan scientists) to collaborate (which addresses Goal/Indicator 6) with scientists from the expected 50 countries who will attend the World Conference.

^{xxxiii} See "Letter to the Ambassador", "Strategic Plan Outline" and "Project Abstract" in the appendices for the second goal. As noted in the "Chronological Perspective" section, the Project Partners and NICE Advisory Committee plan to incorporate goal two in their 2014 discussions.

^{xxxiv} Jaykus, L., et.al. *Climate Change: Implications for Food Safety*. www.fao.org