NATIONAL ASSEMBLY, THE 8TH PARLIAMENT SESSION

REPORT ON THE OVERSIGHT VISIT TO THE GREEN SCHEME AGRICULTURAL PROJECTS IN ZAMBEZI, KAVANGO EAST, AND KAVANGO WEST

REPORT N0.3 OF 2025

Contents

MANDATE OF THE COMMITTEE

(a) Monitor and enquire into all matters that affect the natural resources of Namibia and its people
(b) Promote sustainable utilisation of Namibia's Natural Resources
(c) Review and advise the Assembly on the matters related to mines and the energy sectors
(d) Promote sustainable tourism

2. DUE TO OTHER COMPETING ACTIVITIES OF OTHER PARLIAMENTARY STANDING COMMITTEES, THE HONOURABLE MEMBERS OF THE NATURAL RESOURCES COMMITTEE WHO PARTICIPATED IN THE OVERSIGHT VISIT TO THE GREEN SCHEME AGRICULTURAL PROJECTS IN ZAMBEZI, KAVANGO EAST, AND KAVANGO WEST FROM 11 TO 15 AUGUST 2025

1. Hon. Dr Aupindi Tobie Ocean, Chairperson
2. Hon. Tuulikki Abraham, Deputy Chairperson
3. Hon. Ferdinand Hengombe, Member,
4. Hon. Immanuel Nashinge, Member,
5. Hon. Rodrick Likando, Member,
6. Hon. Vetaruhe Kandorozu, Member,
7. Hon. John Likando, Member,
8. Hon. Sebastiaan Karupu, Member,

PREAMBLE

It is our privilege to present this report on the Parliamentary Standing Committee on Natural Resources' oversight visit to the Green Scheme Agricultural Projects in the Zambezi, Kavango East and Kavango West Regions. The Committee undertook the visit to assess progress in agricultural production, examine the contribution of the schemes to food security and employment creation, and identify challenges that affect their effective operation.

Lastly, I extend my gratitude to the Members and the Secretariat of this Standing Committee for their dedication, participation, and formulation of this report.

EXECUTIVE SUMMARY

The report outlines the findings of the Parliamentary Standing Committee on Natural Resources following its oversight visit to the Green Scheme Projects, namely Kalimbeza, Shadikongoro, Ndonga Linena, Musese, Sikondo and Uvhungu Vhungu. The visit assessed agricultural production progress, contributions to food security and employment, infrastructure development, and challenges affecting sustainability.

There is no question of a doubt that the creation of AGRIBUSDEV, as a State-owned company, to monitor and to create an ideal environment for achieving the objectives of the Green Scheme as circumscribed by the Green Scheme Policy of 2008, did not achieve the intended results, leading to significant challenges, including severe governance, financial issues, operational deficiencies, and institutional problems, which led to its dissolution and integration into the Ministry of Agriculture, in 2021. Poor management, mounting debt, missed deadlines, and equipment shortages were major factors.

The report also highlights key constraints such as outdated machinery, high electricity and input costs, weak financial management, limited market access, and delays caused by centralised procurement processes. At the same time, it underscores the negative effects of bureaucratic procurement processes and the positive developments, including the adoption of precision farming technologies at Ndonga Linena, community support services at Shadikongoro and Uvhungu Vhungu, and crop diversification initiatives at Sikondo.

Furthermore, the report reflects inputs from the Ministry of Agriculture, Fisheries, Water and Land Reform regarding budget allocations, operational reforms, and opportunities for irrigation expansion and value addition.

The report proposes radical turnaround strategic interventions for the green schemes, which must be instituted as a matter of priority. This should involve diagnosing performance issues, stabilising finances through debt reduction and improved cash flow, implementing operational efficiencies in management, and developing new market strategies to refocus on profitable products or newer markets. Diagnostics steps should include a thorough root cause analysis, securing necessary funding or restructuring debt, aligning the business with market opportunities, and possibly making strategic leadership changes to execute a clear, communicated plan for recovery and sustainable growth.

The report stresses that while Green Schemes remain vital for food security, employment creation, and rural development, persistent challenges must be urgently addressed through improved coordination, strengthened financial management, capacity building, and policy reforms to unlock their full potential.

1. INTRODUCTION

The Parliamentary Standing Committee on Natural Resources undertook an oversight visit to the green schemes, agricultural projects in the Zambezi, Kavango East, and Kavango West regions. The purpose of the visit was to assess progress made in agricultural production, evaluate the impact of these projects on food security and employment creation, and identify challenges faced by the schemes to propose policy interventions that would enhance their effectiveness.

1.1. Terms of Reference

- To assess the status and effectiveness of green schemes irrigation projects in enhancing food production and rural livelihoods.
- To assess the progress, challenges, and socioeconomic impact of green schemes and agricultural projects.
- To monitor the benefits, including employment creation, production levels, food security and social aspects on local communities.
- To understand challenges faced in the areas of management, infrastructure, financing, and sustainability.

1.2. Methodology

- Meetings with the Ministry of Agriculture, Fisheries, Water, and Land Reform,
- Meeting with the Farm Managers and Small-Scale Famers
- Site inspections were conducted at each green scheme to assess infrastructure, irrigation systems, cultivated fields, and storage facilities.

1.3. Purpose of the Report

The purpose of the report is to present the findings and recommendations that emanated from the various consultations and the Ministry, to be discussed and approved by the National Assembly.

2. DISCUSSIONS AND FINDINGS

2.1. Kalimbeza Rice Project

2.1.1. The Kalimbeza project is primarily focused on rice production, and it has the potential to contribute significantly to national food security. However, its operations are currently constrained by inconsistent funding, a shortage of skilled personnel, and the use of outdated equipment. The farm covers 229 hectares, of which 150 hectares are suitable for rice production due to soil variation. Originally, 4,000 hectares were allocated in 1986. In recent years, negotiations with local leadership identified an additional 1,000 hectares for expansion. Two rice varieties are grown: medium grain (IRGA 418) and long grain (Super rice).

2.1.2. The project manager, Mr Patrick Kompeli, briefed the committee members that the project has faced significant operational challenges, which have brought production to a standstill for quite some time. These challenges include broken machinery, lack of repairs due to insufficient operational funds and vandalism, particularly of the farm fence by members of the surrounding community, and inadequate water distribution. In addition, water distribution has not met expectations, even though the Ministry of Agriculture, Fisheries, Water and Land Reform appointed a consultant to level the soil in preparation for irrigation scheduled between August and January. The project plans to harvest the short variety between March and April, and the long variety between April and May.

2.1.3. Mr Kompeli outlined several challenges facing the project. In October 2024, 38 hectares of rice were planted, resulting in a harvest of 180 tonnes of raw rice. **However, the rice remains unprocessed because the processing machine has been out of order for the same time.** Although funds were allocated by the Ministry of Agriculture, Water and Land Reform in 2024 for the purchase of a new machine, the equipment has not yet been procured. The absence of a proper warehouse befitting of rice storage further worsens the situation. The current storage facility is neither pest-proof nor climate-controlled, leaving the rice vulnerable to rodents and lizards. Dust enters freely, causing spoilage, and as a result, retailers can easily reject the produce.

2.1.4. Despite having adequate land, water, and production potential, the project's operational effectiveness has been severely hindered by lengthy procurement procedures, lack of petty cash, to repair broken machinery. The project emphasised the urgent need to decentralise its operational framework, allowing it to be managed independently, rather than applying a generic system approach from Windhoek. It was stressed that these management gaps remain a major barrier to restoring productivity and achieving sustainability.

2.1.5. The implementation of government policy to dissolve AGRIBUZDEV in 2021 has taken a disastrous route. While the decision is commendable, the implementations lack a strategic direction and have been prolonged. This is both frustrating; however, the ramifications are leading to economic disasters. An example cited is the N$18 million budgeted for the project; however, N$8 million of that is for the payment of the Consultant, which does not make any economic sense. The current arrangements of centralising operations from Windhoek will lead to economic collapse, as signs are already showing.

2.1.6. However, the committee expressed its disappointment at the project's current state and emphasised that accountability and corrective measures must be prioritised. The project, which was envisioned to improve food security in the region, is currently in a disastrous state. It was initiated with good intentions by Founding President Sam Nujoma, yet its current condition is deeply concerning. However, the challenges, such as inconsistent funding, a shortage of skilled personnel, and outdated equipment, have limited productivity. Local farmers have, however, benefited from technical knowledge and seasonal employment opportunities.

2.1.7. The committee further held a meeting with the Honourable Governor, Honourable Dorothy Kabula, and the Honourable members of the Regional Council, to share their preliminary findings and call upon the regional leadership to intervene.

2.1.8. Challenges

- Bureaucratic delays in centralised procurement prevent timely repairs and essential purchases, limiting farm operations
- The project is experiencing serious cash flow problems and requires additional funding.
- Harvested rice has not yet been processed, causing delays in sales and cash flow.
- Birds attack rice crops, resulting in significant losses.
- Local communities cut fences, allowing cattle to enter rice fields and damage crops

2.2. Shandingongoro Green Scheme

2.2.1. Project Overview

The Shadingongoro Green Scheme Irrigation Project is one of Namibia's agricultural initiatives aimed at improving food security, creating employment, and supporting rural communities. The project combines commercial farming with small-scale farmer production under irrigation. The scheme covers a total of 585.5 hectares. Out of this, 390 hectares are under irrigation, with 300 hectares dedicated to commercial farming and 90 hectares allocated to small-scale farmers (SSFs). The remaining 195.5 hectares remain undeveloped. There are 14 small-scale farmers involved in the project, evenly split between men and women. The scheme also employs 25 permanent workers and 10 contract employees, most of whom come from surrounding villages.

2.2.2. Production Performance

Over the past seasons, the project has produced both maize and wheat, with limited sunflower production. In the 2021/2022 winter season, 90 hectares of wheat were planted, harvested 382 metric tonnes. During the 2022/2023 summer season, maize was planted on 285 hectares and produced 1,611 metric tonnes in total. In the 2023/2024 summer season, maize was again the main crop, with 245 hectares planted and a total harvest of 1,393 metric tonnes, alongside 20 tonnes of sunflower. For the 2024/2025 summer season, maize and sunflowers were planted, though harvesting is still ongoing. In the 2025 winter season, 130 hectares of wheat were planted, of which 102 hectares are commercial and 30 hectares are under SSFs.

The project has an oil pressing plant that processes sunflowers into cooking oil. However, there is no consistency in the production output. Further, the farm has small machinery for milling maize and wheat for local sale. A larger wheat milling plant was installed in 2015/2016, but has never been used.

The committee observed that the bigger challenges include the lack of a combine harvester. Currently, they are borrowing from neighbouring green schemes. Overall, the equipment are very old and outdated and does not work properly. The project only has two tractors.

2.2.3. Employment and Community Support

The project contributes to the well-being of surrounding communities. It provides water to nearby villages, supplies water tanks and tractor services, assists schools by grading sports fields, and donates food to orphans and vulnerable children. Most of the workers are drawn from the surrounding villages. In addition to permanent and contract workers, casual workers are employed seasonally for activities such as weeding, harvesting, and offloading inputs.

2.2.4. Infrastructure and Assets

In recent years, the scheme has invested in new machinery and repairs. This includes the purchase of a crop sprayer and a 132KW tractor, the repair of two tractors, the replacement of three centre pivots, and the installation of new pump drives. Pumps and motors have also been repaired. Since 2023, the Ministry has been supplying production inputs to the project. Planned improvements for 2025/2026 include constructing a new security fence, refurbishing pump stations, installing a new centre pivot, renovating small-scale farmer houses and the conference room, and improving grain storage facilities.

2.2.5. Future Plans and Expansion Costs

The project has identified 183 hectares for expansion; of this, 102 hectares will be used for orchards, including mango, avocado, and citrus. The remaining 81 hectares will be developed under irrigation pivots. This expansion will increase the irrigated area from 390 hectares to 573 hectares. The preliminary designs and layouts have already been completed. However, to support expansion and improve efficiency, the project requires new machinery and infrastructure valued at N$48 million. This includes maize and wheat planters, fertiliser spreaders, tractors, an offset disk, a lime applicator, a combine harvester, and irrigation development for 183 hectares.

The Committee noted progress in crop diversification, mainly in maize and horticulture. The scheme has created jobs, supported local communities, and boosted food production. However, it faces challenges related to water infrastructure, machinery, finances, and staff conditions.

2.2.6. Challenges

- The absence of a combine harvester delays harvesting and planting, which reduces crops. The scheme also struggles with old machinery, a lack of storage facilities, and limited market opportunities for fresh produce. With only two tractors available, land preparation and planting are often delayed.
- High electricity costs, outdated irrigation systems for small-scale farmers, vandalism, theft of produce, and slow procurement processes.
- On the human resources side, workers have not received a salary increase since 2017. Many contract workers have remained on temporary terms for over five years. The prolonged dissolution of Agribusdev has also created job insecurity and lowered staff morale.

2.3. Ndonga Linena Green Scheme

2.3.1. The farm manager, Mr Janno Rentel informed the members on the operation of Ndonga Linena Green Scheme, which is one of four government-run agricultural projects in the Kavango East Region, incorporating modern technology into its operations. He further explained that the adoption of technology has significantly transformed farming operations at the scheme. With the technology they have, they can monitor soil conditions in real time and track the growth of every crop. This enables the farm to optimize water usage, enhance crop yields, and respond promptly to any challenges that arise. Under his management, the scheme has implemented precision farming techniques, including soil sensors, automated irrigation systems, and advanced crop monitoring tools.

2.3.2. These innovations have not only enhanced productivity but have also reduced waste and promoted sustainable agricultural practices. The farm manager emphasized the farm's success could serve as a model for other state-owned schemes in the region. "If other farms adopt similar technology and management practices, they could see substantial improvements in food security, employment, and income generation for local communities. The Committee was impressed and commended the scheme for its innovative approach and expressed interest in replicating the model across other regions in the country.

2.3.3. The scheme covers a total of 1,000 hectares, comprising 420 hectares of commercial farming, 80 hectares allocated to medium-scale farmers, and 174 hectares to small-scale farmers. Its primary focus is food security, precision farming, and farmer empowerment, with strong support from the Ministry of Agriculture.

2.3.4. In 2025, the scheme recorded strong production results. Commercial farmers planted 350 hectares of maize with an expected output of 2,600 tonnes worth NAD 17.94 million; 1,900 tonnes have been harvested, 500 tonnes stored, and 750 tonnes remain in the field. Small-scale farmers planted 150 hectares, harvesting 627 tonnes delivered to the Agro-Marketing and Trade Agency (AMPTA). For winter crops, 110 hectares of wheat produced 660 tonnes valued at NAD 5.61 million. Small-scale farmers are also producing green maize, watermelons, and butternuts.

2.3.5. Looking ahead to the 2025/26 season, the scheme has set ambitious targets. A total of 420 hectares will be planted with maize, aiming for yields of 9 tonnes per hectare, equivalent to 3,780 tonnes valued at NAD 26.08 million. An additional 420 hectares will be planted with wheat, targeting 6 tonnes per hectare, translating to 2,520 tonnes worth NAD 21.42 million. The combined projected turnover for the next season is NAD 47.5 million.

2.3.6. The Ndonga Linena Green Scheme is therefore on track to deliver one of its best seasons ever. With committed farmers, modern technology, and continued ministerial support, it is emerging as a leading model of agricultural success and sustainability in

Namibia. Furthermore, the planned orchard development and establishment of a maize mill are expected to strengthen its role in enhancing national food security and farmer empowerment.

2.4. Small-Scale Irrigation Farmers

At Ndonga Linena, small-scale farmers raised several challenges with the Standing Committee. Key concerns included unaffordable electricity costs exceeding N$1 million monthly, high input prices for fertilizers and chemicals, and poor communication with the Ministry, leading to decisions made without farmer consultation. Farmers also noted the government's failure to graduate them from 6-hectare plots to medium-scale farms, restrictive AgriBank loan repayment terms, and limited market access. They called for subsidies, affordable financing, improved consultation, and investment in agro-processing to secure markets. Despite these challenges, the scheme remains technologically advanced, with modern irrigation, soil monitoring, and structured training that have improved yields and efficiency.

2.4.1 Grievances of the Small-Scale

At the Ndonga Linena Green Scheme, small-scale farmers reported serious challenges with management issues which are undermining their productivity and food security. These include a poorly coordinated timely planting services, which resulted in losses of 1.5 hectares and 13.5 tonnes of maize in August 2025.

Farmers also cited mismanagement of inputs, noting that fertilisers washed away by rain were not replaced but instead distributed to untrained individuals, creating health and environmental risks. They further raised concerns about favoritism, victimization, and poor management practices, including allowing one farmer to rotate between plots and houses, which led to infrastructure vandalism without corrective action. Additionally, farmers reported feeling excluded from decision-making processes, which weakens their role in advancing food security despite being a vital part of the Green Scheme Programme.

4.4.2 Challenges

- Small-scale farmers struggle with high costs, limited markets, restrictive financing, and poor government consultation.

2.5. Vuhungu Vhungu Green Scheme

The Uvhungu Vhungu Irrigation Project is one of seven irrigation initiatives within the Kavango East Region. It is situated approximately 12 kilometres East of Rundu town and encompasses a total fenced area of 773 hectares. The project is divided between commercial and small-scale irrigation operations. The commercial section utilises 312 hectares under centre pivot irrigation and 26 hectares under dragline irrigation, and 146 hectares on the floodplain. The Small-Scale Irrigation Farmers (SSIF) cultivate 60 hectares under dragline and sprinkler irrigation systems. The project also includes 0.8 hectares of greenhouses and 1.2 hectares of net sheds, though both were recently damaged by sun and wind, and the 50 KVA transformer supplying the pump house requires replacement.

Small-scale farmers are set to plant 60 hectares of maize this season. Beyond farming, the project supports local communities by hiring out tractors for ploughing, water supply, and other services, and allowing maize collection after harvest, reinforcing its role in both food production and community welfare.

2.5.1 Productions

During the 2023/24 summer season, despite receiving inputs later than planned, the project successfully planted 80 hectares of commercial maize and 60 hectares for small-scale farmers. Commercial maize production totalled 526.82 tonnes, while small-scale farmers harvested 297.36 tonnes. All commercial maize was delivered to the Agro-Marketing and Trade Agency (AMTA in Katima Mulilo, and the small-scale farmers' maize was delivered to AMTA in Rundu. In the 2024 winter season, the project faced challenges due to the absence of a wheat planter. Fertiliser and seed were broadcast using a fertiliser spreader, while an old cultivator was modified with chains to incorporate the seed into the soil. A total of 97 hectares was planted, producing 489 tonnes, which were sold to Namib Mills. During the 2024/25 summer season, commercial operations planted 147 hectares of maize, while small-scale farmers planted 60 hectares. The commercial maize yield reached 1,191.53 tonnes, and small-scale farmers produced 266.01 tonnes.

2.5.2 Infrastructure Refurbishment and Asset Procurement (Since 2022)

Since 2022, the project has invested heavily in infrastructure and equipment to boost efficiency and productivity. Key upgrades include refurbishment of two pump stations (NAD 1.75 million), overhaul of four pumps (NAD 0.5 million), and refurbishment of the dragline irrigation system (NAD 0.76 million). New equipment includes a 3,000-litre crop sprayer (NAD 1.71 million), a 132 kW tractor with auto-steer (NAD 2.99 million), a 4-metre wheat planter (NAD 1.26 million), and a combine harvester. These investments have improved irrigation, mechanisation, and overall crop production.

2.5.3 Outstanding Revenue and delay of payment

A major concern was raised by Mr Floris Smith, the Farm Manager, who informed the members that the Namibian Revenue Agency (NamRA) owes the farm N$2.5 million in VAT refunds, outstanding for the past four years. When he made inquiries, he was advised to wait patiently. He emphasised that, if released, the funds would significantly support farm repairs, maintenance, and the purchase of new equipment.

Small-scale farmers expressed deep frustration over long-outstanding payments for produce they have already supplied. They reported that, despite delivering their products, they have not received any payment for eight (8) months or a clear explanation for the delays. This situation has placed them under severe financial strain, as many have pending school fees and household expenses, yet continue to wait without resolution. Farmers stressed that timely payments are critical to sustaining their livelihoods and ensuring continued participation in the scheme.

2.5.4 Challenges for small farmers

- Despite its size, the project has no single storage facility. This is costing the project heavy losses, delays and wastage, as the harvest must be done simultaneously, while the delivery trucks are there to take the commodities. The cost of trucks waiting is a serious cost which cannot be recovered from the operational expenses.

- The project continues to face serious financial strain due to limited income from production, which undermines its overall sustainability.
- Revenue management remains unclear, as sales proceeds are often delayed and not deposited into the project's account on time. This practice reduces transparency and weakens accountability.
- There is a strong need to establish and strengthen financial management and reporting systems to ensure accountability and timely decision-making.
- Employees are working under difficult conditions, with the absence of medical aid leaving them exposed and vulnerable in cases of illness, accidents, or injury.
- Operational costs remain high, with maintenance expenses estimated at USD 14 per litre, compounded by rising transport costs, which further strain the project's finances.
- Delays in critical processes are slowing down activities, making it difficult for the project to operate effectively and achieve long-term sustainability.
- The current reporting system is unclear and limits the participation of small-scale farmers and workers, who lack the authority to make key decisions at the farm level.
- Challenges encountered on the ground must be referred to the head office, which causes unnecessary delays, instead of being resolved by farm managers.
- A recommendation was made that farm managers should be granted greater authority and decision-making power to directly assist small-scale farmers and address day-to-day operational challenges.

2.6 Sikondo Green Scheme

The Sikondo Green Scheme in Kavango West plays a vital role in supporting the community and enhancing food security by providing part-time employment, affordable produce, and a balance between mechanisation and local benefits.

The scheme has successfully cultivated the Mondial potato variety for 13 years, with the current harvest expected to last two months. Operations are increasingly focused on high-value crops, with a bumper potato harvest recorded, and plans are underway to diversify into fruit trees, including oranges and avocados, and to establish a cattle feedlot.

Current production of potatoes, wheat, cabbage, and onions supplies local markets at affordable prices, strengthening the regional economy. However, challenges such as high electricity costs, outdated equipment, inadequate irrigation, and soil degradation hinder progress. Investment in infrastructure, modern technology, and renewable energy, particularly a solar plant, is essential to enhance sustainability and productivity.

Challenge

It faces market access challenges, struggling to sell its produce despite successful harvests, which affects profitability.

2.7 Musese Green Scheme

The Musese Green Scheme is a government-initiated irrigation project in Namibia's Kavango West Region focused on food security, and now operated privately by Winfried Metzger. It farms maize and livestock, produces maize meal locally to reduce costs, and provides employment to the community. While facing challenges like frequent power outages, Musese is a significant part of Namibia's Green Scheme initiative to boost agricultural production and achieve food security.

Development of an irrigation scheme for small-scale farmers at the existing Musese Irrigation Farm. It entailed the development of an area of approximately 110 ha into 10 small-scale farms suited for agronomical practice utilising irrigation water from the Okavango River.

Infrastructure includes centre pivots, drag lines, bulk water pipelines, electrical distribution, river abstraction pump station, housing scheme, potable water treatment, debushing, greenhouse, and road network.

Overall, the committee assesses that the Musese Green Scheme, employees, and good principles for on-farm production and post-production processes ensure safe and healthy food and agricultural products while maintaining economic, social, and environmental sustainability. Key components include soil management through techniques like crop rotation and cover cropping, integrated pest management, careful water management, and proper sanitation for food safety. For economic and social benefits, it also involves fair labour practices and maintaining a farm's profitability.

2.8 Procurement Process

One of the key challenges affecting the effectiveness of Green Scheme Projects is the delay in procurement processes. Currently, all approvals and authorisations must be obtained from Windhoek, resulting in lengthy procedures that slow down critical operations such as machinery repairs, acquisition of inputs, and maintenance of infrastructure. These delays not only disrupt timely planting and harvesting schedules but also undermine productivity, profitability, and food security goals.

The Committee therefore observed that procurement processes should be decentralised to regional offices. By delegating decision-making authority closer to the projects, urgent operational needs can be addressed more efficiently, ensuring that resources are delivered on time and projects run smoothly. Decentralisation will also enhance accountability, strengthen local capacity, and reduce the bottlenecks caused by centralised approvals.

2.9 Ministry of Agriculture, Fisheries, Water and Land Reform

The Green Scheme is a flagship initiative of the Ministry of Agriculture, Fisheries, Water and Land Reform aimed at promoting irrigation-based crop and horticultural production in Namibia. Its core objective is to increase the agricultural sector's contribution to the national Gross Domestic Product (GDP) by expanding land under irrigation through the development of new projects and the rehabilitation of existing ones. Beyond irrigation, the programme emphasises infrastructure development to support storage, marketing, and value addition of produce, thereby creating broader benefits for communities, farmers, investors, and the economy.

Currently, Namibia has eleven Green Scheme projects, with five located in the Kavango East Region. In Kavango West, three projects, Shadikongoro, Ndonga Linena, and Uvhungu-Vhungu, are managed directly by the Ministry, while others, such as Mashare, Shitemo, and the Uvhungu-Vhungu Dairy Project, are leased to private operators.

For the 2025/26 financial year, the programme has been allocated N$113 million, of which N$33 million is earmarked for operational costs and N$80 million for infrastructure development, repair, and maintenance.

The management of the Green Scheme has undergone several shifts. In 2014, operations were transferred to the Agricultural Business Development Agency (AgriBusDev). However, by 2019, underfunding and deteriorating infrastructure had reduced performance to below 70 per cent capacity, rendering most projects unprofitable. In 2022, operations reverted to the Ministry, which has since prioritised rehabilitation and efficiency improvements. From 2023, steady progress has been recorded, including the integration of AgriBusDev functions and staff into Ministry structures.

2.9.3 Challenges

The programme has strong growth potential, leveraging reliable water from the Kavango River and large areas of arable land. Nevertheless, challenges remain, including high electricity and input costs, underutilization of schemes, and inefficiencies in procurement processes. It is therefore critical for the visiting team to engage with farm managers to gain first-hand insights into operational realities, challenges, and opportunities. Such engagements will support practical solutions to strengthen the Green Scheme Programme, ensuring its sustainability and contribution to food security, employment, and economic growth.

2.10 Courtesy Meeting with the Governors in the Regions

Governor of Zambezi Region, Honourable Dorothy Kabula, welcomed the Committee to the region and introduced the Regional Council members. She was congratulated as the first female Governor of the region. During discussions, councillors raised several concerns. Kabbe North reported a good rice harvest but highlighted risks of spoilage due to poor distribution, with plans underway to diversify into sugarcane. Katima Urban noted idle farming implements and weak extension services, while Kongola pointed to challenges at the Omega 3 Agricultural

Centre. Judea Lyaboloma welcomed German-funded boreholes but raised concern about lion attacks on livestock, calling for electrified fencing to protect communities. The Governor expressed disappointment with stalled and idle projects, stressing that unemployment continues to rise while land and infrastructure remain underutilised. She emphasised that no new projects should be initiated while existing ones remain abandoned.

The Governor of Kavango East, Hon. Hamunyera Hambyuka, informed the members that the region possesses substantial capital, land, and the capacity to produce wheat and maize. However, the effectiveness of these resources is limited by poor management and centralised project oversight. Currently, all projects are required to report to Windhoek, which results in significant delays in critical processes, including procurement, maintenance, and operational decisions. The high cost of NamWater, currently reaching N$1.5 million per month, adds further financial pressure and hampers productivity. He further emphasised that small-scale farmers require consistent government support to sustain their agricultural production. To address these challenges, he recommended that projects be decentralised to regional offices, enabling faster decision-making, improved efficiency, and better responsiveness to the needs of farmers and the region as a whole.

The Governor of Kavango West, Hon. Verna Sinimbo, provided an update on developments at the Sikondo Green Scheme and Maurus Nekaro Conservancy. She highlighted that, despite challenges such as high electricity costs, both projects have made notable progress in supporting the local community and improving agricultural productivity. The Governor also expressed her concern over the region's persistent unemployment, noting that overall unemployment exceeds 50%, while youth unemployment stands at 48%. She emphasised the importance of the Committee's visits and requested that members report back on their observations, providing detailed feedback on the findings to help inform future regional planning and interventions.

3 FINDINGS.

The four Green Scheme Projects visited play a critical role in advancing Namibia's food security agenda, while also contributing to employment creation and rural development. These schemes provide direct and indirect jobs, seasonal income for communities, and affordable food supplies that reduce dependence on imports. Their impact extends beyond agriculture by stimulating local economies and supporting broader socio-economic development.

Despite their potential, most projects face persistent challenges, including inadequate and inconsistent funding, outdated and broken equipment, high electricity costs, and limited access to reliable markets.

The centralised procurement system in Windhoek significantly delays critical operations such as the repair of machinery, the acquisition of inputs, and infrastructure maintenance. These delays undermine productivity and sustainability.

Positive progress was noted in some schemes, particularly at Ndonga Linena, where precision farming technologies have improved productivity and efficiency, serving as a potential model for replication across other regions.

Community benefits, such as water supply, casual employment, and technical training, have been evident; however, these are uneven across projects and remain insufficient to address high unemployment levels.

Overall, the Green Scheme Programme has strong potential for national impact, but achieving this requires urgent reform in management systems, decentralisation of procurement, stronger coordination with the private sector, and investment in modern technology and infrastructure.

Small-scale farmers continue to face barriers, including unaffordable input costs, restrictive loan repayment terms, inadequate consultation, and limited progression opportunities to medium-scale farming.

Infrastructure remains underdeveloped in several projects, with issues such as vandalism of fences, lack of storage facilities, and unutilized or idle processing equipment

The Ministry of Agriculture, Water, Fisheries, and Land Reform lacks an inter-ministerial coordination framework to facilitate the supply of Green Scheme produce to institutional consumers such as schools, hospitals, and correctional facilities.

4 CONCLUSION

The Committee acknowledges the strategic importance of the Kalimbeza, Shadikongoro, Ndonga Linena, and Eight green schemes fully used - More Top Stories - The Namibian.

The Uvhungu-Vhungu Green Scheme promotes food security, creating employment opportunities, and fostering rural development. These schemes play a critical role in supporting local communities, enhancing agricultural productivity, and contributing to the regional and national economy.

There is no question of a doubt that the creation of AGRIBUSDEV, as a State-owned company, to monitor and to create an ideal environment for achieving the objectives of the Green Scheme as circumscribed by the Green Scheme Policy of 2008, did not achieve the intended results, leading to significant challenges, including severe governance, financial issues, operational deficiencies, and institutional problems, which led to its dissolution and integration into the Ministry of Agriculture, in 2021. Poor management, mounting debt, missed deadlines, and equipment shortages were major factors.

However, notwithstanding the dissolution, though a policy decision, some four years later, no full implementation has taken place, with the government decentralising the operations to the corporate office of the Ministry in Windhoek, instead of finalising the entire integrations. This, in the long run, may kill the green scheme entirely; signs are already showing.

The ministry can employ good strategies of improved management, targeted investment, and strengthened policy support; these projects have the potential to serve as models for sustainable agriculture across Namibia.

5 RECOMMENDATIONS

To The Ministry of Agriculture, Fisheries, Water and Land Reform

A turnaround strategy for the green scheme must be instituted as a matter of priority. This should involve diagnosing performance issues, stabilising finances through debt reduction and improved cash flow, implementing operational efficiencies in management, and developing new market strategies to refocus on profitable products or newer markets. Diagnostics steps should include a thorough root cause analysis, securing necessary funding or restructuring debt, aligning the business with market opportunities, and possibly making strategic leadership changes to execute a clear, communicated plan for recovery and sustainable growth.

5.5 Assessment and Diagnosis

Root Cause Analysis: Conduct a comprehensive review to identify the precise reasons for poor performance.

Financial Health: Analyse cash flow, debt, assets, and liabilities to understand the financial distress and its effect on the daily activities of the green schemes.

Operational Review: Evaluate supply chains, equipment, labour, and production processes for inefficiencies.

Market Analysis: Assess the market for opportunities, threats, and competitive pressures affecting the business.

5.6 Stabilisation

Focus on Cash Flow: Implement immediate measures to improve cash flow, which is crucial for preventing operational collapse.

Financial Restructuring: Reorganise debt, seek alternative lenders, or secure new funding to improve liquidity and solvency.

Stakeholder Management: Communicate transparently with creditors, employees, and other stakeholders to reassure them and gain buy-in for the turnaround plan.

Leadership Change (if needed): Consider bringing in a new leadership support with a proven track record to steer the turnaround effort.

5.7 Strategic Planning

Develop a Clear Roadmap: Create a detailed plan outlining the transition from a troubled state to a desired future state of growth.

Market Re-alignment: Explore strategies such as aggressive pricing, promoting local produce, or entering new markets to boost sales.

Innovate and Improve: Implement changes in product diversification, adopt new technologies, or improve overall quality to enhance the business's competitive edge, such as what is being done at Ndonga Linena.

5.8 Operational and Financial Restructuring

Use strategies like cost rationalisation to reduce waste and improve efficiency in daily operations.

Improve Information and Control Systems: Enhance data and reporting systems to better monitor performance and make informed decisions.

Invest in Infrastructure: Address weaknesses like outdated equipment by investing in modern machinery and improved infrastructure (cheaper doesn't mean better).

5.9 Execution and Monitoring

Build Momentum with Quick Wins: Identify and achieve smaller, tangible successes to demonstrate progress and build team morale as it is happening at Musese and to a lesser degree at Ndonga Linena.

Culture Shift: Foster a new organisational culture that supports change and aligns with the new strategic direction.

Monitor Progress: Continuously track key performance indicators to ensure the strategy is on track and make adjustments as needed.

Engage the process of industrial psychology: to counsel the organisation and its workforce on the ongoing changes

5.10 Other recommendations

The Ministry should consider small-scale farmers to address their concerns and provide them with adequate support, and allow room for growth.

The Ministry aims to provide capacity building and training for farm workers, local communities to improve agricultural skills.

The Ministry of Agriculture, Water, Fisheries, and Land Reform should establish an inter-ministerial framework to supply Green Scheme produce to institutions such as schools, hospitals, and correctional facilities.

Stronger partnerships with the private sector should be encouraged to enhance investment and market access.

The monitoring and evaluation mechanism should be established to track progress and ensure accountability.

6 SIGNATURES

15-10-2025

1. Hon. Dr Aupindi Tobie Ocean, Chairman — Date

15-10-2025

2. Hon. Tuulikki Abraham, Deputy Chairperson — Date

15-10-2025

3. Hon. Ephraim T. Nekongo, Member — Date

4. Hon. Ferdinand Hengombe, Member — Date

15-10-2025

5. Hon. Armas Amukoto, Member — Date

6. Hon. Immanuel Nashinge, Member, — Date

15-10-2025

7. Hon. Rodrick Likando, Member — Date

8. Hon. Ottilie Haitota, Member — Date

15-10-2025

9. Hon. Vetaruhe Kandorozu, Member — Date

10. Hon. Fenni Nanyeni, Member

Date

11. Hon. Aina Kodi, Member

Date

12. Hon. Clemencia Coetzee, Member

Date

13. Hon. Elder Filipe, Member

Date

14. Hon. George H. Kambala, Member

15-10-2025

Date

15. Hon. John Likando, Member

Date

16. Hon. Modestus Amutse, Member

15-10-2025

Date

17. Hon. Sebastiaan Karupu, Member

15-10-2025

Date

18. Hon. Willem Amutenya, Member

15-10-2025

Date

19. Hon. Ester Haikola-Sakaria, Member

Date

20. Hon. Pohamba Shifeta, Member

15-10-2025

Date

21. Hon. Uahekua Herunga, Member

15-10-2025

Date

22. Hon. Marius Sheya, Member

15-10-2025
Date

23. Hon. Longinus Iipumbu, Member

15-10-2025
Date

24. Hon. Diederik Vries

15-10-2025
Date