



### OUR INTERNATIONAL MISSION

The International Agriculture Programs office at the University of Missouri facilitates global engagement. Education and training are key elements of our global portfolio. To this end, IAP has hosted fellows from India, Serbia, Kosovo, Macedonia and Egypt and conducted numerous programs for USDA-Cochran groups from Azerbaijan, Hungary, Egypt, India, Czech Republic, Bulgaria, Romania, Slovakia, Slovenia, Croatia, Chile, Uruguay, Peru, Ecuador, Argentina, and Colombia.

In 2008 CAFNR initiated its training relationship with the Millennium Challenge Corporation by hosting and training a diverse delegation from Namibia.

In conducting training programs we make use of many resources available at the University of Missouri. MU has extension offices in 114 counties in Missouri. Through our excellent extension and outreach programs, MU can offer both academic and practical programs to enhance the participants' training experience.

in filling every niche in the US beef market.”

Delegate Harald Marggraff thanked all involved for the friendliness and hospitality given. He praised the presentations and remarked that he had made a lot of good business contacts while in Missouri. He said Namibia and the U.S. have many things in common including the need to produce high-quality products for a tangible/real/existing market in order to survive.

Arne Gressman said one of the biggest issues for the delegation is how to survive in a global market since most of his country's beef products are exported. He said his country may need to introduce other breeds and adapt them to the Namibian environment. In terms of what he learned about marketing, he sees the importance of value-added products and the reality of only attaining maximum premiums if the market can pay for the products.

Clara Bohitile said the Missouri producer-owned business models are amazing. She was impressed that producers are active participants in their cooperatives.

The delegation said that they would like to further explore the possibility of MU and the University of Namibia jointly developing extension programs. Several delegates are also eager to continue collaboration on livestock genetics and cooperative management. MU is currently working with the delegates to see these projects through to fruition.

**Our Global Mission** Globalization is a force that impacts virtually all aspects of our existence and the food and agriculture sectors are no exception. To be a competitive institution in the 21st Century, CAFNR must be globally engaged across all aspects of its mission—teaching, research and outreach. The CAFNR International Agriculture Programs Office is one vehicle contributing to that engagement. It not only manages development projects and training programs, but also facilitates study abroad programs and individual faculty-led research and activities.

For more information, please contact the MU IAP staff at 573/882-7740 or visit our web page at: <http://cafnr.missouri.edu/iap/>

### Arid Rangeland Management, Producer Ownership Models, and the U.S. Beef Industry

Funded by the  
Millennium Challenge Corporation

#### EXECUTIVE SUMMARY

## Learning to Grow Animal Agriculture and Business in an Arid Land

From June 9-16, 2008, eight members of a beef industry delegation from the Republic of Namibia were hosted by the International Agriculture Programs in the College of Agriculture, Food and Natural Resources at the University of Missouri and the Department of Agriculture and Home Economics at **New Mexico State University**.



Their visit had three objectives: to explore best practices in arid rangeland management, investigate producer-owned business models, and examine marketing and supply chain management in the U.S. beef industry. **The delegation toured private ranches and research facilities in New Mexico.** In Missouri, their visit focused on producer ownership in beef production, processing and marketing.

The delegation consisted of Namibian ranchers, government officials, and agri-business leaders. Improving Namibia's agriculture infrastructure is an important goal since about half of the population depends on agriculture for their livelihood. Most of Namibia's people live in rural areas and exist on a subsistence way of life.

At 319 square miles, Namibia is the world's 34th largest country (after Venezuela). After Mongolia, Namibia is the least densely populated country in the world (6.5 people per square mile).

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Within its wide, flat Central Plateau are the majority of Namibia's population and economic activity. Windhoek, the nation's capital, is located here, as well as most of the arable land. Although arable land accounts for only 1 percent of Namibia, nearly half of the population is employed in agriculture.



Summers can be very hot and frosts are not uncommon in winter. The Namib Desert is a broad expanse of hyper-arid gravel plains and dunes that stretches along the entire coastline. Areas within the Namib include the Skeleton Coast and the Kaokoveld in the north and the extensive Namib Sand Sea along the central coast.

In many areas within the Namib Desert, there is little vegetation. The exceptions are lichens found in the gravel plains and in dry river beds where they can access subterranean water.

Consequently, Namibian farmers and ranchers must learn to produce crops and animals in harsh conditions. Thus, the delegation was very interested in how their counterparts in the American Southwest handle their operations and how small-to-medium-sized producers, such as in Missouri, cooperate to form producer-owned ventures.

**While in New Mexico**, the delegation explored rangeland management techniques under the arid and semi-arid conditions of the Chihuahuan Desert. They discussed ecologically-based technologies for remediation of degraded rangelands. **At the Corona Range and Livestock Research Center, they observed beef, cattle, sheep, and wildlife management enterprises.** They toured a number of range management projects, visited beef cattle production facilities and were introduced to regional breeding, grazing, predator management, and range restoration projects.

**At the University of Missouri in Columbia**, the participants attended seminars at the Graduate Institute of Cooperative Leadership, which is the trainer-of-choice for leading cooperative and producer-owned entities.

The training focused on common dilemmas that threaten producer alliances and on alternative business models and strategies for linking individual producers to global markets. The delegation also had the opportunity to learn about a variety of producer-ownership models from leading organizations in the area including MFA, FCS Financial, Cargill, the Missouri Beef Industry Council, Sho-Me Farms, Triumph Foods, and Dairy Farmers of America.

While in Missouri, the delegation also received briefings on marketing and supply-chain management in the livestock sector. They received a broad overview covering financing, production, producer association models, processing, marketing and promotion, branding, retail sales, and entry strategies into high-end niche markets. The delegates had one-on-one discussions with industry leaders from several organizations including the Missouri Cattlemen's Association, Missouri Premier Beef Marketing Groups, U.S.



Premium Beef, Alma Meats, and U.S. Wellness Meats.

The Namibian delegates agreed that their time in the U.S. was well spent. "We are lucky to have first come to New Mexico to be trained in similar arid rangeland conditions to what we have in Namibia." They also said it was a very smart idea for this education to be complemented with real-life business experience provided by the University of Missouri.

**The Namibian delegation represented most agriculture sectors in Namibia.**

They spent a great deal of time to understand agricultural land/ownership and stewardship in rangeland and forest ranges. In addition, they focused on the grazing fees, caring capacity and grazing regulations in private, state, and federal rangelands. "It seems to me," said Dr. Hamdy Oushy of New Mexico State University, "that they have big problems in land tenure systems and lack of land security. It is fundamental to secure land ownership and stewardship for any

### NAMIBIA PARTICIPANTS

**Clara Bohitile**

Commercial farmer and a Member of the Namibia Parliament

**Kobus du Plessis**

CEO of the Namibian company, MeatCo

**Arne Gressman**

Producer and Board Member of MeatCo

**Peter Kauluma**

Secretary of the Ondonga Traditional Authority and Senior Advisor to the Namibian National Council of Traditional Authorities

**Harald Marggraff**

Commodities Manager for the Namibian Agricultural Union

**Jacobus Munjanu**

Acting Executive Director of the Namibian National Farmers Union

**Anna Shiweda**

Deputy Permanent Secretary of Agriculture, Water, and Forestry

**Paul Strydom**

General Manager of the Meat Board of Namibia

agricultural development in rural areas in Namibia and in any other developing countries."

"The Namibian delegation commented on how similar their beef production challenges were to those faced by U.S. ranchers," said Joe Horner, MU beef and dairy economist. "They were quite impressed though by just how varied and sophisticated private companies were here

