



SERVICE-RANGE-COUNTRYWIDE

AGRA



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SOCIAL REPORT • SOSIALE VERSLAG

2008/2009 FINANCIAL YEAR
AUGUST 2008 - JULY 2009



2008/2009 FINANSIËLE JAAR
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At Agra, we are country proud. We are proud of the people who shape our beloved country, and especially the agricultural sector. We realise how privileged we are to operate in a prosperous and harmonious community, all contributing to each other's success in one or other way.

"A business that makes nothing but money is a poor kind of business." Henry Ford and His Holiness, the Dalai Lama said "Global change begins with individual action. For any change, any movement in the human community, the initiative must come from individuals."

Much has been said and written about the need for Corporate Social Involvement to be both strategic and effective and in an attempt to balance the selected development goals with business objectives. In summary it can be said that at Agra we attempt to align our social investment activities to our core business by means of investing into capacity building in the agricultural sector. All projects supported are in line with our corporate values with emphasis on sustainability and longer term development. A dedicated team manages the corporate social investment function closely across the organisation. In our projects we aim to forge good community relations, and also encourage employee volunteerism. Knowledge sharing as well as project evaluation forms an integral part of our approach. We realise that anything in life is possible for anyone to achieve: all that is needed is a goal, an action plan and the will to pull through this decision, take it what it may. In this drive, we go hand in hand with various communities which we support.

In fulfilling its social responsibilities and public commitments during the year, Agra presented various projects and training programmes to the public, supported farmer association days, communal and commercial shows and agricultural training and development. Agra also invests in our staff by means of financial assistance to students via a bursary scheme and through various personal development programmes.

When we invest in the farming sector, we ensure that each dollar provided delivers some sound returns. A win-win situation benefiting both Agra as the farmers' service provider and the farmer as agricultural producer is imperative for any sponsorship or social investment.

Agra formally supported sixty selected individual projects in addition to numerous other events supported informally at branch level during the past financial year (2008/2009). Agra's subsidiaries, the Karakul Pelt Centre, Auas Vet Med, Safari Den and Auas Wholesale cooperated with organisers of events, often in conjunction with the suppliers as partners in business and development.



Birgit Hoffmann
Senior Manager Corporate Affairs

Agra is trots Namibies. Ons is trots op die mense wat ons geliefde land help vorm en die landbousektor lê ons na aan die hart. Ons beseft dat ons bevoorreg is om te kan handel in 'n omgewing waar vrede en voorspoed heers en wat op een of ander manier bydra tot Agra se sukses.

"'n Besigheid wat niks anders as geld inbring nie, is 'n arm tipe besigheid" het Henry Ford gesê. Die Dalai Lama het ook gesê dat wêreldwye verandering begin met individuele aksie. Vir enige verandering, enige ontwikkeling in die menslike gemeenskap, moet die inisiatief van die individue kom.

Baie is al gesê en geskryf oor die noodsaaklikheid van korporatiewe sosiale betrokkenheid wat strategies en effektief moet wees in 'n poging om 'n balans te handhaaf tussen die geselekteerde ontwikkelingsdoelwitte en die doelwitte van die besigheid. Opsommend kan gesê word dat ons by Agra poog om ons sosiale investeringsaktiwiteite in te skakel by ons kernbesigheid deur te investeer in kapasiteitsbou in die landbousektor. Al die projekte wat ondersteun word is in lyn met ons korporatiewe waardes wat volhoubaarheid en ontwikkeling oor die langer termyn beklemtoon. 'n Toegewyde span bestuur die organisasie se totale sosiale investeringsfunksie. Deur middel van ons projekte poog ons om goeie gemeenskapsverhoudings te bou en ons moedig ook vrywillige betrokkenheid deur personeel aan.

Projekevaluering vorm 'n integrale deel van ons benadering. Ons beseft dat enigiets in die lewe moontlik is vir enigeen om te bereik – al wat nodig is, is 'n doelwit, 'n aksieplan en die wil om die besluit deur te voer, kom wat wil. In hierdie opsig beweeg ons hand-aan-hand met verskeie gemeenskappe vir wie ons ondersteun.

Agra het in die afgelope finansiële jaar sy sosiale verantwoordelikheid en verbintenisse bevestig. Ons het verskeie projekte en opleidingsprogramme aan die publiek gebied, boereverenigingsdae, kommersiële en kommunale skoue asook landbou-opleiding-en ontwikkeling ondersteun.

Ons belê ook in ons personeel deur ondersteuning vir opleiding en ontwikkeling en deur verskeie persoonlike ontwikkelingsinisiatiewe.

Wanneer ons investeer in die landbousektor, is dit vir ons belangrik dat elke dollar wat ons gee, ook vir Agra waarde moet inhou. 'n Wen-wen situasie wat tot voordeel van Agra as voorsiener sowel as die boer as landbouprodusent is, is 'n vereiste vir enige borgskap of sosiale investering.

Agra het gedurende die afgelope finansiële jaar formeel sestig geselekteerde individuele projekte ondersteun sowel as talle ander geleenthede wat informeel op takvlak ondersteun is. Agra se filiale, die Karakoelpelssentrum, Auas Vet Med, Safari Den en Auas Wholesale het saamgewerk met organiseerders van geleenthede en dikwels ook saam met die voorsieners as vennote in besigheid en ontwikkeling.

Birgit Hoffmann
Senior Bestuurder Korporatiewe Aangeleenthede

VISION AND MISSION

Our vision is:

Agra my choice, my destination

Our mission is:

To be the one-stop agricultural business of choice in retail and livestock services:

- In Namibia and selected regions
- Delivering sustainable profitable growth
- Providing an excellent service and shopping experience
- To all our stakeholders
- Through a dynamic team

AGRA'S APPROACH

Despite the challenges of recent years, agriculture remains an important sector in the Namibian economy. As a significant part of the population directly or indirectly depends on agriculture, the extent to which Agra succeeds in serving the country will have a definite influence on individuals who make a living from agriculture and on our society at large.

It is therefore important that Agra's contributions remain relevant within a changing economic framework and reinforce its commitment to making a meaningful contribution to the well-being of Namibia

The well-being of society matters, in more ways than one. As a leading agricultural business, we can only prosper if the communities from which we derive our profits are prosperous.



VISIE EN MISSIE

Ons visie is:

Agra - my keuse, my bestemming

Ons missie is:

Om die een-stop landboubesigheid van voorkeur te wees in handel-en lewende hawedienste:

- In Namibië en geselekteerde streke
- Wat volhoubare winsgewende groei teweegbring
- Deur die voorsiening van uitstekende diens en 'n aangename inkopie-ervaring
- Aan al ons aandeelhouders
- Deur 'n dinamiese span

AGRA SE BENADERING

Ten midde van uitdagings, bly landbou 'n belangrike sektor in die Namibiese ekonomie. Omdat 'n aansienlike deel van die bevolking direk of indirek van landbou afhanklik is, het die mate waartoe Agra suksesvol is, 'n beslissende invloed op die individue wat 'n bestaan maak uit landbou, asook op ons gemeenskap in die geheel.

Dit is daarom belangrik dat Agra se bydraes relevant bly binne 'n veranderende ekonomiese raamwerk en dat ons ons verbintenis om 'n betekenisvolle verskil tot die welsyn van Namibië te maak, versterk.

Die welsyn van die gemeenskap is belangrik in baie opsigte. As 'n leidende landboukoöperasie kan ons slegs floreer as die gemeenskappe waarin ons ons besigheid doen, voorspoed beleef.

SPONSORSHIPS

CRITERIA FOR GRANTING SPONSORSHIPS

When Agra is approached for a sponsorship, donation or social investment, the decision is evaluated against a stringent set of criteria, including:

- How it aligns with Agra's core business operations
 - Geographic association
 - Alignment with the nature of business
 - Agra's customer base
- Agra's year planner
- Budget availability
- Cost effectiveness – inputs versus expected returns
- Communication with the target market
- Transfer of knowledge and skills
- Transparency
- An outcomes-based approach
- Sustainability of the project
- Importance of hands-on involvement, capacity-building and long-term relationship building.

All causes or events Agra supports must be legitimate and support the overall business strategy. Agra is apolitical and does not support one particular group over another: no party-political causes, no church or religious events will therefore be supported. Issues of national interest, when relevant, may receive Agra's support, particularly where it will help reach our business objectives.

BORGSKAPPE

KRITERIA VIR TOEKENNING VAN BORGSKAPPE

Wanneer Agra genader word vir 'n borgskap, donasie of sosiale investering, word die besluit geneem teen die agtergrond van die volgende kriteria:

- Skakel met Agra se kernbesigheidsbedrywe
 - Geografiese assosiasie
 - Ooreenkoms met aard van besigheid
 - Agra se kliëntebasis
- Agra se jaarbeplanner
- Begrotingsbeskikbaarheid
- Koste-effektiwiteit – insette teenoor verwagte verhoogde inkomste
- Kommunikasiegeleentheid met die teikenmark
- Oordra van kennis en vaardighede
- Deursigtigheid
- 'n Uitkomsgebaseerde benadering
- Volhoubaarheid van die projek
- Belangrikheid van praktiese betrokkenheid, bekwaamheidsontwikkeling en bou van langtermynverhoudings.

Alle sake of geleenthede wat deur Agra ondersteun word, moet wettig wees en die algehele besigheidstrategie ondersteun. Agra is apolities en ondersteun geen spesifieke groep bo 'n ander - geen partypolitiese sake, geen kerk-of godsdienstverwante geleenthede word dus ondersteun nie. Sake van nasionale belang, wanneer relevant, kan ondersteuning van Agra ontvang, veral waar dit sal bydra tot die bereiking van ons besigheidsdoelwitte.

ORGANISED AGRICULTURE

Optimal agricultural production requires a favorable farming environment - shaped by active and committed role players. In this regard Agra recognises the important role of organised agriculture, which includes Namibia's farmers unions and affiliated associations.

The Namibian Agricultural Union (NAU) and the Namibian National Farmers Union (NNFU) received financial assistance to host their annual congress and council meeting respectively. The discussion of critical matters of concern and strategies for the way forward has proven to contribute to the positive development of the agricultural sector, especially as this actively involves all relevant stakeholders.

The NNFU National Council in October 2008 was supported by Agra and attended by 50 delegates from regional farmers unions affiliated to the NNFU.



Agra was co-sponsor of the official opening of the 2008 NAU Congress. The theme for this congress was "The role and value of the farmer for food security." People who make valuable inputs to organised agriculture are rewarded during the official opening gala dinner.

Regional Farmers Unions, Associations and Co-operatives

Furthermore, Agra supported affiliated organisations like regional farmers unions and farmers associations to host various events. Altogether twenty individual events were sponsored in which Agra



GEORGANISEERDE LANDBOU

Optimale landbouproduksie vereis 'n gunstige boerderyomgewing – geskep deur aktiewe en toegewyde rolspelers. In hierdie opsig erken Agra die belangrike rol van georganiseerde landbou, wat Namibië se landbou-unies en geaffilieerde verenigings insluit.

Die Namibiese Landbou-unie (NLU) en die Namibiese Nasionale Boere-unie (NNFU) het finansiële ondersteuning ontvang om onderskeidelik hul kongres en nasionale vergadering aan te bied. Die bespreking van kritiese aangeleenthede van belang en strategieë vir die toekoms het reeds getoon dat dit bydra tot die positiewe ontwikkeling van die landbousektor, veral aangesien dit alle relevante rolspelers betrek.

Die NNFU Nasionale vergadering wat in Oktober 2008 plaasgevind het, is deur Agra ondersteun en is bygewoon deur 50 afgevaardigdes van streekslandbou-unies wat by die NNFU geaffilieer is.



Agra was medeborg van die amptelike openingsaand van die 2008 **NLU kongres**. Die tema van die kongres was "Die rol en waarde van die boer in voedselsekureit". Personewatwaardevolle insette lewer tot georganiseerde landbou ontvang gedurende hierdie gala-geleentheid tekenings.

Streekslandbou-unies, landbou-verenigings- en koöperasies

Agra het ook geaffilieerde organisasies soos streekslandbou-unies en boereverenigings ondersteun met die aanbied van verskeie geleenthede. 'n Totaal van twintig individuele geleenthede is geborg en Agra was aktief betrokke deur middel van aanbiedings, beoordeling van lewende hawe, uitstal en demonstrering van nuwe produkte of deur die kostes te help dra vir verkryging van kundiges om hul kennis te deel.

Boereverenigings en koöperasies, veral in die kommunale boerdery-



was actively involved by means of presentations, judging of livestock, exhibiting and demonstrating new products or sponsoring the costs of experts sharing their knowledge.

Farmers associations and co-operatives, especially in the communal farming area, have become active role-players in the structured marketing of livestock through regular livestock auctions or permit days. Agra supports these initiatives by hosting auctions or buying at permit days and by assisting with the development of infrastructure. A fair share of the commission charged is paid to the organising organisations. Over the years, this contributed to the strengthening of these organisations and establishing of fair and competitive markets in the less developed farming areas.

During the financial year under review, 77 auctions were conducted by Agra in the communal farming area, which included a number of seasonal weaner calf auctions.



area, het aktiewe rolspelers in die gestruktureerde bemarking van lewende hawe geword deur die organisering van gereelde lewende hawe veilings or permitdae. Agra ondersteun hierdie inisiatiewe deur die aanbied van veilings of deur aankope te doen tydens permitdae en deur bystand met die ontwikkeling van infrastruktuur. 'n Gedeelte van die kommissie van die veilings word aan die organiserende instansies betaal. Dit het oor die jare bygedra tot die versterking van hierdie organisasies en die daarstel van redelike en kompeterende markte in die minder ontwikkelde boerdery-areas.

Gedurende die jaar onder oorsig is 77 veilings deur Agra aangebied in die kommunale areas wat ook 'n aantal seisoenale speenkalfveilings ingesluit het.

Karakul

The Karakul industry of Namibia is close to Agra's heart. It is not only because Agra's subsidiary, **swakara** and the Karakul Pelt Centre was developed into the most efficient marketing channel of Namibia's unique **swakara** product, but also because of its continued commitment to the development of the industry. Support from Agra included the promotion of trade in quality Karakul breeding material, active involvement in related emerging farmer development programmes, contribution to the annual Karakul championships and co-sponsoring the annual **Karakul Producer's Forum** meeting. Agra realises the huge potential this industry holds for Namibia and remains committed to fully develop it together with all its stakeholders. It is always an honour to be part of the **Gala Dinner** where the performers in the karakul industry are acknowledged by means of awarding the ten best producers, best and second best producer, the Copenhagen Fur/Agra Quality Award and the Golden Lamb Award.

Karakoel

Die Karakoelindustrie van Namibië is vir Agra naby aan die hart. Dit is nie net omdat hierdie filiaal van Agra, die Karakoelpelssentrum, ontwikkel is in die mees doeltreffende bemarkingskanaal van Namibië se unieke **swakara** produk nie, maar ook as gevolg van hul vogehoue toegewydheid aan die ontwikkeling van die industrie.

Ondersteuning deur Agra het ingesluit: die promosie van handel in kwaliteit Karakoel teelmateriaal, aktiewe betrokkenheid in verwante ontwikkelingsprogramme vir opkomende boere, bydraes tot die jaarlikse Karakoelkampioenskappe en medeborg van die **Karakoelprodusenteforum** se jaarlikse funksie.

Agra erken die potensiaal wat hierdie industrie inhou in Namibië en is daartoe verbind om saam met die rolspelers hierdie potensiaal te ontwikkel. Dit is altyd vir ons 'n eer om deel te wees van die galageleentheid waar die presteerders in die karakoelindustrie erken word deur toekennings aan die tien beste produsente, die beste en tweede beste produsent, die Copenhagen Fur/Agra Kwaliteitstoekening en die Goue Lam Toekening.



FARMER DEVELOPMENT & INFORMATION SHARING

FARMER DEVELOPMENT

Any successful farming enterprise requires sufficient knowledge. The required knowledge ranges from production inputs to marketing of the ideal product, as well as understanding various farming principles and the natural resource base. Agra supports various drives promoting the dissemination of farming related information as well as scientific organisations conducting relevant research in support of sustainable agricultural production.

ONTWIKKELING & DEEL VAN INLIGTING

ONTWIKKELING

Enige suksesvolle boerderyonderneming benodig voldoende kennis. Hierdie kennis strek van produksie-insette tot die bemarking van die ideale produk asook 'n begrip van verskeie boerderybeginsels en die natuurlike hulpbronnens.

Agra ondersteun verskeie ondernemings wat die deel van boerderyverwante inligting bevorder en wetenskaplike organisasies wat relevante navorsing doen in ondersteuning van volhoubare produksie.

AGRONOMY

Namibia's agronomic sector was supported by providing assistance to host the Pannar Farmers Day, the Grootfontein "Oesfees" organised by the Grootfontein Farmers Association and the Master Agronomist Day of the NAU's Agronomy Producers Association. These events cater for agronomists from all farming areas, extension technicians and advisors. Innovative inputs and technologies, economics of production, relevant developments in the market environment and refined sustainable production methods are some of the topics covered.



The **Master Agronomist Day** took place on the farm of Mark von Maltzahn, the Master Agronomist 2008 (Irrigation). The theme for the day was "Sustainable Biological Production."

The annual Harvest Festival or "**Oesfees**" as it is known, took place on the farm Poolmanskloof of Casper and Jantjie Oosthuizen, who were crowned "Oeskoning" of 2009. This established event brings producers, suppliers, service providers and other role players in the agronomy industry together.

The **Pannar Farmers' Day** includes relevant talks and discussions of experiments done with Pannar products.

LIVESTOCK

The development of the livestock production sector, Namibia's main agricultural industry, is continuously supported by Agra. Financial assistance was provided towards hosting of various events such as livestock championships and information days with Agra's experts being actively involved.

Information days presented with the Hartebeestloop and Bonsmara



Akkerbou

Namibië se akkerbousektor is ondersteun deur bystand van Agra om die Pannar Inligtingsdag, die Grootfontein Oesfees van die Grootfontein Boerevereniging en die Meesterakkerbouerdag van die Akkerbou Producente Vereniging aan te bied.

Hierdie geleentheid fokus op akkerbouers vanuit al die boerderygebiede, voorligtingsbeamptes en adviseurs. Innoverende insette en tegnologieë, produksie-ekonomie, toepaslike ontwikkelings in die markomgewing en verfynde volhoubare produksiemetodes is van die onderwerpe wat bespreek is.

Die **Meesterakkerbouerdag** het plaasgevind op die plaas van Mark von Maltzahn, die Meesterakkerbouer (besproeiing) van 2008. Die tema vir die dag was "Volhoubare Biologiese Produksie".

Die jaarlikse Oesfees het plaasgevind op die plaas Poolmanskloof van Casper en Jantjie Oosthuizen, wat gekroon is as Oeskoning van 2009. Hierdie jaarlikse gebeurtenis bring produsente, voorsieners, diensverskaffers en ander rolspelers in die akkerboubedryf bymekaar. Tydens die **Pannardag** word proewe wat met Pannar produkte gedoen is en ander relevante onderwerpe bespreek.

LEWENDE HAWE

Die ontwikkeling van die lewende hawe produksiesektor, Namibië se hoof landbou-industrie, word deurlopend deur Agra ondersteun. Finansiële bystand is verleen vir die aanbied van verskeie geleentheid soos lewende hawe kampioenskappe en inligtingsdae met kundiges van Agra wat ook aktief betrokke was.

Die inligtingsdae wat aangebied is saam met die Hartebeestloop en Bonsmara Top 10 veilings kan as hoogtepunte beskou word met groot



Top 10 auctions can be regarded as highlights with large numbers of farmers attending each event. Agra is proud to be associated with these prestigious events as they facilitate the provision of top quality breeding animals for optimal production in specific farming environments.

Two hundred potential buyers and interested breeders attended the **Hartebeestloop Open Farmers' Day**. Dr Dietmar Holm from the University of Pretoria and Dr Helena Theron of the ARC (Agricultural Research Council SA) presented lectures on the use and interpretation of Estimated Breeding Values (EBV's). EBV is an excellent tool to assist buyers in their selection process.

The **Top Ten Information Day** was attended by about 200 farmers and other interested people. Professor Isak Groenewald of the University of the Orange Free State gave a lecture on sustainable agriculture and Danie Bosman, an internationally well-known expert on cattle breeding shared information on selection for breeding efficiency.

AGRICULTURAL SHOWS

Namibia's agricultural shows provide breeders with the unique opportunity to showcase their stud animals and to promote individual studs and different breeds. Livestock championships successfully evolved as part of these events. Professional judging of animals sensitises breeders and commercial producers alike on suitable breeding animals, market requirements and being adapted to a specific farming environment.



getalle boere wat beide geleenthede bygewoon het. Agra is trots om met hierdie uitstaande geleenthede geassosieer te word aangesien dit die voorsiening van top gehalte teeldiere vir optimale produksie in spesifieke boerderyomstandighede fasiliteer.

Tweehonderd potensiele kopers en belangstellende telers het die **Hartebeestloop Ope Boeredag** bygewoon. Dr Dietmar Holm van die Universiteit van Pretoria en Dr Helena Theron van die LNR (Landbounavorsingsraad SA) het lesings aangebied oor die gebruik en interpretasie van beraamde teelwaardes. Beraamde teelwaardes is 'n uitstekende hulpmiddel vir telers in die seleksieproses.

Die **Top Tien Inligtingsdag** is bygewoon deur ongeveer 200 boere en ander belangstellendes. Professor Isak Groenewald van die Universiteit van die Oranje Vrystaat het 'n lesing aangebied oor volhoubare landbou. Danie Bosman, internasionaal bekende kundige in beesteling het inligting gegee rakende teeldoeltreffendheid.

LANDBOUSKOU

Namibië se landbouskoue bied aan telers die unieke geleentheid om hul stoetdiere te vertoon en individuele stoeterye en verskeie rasse te promoveer. Lewende hawe kampioenskappe het suksesvol ontwikkel as deel van hierdie geleenthede. Professionele beoordeling maak telers en kommersiële produsente bewus van toepaslike teeldiere, markvereistes en aanpasbaarheid by spesifieke boerderyomgewings.



Weens die hoë opvoedkundige waarde van hierdie geleenthede en as erkenning aan die insette van telers en hul toewyding tot konstante verbetering, het Agra hierdie kampioenskappe ondersteun deur pryse, rosette en linte, kundigheid en fondse beskikbaar te maak.

Lewende hawe kampioenskappe by Rehoboth, Grootfontein, Gobabis, Windhoek, Stampriet, Aranos, Opuwo, Okamatapati, Aminius and Khorixas is ondersteun. Bees, bok, skaap en perde het aan die kampioenskappe deelgeneem. Agra se bekende lewende hawe kundiges het gehelp met die beoordeling en waardevolle advies aan boere gegee.

Due to the high educational value of these events and in recognition of breeders' inputs and commitment to constant improvement, Agra supports these championships by providing prizes, rosette and ribbons, expertise and funding. **Livestock championships at Rehoboth,**

Grootfontein, Gobabis, Windhoek, Stampriet, Aranos, Opuwo, Okamatapati, Aminius and Khorixas were supported. Cattle, goats, sheep as well as horses participated in the championships. Agra's well known livestock experts assisted with the judging and provided valuable advice to farmers.

The **National Brahman Championships** at the Windhoek Show of 2008 and the **Windhoek Show Livestock Exhibitors Evening** were both supported by Agra and gave us the opportunity to thank all breeders for their contribution to the improvement of Namibia's livestock sector.

The **Stampriet Show** has also become a big annual event, bringing farmers from all over the south together, showcasing their animals and enjoying informative lectures and demonstrations such as a post-mortem done by Dr Hassel.

WEANER CALF AUCTIONS

During July and August every year Agra's weaner calf auctions take place with many farmers selling the year's calf harvest. Agra uses this opportunity to reward exemplary producers through local weaner calf competitions. During these events Agra's livestock experts advised



farmers on suitable breeds and breeding programmes, supplementation and herd management. Agra is proud to observe that an increasing number of producers from the communal areas won selected prizes - an indication that development initiatives targeting upcoming farmers bear fruit.

FARMER'S DAYS

Regional farmers' unions and farmers' associations are very active in organising both entertaining and informative events to bring the farming community together. Events serve to share experience, gain knowledge and constructively address challenges experienced. Agra encourages these activities and supports the events through participation and contribution in cash and in kind. Amongst many events, Agra supported the **Winter Schools** hosted by the **Keetmanshoop and Karasburg Regional Farmers Unions** respectively, the **Ariamsvlei and Outjo Game Festival**, the **Rehoboth Farmers Association's annual Farmers' Day** and various other information days and mini shows.

The **Keetmanshoop Winter School** was hosted in Aroab early in the financial year on 5 and 6 August 2008. Interesting lectures at this event included discussions on Bonsmara and Nguni breed requirements and lectures on indigenous goats; boer goats and Karakul sheep. For producers of dates and prickly pears there was also an informative lecture while the ladies were entertained with a full program for the two days.

Die **Nasionale Brahmarkampioenskappe en die Vertonersaad** by die Windhoek skou van 2008 is beide deur Agra ondersteun en het aan ons die geleentheid gebied om al die telers te bedank vir hul bydrae tot die verbetering van die lewendende hawe sektor van Namibië.

Die **Stampriet skou** het ook 'n groot jaarlikse gebeurtenis geword wat boere vanuit die suide bymekaar bring om hul diere te vertoon en leersame lesings en demonstrasies, soos die nadoodse ondersoek deur Dr Hassel, by te woon.

SPEENKALFVEILINGS

Gedurende Julie en Augustus elke jaar vind Agra se speenkalfveilings plaas met baie boere wat die jaar se speenkalfoes verkoop. Agra gebruik hierdie geleentheid om uitstaande produsente te beloon deur die aanbied van speenkalfkompetisies. Gedurende die veilings het Agra se lewendende hawe kenners boere ook ge-adviseer rakende geskikte rasse en teelprogramme, aanvullings en kuddebestuur. Dit maak Agra trots om te sien dat 'n toenemende aantal produsente vanuit die kommunale areas spesifieke pryse wen - 'n aanduiding dat die ontwikkelingsinisiatiewe gemik op opkomende boere wel vrugte afwerp.



BOEREDAE

Streekslandbou-unies en boereverenigings is baie aktief in die organisering van vermaaklike en leersame dae wat die boerderygemeenskappe bymekaar bring. Hierdie geleentheid dien 'n belangrike doel om kennis en ondervinding te deel en uitdagings wat ervaar word konstruktief aan te spreek. Agra moedig hierdie geleentheid aan en ondersteun dit deur middel van deelname of bydraes in kontant of ander middele. Die **winterskole** aangebied deur die **Keetmanshoop en Karasburg Streekslandbou-unies** onderskeidelik, die **Ariamsvlei- en Outjo Wildsfeeste**, die **Rehoboth Boerevereniging se jaarlikse boeredag** was enkele van verskeie boeredae en miniskoue wat deur Agra ondersteun is.

Die **Keetmanshoop Winterskool** is in Aroab aangebied, vroeg in die finansiële jaar op 5 en 6 Augustus 2008. Daar is onder andere besprekings gehou oor rasvereistes van Bonsmara en Nguni en lesings oor inheemse bokke, boerbokke en Karakoelskaap. Vir produsente van dadels en turksywe was daar ook leersame lesings terwyl die dames met 'n vol program vermaak is vir die twee dae.

Die **Aranos Boeredag** is ge-organiseer deur die Klein Nossob Boerevereniging en Agra was by die geleentheid betrokke deur rosette en pryse vir die kleinveekampioenskappe te borg en by te dra tot algemene uitgawes om die dag moontlik te maak.

Die **Uhlenhorst Boeredag** het waardevolle praatjies aangebied



The **Aranos Farmers Day** was organised by the Klein Nossob Farmers Association and Agra supported the event by sponsoring rosette and prizes towards the small stock breed championships and contributing to the general expenses.

The **Uhlenhorst Farmers Day** offered valuable talks on diversification, optimising in the current small stock sector and small stock marketing.

Shooting competitions, hosted at the Outjo Wildsfees and the Stampriet show, were supported by Agra through Safari Den who organised the competitions.

SCIENTIFIC ASSOCIATIONS

Progress is essentially based on applied sciences of numerous interactive disciplines. This requires that researchers and scientists exchange information and discuss needs and challenges, but also share relevant information with stakeholders and industries. Agra recognises the valuable objectives of scientific congresses and contributes to these worthwhile events. During the year, Agra proudly supported the congresses of the Agricultural Society of Namibia (AGRISSON), the Association for Agricultural Economics in Namibia (AGRECONA) and the Veterinary Association of Namibia. Experts from our Professional Services Division are active members of these organisations.

AGRECONA is affiliated to AEASA, the Professional Organisation of Agricultural Economists in South Africa and their annual conference in 2008 was hosted in Windhoek with the theme: "Rethinking Agricultural and Rural Development in Southern Africa".

The **Veterinary Association of Namibia (VAN)** brings veterinarians from the private and public sectors together every year. Agra, through Avas Vet Med, its supplier of products to the veterinary sector, supports this event which serves as an important opportunity to interact with this specialised group of clients and which is used by VAN to educate veterinarians and maintain the high standard of service.

The **Agrisson Congress** took place in Oshakati in July 2009 and reported the best attendance in many years. This society is a non-profit association of agricultural scientists and practitioners in Namibia, aiming to promote the application of scientific principles in agriculture production by stimulating research and information dissemination. Dr Axel Rothauge, specialist at Agra is the chairperson of Agrisson. Agra supported this 13th bi-annual congress with the theme: Climate Change and Food Security Challenges in Sub-Saharan Africa: Current Agricultural Innovations.

oor diversifikasie, optimale benutting van die kleinveesektor en kleinveebemaking.

Skietkompetisies is deur Agra se Safari Den aangebied by die Outjo Wildsfees en Stampriet miniskou.

WETENSKAPLIKE VERENIGINGS

Vooruitgang is onafwendbaar gebaseer op toegepaste wetenskap van verskeie interaktiewe dissiplines. Dit vereis dat navorsers en wetenskaplikes inligting uitruil en behoeftes en uitdagings bespreek en dat toepaslike inligting met rolspelers en sektore gedeel word. Agra erken die waardevolle doelwitte van die wetenskaplike kongresse en dra by tot hierdie waardevolle geleenthede. Gedurende die jaar was Agra betrokke by die kongresse van die Landboukundige Vereniging van Namibië (AGRISSON), die Assosiasie vir Landbou-ekonomie (AGRECONA) en die Veeartsvereniging van Namibië. Kundiges van ons Professionele Dienste Afdeling is aktiewe lede van hierdie organisasies.

AGRECONA is geaffilieer by AEASA, die Professionele Organisasie vir Landbou-ekonomie in Suid Afrika en hul jaarlikse konferensie in 2008 is in Windhoek aangebied met die tema: "Oordink Landbou en Pattelandse Ontwikkeling in Suidelike Afrika."

Die **Veeartsvereniging van Namibië** bring veeartse vanuit die privaat en publieke sektor elke jaar bymekaar. Deur Avas Vet Med, Agra se voorsiener van produkte aan die veeartsenysektor, ondersteun ons hierdie geleentheid. Dit dien as 'n belangrike geleentheid om in kontak te kom met hierdie groep gespesialiseerde kliënte en word deur die vereniging gebruik om veeartse te onderrig en 'n hoë standaard van diens te handhaaf.

Die Agrisson kongres het in Oshakati in Julie 2009 plaasgevind en het die beste bywoning in jare gehad. Die vereniging is 'n nie-winsgewende organisasie vir landboukundige wetenskaplikes en praktisyns in Namibië, wat ten doel het om die toepassing van wetenskaplike beginsels in landbouproduksie aan te moedig deur toenemende navorsing en deel van inligting. Dr Axel Rothauge, 'n spesialis in diereproduksie van Agra is die voorsitter van Agrisson. Agra het hierdie 13^e twee-jaarlikse kongres met die tema: "Klimaatverandering-en Voedselsekureitsuitdagings in Sub-Sahara Afrika: Huidige Landbou-inoverings", ondersteun.

SOCIAL INVOLVEMENT

SOCIAL INVOLVEMENT

Through Agra's values we pledge to:

- Be customer oriented
- Be innovative
- Act with integrity
- Embrace diversity
- Drive productivity through people development

Through corporate social investment Agra wants to achieve the following:

- Make a difference through partnerships with community groups, suppliers, employees and other
- Be in a win-win position, where Agra invests in community development and in return new markets are opened via these beneficiaries.

Namibia has a dualistic agricultural sector consisting of commercial farmers producing an export commodity on the one hand and subsistence farmers on the other. Agra believes that each and every person having access to agricultural land has a responsibility towards the nation to optimally utilise all available resources for production. This can only be achieved by a concerted effort of all stakeholders. As the prosperity of our country is close at our heart, Agra supports initiatives that focus on human development and the sustainable utilisation of our natural resources. We target the broad farming community with the main aim of enhancing the continued



U SPESIALIS IN LANDBOU

Volhoubare weidingsbestuur: Die huidige toestand van die weiveld

Onthent 57% van Namibië is met bos- of struikveld (Engels: "savanna") bedek waarin die gras en die houtagtige komponent in 'n kompetende balans met mekaar verkeer; 27% van die land is met droë woude bedek waar die bome so hoog uitgegroe het dat die grasse ook daaronder kan floreer en 16% is woestyn, wat so droog is dat slegs baie min plante daar kan groei. Die woestyn bied vir die mens geen toekoms nie en is grootliks ongeskonde, maar die bosvelddele en droë woude is die basis van Namibië se vee- en wildbedryf. On- en waarbenuiting veroorsaak agteruitgang van die weiding in 84% van die land en die mees sigbare aspek daarvan is bosdwinging.

Bosdwinging is die toestand waar inheemse bome, wat normaalweg maar 'n geringe komponent van ons weiveld uitmaak, skielik begin saamkom en uiteindelik die weiveld heeltemal oorneem (sien foto). Meeste van die makke soorte waarmee ons die inheemse wilde diere vervang het, is grasvreters wat die grastaag erg beskuldig as beweiding nie tyn beheer word het. Gevolglik verswak die grasse en die bome, wat minder gevreet word en 'n sterker wortelstelsel het as grasse, neem oor. Daarbenewens kan ons deesdae veldbrande baie goed beheer en voorkom, maar dis een van die min "natuurlike wyse" van bos.

Die gevolg van bosdwinging is dat grasse onthent uit die veld verdwyn, veral die waardevolle meerjarige grasse. Beeste en skape vermeer en diereproduksie en die mens se rykdom verminder. Meer as 40% van Namibië is onderhevig aan erge bosdwinging, wat die produktiwiteit van die weiding met tot 100% kan verlaag en beesgetalle oor die jare met die helfte laat verminder het. Gevolglik ontgaan ons veeboere R5700 miljoen se potensie inkomste elke jaar. Teen hierdie tempo gaan daar binnekort nie 'n veebedryf oor wees nie en raak volhoubare weidingsbestuur 'n absolute prioriteit!

Vir meer inligting kontak u landbouespesialis by Agra, Dr Axel Rothauge, Tel: 061 - 290 9254, of stuur 'n vrae aan advies@agra.com.na

SOSIALE BETROKKENHEID

SOSIALE BETROKKENHEID

Deur Agra se waardes is ons verbind daartoe om

- Kliëntgeoriënteerd te wees
- Innoverend te wees
- Met integriteit op te tree
- Diversiteit te aanvaar
- Produktiwiteit te dryf deur persoonlike ontwikkeling

Deur ons korporatiewe sosiale belegging wil Agra die volgende bereik:

- 'n Verskil maak deur vennootskappe met gemeenskapsgroepe, voorsieners, werknemers en ander.
- In 'n wen-wen posisie wees waar Agra in gemeenskapsontwikkeling belê en in ruil nuwe markte vir ons open via die begunstigdes.

Namibië het 'n dualistiese landbousektor wat bestaan uit kommersiële boere wat uitvoerprodukte produseer en bestaansboere. Agra glo dat

improvement of production and maintenance of the fragile natural resource base.

Agra Public Lectures

Agra continued to present its popular public lectures, this year attended by a total of 342 farmers and presented in Outjo, Otjiwarongo, Grootfontein, Tsumeb, Windhoek, Gobabis, Mariental and Keetmanshoop. The lectures addressed animal health, farm management and supplementation. As farmers clearly stated the need for more information, Agra will continue to present more lectures on relevant topics in the future. This year's lectures were presented in partnership with the Emerging Commercial Farmers Support Programme, which resorts under the Joint Presidency Committee of the NAU and the NNFU.

Farm tips and technical advice in newspapers.

Agra's weekly 'Farm Tips' providing seasonal farm management information were published in the *New Era*. A number of farmers informed us that they compiled their own farming guide by collecting the clippings. Educational articles on rangeland management appeared on a monthly basis in the *Republikein*. Positive feedback received motivates us to continue using these channels to disseminate important farming information.

elke persoon wat toegang het tot landbougrond 'n verantwoordelikheid het teenoor die land om al die beskikbare hulpbronne optimaal te benut vir produksie. Dit kan slegs plaasvind deur doelbewuste insette deur al die rolspelers. Omdat die voorspoed van ons land ons na aan die hart lê, ondersteun Agra inisiatiewe wat fokus op menslike ontwikkeling en die volhoubare gebruik van ons natuurlike hulpbronne. Ons oogmerk is die breë landbougemeenskap met die hoofdoel om volgehoue verbetering van produksie te bewerkstellig terwyl die natuurlike bronnebasis bewaar word.

Agra Inligtingsdae

Agra het voortgegaan om die gewilde openbare lesings aan te bied, hierdie jaar deur 'n totaal van 342 boere bygewoon in Outjo, Otjiwarongo, Grootfontein, Tsumeb, Windhoek, Gobabis, Mariental en Keetmanshoop. Die lesings het dieregesondheid, plaasbestuur en voedingsaanvulling bespreek. Boere het die behoefte uitgespreek vir meerdae van hierdie formate en Agra sal dus voortgaan om in die toekoms inligtingsdae aan te bied. Hierdie jaar se inligtingsdae is aangebied in vennootskap met die Opkomende Boere Ondersteuningsprogram wat onder die Gesamentlike Presidentskomitee van die NLU en die NNFU ressorteer.

Boerderywenke en tegniese advies in koerante

Boerderywenke wat seisoenale plaasbestuursinligting verskaf is weekliks in die *New Era* gepubliseer. 'n Aantal boere het hul eie boerderygids saamgestel deur hierdie wenke te versamel. Opvoedkundige artikels oor weidingsbestuur verskyn ook op 'n maandelikse basis in die *Republikein*. Positiewe terugvoer wat ons ontvang rakende hierdie inisiatiewe motiveer ons om voort te gaan om hierdie kanale te gebruik om waardevolle boerderyinligting te versprei.

Farm right!
We all speak one language... farming.

Plant poisoning Plant poisoning is very common at this time of year because the poisonous plants (e.g. "Vermeerbos", "Slangkop" and "Tulp") may be the only green fodder around. Poisonous plants are more abundant in overgrazed veld. Keep animals out of heavily infested camps until the grasses are green. Do not introduce new animals onto infested veld. Physically dig out the poisonous plants and destroy them. Animals poisoned by "Vermeerbos" are unable to swallow and therefore regurgitate plant material, which results in a green discoloration around the muzzle. There is no specific treatment. "Slangkop" and "Tulp" poisoning causes staggering, muscle tremors, respiratory distress, diarrhoea and death, can be treated with activated charcoal at a dose of 2g per kg body mass mixed with water.

Visit your nearest Agra branch today.

Communal Farmers' Consortium

Agra is a member of the Communal Farmers Consortium (CFC), which was established to provide and coordinate financial assistance to farmers' associations with the hosting of livestock shows and championships in the communal farming areas. With the logistical support of the NNFU, nine regional and 38 local shows have successfully been organised. CFC members, all corporate stakeholders in the agricultural sector, provide funding to the consortium which serves to empower communal farmers with skills and knowledge and to bring them in par with their counterparts in the commercial farming sector.

Community Skills Development Centre

With the celebration of the re-opening of Agra's refurbished branch in Otjiwarongo, Agra deemed it appropriate to recognise the local community's involvement in development. Agra provided tools and equipment to the Community Skills Development Centre (COSDEC) and granted two bursaries to children of local Agra staff members to study at the institution. COSDEC teaches the youth practical skills, which are also high in demand in the agricultural sector.





Namibia Nature Foundation

As a corporate social citizen Agra is equally concerned about the fragile natural environment in which we are operating and the preservation thereof. We support drives sensitising land users on the relevance of environmentally friendly and considerate production approaches as outlined in Namibia's Vision 2030. Agra is also a loyal corporate sponsor and member of the Namibia Nature Foundation.

Contribution to charity

Each society consists of the fortunate and the less fortunate. Parts of our society face extreme hardship. However, there are also Samaritans who take care of those who can't take care of themselves. Applauding those who wholeheartedly care and realising that we can make a difference in the lives of many, Agra and its staff contribute to the alleviation of human hardship by supporting good social projects.

Dare to Care Disaster Fund

Agra is a member of the Dare to Care Disaster Fund initiated by the NAU and financially supported by the corporate agricultural family. The fund supports people in the agricultural sector who are in desperate need of assistance as a result of veld fires, floods, crime or other disasters. This year the fund provided much needed tents to the Red Cross Society of Namibia to be used to provide shelter to those who were displaced by the floods in the northern part of the country. Also supported were the dependents of a farm worker who lost his life in an unfortunate elephant encounter.

Flood victims

The impact of this year's heavy floods on the affected communities and their agricultural activities can be described as disastrous. To



alleviate hardship, Agra, together with Bank Windhoek and Poly Oak donated tinned food and water containers to be distributed to the displaced. The floods did also pose a health threat to people's livestock, the basis of existence for many. Agra answered to the call of the Veterinary Association to address the situation and jointly provided the Directorate of Veterinary Services with required vaccines to counter possible outbreaks of diseases in the flood stricken areas.

Have-a-Heart campaign

Agra's Have-a-Heart campaign cheered up the hearts of the old and the needy when they received hampers of groceries from representatives of Agra's branches during the Christmas season. Afrisam joined Agra in this initiative through the joint Dollar-a-Ton campaign, which generated

Kommunale Boerekonsortium

Agra is 'n lid van die Kommunale Boerekonsortium (Communal Farmers Consortium) wat daargestel is om finansiële bystand te verskaf en te koördineer vir boereverenigings vir die aanbied van landboukoue en lewende hawe kampioenskappe in die kommunale boerderygebiede. Met die logistiese ondersteuning van die Nasionale Boere Unie (NNFU), is nege streekkoue en 38 plaaslike koue suksesvol aangebied. Konsortiumlede, almal korporatiewe rolspelers in die landbousektor, voorsien die befondsing aan die konsortium wat ook dien om kommunale boere te bemagtig met kennis en vaardighede om hulle in lyn te bring met hul eweknieë in die kommersiële boerderysektor.

Gemeenskaps-vaardigheidsontwikkelingsentrum

Met die heropening van Agra se herboude tak in Otjiwarongo, het Agra dit toepaslik geag om erkenning te gee aan die plaaslike gemeenskap se betrokkenheid by ontwikkeling. Agra het gereedskap en toerusting geskenk aan die Community Skills Development Centre (COSDEC) en beurse verskaf aan twee kinders van Agra-personeel in Otjiwarongo om aan die instituut te studeer. COSDEC rus jong mense toe met vaardighede wat veral in die landbousektor in aanvraag is.



Namibië Natuurstigting

As korporatiewe burger is Agra eweneens gestel op die sensitiewe natuurlike omgewing waarin ons opereer en die belangrikheid om dit te bewaar. Ons ondersteun pogings om landgebruikers bewus te maak van die relevansie van omgewingsvriendelike en konsidererende produksiebenaderings soos in Namibië se Visie 2030 uiteengesit is. Agra is ook 'n lojale ondersteuner en korporatiewe lid van die Namibië Natuurstigting.

Bydraes tot liefdadigheid.

Elke gemeenskap het bevoorregtes en minder-bevoorregtes. Dele van ons gemeenskap leef in moeilike omstandighede en daar is die Samaritane wat versorging bied aan diegene wat nie vir hulself kan sorg nie. In erkenning van die wat onbaatsugtige versorging en diens bied, ondersteun Agra en sy personeel soms kredietwaardige sosiale projekte. Vanuit Agra se sosiale fonds wyk ons een maal per jaar af van die normale fokus van betrokkenheid en dra op georganiseerde wyse by tot liefdadigheid.

Have-a-Heart veldtog

Agra se Have-a-Heart-veldtog het talle harte van oumense en behoeftiges verbly met die skenk van geskenkpakke met kruideniersware deur verteenwoordigers van die verskillende Agra-takke. Afrisam sement het ook met Agra hande gevat in hierdie inisiatief deur hul Dollar-n-ton veldtog wat een NAD geskenk het vir elke ton sement wat in die periode voor Kersfees verkoop is. Die gesamentlike bydraes van die Dollar-n-ton en die Have-a-Heart veldtogte het 'n verskil gemaak in baie se lewens. Agra se personeel is ook aktiewe ondersteuners van



one NAD for each ton of cement sold in the period prior to Christmas. The combined contribution of the Dollar-a-Ton and the Have-a-Heart campaigns made a difference in the lives of many. Agra staff members are also active supporters of social fundraisers, such as the Channel Seven Casual Day, Apples for Cancer Project, Lifeline/Childline's Lollipop fundraiser and many more.

AGRA STAFF INVOLVEMENT

CAPACITY BUILDING AT AGRA

It is said that 'things do not happen to people, but that people make things happen'. Agra embraces this in our mission, which is to grow our business with a dynamic team providing a great service experience. People are at the heart of our business and "Agra – my choice, my destination" also means being the employer of choice in the agribusiness sector. To ensure that Agra continues to be an employer of choice, we take the development of our staff members seriously. As a consequence, Agra adopted a business partnership approach to its human resources department and therefore also had a close look at training and development.

Agra recently formulated and implemented an integrated training and development strategy. This strategy entails a structured approach to training and development starting off by identifying training needs in the annual performance appraisals and then taking appropriate action by using Agra's training bouquet. The training bouquet covers a variety of people centred development interventions such as career specific development programmes (e.g. management and professional development; mentorship), department specific interventions (e.g. animal health training; capacity building for new branch managers) and individual interventions (e.g. induction, time/ stress/ conflict). The below briefly summarises how this new strategy was put into practice:

Management Development

Management development interventions are targeted at managers and new managers with the aim of capacity building. During the course of the year, a variety of such interventions took place:

- To ensure the success of new hires, senior staff members either received structured **executive coaching** by an external coach, or were given a **mentor** within Agra.
- In line with our commitment to employment equity, Agra now accommodates four **CATS** (Commercial Advanced Training Scheme) trainees. This is a two-year vocational training program integrating theory and practice.
- Structured and hands-on **capacity building** is offered to new branch managers by the branch manager of Agra Okahandja
- A staff member at Finance completed his Management Development Programme at the University of Stellenbosch

Professional Development

Professional development interventions are aimed at building professional skills and a large number of staff members participated during the past year:

- A two-week **animal health course**, presented by Agra's Animal Health Consultant.
- A retail buying **Course** through UNISA over a duration of nine months
- **Job evaluation training** for HR staff members and EXCO members.

soos die Kanaal 7 Losltdag, Appels vir Kanker-veldtog, die Stokkielekkerveldtog van Lifeline/Childline en vele meer.

Dare to Care Rampfonds

Agra is 'n lid van die Dare to Care Rampfonds, 'n inisiatief van die NLU wat finansieel ondersteun word deur die korporatiewe landboufamilie. Die fonds ondersteun persone in die landbousektor wat dringende hulp nodig het as gevolg van veldbrande, vloede, kriminele optredes of ander rampe. Hierdie jaar het die fonds tente voorsien aan die Rooikruisvereniging van Namibië om as huisvesting te gebruik vir diegene wat deur die vloede in die noorde ontwortel is. Die afhanklikes van 'n plaaswerker wat oorlede is na 'n aanval deur 'n olifant, is ook deur die fonds ondersteun.

Vloedslagoffers

Die hewige vloede in die noorde was rampspoedig vir die gemeenskappe wat in hierdie areas woon en produseer. Om hul las te verlig het Agra, saam met Bank Windhoek en Poly Oak blikkieskos en waterhoers geskenk aan die ontwortelde persone. Die gesondheidsrisiko wat die vloede ingehou het vir die lewende hawe, die hoofbron van bestaan vir baie, het Agra ook genoop om op die oproep van die Veeartsenyvereniging van Namibië te antwoord. Saam met die VAN het Agra entstof aan die Direkoraat van Veeartsenydienste geskenk om in die areas te gebruik om moontlike siekte-uitbrake te voorkom.

AGRA PERSONEELBETROKKEHEID

KAPASITEITBOU BY AGRA

Daar is 'n gesegde wat lui: "dinge gebeur nie met mense nie, dit is mense wat dinge laat gebeur". Agra omvat dit in ons missie - om ons besigheid te laat groei met 'n dinamiese span wat 'n goeie inkoopervaring bied. Ons plaas mense in die hart van ons besigheid en "Agra – my keuse, my bestemming" beteken ook dat ons die werkgewer van voorkeur in die agribesigheid is. Om te verseker dat Agra die voorkeur werkgewer bly, is die ontwikkeling van ons personeel vir ons 'n saak van erns. Agra het dus 'n besigheidsvennootskap-benadering tot ons menslike hulpbronne-afdeling en gee meer aandag aan opleiding en ontwikkeling.

Agra het onlangs 'n **geïntegreerde opleiding-en ontwikkelingstrategie** geformuleer en geïmplementeer. Hierdie strategie behels 'n gestruktureerde benadering tot opleiding en ontwikkeling deur te begin met die identifikasie van opleidingsbehoefes in die jaarlikse prestasietingsproses. Dan word toepaslike aksiestappe geneem deur die gebruik van Agra se opleidingspakket. Hierdie pakket dek 'n verskeidenheid persoon-georiënteerde ontwikkelingsaksies soos beroepspesifieke ontwikkelingsprogramme (bv. bestuurs-en professionele ontwikkeling; mentorskap), departementspesifieke aksies (bv. Diergesondheidsopleiding, bekwaamheidsontwikkeling vir nuwe takbestuurders) en aksies gerig op die individu (induksie, tyd-, stres- en konflikthantering).

Hieronder is 'n opsomming van hoe die nuwe strategie toegepas is:

Bestuursontwikkeling

Bestuursontwikkelingsaksies is gemik op bestuurders en nuwe bestuurders met die oog op bekwaamheidsontwikkeling. Gedurende die loop van die jaar het 'n verskeidenheid van hierdie aksies plaasgevind:

- A course on Namibian **labour law**
- **Project management**
- **Supplier training on a range of products**
- **Creative design**
- **And many more**

Individual Interventions

Individual interventions concern a variety of capacity building interventions aimed at making employees more effective in their jobs. During the course of the year a variety of courses were attended.



- **Conflict management**
- **Stress management**
- **Time management**
- New employee **induction**
- A large number of staff members are busy doing **self-development studies** at the Polytechnic of Namibia or through UNISA
- **Performance appraisals and individualized developmental plans**

In addition to the above training and development process, Agra also enhanced its recruitment process and continued with the performance management process:

A streamlined **recruitment process** with clear job descriptions is followed. Selection of staff is done on competency based interviewing and additional screening. The competencies needed for a specific job are identified and the potential of the candidate to adapt and perform in the job and the company is considered. Once appointed, opportunities are provided for employees to develop and grow in their jobs.

Performance management is done according to an agreed performance agreement, at this stage up to a certain level of jobs but in the near future, performance evaluation will be done with all employees. As a consequence of the performance management, employees are aware of their strengths and the areas of development needed. It is then up to the staff member to put together a personal development program which is in line with the Agra strategy. Where appropriate, Agra provides assistance for staff to achieve their objectives on a holistic basis.

Agra is in the process of establishing a **talent pool** bringing people with high potential and the drive to develop themselves and further

- Om die sukses van werknemers te verseker het senior personeel gestruktureerde bestuursafrigting deur 'n eksterne afrigter ontvang of leiding deur middel van 'n mentor binne Agra.
- In lyn met ons verbintenis tot gelyke aanstelling het Agra vier **CATS** (Commercial Advanced Training Scheme) studente ingeneem. Hulle ondergaan 'n twee-jaar beroepsopleidings-program wat teorie en praktyk integreer.
- Gestruktureerde en gefokusde **bekwaamheidsontwikkeling**



word aan nuwe takbestuurders gebied deur die takbestuurder van Agra Okahandja

- 'n Personeelid in die finansies afdeling het sy **Bestuursontwikkelingsprogram** voltooi aan die Universiteit van Stellenbosch

Professionele Ontwikkeling

Professionele ontwikkelingsaksies is daarop gemik om professionele vaardighede te ontwikkel en 'n groot aantal personeel het gedurende die afgelope jaar aan die volgende deelgeneem:

- 'n **Dieregesondheidskursus** deur Agra se Dieregesondheids-konsultant oor twee weke.
- 'n **Handelsaankopekursus** deur UNISA
- **Posevalueringsopleiding** vir personeel in die personeelafdeling en lede van die hoofbestuur.
- 'n Kursus in die Namibiese **arbeidswet**.
- **Projekbestuur**
- **Verskaffersopleiding** in 'n reeks produkte
- **Kreatiewe ontwerp**

Individuele aksies

Individuele aksies bestaan uit 'n verskeidenheid aksies wat kapasiteit bou, gemik daarop om werknemers meer effektief te maak in hulle poste. Gedurende die jaar is 'n verskeidenheid van kursusse bygewoon:

- **Konflikhantering**
- **Streshantering**
- **Tydsbestuur**
- **Induksiekursus** vir nuwe werknemers
- 'n Groot aantal personeellede is besig met **selfontwikkelingstudies** by die Politegnikum van

their careers together. Through extra challenges these people will be grown and groomed to be ready for future positions of leadership.

In the face of the fast changing market place, continuous introductions of new technologies and growing competition, Agra involves **innovation** to complement our products, operations and actions. Twenty senior staff members attended an innovation course and creativity training. The innovation drive now forms a big part of Agra's strategy and actions are being put in place to involve all staff and encourage innovation.

In Agra's strive to provide equal opportunities to all people who qualify for employment, we are proud to say that we have received our compliance certificate from the **Employment Equity Commission** as well as **BBBEE (Broad Based Black Economic Empowerment) accreditation**. This means that Agra has been successfully measured by a generic scorecard in terms of our empowerment progress in targeted areas of development such as ownership, management, skills development, employment equity, preferred procurement practices, enterprise development and corporate social investment.

Staff on-the-spot reward system

Agra has a "Ndangi-project" where staff members are nominated by colleagues and rewarded with a gift for "walking the extra mile". This is to say thank you (Ndangi in Oshiwambo) and show appreciation for staff members' exceptional efforts.



Team building is high on the agenda and does not only include departmental functions, but also participation in various social events. Agra teams participated in golf days, cycle tours, volleyball and soccer tournaments. Agra annually participates in WIKA (Windhoek Carnival), where staff members build an Agra float and participate in the street procession. This not only serves as a good team building event, but also provides for a lot of fun and good exposure.

Corporate clothing

Corporate clothing contributes to a feeling of unity and cultivates pride in staff and Agra as their employer. Agra staff can choose from a range of shirts and jackets and are subsidized to acquire corporate clothing.

Namibië of deur UNISA

• Prestasie-evaluerings en persoonlike ontwikkelingsplanne.

Bykomend tot die bogenoemde opleiding-en ontwikkelingsaksies, het Agra ook sy werwingsproses verfyn en die prestasiebestuursproses verder ontwikkel:

'n **Verbeterde werwingsproses** met duidelike taakomsrywings word gevolg. Seleksie van personeel word gedoen op 'n bekwaamheidsgebaseerde onderhoud. Die vaardighede wat vir 'n spesifieke pos benodig word, word geïdentifiseer en die vermoë van die kandidaat op te kan aanpas en presteer in die pos en die organisasie, word in ag geneem. Wanneer die werknemer aangestel is, word geleentheid verskaf om te groei en te ontwikkel in bepaalde poste.

Prestasiebestuur word toegepas volgens 'n ooreengekome prestasie-ooreenkoms, huidig tot op 'n sekere vlak, maar in die nabye toekoms sal prestasie-evaluering met alle personeel gedoen word. Prestasiebestuur het tot gevolg dat personeel bewus is van hul sterk punte asook die areas wat ontwikkeling benodig. Dit is dan die keuse van die personeel om 'n persoonlike ontwikkelingsprogram saam te stel wat in lyn is met die Agra strategie. Waar van toepassing, verskaf Agra hulp aan personeel op 'n holistiese basis, om hul doelwitte te bereik.

Agra is in die proses om 'n talentpoel daar te stel wat persone met hoë potensiaal en die motivering om te ontwikkel en hul loopbane te bevorder, bymekaarbring. Deur addisionele uitdagings word hierdie persone gebrei en voorberei vir toekomstige leiersposisies.

In die lig van die vinnig veranderende markplek, voortdurende nuwe tegnologieë en groeiende kompetisie, bring Agra innovering in om ons produkte, besigheid en aksies te komplementeer. Twintig personeellede het reeds 'n innoveringskursus en kreatiwiteitsopleiding ontvang. Die innoveringsinisiatief vorm nou 'n groot deel van Agra se strategie en aksies word in plek gestel om alle personeel te betrek en innovering aan te moedig.

Omdat Agra strew om gelyke werksgeleentheid te verskaf aan almal wat vir indiensneming kwalifiseer, is ons trots om te sê dat ons die kwalifiserende sertifikaat van die **Employment Equity Commission** asook akkreditasie by die **BBBEE (Broad Based Black Economic Empowerment)** ontvang het. Dit beteken dat Agra suksesvol was, gemeetaan 'n generiese puntelys interme van ons bemaatigingsvordering in geoormerkte areas van ontwikkeling soos eienaarskap, bestuur, vaardighedsontwikkeling, gelyke aanstellingsbeleid, en gewensde werwingspraktyke, besigheidsontwikkeling en korporatiewe sosiale belegging.

Waarderingstoekennings vir personeel

Agra het 'n "Ndangi-projek" waar personeellede genomineer word deur kollegas vir ekstra insette gelewer en beloon word met 'n geskenkie. Dit is om dankie te sê (Ndangi in Oshiwambo) en waardering te toon vir die "ekstra myl" wat personeel stap vir Agra.

Spanbou is hoog op die agenda en sluit nie net departementele funksies in nie, maar ook deelname aan verskeie sosiale geleentheid. Agra-spanne het deelgeneem in gholfdae, fietstoere, vlugbal-en sokkertoernooie. Agra neem elke jaar deel aan die Windhoek Karnaval wanneer Agra-personeel saam bou aan 'n Agra vlot en deelneem aan die straatoptog. Hierdie aksie dien nie net as 'n goeie spanbouaktiwiteit nie, maar word baie geniet deur personeel en is goeie blootstelling vir Agra.



Korporatiewe drag

Korporatiewe drag dra by tot 'n gevoel van eenheid en kweek trots by personeel in hulself en in Agra as hul werkgewer. Agra personeel kan kies uit 'n reeks van hemde en baadjies en word gesubsidieer om korporatiewe drag aan te skaf.



Closing

Count Leo Nikolaevich Tolstoy said that "the sole meaning of life is to serve humanity".

Corporate Social Investment plays a pivotal role in bringing about meaningful transformation and creating sustainable growth for all. Most companies are moving away from sponsorships and donations to a culture of volunteerism, resulting in more sweat equity, although the need for cash and goods will always be there.

Agra will continue to support worthwhile causes within the Agra framework, ensuring that we serve humanity by contributing to the creation of sustainable growth within the communities we operate in.

Slot

Graaf Leo Nikolaevich Tolstoy het gesê die uitsluitlike doel van die lewe is om die mensdom te dien.

Korporatiewe sosiale betrokkenheid en beleggings speel 'n deurslaggewende rol om betekenisvolle transformasie en volhoubare groei vir almal teweeg te bring. Die meeste organisasies beweeg weg van borgskappe en donasies na 'n kultuur van vrywillige werk, waar almal saam hard werk. Die behoefte vir kontant en goedere sal egter altyd daar wees.

Agra sal voortgaan om verdienstelike aksies binne die Agra-raamwerk te ondersteun om te verseker dat ons die mensdom dien deur by te dra tot volhoubare groei en ontwikkeling in die gemeenskappe waarin ons opereer.





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