



# Meatco Foundation Annual Report 2015/16



---

## CONTENTS

01 Message from the Executive Officer

07 Meatco Foundation Operational Team

---

21 Case study Erosion Control

02 **Introduction** to Meatco Foundation

06 Meatco Foundation **Board of Trustees**

08 **Farmers' Support Programme** through the Sustainable Cattle Production Project

15 **Case Study:** Animal-treated crop fields

16 **Rangeland and Marketing** Development Support Project

18 Two Project's **Outcomes Achieved**

22 Meatco **Occupational Health** Project

24 Employee **Volunteerism** Programme

26 Annual **Financial** Statements

---

# Message from the Executive Officer



Welcome to the Meatco Foundation's 2015 Annual Report.

Since the establishment of the Meatco Foundation in 2011, Meatco has been committed to fulfil its role as a responsible corporate citizen that contributes to the development and growth of Namibia.

We are proud of our long term partnerships, some of which stretch over 6 years. The Foundation is equally enthusiastic to welcome new partners on board and is therefore proud to report on our projects and initiatives in 2015.

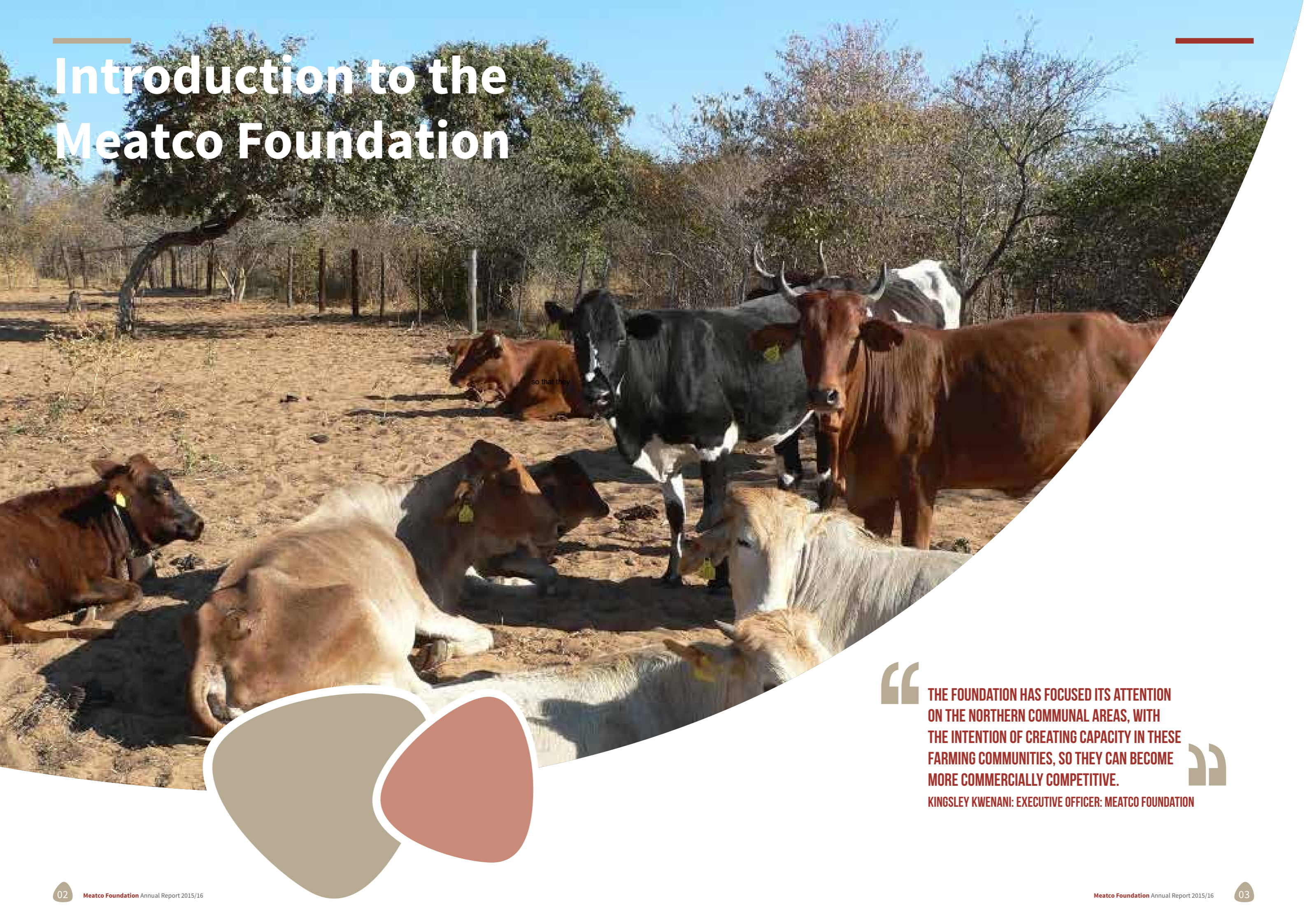
During the year under review, Meatco Foundation invested N\$11,567,254 in the Namibian rural communities that depend on livestock farming for their livelihood, especially those living north of the Veterinary Cordon Fence. The Foundation focuses its attention on the Communal Areas, with the intention of enhancing the capacity of farmers in the communal areas to be able to compete in the commercial farming environment.

The aims of our projects are also informed by governmental agenda on socioeconomic issues, such as the current National Development Plan (NDP4) and Vision 2030.

This report sets out the main projects undertaken during 2015.

**Mr Kingsley Kwenani**  
Executive Officer: Meatco Foundation

# Introduction to the Meatco Foundation



“ THE FOUNDATION HAS FOCUSED ITS ATTENTION ON THE NORTHERN COMMUNAL AREAS, WITH THE INTENTION OF CREATING CAPACITY IN THESE FARMING COMMUNITIES, SO THEY CAN BECOME MORE COMMERCIALY COMPETITIVE. ”

KINGSLEY KWENANI: EXECUTIVE OFFICER: MEATCO FOUNDATION





## MEATCO FOUNDATION

**THE MEATCO FOUNDATION IS MEATCO'S CORPORATE SOCIAL INVESTMENT INITIATIVE, ESTABLISHED IN APRIL 2011 WITH THE AIM OF IMPROVING AND SUPPORTING THE SOCIOECONOMIC DEVELOPMENT OF THE NAMIBIAN RURAL COMMUNITIES THAT DEPEND ON LIVESTOCK FARMING FOR THEIR LIVELIHOOD.**

### What is the Meatco Foundation?

Since 2011, the Foundation has invested N\$25 million in projects throughout the country and worked with established and generous national and international partners to make a difference.

These partners and donors include the European Union, Solidaridad Network Trust, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Global Protein Solutions (GPS), and Danish Coop.

The Foundation is a separate legal entity with a seven-member Board of Trustees.

Meatco is responsible for funding its administrative functions and co-funding its various outreach projects within the livestock sector. All of Meatco's corporate social responsibilities fall under the ambit of the Foundation.

In partnership with Meatco, the Ministry of Agriculture Water and Forestry (MAWF), the Ministry of Lands and Resettlement (MLR), Agricultural Unions, Conservation Agriculture Namibia (CAN) and other partners, the Meatco Foundation was able to ensure that beneficiaries received practical assistance (such as drilling boreholes on resettlement farms), as well as training on issues such as sustainable rangeland management.

During 2015, the Meatco Foundation was the implementing partner of two comprehensive programmes, namely the Farmer Support Programme through the Sustainable Cattle Production project, and the Rangeland and Marketing Development Support Project (RMDS-P-NCA).

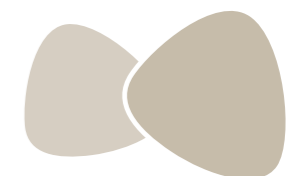
In addition, the Foundation focused on up-scaling established initiatives for marketing aspects on livestock in the NCA.

The holding pens for the Otjiwarongo Show Society's livestock section were improved upon and the infrastructure in the exhibition area was upgraded.

The show societies of Grootfontein, Gobabis and Rehoboth also received sponsorship to similarly renovate their infrastructure.

Other projects targeted primary healthcare in the supply chain and the occupational health of staff members.

This report summarises the outcomes of these projects, as well as provides details on Meatco's Employee Volunteerism programme, which also forms part of the Meatco Foundation's activities.





## Meatco Foundation Board of Trustees



**MS CLARA BOHITILE**  
Chairperson



**MS PATRICIA SKYER**  
Chairperson of the  
Management Committee  
and Trustee



**AMBASSADOR MS TONATA  
ITENGE-EMVULA**  
Trustee



**MR SCHALK WALTERS**  
Trustee



**MS PATRICIA KEEJA**  
Trustee



**ADV. VEKUII RUKORO**  
Chief Executive Officer:  
Meatco  
and Trustee



**MR VEHAKA TJIMUNE**  
Trustee



**MR KINGSLEY KWENANI**  
Executive Officer:  
Meatco Foundation

## Meatco Foundation Operational Team



**MR KINGSLEY KWENANI**  
Executive Officer: Meatco Foundation



**MS NADIA VAN WYK**  
Administrator: Meatco Foundation

# Farmers' Support Programme

## through the Sustainable Cattle Production Project

### HISTORY AND BACKGROUND

In 2013, the Foundation joined forces with Conservation Agriculture Namibia (CAN), as well as with the organisation Solidaridad Network Trust, Meatco, Global Protein Solution and Danish Coop as donors, to implement and manage the Sustainable Cattle Production in Namibia Project for a three-year period, which ended in November 2015.

The project specifically aimed at farmers in Namibia's communal areas, where poverty is prevalent. Most people there are dependent on subsistence farming practices for their livelihoods. Unfortunately the cattle population per square kilometre and the cattle/human ratio is indicative of overstocking and overpopulation with regard to the communal areas' herds.

As the project came to a close in November 2015, activities will however continue as part of the Rangeland and Marketing Development Support Project (RMDSP-NCA), providing an ideal exit strategy, as it ensures continuity of successes achieved to date as part of this project.

### INTERVENTIONS INITIATED

Key interventions at project start were initiated to stimulate better practices. These included:

- Applying the Community Based Livestock and Rangeland Management (CBLRM) techniques that were developed in the conservancy areas of Namibia;
- Integration of a sustainable rangeland management programme into the Meatco field activities by CAN; and
- Using a combination of 'train the trainer' and 'train the farmer' activities, assessing the land carrying capacity of the areas, developing stocking plans for farmers and to help create adaptation strategies.

### PROJECT COMPONENTS

In the year under review, implementation of the existing project components under the Sustainable Cattle Production project continued, namely:

- Sustainable Rangeland and Livestock Management Training
- Livestock Commercialised Training in the NCA
- The Meatco-owned Cattle Scheme (MoC); and
- Improved Genetics and Access to Bulls.

### SETBACKS EXPERIENCED

The Sustainable Cattle Production project experienced two major setbacks caused by external influencing factors beyond its direct control, namely:

- The extended drought, which prevailed throughout the project duration from 2013-2015, resulted in livestock production over the past three years being confronted with a severe fodder shortage and the need to destock early to ensure good prices, good production and to keep the resource base intact; and
- A major outbreak of Foot and Mouth Disease (FMD) which occurred in May 2015 and impacted on the target groups as well as on the wider rural communities. The outbreak of FMD and its consequent repercussions brought all trade of livestock in the northern regions to a sudden and complete halt. This unexpected occurrence further increased the pressure on the fragile resource base and impacted negatively on the main source of income of the farmers.

In response to the drought situation, the Namibian Government introduced a drought subsidy scheme for livestock farmers and increased the cropping subsidy for land preparation. In addition, drought relief food is also being supplied in the target regions.

The project team responded to the FMD emergency situation by re-deploying marketing and other staff to provide effective support in collaboration with the Directorate of Veterinary Services (DVS), Directorate of Agricultural Production, Extension and Engineering Services (DAPEES), Meat Board, Meatco and other stakeholders to the communities in the north, and in some cases the broader public in their areas.

The stakeholders were all consulted in the process of implementation and execution of the project and the strong working relationship between the Meatco Foundation, Meatco and the stakeholders was strengthened with constant exchange of services and advice.

The FMD outbreak was certainly a period where all organisations in the agricultural fields joined forces to successfully contain the disease.

### PROJECT COMPONENT: SUSTAINABLE RANGELAND AND LIVESTOCK MANAGEMENT TRAINING

During the course of the project, a total of 2,430 communal farmers were trained in rangeland and livestock management in a direct attempt to mitigate the adverse impact of climate change on the livelihoods of the small-scale livestock farmers in the NCAs.

The training provided a foundation of knowledge on which to fall back on and serves as a guideline for sustainable farming practices.

An estimated total of 1,048 farmers in the project areas are practicing sustainable rangeland management as a result of the training, indicating that the activities have triggered expected outcomes and positive uptake by the target group.

The cattle herders managing the livestock undoubtedly have a critical role to play in the process of planned grazing and strategic herding.

The training equipped and empowered them with new skills, knowledge and enhanced the importance of their profession in the livestock production cycle.

A total of 574 herders or farm workers experienced improved working conditions and gained exposure to training.

### PROJECT COMPONENT: LIVESTOCK COMMERCIALISED TRAINING IN THE NCA

Commercialisation training by Meatco is the process of encouraging farmers to sell animals for slaughter at peak condition and not when too old or during times of drought.

Treating part of the herd as working stock and helping farmers to realise guaranteed returns helped to introduce a commercial approach into traditional pastoral livestock keeping.

A notable shift in the farmer's mind-set from 'traditional' to commercialisation practices became evident during the numerous scoping visits and discussions with the farmers.

The persistent awareness-raising by the project staff and Meatco procurement team about 'selling at the right time for the right reasons' seems to be bearing fruit as this approach is now more frequently echoed by the farmers during interactions with the project staff.

A proportion of this achievement can be attributed to the Solidaridad FSP interventions; the livestock commercialisation training and the MoC scheme have also been eye-openers to the farmers.

"THE MEATCO SOLIDARIDAD FOUNDATION PROJECTS ARE SOME OF THE BETTER PERFORMING VENTURES SUPPORTED BY SOLIDARIDAD IN SOUTHERN AFRICA, AND WE SHOULD LOOK INTO DOCUMENTING LESSONS FOR IMPROVING THE SAME PROJECT AND APPLYING SIMILAR MODELS ELSEWHERE IN THE REGION."

WILSON MNGWAMBE, PROJECT MANAGER OF THE SOLIDARIDAD NETWORK, SOUTHERN AFRICA





The training in GAP further highlighted the importance of sustainable rangeland management to mitigate the pressure on the resource base, which is more and more affected by adverse climate change impacts and extended droughts.

A total of 350 farmers were trained in livestock commercialisation, providing them with a better understanding of the demands of the markets and how to gauge the condition and readiness of their cattle for slaughter.

As a result of the activities to improve commercialisation of livestock in the target areas, a total of 5,760 'A' and 'B' grade cattle were sold at their peak condition by end of April 2015, contributing to increased volumes of better quality beef in the NCA market.

As from May 2015 until the end of the project, all livestock trade activities were restricted due to the outbreak of FMD.

This impacted on potential increase of cattle sales in the target areas.

#### **PROJECT COMPONENT: MEATCO-OWNED CATTLE SCHEME**

The Meatco-owned Cattle (MoC) is an innovative scheme whereby cattle are identified by Meatco staff and tagged for monitoring of growth until slaughter.

An initial 'hoof' price of N\$3,500 per animal is advanced in cash to the farmer, of which a sum of N\$600 is channelled into a collective fund for the purchase of quality feed supplements and feed licks.

As part of the agreement, the Meat Board Field Mentors and the Meatco procurement staff provides ongoing technical support such as monitoring, weighing, animal health and livestock management coaching for the agreed growth period of 15 months, after which time the cattle will be sold to Meatco at market-related prices. The farmer will receive the achieved selling price minus the initial hoof payment.

In this regard, a selected group of farmers in the Kavango West region participated in the MoC scheme and benefitted from the advance payment of N\$3,500/animal for farm inputs and supplementary licks to purposely raise the cattle for slaughter with a secured off-take by Meatco.



The quantity of primary livestock (beef) produced under sustainable agricultural practices in the MoC scheme area yielded an impressive result of 284 metric tonnes live carcass weight at December 2015 (project end) compared to a baseline of 216 metric tonnes live carcass weight in March 2015, showing an increase of 31 per cent achieved in just nine months.

This achievement should be lauded in consideration of the major challenges the farmers were confronted with during this period, such as an extended drought and an outbreak of Foot and Mouth Disease (FMD).

However, with the dedicated support of Meatco field staff and the total cooperation and buy-in from the farmers, only two animals out of the total 750 cattle succumbed due to consumption of poisonous plants.

This intervention raised the appetite for commercialisation to an extent where the farmers included larger numbers of their herds into the supplementary feeding programme, clearly signalling a mind-shift away from the traditional farming practices.

The MoC scheme outcomes have also shown great potential for a wider acceptance by farmers in other regions. Meatco will contribute as well as seek complimentary support to replicate the initiative elsewhere to spearhead

sustainable systemic change in the communal farming areas of Namibia.

The slaughter of the MoC cattle in the Kavango West is scheduled to take place in June 2016, when the first mobile slaughter unit will be deployed.

Based on the current trend for beef prices, whereby Meatco offers its producers a premium on top of the South African parity price plus an additional N\$4.50/kg for hides and offal, it is conservatively estimated that these producers will enjoy a monetary benefit of N\$6,000 per animal net, amounting to a total of N\$4.5 million.

This compared favourably to the initial capital outlay of N\$2.625 million and yielding an increase of 71 per cent direct income for the farmers.

#### **PROJECT COMPONENT: IMPROVED GENETICS AND ACCESS TO BULLS**

A 'Better Bull' scheme was initiated by Meatco whereby commercial bulls reaching commercial working retirement are sent to the northern areas to work for the last few years.

The granted access to pedigree bulls improved the genetics of the herds of the small-scale communal farmers' project sites north of the veterinary cordon fence, as well as in selected communal areas south of the veterinary cordon fence.

Meatco technical staff are assisting and coaching the farmers in the management of the bulls to ensure that their health and nutritional needs are well taken care of.

A total of 24 pedigree bulls were procured from commercial farms south of the veterinary cordon fence and deployed at the project sites during the period of 2013-2015.

Meanwhile, 56 crossbreed calves were born in the southern communal areas since deployment of the bulls, showing early signs of a larger body frame.

It is estimated that each of the 24 beneficiaries will have received an average of 14 calves during the gestation period 2014-2015, amounting to 336 calves.

In consideration of a growth period of 6-8 months for the animals until they are ready for sale or slaughter, the farmers are expected to reap N\$28,000 income per farmer or N\$672,000 in total.

Meatco is cementing the foundation for

**"ONE OF THE MAIN THINGS I CAN COMPLIMENT MEATCO ON IS THE FACT THAT THEY NOW PROVIDE A BULL TO COMMUNAL FARMERS AS MANY OF THESE FARMERS DON'T HAVE A BULL IN THEIR HERDS TO CREATE FUTURE OFFSPRING. THE MEATCO FOUNDATION ASSISTS WITH THIS, WHICH IS REALLY COMMENDABLE."  
FILLIPUS TJITEER, COMMUNAL FARMER**







**“I FOLLOWED MEATCO’S ADVICE AND SORTED OUT MY CATTLE TO IMPROVE MY HERD. WHEN I SELL TO MEATCO, IT’S NOT JUST ME WHO BENEFIT, BUT MY CHILDREN AND NEIGHBOURS AS WELL. TOGETHER WITH MEATCO, WE CAN IMPROVE OUR CATTLE FARMING.”**  
**DOROTHEA NAWASES, COMMUNAL FARMER**



*As part of the support programme aimed at communal farmers, a ‘Better Bull’ scheme was introduced to improve the herd structure and genetics of their herds. The Omuramba community received a pedigree bull (above) and during the reporting year the first ‘cross-breed’ offspring calves were born.*



that in 1.5 years from now, the farmers will benefit from the sales of better quality animals at premium beef prices as a result of the improved breed genetics.

The continuation and refinement of the ‘Better Bull’ scheme and the MoC Scheme would be considered priorities to secure a consistent supply of quality beef to the formal and informal markets in the NCAs.

The roll-out of similar schemes in the communal areas south of the VCF will become a priority in an attempt to unlock the potential of communal farmers in these areas to supply the domestic and the international markets with premium beef.

availability of better quality beef from producers across the country, including the remote communal areas north and south of the veterinary cordon fence.

This will not only give the organisation a competitive advantage but also contribute to customer satisfaction in local, regional and international markets.

The small-scale farmers are receiving an opportunity to improve their herd structure, gain entry into the value chain and improve their livelihoods and it is expected







# Case Study: Animal-treated crop fields

**A trial of one animal-treated crop field was conducted in the Nangolo Dhamutenya Grazing Area, located in the Oshikoto region.**

The mobile kraal was then moved to the Omai Grazing Area for further trials. The Grazing Area committee and farmers at Omai indicated that they want to start a vegetable garden.

The lead farmers, Matias and Fransina Ashipala, prepared their animal-treated crop field of 0.3 hectares in the 2014/15 rainy season. A pen ('kraal') was constructed using sheets to form the pen and animals were kept inside for a period, during which time the soil is fertilised naturally.

The kraal was therefore assembled and kept at the identified space for the garden for a period of one month (April – May 2015), thereafter it was moved to the headman of the Omai homestead where it is located to date on his crop field.

The family reported that the practice resulted in early germination of the seeds compared to the 'untreated' fields. These fields will be planted to crops next year and a treatment control comparison conducted.

The results of both the garden and the headman's crop field will be monitored during the upcoming wet season in 2015/16.



Above, left and right: Animal-treated crop field, Nangolo Dhamutenya, Oshikoto, 2014

**CONCLUSION**  
THE CHALLENGE OF COMMODITY-BASED-TRADING AS A MEANS TO IMPROVE MARKET ACCESS FOR BEEF FROM COMMUNAL AREAS OF NAMIBIA, WHICH HAVE HISTORICALLY BEEN EXCLUDED FROM HIGH-VALUE EXPORT MARKETS, REMAINS.

as well as the CBLRM and MCA/ GOPA projects are significantly contributing to efforts in mitigating the adverse impacts of climate change on the fragile environment in which the remotely located communal livestock farmers live.

secures continuity. It is also part of the Meatco Foundation's strategy to maintain incorporate continuity in its efforts to improve the social and economic environments of its producers and other farmers in the country.

The cost of compliance with international standards (EU) exceeds the economic benefits at current. Regional markets may still offer the best option for beef exports from these areas. It can be concluded that the marketing of livestock is probably one of the most complex policy issues to be addressed for improved household income in the rural areas of Namibia.

Despite the major challenges experienced, the overall impact of the project can be considered sustainable with a high degree of certainty that the changes will remain beyond the lifetime of the project. Irrespective of the positive outlook, it can be said that the reversal of land degradation through improved rangeland management at a larger scale on communal land is a long-term process, which is both costly and complex.

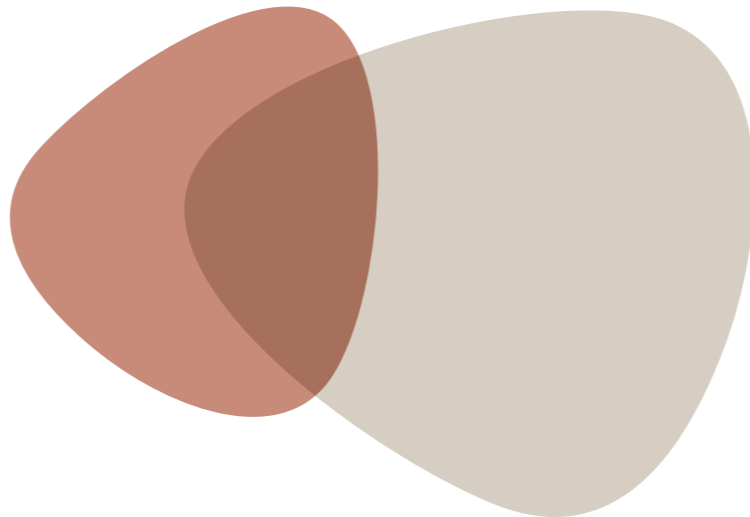
In March 2015, the Foundation hosted a delegation from Solidaridad, who were in country to carry out a monitoring visit and engage with beneficiaries. One outcome of the visit was the evaluation of the Namibian activities as some of the best in southern Africa in terms of performance.

However, it can be concluded that the progressive and continuous project interventions in the NCA form part of a consistent, albeit slow change management process. The combined effort of the Solidaridad FSP-Namibia and the RMDSP-NCA

The transition of this project to the RMDSP-NCA has proven the ideal exit strategy for the rangeland management and livestock marketing components as it



Above, left and right: Mobile boma sheet kraal at Omai in Oshikoto region, May 2015





# Rangeland and Marketing Development Support Project

(RMDSP-NCA)

## BACKGROUND

The Rangeland and Marketing Development Support Project (RMDSP-NCA) is funded with €1.6 million from the European Union, represented by the European Commission, as well as several other match donors including Meatco, Jamma International and the United States Forest Services.

The project is being implemented by the Conservation Agriculture Namibia (CAN) in coordination with the Meatco Foundation with the objective of reducing the vulnerability of rural populations to the adverse impacts of climate change. The project commenced in September 2014 and will end in May 2017.

## PROJECT AIM AND OBJECTIVES

The RMDSP-NCA project is aimed at enabling selected Namibian farmers in the NCAs as well as producers to organise themselves to apply the principles of sound rangeland and crop management as climate change adaptation strategies, whilst creating smart partnerships to increase the off-take of livestock. Low cost options that also sustainably create jobs, and contribute to the flourishing of the rural economy are being pursued.

The approach adopted builds on the principle of organic in situ adaptation of external technologies, best practices and processes in order to recognise the particular profile and needs of each region/location.

Furthermore, the project has the overarching goal of reducing the vulnerability of the rural population in

the NCAs of Namibia to the adverse impacts of climate change through sustainable management of rangeland, more productive herds, effective livestock marketing as well as improved crop production and the development of synergies between crops and livestock.

Specific objectives of this project include:

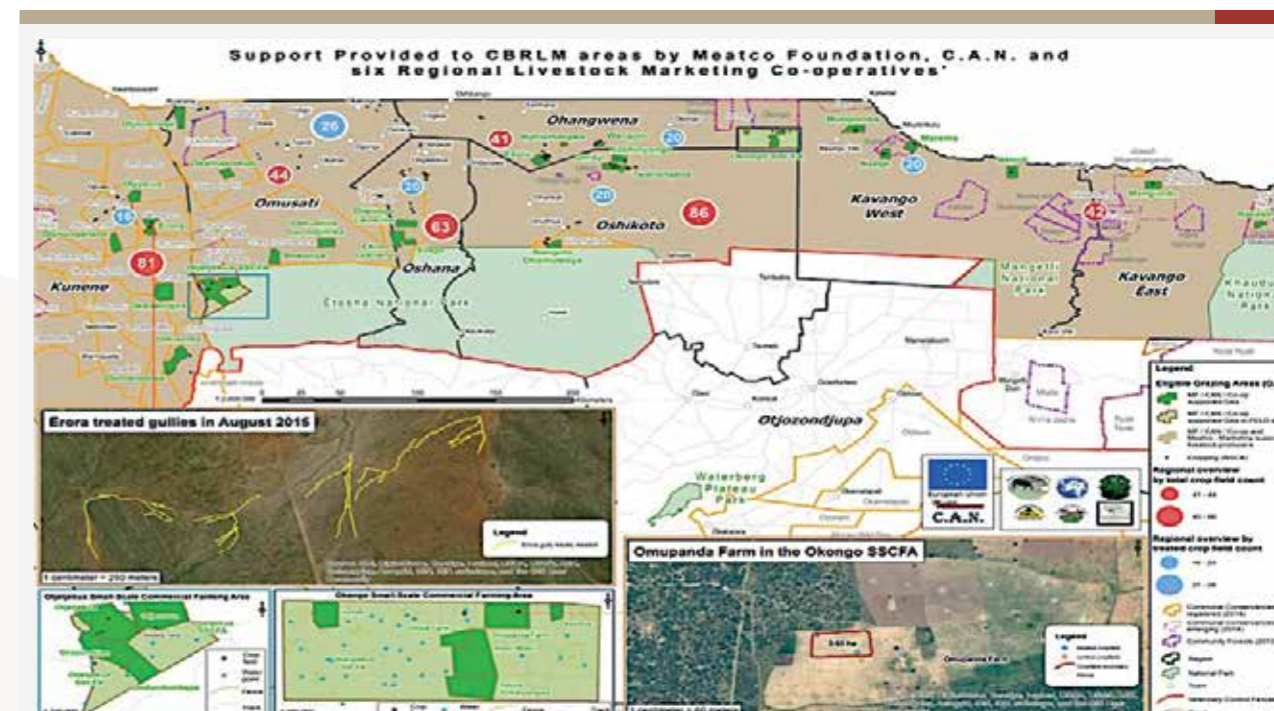
- Improving the awareness and active involvement of key stakeholders at the local, regional and national levels in climate change adaptation strategies related to rangeland, livestock, marketing and cropping.
- Supporting local organisations in developing regionally appropriate responses to improve production of fodder and herd productivity, as well as increase sales of livestock.
- Improving the whole chain of production of livestock farmers in selected sites in the NCA.
- Addressing key issues affecting the sustainability of the rangeland and livestock sectors.

## IMPLEMENTATION AREAS

The project is operational in 34 implementation areas, which are referred to as 'Grazing Areas'. These Grazing Areas are dispersed over the seven northern regions of Kunene North, Omusati, Oshana, Oshikoto, Ohangwena and Kavango East and West. The former Kavango Region has been split into two regions, namely Kavango East and Kavango West, after this project was implemented. Therefore, only one Regional Livestock Marketing Co-operative (RLMC) operates in these two regions and is referred to as one region in this report.

Region	Number Grazing Areas	Average household size	Average Grazing Area Population	Population in Region
Kunene	7	5.3	816	68,735
Otjetjekua SSFCA - Kunene	3		350	-
Omusati	5	5.9	649	228,842
Oshana	3	5.4	356	161,916
Oshikoto	4	5.6	493	161,007
Ohangwena	3	6.3	416	228,384
Okongo SSFCA -Ohangwena	3		416	-
Kavango (East & West)	6	6.5	858	202,694
<b>Total</b>	<b>34</b>	<b>5.1</b>	<b>4,354</b>	<b>1,051,578</b>

Estimated Average Grazing Areas Populations



Seven regional target areas, grazing areas, location and size. Inserts include an example of an erosion control site, number of Namibia Specific Conservation Agriculture crop fields per region, and the Okongo and Otjetjekua Small Scale Communal Farm Areas, 2015.

The project only targets communal areas in these seven regions, which lie north of the veterinary cordon fence, working directly with the communities that are living or having their livestock in the Grazing Areas.

The main target groups are thus the communal livestock farmers in the selected Grazing Areas, the local Traditional Authorities and the RLMCs, in seven regions (Kavango East and West referred to as one region) of the NCAs.

The final beneficiaries are the communal livestock and crop farmers in the Grazing Areas communities and the local Traditional Authorities. There are an estimated 4,354 people (farmers and their families) participating in the project at the Grazing Area level.

This project builds on previous activities of the Ministry of Agriculture, Water, and Forestry and the Millennium Challenge Account's Community Based Livestock and Rangeland Management (MCA-CBLRM) project and will further entrench the adoption of strategic improved livestock production practice and the need to market animals in order to build wealth and improve the resource base over time.

## CHALLENGES FACED

During the reporting period, the project achieved many successes in spite of two external factors – extended drought conditions and several outbreaks of FMD.

In tandem these two factors have increased pressure on the drought-stricken rangelands by reducing off-take, flooding the market with livestock and meat at reduced costs, causing financial stress for thousands of communal livestock farmers.

Critically, these challenges have been felt hardest by the intended beneficiaries for this project: livestock and crop farmers. Grazing Area committees and locally based Traditional Authorities have all been coping with the drought, and experiencing a range of stresses including decrease in household income, declining herd quality with increased costs and efforts being incurred for management of livestock herds.

The FMD outbreak led to the closure of the Oshakati and Katima Mulilo abattoirs for the entire reporting period, leading to some far-reaching negative socioeconomic impacts for the affected communities, livestock farmers and employees.



# Two Projects' Outcomes Achieved

As both the Farmer Support Project and the Rangeland and Marketing Development Support Project ultimately aims to support the communal farmers in die NCA to improve their livelihoods, the combined results achieved are summarised below.

Despite the negative external factors presented by the drought and outbreak of FMD, a number of outstanding and robust results were achieved as a consequence of the project interventions and a dedicated, hard-working project team:

- As the largest meat processor in the country, Meatco was able to procure a cumulative 1,017 metric tonnes of beef directly from the target areas.
- Innovative business options have been pursued together with RLMC, private and public sectors.
- Since the inception of Integrated Rural Development and Nature Conservation, a wide range of projects were implemented to ensure continuity of improved, sustainable rangeland and livestock management.
- Sound rangeland management application has been adapted and applied within the context of severe fodder shortages, resulting in 120,000 ha being under improved rangeland management.
- All the field staff, including the 6 Regional Livestock Marketing Co-operatives as well as all target Grazing Areas have been exposed to Namibia Specific Conservation Agriculture.
- All project interventions have since underpinned the importance of the development and implementation of a National Rangeland Management Policy (NRMP). The rangeland policy is part of the National Agriculture Policy and approved by the Ministry of Agriculture, Water and Forestry.
- Critical support to the pioneering of landscape rehydration approaches in the Kunene Region has been provided with great potential for upscaling.
- A total of 2,540 people were reached directly in the project areas, whereas a total of 15,240 people benefitted indirectly from the project outreach.
- As part of the 'Better Bull' scheme, 24 farmers north (6) and south (18) of the veterinary cordon fence have benefitted from 336 calves in total through the crossbreed programme within one year of implementation.

- Wider social benefits derived from the project outcomes include the improved level of welfare (payment of school fees and uniforms for the children of farmers) and health benefits for the community (cleaner water), such as the prevention of further cholera outbreaks in the Omuramba community.
- Training on erosion control in two selected Grazing Areas was well-received and farmers have contributed significantly and enthusiastically with volunteer labour and food from time to time. The strong identification and adaptation to the intervention indicate a degree of adoption and willingness to respond to the challenges posed by climate change.
- The Directorate of Veterinary Services has been assisted in Foot and Mouth information dissemination. Under the RMDSP-NCA (with leverage funds from FSP), a documentary on FMD was produced for educational purposes. The film 'Foot-and-Mouth Disease' was broadcasted in English and vernacular languages on the national television service, NBC.
- The quantity of primary livestock (beef) produced under sustainable agricultural practices in the MoC scheme area yielded an impressive result of 284 metric tonnes live carcass weight at December 2015.
- The sector benefitted from the reduced environmental impact through more sustainable rangeland management, and increase of the areas under sustainable beef production, an increase in the number of farmers interested in improved cattle production and an increase in volumes of good quality beef from Namibia sold on the international market.
- An estimated total of 14,500 hectares are now managed according to the Global Roundtable for Sustainable Beef (GRSB) principles, directly contributing to the improvement of the fragile resource base.
- The financial benefits are noteworthy and include an estimated N\$6.1 million generated from cattle sales at the Omuramba community crush pen. A total number of 4,724 head of cattle were sold by the combined target group during the lifetime of the project, amounting to an aggregated N\$28.3 million.



- Innovative business options have been pursued together with Regional Livestock Marketing Co-operatives (RLMCs), private and public sectors.
- At the outbreak of FMD, the business planning with RLMCs shifted from core livestock marketing businesses to investigating options for peripheral businesses development that supports marketing, such as trail-runs of green fodder production and investigation of 'bush to pellets', as well as feedlot establishment in the NCAs; and trail-runs of conservation agriculture ripper furrowing and technical support services offered by Regional Co-operatives to farmers in their respective regions.
- Sound rangeland management application has been adapted and applied within the context of severe fodder shortages resulting in 120,000 ha being under improved rangeland management.
- Effective methods in controlling unwanted fire and animal diseases have been implemented.

- Key asset upgrades (including vehicles and computer equipment) have enabled the Regional Livestock Marketing Co-operatives and CAN staff to execute activities to address key climate change mitigation options.
- Our field teams have developed effective working relationships with regional stakeholders in the NCAs, including the Traditional Authorities, Regional Councils, Directorates of the line ministries, and other NGOs.
- Extensive coaching and training inputs have been contributed to improve the governance of the 6 RLMCs.
- An aggregated number of 780 Grazing Areas community members joined the Regional Livestock Marketing Co-operatives to date and a total of N\$740,500 paid-up share capital was recorded.
- Three high quality documentary short films, relevant to climate change adaption, have been produced or are nearly finalised.



However, it needs to be borne in mind that a number of challenges still remain, and which require careful management/change management of limited resources to counterbalance the threats by all stakeholders. It can be stated that the livelihood of the farmers are negatively impacted by:

- The extended drought and consequential lack of rain. In order to mitigate this, it will be necessary to make Rangeland Management Policy guidelines and regulations part and parcel of farming practices, which would require intense awareness campaigns in both the communal and commercial farmlands.
- The farmers north of the VCF will always be subject to the looming threat of major outbreaks of epidemics, such as FMD. Awareness raising campaigns and consistent upkeep of educational training are necessary to mitigate the potential of further outbreaks.
- Human-wildlife conflict for those farmers close to borders of National Parks. Closer cooperation between field staff of the Ministry of Environment and Tourism and the Ministry of agriculture, Water and Forestry to combat the challenges related to human-wildlife conflicts will be required to manage it.
- Limited access to international markets for the farmers north of the VCF and a prevailing negative image about quality of meat from communal areas, mainly perceived by consumers as meat that is 'not tender enough'.

Sustainability and improved governance is also central to the project with the focus being on creating sustainable regional livestock marketing co-operatives in partnership with the private sector, as well as effective Grazing Area management organisations that enable sound planning and application of climate adaption strategies.

Improved marketing at the regional and local level, combined with improved governance and increased production of rangelands and cropping at the Grazing Area level is expected to positively impact on livelihoods of the beneficiaries.

The team is confident that the partnerships developed to date have created a change process and the project is well placed to recover from the negative external impacts experienced in the first year of the project.

**SOUND RANGELAND MANAGEMENT APPLICATION HAS BEEN ADAPTED AND APPLIED WITHIN THE CONTEXT OF SEVERE FODDER SHORTAGES, RESULTING IN 120,000 HA BEING UNDER IMPROVED RANGELAND MANAGEMENT.**

## Case Study: Erosion Control

**Two Grazing areas were selected to conduct a pilot erosion control intervention in the Kunene region. The initiative has provided well-developed community networks and relationships to spearhead the Action together with Kunene Zakumuka Livestock Producers Cooperative.**

The farmers have contributed significantly and enthusiastically with volunteer labour and food from time to time. The strong identification and adaptation to the intervention indicate a degree of adoption and willingness to respond to the challenges posed by climate change.

At both Erora and Otjitunganane Grazing Areas, the community elders have chosen priority systems for rehydration, and innovation has been encouraged in order to finetune them to fit local conditions and available resources.

The rehydration works at Erora commenced in 2013 and a total of 678 filters were applied. The farmers are adamant that the works have started to restore the Central Borehole aquifer to its original strength before development of scalded open areas interspersed with gullies drained away most rainwater. Additionally, perennial grasses have started to colonise the filters and the deposited sediments, which bodes well for the break of drought conditions.

At the Otjitunganane GA a few of the filters were dislodged by the bigger of two storms in February 2015. However, the works are quite clearly working in trapping sediment and distributing sheet flows back into their natural paths and in areas perennial grasses have established.



Erora Grazing Area farmers show-casing the rehydration works, August 2015



Erora Grazing Area farmers showing the topography of the landscape, August 2015





**THE WINDHOEK FACTORY CLINIC CURRENTLY SERVES ABOUT 30 PATIENTS A DAY AND ABOUT 150 WEEKLY. ONCE THE SYSTEM UPGRADE HAS BEEN SET UP, EFFICIENCY WILL BE ENHANCED AND AS A RESULT MORE PATIENTS CAN BE SERVED.**

# Meatco Occupational Health Project

## PROJECT OBJECTIVES

The overall objective of the project is to establish an effective healthcare management system that provides healthcare services to the staff members of Meatco's Windhoek plant and their dependents, as well as the staff in Meatco's supply chain and their dependents also. (The 'supply chain' is defined as the farms supplying livestock/meat to Meatco.)

Specific objectives of this project, which came online in 2015, are to:

- Establish an effective and sustainable healthcare management system that provides healthcare services to the staff of the Meatco Windhoek plant;
- Develop and pilot interventions to widen the healthcare service provision to dependents of staff of the Meatco Windhoek plant;
- Develop and pilot interventions to widen the healthcare service provision to farm workers and their dependents in Meatco's supply chain;
- Establish a comprehensive management and support system that enables strategic management decision-making and reporting to external stakeholders on healthcare services.

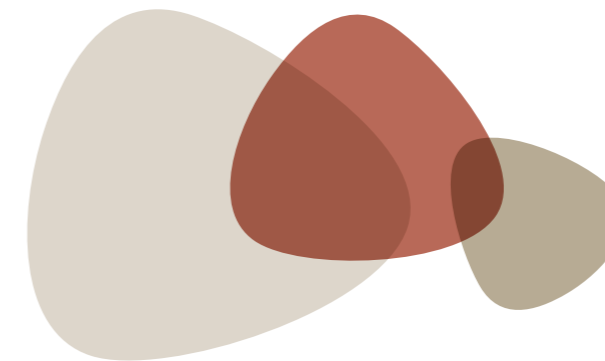
## PARTNERS

The project is funded through a public-private partnership: GIZ and the Namibian Employment Federation together contribute 50 per cent of funding, and the Meatco Foundation provides the rest of the costs of the project.

## ACHIEVEMENTS

Notable milestones achieved by the project include:

- The Windhoek Factory Clinic has been revamped and has acquired a certificate that allows it to operate as a health facility through section 31 of the Hospital and Health Facilities Act of 1994. It is fully functional with only the dispensing licence to be issued by the Ministry of Health and Social Services (MoHSS) in due course. The clinic currently serves about 30 patients a day and about 150 weekly. Once the system upgrade has been set up, efficiency will be enhanced and as a result more patients can be served.
- Integrated Management information systems (OCSA TM360 MS) that includes components of the workplace wellness and health have been acquired and installed. Other equipment purchased and installed are the audiometre equipment, spirometry equipment, and the vision testing equipment. Two nurses have been trained on the use of the equipment and a physician has been contracted to visit the clinic once a week to attend to medical conditions that the nurses cannot attend to, and also for referrals.
- A Wellness Officer has been appointed through the facilitation of the Wellness Program, which is being reviewed and a new work plan being developed, together with the review of the Wellness Policy
- The company risk assessment has been initiated, to be conducted by OCNAM.
- The roll-out of the outreach program by PharmAccess is expected to start in September 2015 for both the Supply Chain and the dependents of Meatco employees. Primary Health Care packages for both the dependents and Supply Chain have been developed and will be piloted.





# Employee Volunteerism Programme

## BACKGROUND

Staff volunteerism has proven to be a positive conduit for improving staff commitment and Meatco supports our employees in their commitment to become involved in community service work.

The Meatco Employee Volunteerism Programme is directed towards the upliftment of communities in areas where Meatco abattoirs are operational and encourages our employees to get actively involved in volunteerism activities.

Supporting the communities in which we operate is important to us and to our clients, as an important part of our corporate social responsibility activities.

## SANVELD KINDERGARTEN

In the year under review, the Livestock Procurement Department embarked on a project at Drimiopsis, about 45 km north of Gobabis.

In conjunction with the Meatco Foundation, the department initiated a project to build a playground for the Sanveld Kindergarten, as well as providing stationery, toys and groceries to the 30 orphans and vulnerable children supported by the day-care centre.

## ONYOSE TRUST

In October, the Corporation's internal auditors donated cutlery worth N\$5,000 to the Onyose Trust welfare organisation through the Staff Social Project. Lunch was also provided for the children supported by the trust.

The Onyose Trust was established in 2006 with the goal of providing nutritious food and healthcare support to HIV-infected people and the bedridden on a weekly basis. The centre currently provides food for 70 people three times a week and the garden project will allow it to expand its provision with the fresh produce it grows.

## HOME-BASED CAREGIVERS CENTRE

In addition, the Human Resources Department embarked on developing a garden project for the Home-based Caregivers Centre in Okahandja.

## IMPLEMENTATION COST

The implementation costs of this programme are kept to a minimum so that the Meatco Foundation can support as many households as possible within the budget provided; a total of N\$25,000 was allocated for the programme in 2015/16.



Above and right: Staff members of the HR Department also assisted the Home-based Caregivers Centre in Okahandja in developing a garden  
Below: The Onyose Trust received a donation through Meatco's Staff Social Project scheme.

Meatco's employees during the construction of a playground for the Sanveld Kindergarten.





# Annual Financial Statements



**MEATCO FOUNDATION  
(REGISTRATION NUMBER T126/11)**

**ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JANUARY 2016**



**MEATCO FOUNDATION**

(Registration number T126/11)

Annual Financial Statements for the year ended 31 January 2016

**Statement of Financial Position**

	Note(s)	2016 N\$	2015 N\$
<b>Assets</b>			
<b>Non-Current Assets</b>			
Equipment	15	106 529	-
<b>Current Assets</b>			
Work in progress	4	13 149 500	7 039 265
Loans and borrowings	3	-	196 755
Trade and other receivables	5	172 153	8 932
Cash and cash equivalents	6	6 942 751	4 322 302
		<b>20 264 404</b>	<b>11 567 254</b>
<b>Total Assets</b>		<b>20 370 933</b>	<b>11 567 254</b>
<b>Capital and Liabilities</b>			
<b>Capital account</b>			
Trust capital	7	1 000	1 000
Accumulated surplus		474 330	77 186
		<b>475 330</b>	<b>78 186</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	8	19 846 103	11 489 068
Provisions		49 500	-
		<b>19 895 603</b>	<b>11 489 068</b>
<b>Total Capital and Liabilities</b>		<b>20 370 933</b>	<b>11 567 254</b>

**Statement of Comprehensive Income**

	Note(s)	2016 N\$	2015 N\$
Revenue	9	-	-
Other income	9	1 887 359	912 236
Operating expenses		(1 542 647)	(918 881)
<b>Operating surplus (deficit)</b>	10	<b>344 712</b>	<b>(6 645)</b>
Investment revenue		52 432	-
<b>Surplus (deficit) for the year</b>		<b>397 144</b>	<b>(6 645)</b>
Other comprehensive income		-	-
<b>Total comprehensive surplus (deficit)</b>		<b>397 144</b>	<b>(6 645)</b>

**MEATCO FOUNDATION**

(Registration number T126/11)

Annual Financial Statements for the year ended 31 January 2016

**Statement of Changes in Capital**

	Trust capital N\$	Accumulated surplus N\$	Total equity N\$
<b>Balance at 01 February 2014</b>	<b>1 000</b>	<b>83 831</b>	<b>84 831</b>
Changes in capital account	-	(6 645)	(6 645)
Total comprehensive deficit for the year	-	(6 645)	(6 645)
Total changes	-	(6 645)	(6 645)
<b>Balance at 01 February 2015</b>	<b>1 000</b>	<b>77 186</b>	<b>78 186</b>
Changes in capital account	-	397 144	397 144
Total comprehensive income for the year	-	397 144	397 144
Total changes	-	397 144	397 144
<b>Balance at 31 January 2016</b>	<b>1 000</b>	<b>474 330</b>	<b>475 330</b>
Note	7		

**Statement of Cash Flows****Cash flows from operating activities**

Cash receipts from Founder and donors		11 176 902	9 957 634
Cash paid to suppliers and employees		(8 805 640)	(6 625 816)
Cash generated from operations	12	2 371 262	3 331 818
Interest received		52 432	-
<b>Net cash from operating activities</b>		<b>2 423 694</b>	<b>3 331 818</b>

**Cash flows from financing activities**

Decrease/(increase) in loans receivable		196 755	(143 037)
Decrease in borrowings		-	(20 642)
<b>Net cash from financing activities</b>		<b>196 755</b>	<b>(163 679)</b>

**Total cash movement for the year**

Cash at the beginning of the year		4 322 302	1 154 163
<b>Total cash at end of the year</b>	6	<b>6 942 751</b>	<b>4 322 302</b>



## Accounting Policies

### 1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and in the manner required by the trust deed. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in Namibia Dollars.

These accounting policies are consistent with the previous period.

#### 1.1 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates.

There are no estimates or judgements made by management which have a significant impact on the financial statements.

#### 1.2 Financial instruments

##### Classification

The trust classifies financial assets and financial liabilities into the following categories:

- Loans and receivables
- Financial liabilities measured at amortised cost

Classification depends on the purpose for which the financial instruments were obtained / incurred and takes place at initial recognition. Classification is re-assessed on an annual basis.

##### Initial recognition and measurement

Financial instruments are recognised initially when the trust becomes a party to the contractual provisions of the instruments.

The trust classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value.

Transaction costs are included in the initial measurement of the instrument.

##### Subsequent measurement

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Financial liabilities are subsequently measured at amortised cost, using the effective interest method.

##### Impairment of financial assets

At each reporting date, the trust assesses all financial assets to determine whether there is objective evidence that a financial asset or group of financial assets has been impaired.

For amounts due to the trust, significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy and default of payments are all considered indicators of impairment.

Impairment losses are recognised in the statement of comprehensive income.

Impairment losses are reversed when an increase in the financial asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the financial asset

## Accounting Policies (continued)

### 1.2 Financial instruments (continued)

at the date that the impairment is reversed shall not exceed what the carrying amount would have been had the impairment not been recognised.

Where financial assets are impaired through use of an allowance account, the amount of the loss is recognised in the statement of comprehensive income within operating expenses. When such assets are written off, the write off is made against the relevant allowance account. Subsequent recoveries of amounts previously written off are credited against operating expenses.

#### Loans and borrowings

These include loans to and from the Founder and other related parties and are recognised initially at fair value plus direct transaction costs.

Loans to related parties are classified as loans and receivables.

Loans from related parties are classified as financial liabilities carried at amortised cost.

#### Trade and other payables

Trade payables are initially measured at fair value, and subsequently measured at amortised cost using the effective interest method. They are classified as financial liabilities carried at amortised cost.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. They are classified as loans and receivables.

### 1.3 Taxation

#### Current tax assets and liabilities

Meatco Foundation is constituted as a trust with a not for gain motive and as such is not liable for income taxation. Therefore the trust and its projects are not registered for income taxation.

### 1.4 Work in progress

Work in progress comprises amounts spent on projects which are not yet completed at year-end. Once the projects are completed and handed over to beneficiaries, the work in progress balances are cleared from the trust's books together with related liabilities.



## Accounting Policies (continued)

### 1.5 Employee benefits

#### Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

#### Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

### 1.6 Revenue

Revenue comprises of fees earned on administration of projects. The fee is earned in the year the project comes to a close and is based on 10% of the total contribution received for a specific project.

Donation income is recognised to the extent that it is probable that the economic benefits will flow to the trust and the amount of revenue can be reliably measured.

Other income is recognised when the trust's right to receive payment is established.

### 1.7 Trust Capital

Trust capital represents the residual interest of the founder in the assets of the trust after deducting all of its liabilities.

### 1.8 Equipment

Equipment consists of pre-owned motor vehicles donated to the foundation by the Founder. The vehicles are stated at cost, which is the carrying amount at the time they were donated to the trust.

They are depreciated over 3 years on a straight line basis.

## Accounting Policies (continued)

### 2. New Standards and Interpretations

#### 2.1 Standards and interpretations not yet effective

The trust has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the trust's accounting periods beginning on or after 01 February 2016 or later periods:

##### IFRS 9 Financial Instruments (effective from 01 January 2018)

IFRS 9 introduces new requirements for the classification and measurement of financial assets. Under IFRS 9, financial assets are classified and measured based on the business model in which they are held and the characteristics of their contractual cash flows. IFRS 9 (2010) introduces additions relating to financial liabilities. The IASB currently has an active project to make limited amendments to the classification and measurement requirements of IFRS 9 and add new requirements to address the impairment of financial assets and hedge accounting.

The impact on the financial statements of the trust is not expected to be significant. The Trust will adopt this standard on its mandatory effective date.

##### IFRS 15 Revenue from Contracts with Customers

IFRS 15 establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers. The core principle of IFRS 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard gives guidance for an entity to recognize revenue in accordance with this core principle.

IFRS 15 also includes a cohesive set of disclosure requirements that would result in an entity providing users of financial statements with comprehensive information about the nature, amount, timing and uncertainty of revenue and cash flows arising from the entity's contracts with customers.

IFRS 15 is effective for annual periods beginning on or after 1 January 2018 and earlier application is permitted.

The Trust will adopt this standard on its mandatory effective date.



**MEATCO FOUNDATION**

(Registration number T126/11)

Annual Financial Statements for the year ended 31 January 2016

**Notes to the Annual Financial Statements**

	2016 N\$	2015 N\$
<b>3. Loans and borrowings</b>		
<b>Founder</b>		
Meat Corporation of Namibia	-	196 755
The loan to the Founder is unsecured, interest free, and repayable on demand.		
<b>4. Work in progress</b>		
Projects not completed at year end	13 149 500	7 039 265
<b>5. Trade and other receivables</b>		
Trade receivables	-	7 327
Donor receivable	172 153	-
Prepayments and other receivables	-	1 605
	<b>172 153</b>	<b>8 932</b>
<b>Donor receivable</b>		
The donor receivable balance consists of a foreign currency receivable from Solidaridad. The donor funded project came to an end in the current year, and this amount represents the final payment due from the donor.		
<b>6. Cash and cash equivalents</b>		
Cash and cash equivalents consist of:		
Bank balances	6 942 751	4 322 302
<b>7. Trust capital</b>		
<b>Founder's donation</b>		
Balance at end of year	1 000	1 000

**MEATCO FOUNDATION**

(Registration number T126/11)

Annual Financial Statements for the year ended 31 January 2016

**Notes to the Annual Financial Statements (continued)**

	2016 N\$	2015 N\$
<b>8. Trade and other payables</b>		
Contributions received - Solidaridad	-	2 709 273
Contributions received - NEF	1 021 650	-
Contributions received - Meat Corporation UK	-	2 192 662
Contributions received - European Commission	13 813 503	6 585 903
Contributions received - Meat Corporation	1 848 187	-
EDF project expenditure payable	3 162 763	-
Other payables	-	1 230
	<b>19 846 103</b>	<b>11 489 068</b>
<b>9. Revenue</b>		
Founder's donation	1 082 696	912 236
Project fees received	675 907	-
Development Bank of Namibia prize income	70 000	-
	<b>1 828 603</b>	<b>912 236</b>
<b>10. Operating deficit</b>		
Operating surplus/(deficit) for the year is stated after accounting for the following:		
Depreciation on equipment	81 312	-
Employee costs	1 085 746	693 883
<b>11. Auditors' remuneration</b>		
Fees	49 500	51 750
Adjustment for previous period	52 325	-
	<b>101 825</b>	<b>51 750</b>
<b>12. Cash generated from operations</b>		
Operating surplus/(deficit)	397 144	(6 645)
<b>Adjustments for:</b>		
Depreciation	81 312	-
Gain on foreign exchange	(58 756)	-
Interest received	(52 432)	-
Movements in provisions	49 500	-
Founder's donation of motor vehicles	(187 841)	-
<b>Changes in working capital:</b>		
Work in progress	(6 110 235)	(6 561 316)
Trade and other receivables	(104 465)	496
Trade and other payables	8 357 035	9 899 283
	<b>2 371 262</b>	<b>3 331 818</b>



**MEATCO FOUNDATION**

(Registration number T126/11)

Annual Financial Statements for the year ended 31 January 2016

**Notes to the Annual Financial Statements (continued)**

	2016 N\$	2015 N\$
<b>13. Related parties</b>		
Relationships		
Founder		Meat Corporation of Namibia
Founder's subsidiary		Meat Corporation of Namibia (UK) Limited
Trustees		Refer to the Trustees' report
Members of key management		Kingsley Kwenani (Chief Executive Officer)
<b>Related party balances:</b>		
<b>Loan accounts - Owing (to) by related parties</b>		
Meat Corporation of Namibia	-	196 155
<b>Amounts included in Trade receivable (Trade Payable) regarding related parties</b>		
Contribution received - Meat Corporation	1 848 187	-
Contribution received - Meat Corporation UK	-	2 192 662
<b>Related party transactions:</b>		
<b>Founder's contribution</b>		
Meat Corporation of Namibia	1 082 696	912 236
<b>Amounts payable to related parties</b>		
Meat Corporation UK	-	2 192 662
<b>Compensation to trustees and other key management</b>		
Short-term employee benefits	1 085 746	693 883
Trustee sitting fees	23 375	32 569
	<b>1 109 121</b>	<b>726 452</b>

**14. Risk management****Capital risk management**

The trust's objectives when managing capital are to safeguard the trust's ability to continue as a going concern in order to provide benefits for the stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

There are no externally imposed capital requirements.

**Financial risk management**

The trust's activities expose it to a variety of financial risks, including credit risk and liquidity risk.

The trust's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the trust's financial performance.

**Liquidity risk**

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding.

The trust's risk to liquidity is a result of the funds available to cover future commitments. The trust manages liquidity risk through an ongoing review of future commitments and availability of funding.

**MEATCO FOUNDATION**

(Registration number T126/11)

Annual Financial Statements for the year ended 31 January 2016

**Notes to the Annual Financial Statements (continued)**

	2016 N\$	2015 N\$
<b>14. Risk management (continued)</b>		
The table below analyses the trust's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.		
At 31 January 2016	<i>Less than 1 year</i>	<i>Between 1 and 2 years</i>
Provisions	49 500	-
Trade and other payables	3 162 760	-
At 31 January 2015	<i>Less than 1 year</i>	<i>Between 1 and 2 years</i>
Trade and other payables	4 449 804	-
<b>Credit risk</b>		
Credit risk consists mainly of cash deposits, cash equivalents and receivables. The trust only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.		
Financial assets exposed to credit risk at year end were as follows:		
Financial instrument	2016	2015
Donor receivable	172 153	-
Cash and cash equivalents	6 942 751	4 322 302
<b>15. Equipment</b>		
	2016	2015
	Cost	Accumulated depreciation
Motor vehicles	187 841	(81 312)
	Carrying value	Carrying value
	106 529	-

**Reconciliation of equipment - 2016**

	Opening balance	Additions	Depreciation	Total
Motor vehicles	-	187 841	(81 312)	106 529





**MEATCO FOUNDATION**

**MEAT CORPORATION**

Head Office: <sup>Sheffield Road</sup> Lazarette Road, Northern  
Industrial Area, Windhoek

Tel: (+264) 61 123 4587 061 3216400

Fax: (+264) 61 123 4587 061 3216401

Email: [info@meatco.com.na](mailto:info@meatco.com.na)

Website: [www.meatcofoundation.com](http://www.meatcofoundation.com)

Designed and Produced by Thea Visser: Virtual Marketing