

SEPT 2023 ISSUE 01

# I am AFZ MAGA IN



- ESG in motion
- Mama's branding
- AFZ Mindset, Attitude and Perspective
- Sport at AFZ



**Associated Foods  
Zimbabwe**



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# MD's Remarks

**A journey of a thousand miles indeed begins with a single step**, and this has been a reality when Associated Foods Zimbabwe began its journey with the launch of its employee engagement in change culture.

In this vein, it is with great joy that I present to you our first edition of the **"I AM ASSOCIATED FOODS ZIMBABWE"** MAGAZINE also known as I AM AFZ Magazine. It is my prayer and hope that this magazine is as informative and inspirational as possible.

The **I AM AFZ** magazine will cover a wide spectrum of entrepreneurial issues that we feel as will proffer and stimulate a desire to all employees to go above and beyond by fostering citizenship in their respective workstations taking the business to another level in a sustainable culture in line with Genesis 2:5-15.

**Our purpose** as Associated Foods Zimbabwe is to give you two options in life, either to make you a winner or win together through participation on Environmental issues, Sustainability issues and creation of an ethical moral society which we exist together. So, whether you eat Mama's range of products, Farmgold canned fruits or Farmgold spreads, or whatever you do, do all to the glory of God and a purpose in life: to work, to create, to excel, and to be concerned about the environment, sustainability and creation of ethical moral society.

AFZ has established an **Environmental Social and Governance** (ESG) initiative in its operations through to community; farmer out-grower program, turning peasant farmers into commercial entities, promoting new enterprise development, employment creation and job creation as well as strengthening social infrastructure, social safety net and corporate social investment fulfilling key objectives of the NDS1.

AFZ's ESG initiatives provides for the mainstreaming of cross cutting issues such as women and youth participation in the economy, impacting on production and developmental issues. AFZ initiated ESG programmes aimed at sustainability value creation and achieving economic transformation through the creation of a thriving capacity building out-grower-sector, open and competitive economy, and a business-friendly environment for our employees, suppliers and other stakeholders.

To give impetus to these critical objectives, projects with meaningful and sustainable impact in communities where the company operates will be supported through the **"I AM AFZ" campaign**.

The project was designed to ensure the transfer of useful life skills in employees to communities, and to strengthen our relationships with all stakeholders we deal with as part of Environmental, Sustainability and Governance initiative.

**AFZ employee citizenship** encompasses voluntary actions and behaviours that are not explicitly required by job descriptions or formal policies but have a positive impact on the

MD. DR KATSVAMUTIMA





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# MD's Remarks

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workplace environment, colleagues, customers, and the organization as a whole. These behaviours are discretionary and reflect an employee's willingness to go above and beyond their basic job requirements.

These initiatives will impact and reflect on our Mama's and Farmgold brand reputation and perception in the market if we work together with the communities who feed into our raw materials supply chain and in return becomes the consumers of our products

**AFZ core values include Respect, Team Work, Innovation, Quality, Ownership / Accountability, Agility in Leadership, Integrity, Learning, and Value Creation.**

These Values are principles which support our company's Vision, Mission and strategic objectives and direction. That way, everyone must be aligned and congregate around AFZ's guiding philosophy to serve employees, shareholders, customers, and the broader community as AFZ culture.

Our core values define what AFZ stands for, help create a repeatable, scalable system and allow our employees to make good decisions on their own, by simply applying values to new challenges that come along. These set of values will remove bottlenecks, create a healthy workplace culture, guide expected set of behaviours and skills, provide framework within which we can test decisions, accomplish tasks, interact with others and empower individual growth across AFZ business.

As Management, the same values play an important role in guiding us on how we make decisions and what actions we take on a daily basis. They help us grow and develop both personally and professionally while building respect and trust among our teams.

Citizenship inside AFZ shall be vital because it shall foster a culture of excellence and participation. When AFZ employees have the autonomy to take responsibility for their work and go above their job description, they feel valued, respected, and appreciated. This has a favourable impact on all members of AFZ, including employees, customers, and other stakeholders.

Therefore, as the first servant, the Captain and anchor of the AFZ ship, I will thrive to give stability or security; that helps to keep us rooted, grounded and keep us from being tossed to and from when the storm of economy assails us. With wisdom and faith, I cannot change what will happen. I can only change how I act in the face of it, and there is a secret for greater self-control, the science points to one thing: the power of wisdom, willpower, faith and paying attention to detail.

My primary role and mandate as your Managing Director, which is defined by results, is about influencing AFZ employees and steering the organization as a whole toward agreed strategic goals.

At AFZ we remain focused on providing our customers with quality, competitively-priced processed agricultural products, a strategic approach supported by vertical integration from our out-grower farmers and solid manufacturing practices.

MD. DR KATSVAMUTIMA



# Mama's Best... Naturally the Best Mama's

## AFZ - MAMA'S BRANDING

**By Mercy Kunaka**

The brand Mama's is a depiction of **Caring to Fill the World with Good Love**

Mama's love, the embodiment of caring that is central to the Mama's product range, is an essential aspect of human nature that allows us to show empathy and compassion for others.

When we show that we care for others, it can help to build trust and strengthen personal relationships. By expressing empathy and understanding, we can create a sense of belonging and connection with those around us. This can lead to deeper, more meaningful relationships and a greater sense of fulfilment for both the person receiving the care and the person giving the care. By caring for others, we can find a sense of purpose and fulfilment that goes beyond our own personal interests. This describes the Mama's brands precisely.

Mama's brands are a definition of nutritional caring and a broader form of health. Caring also has a positive impact on the wider world. When we show empathy and compassion for those who are less fortunate, it can inspire us to take action to make the world a better place. This can lead to a more just and equitable society, benefiting not only the person on the receiving end of the care, but others facing the same challenges.

Sometimes it takes only one act of Mama's kindness, such as giving out Mama's peanut butter, Mama's Jam, Mama's Cornflakes and Mama's Pop Snacks, to change a person's life.

As Mama's family, we each have a responsibility to care for humanity. Expressing concern for others brings inner strength and deep satisfaction. As social animals, human beings need friendship, but friendship does not come from wealth and power, but from consumption of the organic Mama's choice.



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Beginning today, buy Mama's every day and share with everyone you meet as if they were going to die by midnight. Extend to them all the Mama's love, Mama's care, Mama's kindness and Mama's understanding you can muster, and do it with no thought of reward.

Driven and guided by our campaign theme: **I AM ASSOCIATED FOODS ZIMBABWE - It's either You Win or We win together, the Mama's Brands are designed to make your life better.**

Nobody cares how much you know, until they know how much you show Mama's care and Mama's love to others. A Mama's consumer loses nothing by sharing a healthy, nutritious Mama's delights in Mama's Peanut, Mama's Cornflakes, Mama's Jam and Mama's Pop Snacks.

To be successful in the eyes of our class community is to start association with Mama's range of products and to eat Mama's products always, showing Mama's healthy class, getting Mama's organic care, and Mama's constructive health style, to make everything and everyone you touch a little bit better. The closest thing to being cared for is to care for someone else.

The simple act of caring is making Mama's range part of your pantry and consume Mama's products every day. You really can change the world if you make Mama's products a part of your everyday meal.

One-person consuming Mama's products and caring to share represents life's greatest value. Caring about others, running the risk of feeling, and leaving an impact on people, brings happiness. As you grow older, you will discover that you have two hands, one for helping yourself, the other for holding Mama's Peanut butter or Mama's Jam for your sweet tooth.

When people cared about each other, they always found a way to show it in the Mama's way.

Take care of your body and remember Mama's healthy eating helps you to live longer. Caring for your body by feeding it all Mama's range shall be your greatest responsibility. It is about listening to the needs of your soul and then honouring them with a Mama's product every day of your life.

Mama's guiding principles in life are **healthy lifestyles, nutrition, and caring for quality.**

*Only a life lived for others is a life worthwhile - Albert Einstein.*

**Mama's best...naturally**



# Our People - AFZ



By **Patience Maforo**

At Associated Foods Zimbabwe (AFZ), we value our employees as they are the first and critical pillar for our success.

These men and women are the secret behind Mama's quality products.

Our employees bring with them their unique skills, experiences, and perspectives acquired from diverse backgrounds and cultures. We take pride in that they enrich AFZ with their creativity, innovation, and dedication. They challenge us to think differently and to see the world in new and different ways.

However, our employees also face challenges. They sometimes struggle to find balance between their work and personal lives, to find meaning in their work, and to

stay motivated and engaged. They also, like all other human beings, sometimes suffer from stress and burnout. It is our priority as a Company to support our employees throughout the good and bad times.

We will always endeavour to invest in their development and growth, providing them with the training and resources they need to succeed in their roles.

As a business inspired by Mama's care, we have created a culture of inclusion and respect, where everyone feels valued and supported. We have put in place mechanism and policies aimed at eliminating all forms of discrimination and harassment.

Our employees are our greatest asset and we will always value their contributions and support their dreams.





# ESG in Motion

## Introduction

**Environmental, Social and Governance (ESG)** goals are objectives businesses set to help to effectively manage their impact on the environment and society. In this regard, Associated Foods Zimbabwe (AFZ) has taken a position to adopt these non-financial factors in its operational processes to identify material risks and growth opportunities.

Therefore, assessing how AFZ interacts with its environment is one of the key factors in understanding its Environmental, Social and Governance (ESG) risks and opportunities.

**"I AM AFZ"**, the recently launched internal campaign, which aims to address social and environmental challenges, feeds into the AFZ's ESG factors and contributes to a sustainable society in line with the United Nations Sustainable Development Goals (SDGs). AFZ has introduced a number of initiatives which focus on specific themes, such as the I AM AFZ campaign, which empowers the company's employees to tackle aspects such as climate change, the energy transition and water conservation.

Applying ESG in AFZ operations is expected to help the business to manage risk and operate in a sustainable manner, therefore becoming an attractive investment in its own right.

## Environment

The 'E' in ESG represents how AFZ interacts with the Environment. This is how our business interacts with communities, disposes its waste, how it uses its energy and resources including raw materials.

It also interrogates our carbon footprint and compliancy with applicable environmental legislation. Companies that do not consider the impact of their businesses on the environment expose themselves to regulatory sanctions, criminal prosecution, and reputational damage and this will have material effect on the balance sheet and shareholder value.

Climate change is perhaps the most significant challenge facing humanity, and therefore one of the most important elements in assessing ESG factors. This is because of the likely impact that climate change may

have on our lives but also because of the regulatory changes that may be enacted for mitigation and adaptation that may lead to societal changes.

Planning and reacting to these changes requires AFZ to understand how climate change impacts its operations and supply chain as well as how the company contributes to climate change through its own activities. An assessment of transitional and physical risks will assist AFZ answer these questions and understand the possible impacts of climate change.

As part of its response to climate change, AFZ is considering its current energy use with a view to switching to sustainable energy to reduce reliance on fossil fuels and ultimately reduce AFZ's carbon footprint.

AFZ is well placed to make efficient use of its resources, cope with regulatory changes and take advantage of opportunities as society inevitably reacts to changes in the natural world.

## Social

The 'S' in ESG represents how AFZ interacts with its people and the communities it operates in. AFZ has many social interactions, whether with employees, suppliers or customers with each operating within the dynamics of society and within the bounds of its reputation and demographic. Understanding how this web of social interactions is managed is key to assessing AFZ risks.

Treatment of the AFZ workforce is an important part of its ESG assessment. Equal and fair working conditions, remuneration and rights are all expectations of how a company should treat its employees. No AFZ employee should face discrimination on the basis of gender, race or beliefs. We extend the same principles of fairness, equality and safety to the communities in which we operate and to our suppliers. Failure to respect these aspects may result in challenges in retaining skilled staff or even lead to industrial action. An important consideration for AFZ is ensuring the occupational health and safety (OHS) of all employees and contractors. As such, AFZ has a dedicated team tasked with identifying OHS risks, developing





mitigation strategies and providing the necessary training. Understanding these social interactions is very important to understand the associated ESG risks and opportunities. A company that treats the people with whom it interacts in a fair and sustainable manner will minimize exposure to these social risks.

## Governance

The 'G' in ESG represents how AFZ is governed. This includes, but is not limited to, accountability, risk management, rights of shareholders, avoiding conflict of interests and transparency. The assessment of how AFZ is governed is one of the three key factors in understanding its ESG risks and opportunities.

The factors included in AFZ's approach are focused on:

- **How AFZ makes its decisions;**
- **How its board of directors (BOD) is established, operated and remunerated;**
- **Board composition;**
- **Supporting board committee's establishment and operation;**
- **Delegation of board responsibilities;**
- **Day to day management of AFZ;**
- **Risks and opportunity management;**
- **Financial management;**
- **Ethics;**
- **Reporting; and**
- **Internal and external grievance management.**

A company that is governed well works within its regulations and policies and is transparent and fair. Good governance mitigates and controls risks to avoid mismanagement, potential reputational damage and regulatory repercussions.

## ESG Materiality Mapping

Over the past few years there has been a flurry of activity from regulators, industry bodies and service providers, all trying to determine exactly how materiality should be assessed in terms of what should be measured, how should it get measured and how to interpret results. AFZ have embarked on a journey to determine its material ESG risks and opportunities. These will be assessed based on likelihood, probability and severity.

The AFZ ESG Materiality Map currently under development will aim at providing an assessment of the long-term resilience of the business to environmental, social, and governance issues.

Next steps

Once the materiality assessment has been concluded, AFZ will embark on a program to mitigate risks identified starting with those which pose the most risk to the business. Mitigation plans will comprise a combination of elimination, resource application, policy and procedure development, monitoring and measurement as well as reporting.



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# MOTIVATIONAL QUOTES

## Team work

*"Alone we can do so little, but together we can achieve the impossible."*  
- Helen Keller

The power of teamwork lies in our ability to trust, communicate, and collaborate towards a common goal. When we work together, we not only achieve success but also enjoy the journey there.

Let's embrace the power of teamwork and achieve greatness beyond our wildest dreams!"  
- Robson Ngonidzashe Chadzingwa

## Accountability

Accountability implies the willingness to be judged on the performance of the project. It requires transparency and effective communication of results with all parties that may be affected. It is the idea that an individual is responsible for their actions and if the individual chooses unfavourable actions, they will face the consequences. This promotes high level of work, promote honesty, encourage dependability and garner trust from members around you.

**WHATEVER YOU CHOOSE TO DO,  
DO IT WISELY AS IT AFFECTS THE  
ORGANISATION EITHER WAY  
POSITIVELY OR NEGATIVELY AND YOU  
WILL BE ANSWERABLE**  
- Daisy Mugwagwa

## Innovation

*"Let your work speak for you, be strengthened, open minded, stand guided and grow in innovation. Always carry an inspired mindset to inspire change."*  
- Kelly R Chikosha

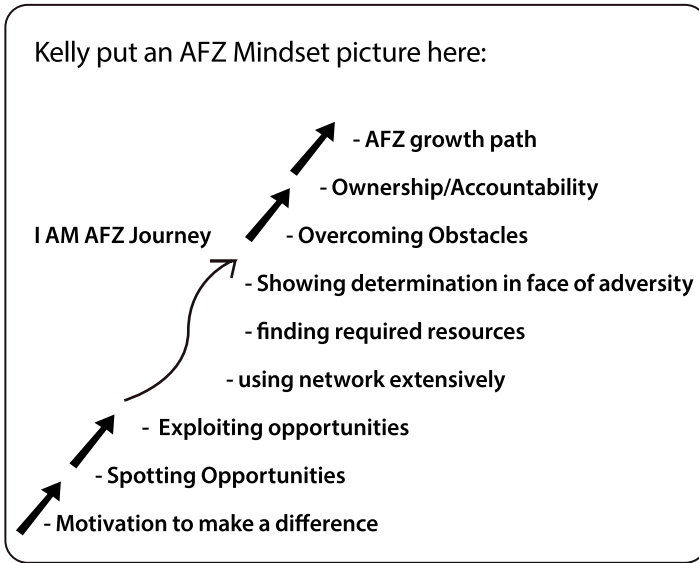


# I AM AFZ Mindset, Attitude and Perspective

By Dr Emmanuel Benjamin Katsvamutima  
(with additional material by Theodore Lykins)

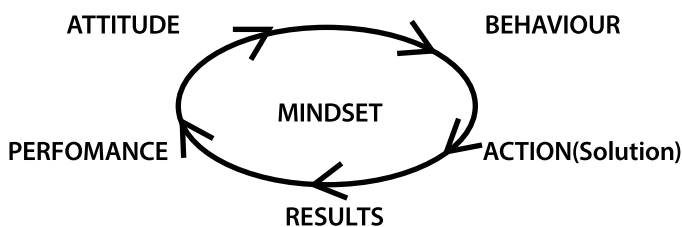
Values and beliefs shape Associated Foods Zimbabwe (AFZ) employee mindset, influencing how they tackle problems and engage with others.

Kelly put an AFZ Mindset picture here:



## Mindset vs Attitude

How to change mindset and attitude – flat lay with notepad and flowers Your mindset determines your perception of the world around you, while your attitude dictates how you engage with the world based on your perspective. Carol Dweck, a Stanford University researcher has provided valuable insights into the concept of mindset differentiating between a fixed mindset and a growth mindset. Let's explore these further.



## I AM AFZ MINDSET

### What Is an "I AM AFZ" Mindset?

I AM AFZ mindset refers to an AFZ employee's ingrained beliefs, attitudes, and perspectives on the workplace that she/he spends most of his/her lifetime, the

communities that they operate or the world at large. It plays a crucial role in decision-making and shaping one's viewpoint. Successful and self-driven employees or individuals often possess a positive mindset that emphasizes mental well-being and self-development. A constructive mindset enables you to step out of your comfort zone and manage difficult situations effectively. Conversely, negative mindsets are characterized by pessimism, fostering self-doubt and negative thinking about everything. Recognizing the fluctuations in your mood and learning to manage them is essential for promoting positivity and personal growth both at AFZ or at personal level. There are numerous ways to cultivate a positive mindset—from exercising to maintaining a regular winning mindset like the I AM AFZ campaign theme - It's either I win or we win together—which can significantly transform your life, outlook, and future.

## Can You Change AFZ work culture?

It's possible to shift your mindset from negative to positive, or the other way around. Rigid mindsets can be detrimental as they hinder growth at personal level or the growth of Associated Foods Zimbabwe. Employees often seek a change in mindset when feeling stuck, acquiring new skills, or dealing with negative self-talk. These changes involve a series of small steps that demand patience.

Adopting healthy habits and a new mindset can encourage optimism and a growth-oriented mentality. Mindsets can also deteriorate from positive to negative. This can occur when an individual faces challenges in their personal or professional life, or when grappling with depression, anxiety, or self-doubt. When plagued by negative thoughts and seeking more joy and excitement, consider therapy and evaluate your habits and lifestyle to identify sources of happiness and stress.

## A Fixed Mindset

When you possess a fixed mindset, you believe that your talents, intelligence, and abilities are predetermined and unchangeable. Consequently, you set modest goals to avoid failure.

An example of a fixed mindset: I'm not good at this and never will be. That's just the way it is.

# I AM AFZ Mindset, Attitude and Perspective

## I AM AFZ MINDSET IS FOR GROWTH

Embracing a growth mindset means believing in the potential for development and improvement. You acknowledge your inherent set of talents and abilities but maintain that you can enhance your intelligence through learning and experimentation.

Shifting one's mindset takes time. Each person has a unique background, experience, and situation, so it's difficult to determine how long it will take for someone's mindset to change. Establishing new habits and making lifestyle adjustments can influence mindsets; generally, habit formation takes a few weeks or months.

Reevaluate and reshape your mindset by monitoring your mood and learning from your experiences. Keep track of your progress and take pride in your growth: small steps, novel experiences, and reflective journaling can pave the way for a new thought process that pushes you beyond your comfort zone.

## I AM AFZ Mindset Journey:

**A welcome value chain culture change:** Altering your mindset may involve making new friends, a job enhancement, shifting workstation or relocating. Though it may be logistically challenging, embracing change can leave you stronger and healthier in the end.

**Establish goals:** A positive mindset makes goals more achievable, so write them down to visualize them and take action. Break your goals into smaller, manageable steps to set yourself up for success.

**Surround yourself with optimistic individuals:** Positive-thinking friends and family members are crucial when changing your mindset. If you're surrounded by negativity, your habits may influence you and hinder self-improvement.

**Go for walks:** A refreshing walk can clear your mind, offer perspective, and provide light exercise. Regular physical activity can enhance mental clarity and release mood-boosting endorphins.

**Discuss your emotions with your work peers or people in your community:** Changing your mindset can be challenging. Talk to a friend or Human Resources Manager and express your feelings. Use WhatsApp wisely not just the Kkkkk or emoji culture, engage in lengthy constructive phone calls with loved ones or maintain an I AM AFZ Magazine article to articulate your emotions.

## I AM AFZ Attitude

I am AFZ Attitude refers to an employee's mental disposition or perspective towards various aspects of life, such as fellow employees, community people, situations at work and at home, or life experiences. It encompasses an individual's beliefs, feelings, and behavioural tendencies, which are shaped by various factors, including upbringing, education class, culture, personal experiences, and social environment.

## Types of Attitudes:

**Positive attitude:** A positive attitude is characterized by optimism, enthusiasm, and a general sense of well-being. Individuals with a positive attitude tend to focus on the bright side of situations and are more likely to overcome challenges and achieve their goals.

**Negative attitude:** A negative attitude is marked by pessimism, cynicism, and a tendency to dwell on negative aspects of life. Individuals with a negative attitude often struggle to see the good in situations and may experience more stress, anxiety, and difficulties in achieving success.

**Neutral attitude:** A neutral attitude is neither positive nor negative. It is a balanced perspective where an employee evaluates situations objectively without leaning towards optimism or pessimism.

## Importance of Attitude:

**The new I am AFZ attitude influences employee behaviour:** Your attitude significantly affects how you behave in various situations. A positive attitude can motivate you to take constructive actions, while a negative attitude can lead to unproductive or harmful behaviours.

**The new I am AFZ attitude affects relationships:** Your attitude can impact the quality of your personal and professional relationships. A positive attitude helps you maintain healthy relationships, while a negative attitude can strain connections and cause conflicts.

**I am AFZ attitude determines success:** A positive attitude contributes to personal growth and success in different areas of life. It helps you stay focused on your goals, persevere through obstacles, and achieve your desired outcomes. I am AFZ attitude impacts mental health for employees: Employee attitude can influence their mental health and overall well-being. A positive attitude can reduce stress and anxiety levels, while a negative attitude can exacerbate mental health issues.

# I AM AFZ Mindset, Attitude and Perspective

## How to Improve I AM AFZ Attitude: Embrace I am AFZ Mindset

**Practice gratitude:** Make a conscious effort to appreciate the good things in your life. This can help shift your focus from negative thoughts to positive ones.

**Surround yourself with positive influences:** Spend time with people who uplift and inspire you. Their positive energy will likely rub off on you.

**Set realistic I am AFZ goals:** Set achievable, short-term goals and celebrate your accomplishments. This can boost your self-esteem and motivate you to maintain a positive attitude.

**Develop positive thinking habits:** Replace negative self-talk with affirmations and positive statements. Practice visualization techniques and imagine yourself achieving your goals.

**Seek professional help:** If you're struggling to change your attitude, consider speaking with a therapist or counsellor. They can provide valuable guidance and support in your journey towards a healthier attitude. Discover the profound insights of a transformative journey in letting go and learn how it can inspire you to shift your perspective and embrace it.

## Shift To I AM AFZ Mindset How Do You Embrace I Am AFZ Mindset?

Yes, you can change your perspective, perception and mindset about AFZ through embracing it is core values, and doing so can significantly impact your life. Numerous stories of overcoming adversity inspire you to dig deep and find the power within yourself to create that mindset change.

If you are feeling like your work is not enough or that you're not doing anything meaningful with your life is a common experience. To change the way you think, you need to shift your mindset and attitude.

Shifting your mindset means changing your beliefs and perspectives about AFZ value system throughout it is operations, which will alter your reality. Adopting I am AFZ values, live and breathe these values every day, adopting it is new performance culture, more beneficial beliefs may be

challenging, but it's achievable with time and effort.

Does I am AFZ theme or mantra -Its either I win or we win together mindset make you a success story?

There isn't a one-size-fits-all answer to achieving success. However, changing your mindset is a crucial factor. To do this, you'll need to address your fears, build confidence, and take the necessary risks.

It's possible to change your mindset. By following simple steps and seeking coaching or support from a community, you can achieve a positive mindset change. Changing into I am AFZ mindset might be hard for others and easier for others. Changing your mindset is challenging because you may be used to thinking and doing things a certain way. It takes trial and error to discover what takes AFZ to another level, but continuous self-judgment can hold you back.

AFZ employees can improve their mindsets by embracing the corporate values and live them, practice them in a daily basis. Improving your mindset involves developing positive thinking habits, setting realistic goals, practicing gratitude, and surrounding yourself with positive influences.

Taking charge of AFZ growth creates happiness for it is employees and objective fulfilment for it is shareholders and it starts with changing your mindset. Recognize the choices you have and strive for a positive attitude.

Behaviour change begins with mindset change and the process of changing your mindset starts by acknowledging your current situation and where you want to be. Reflect on your progress and set achievable goals.

**“Changing your mindset can lead to improved well-being and greater success for the business and that of it is employees generally”.**

Your mindset influences your thoughts, feelings, and actions, which in turn shape your life and that of your beloved institution, Associated Foods Zimbabwe. Changing your mindset can lead to improved well-being and greater success for the business and that of it is employees generally.

The time it takes to shift your mindset varies from person to person. With consistent encouragement, validation, and support, you can change your mindset

over time. AFZ vision, mission and value system encourage positive mindset and adoption of a performance culture. Positive psychology principles can help you think, feel, and behave more positively. By applying these principles, you can train your mind to be more optimistic and improve your overall level of happiness for the AFZ employees, it's customers, stakeholders and shareholders.

## Conclusion

**I am AFZ mindset and attitude** created by its value system is a powerful and transformative process that requires time, effort, and support by its employees, stakeholders and shareholders. By identifying and changing limiting beliefs, **you can unlock your potential for personal growth, happiness, and success.** Embrace the I am AFZ journey, which is a journey of self-discovery and take charge of AFZ and your personal life by actively working on your mindset and attitude, because **You are AFZ.** In this AFZ journey, it's either you win or we win together for a prosperous AFZ.

## HEALTH & SAFETY TIPS

### Occupational health & safety tips

1. Understand all health & safety risks
2. Be aware of your surroundings at all time
3. Know where the first aid kit/and officers are
4. Take regular breaks
5. Always use equipment properly
6. Pay attention to signage
7. Know where emergency exits are
8. Keep emergency exits accessible
9. Report unsafe conditions
10. Wear correct safety equipment

### Food safety rules

1. Practise good hygiene
2. Keep equipment clean & sanitised
3. Store foods in appropriate temperatures
4. Separate raw and finished product
5. Inspect raw materials for age & compliance to specs



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# AFZ HAMA YANGU

BY SHADRECK MUCHADEHAMA



Ndiwe wakaita kuti ndive pano  
Takasangana ukandipa zvekuita  
Tikatanga kufambidzana sehama nehama wena  
Nanhasi tiri tose iwe neni  
AFZ Hama Yangu

Chinzwaka AFZ Hama Yangu  
Sehama yako ndine zvandinotarisirawo kwauri  
Sekutarisirawo kwandiri kwaunoita  
Takasanganiswa nerudo  
Sezvo rudo ruchivakwa nevatorwa  
AFZ, ndinoti wava hama yangu

Ndikatanga nguva dzako dzebasa  
Iwe wondipawo dzangu dzekupedza basa  
Ndikaita zvakanaka, nditendewo ka  
Nhai hama yangu AFZ  
Iwe ukaitawo zvakanaka ndokutendawo  
Sezvo wava hangu AFZ

Tava tose kubva patazivana  
Nanhasi tiritose  
Tarisiro yangu ishanduko yeupenyu hwangu  
Newevo tarisiro yako kuendeswa kwangu basa kumberi  
Uri hama yangu AFZ

Takambofamba mutunhu unorema  
Asi nhasi ndinetarisiro yeshanduko  
Nokuti nhasi wandipa Managing Director  
Wandipa Human Resources  
Uye wandipa Finance  
Ndipo pane tarisiro yechakanaka changu  
Rega ndimbokutendawo naizvozvo  
Wava hama yangu AFZ

# Being Confident, You're The best You



By Kelly Ruvimbo Chikosha

Life usually does not present a fair game; we are faced with different obstacles that need to be tackled for one to be strong and achieve things in life.

Women in the whole world are face several challenges they must deal with such as confidence and prejudice. In all spheres of life, the girl child has to work about five times than the boy child. I believe that society should show confidence in both the girl and the boy child because this will shape their future and their pathways to growth.

Foundation and upbringing affects how one interacts with others in the spheres of influence. One should have confidence and believe in themselves no matter the circumstances they have been through.

Associated Foods Zimbabwe has become a home to many employees. Its vision, mission and core values have been engraved on employees' hearts as it is our culture and our way of living. It is great to be confident

in one's abilities, quality and area of expertise. Confidence breeds potential, it unleashes the motivation and the will to do things within oneself. Confidence is the mother nature of self-esteem, it's good to always regard yourself as the person positioned there for a purpose.

The AFZ environment is filled with positivity and people who inspire each other to do better every day. Life at Associated Foods Zimbabwe is very interesting. In the end, some of your greatest pains, become your greatest strengths. Always remember that you are the best version of yourself and no one can take that away from you. Continue building your internal strengths.

Do not compromise yourself - you are all you have. To shine your brightest light is to be who you truly are. Be content with yourself and be mindful that you are special and unique in your own way. Never be bullied into silence because You Are AFZ – Its Either You Win on your own or We Win as a team.



# 'Not about chimbada-mbada'

By Dr Emmanuel Benjamin Katsvamutima  
(with additional material by CHRIS KILLE)

There's no "I" in "team," but there's a "ME." Here are a few tips on how to harness the power of individuality within a cohesive unit using the "I AM ASSOCIATED FOODS ZIMBABWE" (AFZ) campaign initiatives.

It is key and important to leverage the unique strengths of AFZ team members and how to do it effectively. This is my personal opinion from my past experiences.

You've heard it a thousand times: "There's no 'I' in 'team.'" Right? Wrong! Let's get ready to ruffle some corporate feathers because in this post, I am turning that tired adage on its head. Buckle up, team players. It's time to think outside the box, or rather, outside the team as we are used to be.

We're exploring the concept of "No 'I' in Team, But There's a 'ME'" and how to encourage individuality within a cohesive AFZ unit. Now, before you grab your pitchforks and fixed narratives, let me explain one thing here.

As a leader you must embrace your employees' differences to make AFZ a stronger business unit.

The symphony of individuality in a sea of conformity. I'm not advising you to transform your team into a group of mavericks. Harmony is crucial in a team, in operations, in sales, in finance, in human resources, in procurement and so forth. But within that harmony, there's a symphony waiting to be composed, where each instrument has a distinctive sound. In a business scenario, each team member brings something unique - their "ME."

Now, let's discuss what this "ME" looks like in a team setting, and no, it's not about inflating egos or breeding lone wolves, or chimbada-mbada. It's about leveraging your team members' rich, diverse skills and experiences, making your team an unbeatable force and harnessing the power of individuality within a cohesive unit.

## 1. Fostering the individual "ME" - the key to a dynamic team

Imagine an AFZ team where every member brings the same skill set, mindset and same way of thinking, it becomes boring, ineffective, predictable and chances of winning are slim. Sounds monotonous, doesn't it? Such a team would lack the dynamic, innovative and creative energy that drives success.

Encouraging individuality within a team fuels creativity, innovation and diversity of thought. By valuing and fostering the "ME" in your team, you create a dynamic, adaptable unit ready to conquer any challenge, be it a route-to-market challenge, cash flow challenge, procurement challenge, maintenance challenge or a marketing challenge.



## 2. Amplifying the power of "ME:" From theory to practice

Alright, enough pontificating. Let's roll up our sleeves and delve into the nitty-gritty. How does an AFZ leader encourage this "ME" within a team? Create an environment of trust: For starters, AFZ leadership must create a safe space where team members feel very comfortable expressing their ideas and opinions. This means eliminating any fear of retaliation or ridicule for divergent thinking. Remember, trust is the bedrock of any successful team.

Encourage diversity of thought: Nobody yearns to be just another component lost in the labyrinth of an enterprise. Inspire AFZ team members to break the mold, question the norms and celebrate their distinct viewpoints. This can catalyze creativity, ignite innovation and unveil pathways to solutions that may have remained undiscovered within the confines of conventional thinking.

Invest in personal development: Understand your team members' aspirations and strengths. Invest time and resources into their personal growth. When individuals feel they're growing and valued for their unique contributions, they're more likely to stay motivated and engaged.

Recognize and reward individual contributions: Recognition goes a long way in fostering individuality. Make sure to celebrate individual successes, not just team achievements. This will reinforce the idea that each "ME" matters and contributes to the team's overall success.

### Embrace conflict – the hidden power of "ME"

Absolutely! Brace yourselves for a new I am AFZ conflict resolution culture and groundbreaking revelation: conflict, often perceived as the notorious beast in teamwork, can be a valuable catalyst if navigated adeptly. When we stimulate AFZ team members to put their unique thoughts on the table, a divergence of opinions inevitably ensues - and with it, yes, the feared conflict

Let's cast off those old spectacles and see conflict in a new light. It is not a team's nemesis but rather a compelling indicator that your team is brimming with invested, passionate professionals and not just an army of passive "yes Boss or yes men and yes women" folks

However, this doesn't mean promoting destructive arguments or negative culture as has been with old AFZ. The key lies in promoting constructive conflict - the kind that sparks new ideas, refines existing ones and ultimately leads to stronger decisions. So, encourage your team members to challenge one another respectfully and productively.

### Facilitate effective communication - the AFZ lifeline of "ME"

The importance of clear, open communication within a team is a point that simply can't be hammered home enough. To cultivate individuality, you must establish a sturdy AFZ communication framework that encourages team members to voice their concepts, feelings and worries without hesitation.

## AFZ Organic Food Recipe Corner

### 1. Chicken soup with crunchy peanut

- $\frac{3}{4}$  cup shelled and roasted peanuts
- 2 Tbsp peanut or nutritional vegetable oil
- 1 medium white onion chopped
- 1 Tbsp minced garlic
- Pinch of cayenne
- Salt and freshly ground black pepper
- 6 cups chicken stock or water
- 1 large or 2 medium sweet potatoes (or yams) peeled and cut into thick slices
- Skinless, boneless chicken (about 2 thighs or breasts) cut into bite size pieces
- 8 tomatoes, cored and halved (canned are fine, drain and reserve liquid for another use.
- Few handfuls of green leafy veg, washed and cut into wide ribbons.
- $\frac{1}{4}$  to  $\frac{1}{2}$  cup peanut butter,

### Directions

-Roughly chop the peanuts or crush them with the side of a knife  
-Put oil in a pot over medium heat; a minute later add onion, ginger, garlic and cook, stirring occasionally, until soft 3-5 minutes.

- Add chicken and continue cooking for another 3-4 minutes, until just colouring. Add salt and pepper, maybe a pinch of cayenne.

- Stir in the stock and sweet potatoes, bring to a boil, and turn heat down to medium-low so the soup bubbles gently.

- Stir in  $\frac{1}{2}$  cup peanuts, tomatoes and greens then cook, stirring occasionally, until chicken is cooked through, about 15 minutes. If you overcook it, the sweet potatoes will fall apart, you are going to get a thicker soup; it's still going to taste great.

-Stir  $\frac{1}{4}$  cup peanut butter, to thicken. Taste adjust seasoning, you may want to add more peanut butter and serve, garnished with remaining peanuts.



## 2. Farmgold nyimo bean salad

## 3. Chicken kebabs with matamba sauce

- 1kg chicken breasts, cut into pieces
- 6 kebab sticks
- 1 red onion
- 1 red pepper
- 1 tsp fresh garlic
- 1 tsp fresh ginger
- ¼ tsp ground cinnamon
- ¼ tsp ground coriander
- Olive oil
- 1kg matamba fruit
- ½ cup cider vinegar
- ¼ cup honey
- 1 Tbsp lemon juice

### Directions

- Cut red pepper and onions into 2.5cm chunks.
- Rub garlic and ginger, cinnamon and coriander on the chicken cubes with a little olive oil.
- Thread chicken with onions and peppers on kebab sticks
- Crack the matamba shells and separate the fruit pulp, discarding the seeds.
- Place pulp in a pan with vinegar, honey and lemon. Simmer for 2 minutes.
- Cool and pour over kebabs.

Marinate for 2 hrs before cooking on a hot braai or grill

Recipe provided by -

**Sarah Lilford, Dusty Road**

## 4. Baobab ginger beer

- 50g fresh ginger, peeled
- 2 tbsp baobab powder
- ¼ cup sticky brown sugar
- 2 large lemons, juiced
- 1 cup just boiled water
- 750ml sparkling water
- Lots of ice, to serve

### Directions

- Blitz the fresh ginger and baobab powder in a handheld blender or food processor.
- Mix with the sugar and the lemon juice in a small pot, and add 1 cup of water and simmer for 5 – 10 min or until the sugar has dissolved. Leave to steep and cool.
- Strain the mixture to a jug and refrigerate until needed, top with sparkling water and serve with ice.

This involves laying out unambiguous expectations, offering helpful criticism and fostering an environment that welcomes open-ended conversations. Ensure that each team member feels heard and that their ideas are given due consideration. This will help build a strong sense of belonging and foster a culture of innovation and creativity.

### **Cultivating emotional intelligence — the bridge between "ME" and "WE"**

Understanding and managing emotions are as important as technical skills in a AFZ team. This is where emotional intelligence comes into play. It key transforms a group of "MEs" into a cohesive "WE," because We are AFZ, it's either I win on my own or We win as a team.

AFZ team members must recognize, understand and manage their own and others' emotions. This not only helps in promoting individuality but also enhances empathy and understanding within the team. When team members understand each other's motivations and emotions, it paves the way for better collaboration, reduces friction and fosters a more harmonious working environment.

### **The power of delegation — trusting in "ME"**

Delegation is not just about offloading tasks. It's an opportunity to empower your team members to show them you trust their capabilities. Delegating tasks based on individual strengths promotes a sense of ownership and motivates team members to give their best.

You're sending a message by delegating tasks effectively: "I trust you, because you take ownership and accountability of your actions, I trust you because You Are AFZ, I believe in your skills and abilities." This fosters individuality as team members feel valued and motivated to perform their best.

### **The "ME" in the "WE"**

When you boil it down, the challenge lies in harmonizing the "ME" and "WE." This isn't a quest to fuel narcissism or undermine the power of collaboration — rather, it's an acceptance that a team's collective strength is forged from each member's unique contribution. We construct a more robust, vibrant "WE" by allowing the distinct "ME" to emerge.

So, the next time you find yourself parroting the age-old saying, "There's no 'I' in team," hit the brakes and contemplate. Remember, AFZ team isn't merely a congregation of individuals chasing a shared objective. It's akin to a colorful mosaic composed of individual tiles, each possessing its distinct shape and hue. Nurture the brilliance of each tile, and you'll compose an extraordinary spectacle that far surpasses the simple addition of its components, or in simple terms, a whole is greater than it's quality parts.

It is important to note and emphasize that fostering individuality within a team isn't just about empowering individuals. It's about creating a cohesive, dynamic unit that leverages the strengths of each member to achieve collective success. Remember, there might not be an "I" in 'team, but there certainly is a "ME." And when every "ME" brings their unique strengths to the table, it creates an unbeatable "WE," because We Are all AFZ, it's either We win alone or We win as a team.

# QUALITY



## QUALITY defines AFZ

By Tanaka Kashiri

Quality is a critical aspect of any successful business. It involves meeting or exceeding customer expectations and delivering products or services that are reliable, that are consistent, and that meet the required standards.

Quality is not just about meeting minimum requirements, but about continuously improving and striving for excellence.

To achieve quality, businesses must have a culture of continuous improvement and a commitment to

excellence. This involves setting clear quality standards, monitoring performance, and taking corrective action when necessary.

It also involves investing in better training and development for employees, as well as using quality management tools and techniques to identify and address issues. Capacity building is a key enabler for Associated Foods Zimbabwe to achieve quality.

Businesses that prioritise quality are more likely to attract and retain customers, as well as increase customer loyalty and satisfaction. Businesses that prioritise quality are also more likely to comply with regulations and standards, which can help to avoid legal and reputational risks.





## I AM AFZ INTERNAL CULTURE LAUNCH IN PICTURES





# Golfing Societal Equaliser Sport - The Ten Point Insights

## SPORTS AT AFZ

The first official golf club was founded in Bulawayo in 1895 and there are around 50 golf courses in Zimbabwe today. Harare is Golf country and the top three golf courses in Harare are Royal Harare Golf Club which, Golf Digest voted one of the fifty best courses in the world in 1979, outside of the United States, Chapman Golf Club, which was named after one of Southern Africa's leading golf course architects, Peter Matkovich and is one of Africa's most prestigious golf courses and The Borrowdale Brooke Golf Course.

The Borrowdale Brooke Golf Course which one of my favourite golf clubs, is a magnificent 18-hole golf course which was designed and built by Peter Matkovich in consultation with Nick Price, to United States Golf Association standards. Borrowdale Brooke Golf Club was opened by Nick Price on 27th November 1998. The course has developed beautifully with many big trees and 209 bird species have been on the course and in the gardens on The Estate.

It is a large set of golf courses accessible to estate residents and club members. A golf cart is recommended for easy travel through the estate but it is within good walking distance from most residential places. The lawns are green, healthy and well-maintained so they are always ready for a few rounds of golf. There are also dams as well as benches to sit and enjoy some quiet time (as long as there's no game of golf). There are some houses close by so one needs a good sense of direction when aiming for the ideal hole. Although one can walk through the golf course, you definitely need a set of wheels when there's a game in progress. There is tight security at check in so it's a safe place to be. There are paved walkways ideal for riders and walkers alike.

## Getting the Hole with Minimum Strokes

What other game is played on 200 acres or more? Baseball, softball, cricket, football and soccer fields all have defined, rigid lines. So do tennis and basketball courts. For goodness' sake, bowling alleys have gutters, how intimidating is that? Yes, in Golf, you're supposed to play the holes where short grace is, but its liberating to know that you do not have to. (And

probably won't.) You have this immense open space to play in. Play the holes any way you choose-just meet us on the next tee afterwards. Golf promotes this freedom on a playing field with few boundaries.

There is a lot of walking involved generally between 6km and 9kms covering what is called a 18-hole golf course for those fitness enthusiasts. Walking is healthy and the opportunity for say 4 players to be together for at least 5 hours is good for sharing broad conversations. Golf networking for business is one on one business engagement strengths which is why companies sponsor golfing activities a lot.

The Cool Golfing Paraphernalia Names and Gear

It's amusing, entertaining and even educational to get lost in all of golf's little details: the dozens of different clubs, a glove, a ball marker, tees, green repair tools, interchangeable spikes, custom grips, shaft flexes, head covers, rain gear, global positioning equipment. And then there are the nicknames for this inner society's tools: skiddo, Jabu, Big Joe, Big Dog, Flat Stick, Belly Putter, Black Cavity, MK Hosel, Kickpoint, Camber, Off-set, Niblick, Mashie, Brassie, Bounce, Flange. I doubt that even the liberation war names, even that of the C.I.A or our own CIO. Has this much fun naming its secret paraphernalia.

## You Gotta Love the Serendipitous Nature of Golfing

Where else can you get sand in your shoes, pond water on your socks, tomato sauce and chilli on your shirt, sweat on your cap, mud in the cuffs of your pants, blisters on your hands, a farmer's tan and a frog in your bag? And like it. If you make birdie on the 18th hole, you will spend the rest of the day excessively explaining how you acquired all the sand, water, tomato sauce, chilli, sweat mud blisters, color and the stowaway frog.

## The Majestic View of a Golf Course

There are hundreds of golf courses that jut into water pools, forests, wind through forests, majestic mountains views and more that flow through parkland valleys. If you hunt, fish, hike, maybe you have an argument on this subject, but compared with all mainstream sports, golf has not equal in terms of the setting.

# Golfing Societal Equaliser Sport -

## Wildlife and Golf Partners

Warthogs, Baboons, Monkeys, Deer, Turtles, Foxes, Woodchucks, Rabbits, Chipmunks, Squirrels, Moose, Beavers, Trout, Tiger fish, Bass, Hawks, Blue Herons, Eagles, Geese, Ducks, Robins, Blue Jays, Toads, Turkeys, Lizards, Butterflies and even crocodiles. These are accommodated in safe spaces close to humans but very similar to their natural habitats. They come to the golf course for free any day and any time.

## Playing Alone

You've heard of runner's high? Golfers have their own version and it takes place on a uncrowded golf course, walking quietly around the green landscape, proceeding at any pace you choose. This is never the best, not common but playing solo has its own unique benefits like introspection, prayer, brainstorming alone, mental cleansing mapositori vanoriti "Sowe".

## Blind Dates and Employment Creation

Golf is such as an equaliser all levels of society generally converge on a golf course. Golf course creates interview platforms for senior executives and lower levels as a number of men are feeding their families as golf caddies and grass cutting. Who needs reality TV when you are playing golf? Just walk in a pro shop on a busy Saturday and announce you're a single. A completely different experience this is more like a blind date, but it almost always ends up better since it doesn't matter if you are ever seeing your newfound partners again. At a golf course you meet the most fascinating people with this little leap of faith and you are witness to the most bizarre approaches to playing the game.

The fact that men, women and children can play golf equitably on the same golf course is one of the game's benefits. It is a blend of social event and exercise. An there's something about golf's humbling nature that brings everyone together. Looking for lost balls in the woods.

I'm always amazed what I find in the woods. Like one boat shoe. Why and how did that get here? I've found a pocket calculator. A hat and sunglasses. Maybe I'm watching too much movies but I try to reconstruct the scene: My guy tries to hit his second shot from the woods but it strikes two other trees and lands in some swampy moss. Disgusted, he throws down his hat (sunglasses were on the brim). Still, he takes an awkward stance in the swamp and swats at the ball, which soars onto the green to land two feet from the cup. In his follow-through, however, he loses his balance and falls backward. Boat shoe sticks in moss and calculator falls from pocket. He doesn't notice; he's shuffling down the fairway to make that par putt. Not a great experience though but it's part of the game.

## Great Sounds.

There is a crisp sound of a club face contacting the golf ball with no grass in between. The muted "thunk" of a well-played bunker shot. The soft, little plunk heard from the fairway when an approach shot lands on the green. The clutter of clubs in the bag bumping along the fairway, a practiced cadence of leisure on the move. There is the silence that follows a shot from the woods, the audio proof that your ball escaped without striking a tree. There is the sound of surprised, astonished, laughter when you sink a 60-foot putt over hill and dale. Auditory delights are par for the course.

## Little White Ball and a Hole

All body types can succeed, it doesn't matter if you are particularly tall or strong. Age doesn't much matter, unless you want to be a touring pro. Even the lack of flexibility or athleticism can be counteracted with savvy and skills around the green course. Just being a good putter will make you a good golfer. And who can't put a little white ball into a little hole? Dr Emmanuel Benjamin Katsvamutima





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