

# NAMMC STRATEGIC PLAN

**For 2021/22-2025/26**



## ACCOUNTING AUTHORITY STATEMENT

### PRESENTING YOU THE 2021/22 – 2025/26 STRATEGIC PLAN

The National Agricultural Marketing Council (NAMC) hereby presents its 2021/22 – 2025/26 Strategic Plan. An important milestone achieved under the term of the Council was to redefine the role of the NAMC in line with the four objectives of the Marketing of Agricultural Products (MAP) Act.

Building an inclusive agricultural economy is an arduous exercise in the current policy milieu. We note that the Department of Agriculture, Land Reform and Rural Development (DALRRD) went on a campaign to conduct a farmers registry with the hope of including data on smallholder farmers in the monitoring of inclusive growth. Currently, smallholder farmers hold an estimated 3% share in the agricultural market and the NAMC targets to contribute towards an increase of this percentage share to 5% by the end of the MTSF period.

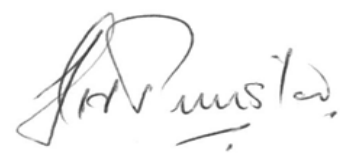
The Agriculture and Agroprocessing Master Plan (AAMP) becomes important in this regard, to design production schemes that will contribute towards enhancing the viability of the agricultural sector. Our plan is to bring together all partners namely, government, business, labour and civil society to chart a new comprehensive and coordinated plan for the sector.

As the NAMC Council (Board), we are very mindful of the challenges our farmers face in accessing markets, especially smallholder farmers. As if that is not enough, we are aware that the government of the United States of America (USA) is in advanced stages in removing South Africa from receiving preferential access for the AGOA qualifying products. The potential impact of such a decision is expected affect the included agricultural produce negatively but nonetheless we will provide constant feedback and advice on the matter as it unfolds.

As an advisory body to the Minister in areas related to trusts and agricultural transformation this coming year the NAMC team and the trustees will be closely monitoring transformation around the different agricultural trusts. The Ministerial Trustees will be assisted by the NAMC team to ensure that they play an active role in the affairs of the trusts.

In conclusion, the NAMC continues to boost its analytical and research capacity. Our agricultural economists have provided excellent market insights to the broader sector and society. We looking forward to beneficial research partnerships with industry that will promote the viability of the sector.

With this background analysis in perspective, I hereby present the 2021/2022 -2025/2026 Strategic Plan to the Minister of Agriculture, Land Reform and Rural Development.



**Mr H. Prinsloo**

Acting Chairperson of Council

National Agricultural Marketing Council (NAMC)

## CHIEF EXECUTIVE OFFICER STATEMENT

Major environmental factors have shaped the need for the National Agricultural Marketing Council to review its organisational strategy. Firstly, the merger of the two departments; agriculture and rural development has set us on a course to widen our scope of policy advisory. Secondly, the added responsibility to design production schemes for the agricultural sector as part of the implementation of the Agriculture and Agroprocessing Master Plan (AAMP).

As an entity we have made a significant effort to align our performance areas to the guidelines proposed by the Department of Planning, Monitoring and Evaluation (DPME). As we begin the new financial year, the National Agricultural Marketing Council (NAMC) Management will be approaching things more differently. The main aim is to achieve all the future plans mentioned our strategic plan with tangible positive outcomes.

The NAMC has widely reflected on the need to review its organisational structure and some functional duties. The Agribusiness Development Division has focused largely on linking smallholder farmers to markets. Again, issues of lack of funding for women and youth in agriculture were concerning challenges raised by the Minister in several engagements. These among others, are things the agribusiness development will be occupied with.

I would also like to express my sincere gratitude for the guidance provided by the NAMC Board and the work put in by the staff in ensuring we deliver on the set objectives. Added to this, we look forward to the outcomes of the process of amending the MAP Act.

In presenting to you the National Agricultural Marketing Council Strategic Plan 2021/22 – 2025/26, and in my role as the Accounting Officer of the NAMC, I hereby commit to the implementation of this Strategic Plan.



Dr Simphiwe Ngqangweni



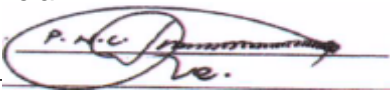







Chief Executive Officer

National Agricultural Marketing Council

## **Official Sign-Off**

It is hereby certified that this Strategic Plan:

- Was developed by the management of the NAMC under the guidance of the NAMC Board;
- Takes into account all the relevant policies, legislation and other mandates for which the NAMC is responsible; and
- Accurately reflects the strategic goals and objectives which the NAMC will endeavour to achieve over the period 2021/26.

PROGRAMME	SIGNATORY
Programme 1	<p>Dr. Simphiwe Ngqangweni</p> <p>Signature: </p> <p>Ms Sarah Netili</p> <p>Signature: </p> <p>Ms Nolwazi Simelani</p> <p>Signature: </p>
Programme 2	<p>Mr Schalk Burger</p> <p>Signature: </p> <p>Dr Ndiadivha Tempia</p> <p>Signature: </p> <p>Mr. Bonani Nyhodo</p> <p>Signature: </p>
Programme 3	<p>Ms Khumbuzile Mosoma</p> <p>Signature: </p>
Chief Financial Officer	<p>Ms Sarah Netil'</p> <p>Signature: </p>
Chief Executive Officer	<p>Dr. Simphiwe Ngqangweni</p> <p>Signature: </p>
Chairperson of Council	<p>Approved by:</p> <p>Signature: </p> <p>Mr. Harry Prinsloo Chairperson of the Council</p>

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## Definitions

<b>Statutory measure</b>	<b>“statutory measure”</b> means a levy contemplated in section 15, and a direction contemplated in sections 16, 18 and 19 of the MAP Act.
<b>Industry Trusts</b>	Trust within the Context of the MAP Act 47 of 1996 refers to bodies that were formed and became recipients of the assets and funds of the former control boards. The Trust Property Act, 57 of 1988 defines a “trust” as <i>the arrangement through which the ownership in property of one person is by virtue of a trust instrument made over or bequeathed.</i>
<b>Transformation</b>	Refers to ensuring that the previously disadvantaged individuals actively participate in entire agricultural value chain and broadly contributing to the economic development of the country.
<b>Smallholder producers/farmers</b>	Refers to a producer that produces (at primary, secondary, and tertiary level) for household consumption and markets, therefore farming is consciously undertaken in order to meet the needs of the household and derive a source of income. These are usually the new entrants aspiring to produce for market at a profit with a maximum annual turnover of up to R5 million per annum.
<b>Market Access Models</b>	Refers to models that enable smallholder producers to sell their agricultural produce in a market. The models are used to organise producers to deal with the quality and quantity as per market requirements as well as addressing comprehensive producer support during production.
<b>Directly Affected Groups</b>	<b>“directly affected group”</b> means any group of persons which is party to the production, sale, purchase, processing or consumption of an agricultural product and includes labour employed in the production or processing of such product.
<b>Minister</b>	Refers to the Minister of the Department of Agriculture, Land Reform and Rural Development.
<b>Department</b>	Refers to the Department of Agriculture, Land Reform and Rural Development.

## Abbreviations

DALRRD	Department of Agriculture, Land Reform and Rural Development.
AAMP	Agriculture and Agroprocessing Master Plan
ARC	Agricultural Research Council
DAG	Directly Affected Groups
ICT	Information, Communication Technology
IT	Information Technology
ITAC	International Trade Administration Commission
MAP ACT	Marketing of Agricultural Products Act No. 47 of 1996
MERC	Markets and Economic Research Centre
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NAMC	National Agricultural Marketing Council
NDP	National Development Plan
SONA	State of the Nation Address.
ENE	Estimates of National Expenditure.
EPRE	Estimates of Provincial Revenue and Expenditure.





**Part A**



## **PART A: OUR MANDATE**

### **1. Constitutional mandate**

The constitutional basis of the work done by the NAMC rests in the mandate of the Department of Agriculture, Land Reform and Rural Development (DALRRD) which in turn is derived directly from the Constitution of the Republic of South Africa (Act No.108 of 1996). The specific sections of the Constitution (Act 108 of 1996) that applies to the DALRRD and thereby the NAMC are Sections 24, 25 and 27 of Chapter 2, the Bill of Rights. Section 24 deals with environmental rights, including “secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development. Land reform which aims to bring about equitable access to all South Africa’s natural resources is addressed in Section 25(4)(a). The right to access to food and water is reflected in Section 27(1)(b). The provision for food security covers the agriculture value chain from inputs, production, value add (agro-processing), marketing to retailing.

The NAMC as a statutory organisation of the DALRRD derives its mandate directly from the MAP Act. The NAMC was established by the Department and in terms of Marketing of Agricultural Products (MAP) Act No. 47 of 1996, as amended by Act No. 59 of 1997 and Act No. 52 of 2001. The MAP Act essentially provides for the authorisation, establishment and enforcement of regulatory measures to intervene in the marketing of agricultural products including the introduction of statutory measures on agricultural products. The NAMC plays an active role in the coordination of the work relating to the four statutory measures mentioned in the Act, coordinates the work of industry trusts, undertakes thorough research aimed at advising the Minister and DAG’s on marketing matters and works directly with farmers to address their marketing matters.

### **2. Legislative and policy mandates**

#### **The Marketing of Agricultural Products (MAP) Act and its subsequent amendments**

The mandate of the NAMC is enshrined in the MAP Act, which authorises the establishment and enforcement of regulatory measures to intervene in the marketing of agricultural products e.g. the introduction of statutory measures. The NAMC is established by Section 3 of the MAP Act and the functions of the NAMC particularly feature in section 9 of the Act, this section stipulates that -

#### *“Functions of Council*

9. (1) *Subject to the provisions of section 2, the Council-*
  - (a) *shall, when requested by the Minister, or of its own accord, investigate, in terms of section 11(2), the establishment, continuation, amendment or revocation of statutory measures affecting the marketing of agricultural products, evaluating the desirability, necessity or efficiency and if*

*necessary, proposing alternatives to the establishment, continuation, amendment or repeal of a statutory measure and report to and advise the Minister accordingly;*

*(b) shall prepare and submit to the Minister for consideration Statutory measures and changes to statutory measures which the Minister directs it to prepare;*

*(c) shall, whenever requested by the Minister and at least once annually, report on the activities of the Council;*

*(d) may direct any institution or body of persons designated for the purpose of the implementation or administration of a statutory measure in terms of section 14, to furnish the Council with such information pertaining to a statutory measure as the Council, the Minister or the parliamentary committees may require;*

*(e) may undertake investigations and advise the Minister regarding-*

*(i) agricultural marketing policy and the application thereof;*

*(ii) the co-ordination of agricultural marketing policy in relation to national economic, social and development policies and international trends and developments; and*

*(iii) the possibilities for promoting the objectives mentioned in section 2(2); and*

*(iv) the effect of that the marketing of products has on the objectives mentioned in section 2(2)*

*(f) shall monitor the application of statutory measures and report thereon to the Minister and shall evaluate and review such measures at least every two years.*

*(2) Copies of all reports which are submitted to the Minister in terms of subsection (1) shall simultaneously be despatched to the parliamentary committees for their information.*

The NAMC performs the above-mentioned mandate in support of the four (4) objectives of the MAP Act, i.e.:

- Increasing market access to all market participants,
- Promotion of efficiency in the marketing of agricultural products,
- Optimise export earnings from agricultural products, and
- Enhancement of the viability of the agricultural sector.

## Other Policies and Legislation

LEGISLATION	BRIEF DESCRIPTION
<b>Marketing of Agricultural Products Act No. 47 of 1996</b>	Intends to authorise the establishment and enforcement of regulatory measures to intervene in the marketing of agricultural products, including the introduction of levies on agricultural products.
<b>Agricultural Pests Act (No 36 of 1983)</b>	Provides for measures to prevent and combat agricultural pests.
<b>Agricultural Produce Agents Act (No 12 OF 1992)</b>	Provides for the establishment of an Agricultural Produce Agents Council and fidelity funds in respect of agricultural produce agents and the control of certain activities of agricultural produce agents.
<b>Agricultural Product Standards Act (No 119 of 1990)</b>	Provides for the control over the sale and export of certain agricultural products, control over the sale of certain imported products and control over other related products.
<b>Agricultural Produce Agents Act, 1992 (Act No.12 of 1992)</b>	Provides for the establishment of an Agricultural Produce Agents Council and fidelity funds in respect of agricultural produce agents and for the control of certain activities of agricultural produce agents.
<b>Animal Diseases Act (No 35 of 1984)</b>	Provides for the control of animal diseases and parasites and for measures to promote animal health.
<b>Animal Improvement Act (No 62 of 1998)</b>	Provides for the breeding identification and utilisation of genetically superior animals in order to improve the production and performance of animals.
<b>Fencing Act (No 31 of 1963)</b>	Consolidates laws relating to fences and the fencing of farms and other holdings and matters incidental thereto.
<b>Fertilisers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (No 36 of 1947)</b>	Includes provisions in respect of the regulation or prohibition of the importation, sale, acquisition, disposal or use of fertilisers, farm feeds, agricultural remedies and stock remedies and the designation of technical advisors and analysts.
<b>Liquor Products Act (No 60 of 1989)</b>	Includes provisions for control over the import and export of certain alcoholic products.
<b>Meat Safety Act (No 40 of 2000)</b>	Includes provisions/measures to regulate the importation and exportation of meat, and to establish and maintain essential national standards in respect of abattoirs.
<b>Perishable Products Export Control Act (No 9 of 1983)</b>	Provides for the control of perishable products intended for export from the Republic of South Africa.
<b>Subdivision of Agricultural Land (Act 70 of 1970)</b>	Provides for the sub-division and, in connection therewith, the use of agricultural land
<b>National Development Plan (NDP)</b>	The NDP advocated for agricultural development based on successful land reform, employment creation and strong environmental safeguards.
<b>Agriculture Policy Action Plan (APAP)</b>	APAP aims at promoting labour absorption and broadening market participation through well considered, adequately consulted and finely-tuned strategic interventions.
<b>Integrated Growth and Development Plan (IGDP)</b>	The IGDP focuses on three strategic issues, namely equity and transformation, equitable growth and competitiveness and environmental sustainability.

**MAFISA Credit Policy Framework**

Provides for provision of funding through accredited Retail Lending Entities to on-lend to targeted end-users within pre-determined target areas.

### **3. Institutional Policies and Strategies over the five-year planning period**

The NAMC will not be developing any institutional policies and strategies over the 5-year planning period. However, the NAMC will actively contribute to and participate in the development of policies and strategies that impact on its work. Examples of policies that the NAMC will contribute to is the DALRRD's planned Agricultural Insurance Policy Framework, Animal Identification and Traceability policy, Agriculture and Agro-processing Master Plan, National Policy in Organic Production, Crop Production Policy, National Policy on Plant Improvement, State Assets Acquisition and Lease Disposal Policy, Rural Development Agency Policy, Agricultural Land Holdings Policy Framework, Agricultural Produce Agencies Amendment Bill, Communal Land Recordal Framework and Land Tenure Policy for Commercial Farming Framework. In the course of performing its core functions, the NAMC provides the Minister with policy advice and statutory measures recommendations that inform and guide agricultural policies and strategies.

### **4. Relevant Court Rulings**

There are no Court Rulings with significant, ongoing impact on the operation or service delivery of the NAMC.





**Part B**

## PART B: OUR STRATEGIC FOCUS

### 1. Vision

The Vision of the NAMC is captured as “*strategic positioning of agriculture in a dynamic global market*”.

This Vision is aligned to the DALRRD’s Mission which includes “...improve agricultural production to stimulate economic development and food security through, amongst others, innovative sustainable agriculture and promotion of access to opportunities for youth, women and other vulnerable groups.

It also speaks to the sustainable agricultural productivity element of the DALRRD’s Impact Statement. As stated in the DALRRD’s Strategic Plan for the 2020-2025 (dated 24<sup>th</sup> October 2019), “Sustainable Agricultural Productivity refers to a functioning system which ensures that food is produced optimally using available resources including adequate access to fertile land, water, agricultural inputs, funding, markets, production capability (i.e. research, bio-security, skills, etc) within the short and long term”.

Specifically, the NAMC Vision responds to:

- Outcome 5 (MTSF Priority) of the DALRRD’s Strategic plan, i.e. “Increased market access and maintenance of existing market”; and
- Outcome 7 (MTSF Priority), i.e. Growth of inclusivity within agricultural value chains”.

Furthermore, the Vision is directly responsive to two (2) of the seven (7) national priorities outlined in the February 2020 State of Nation Address (SONA); namely: Economic transformation and job creation; and A better Africa and World.

### 2. Mission

The Mission of the NAMC is to “provide agricultural marketing advisory services to key stakeholders in support of a vibrant agricultural marketing system in South Africa”.

The Mission is aligned to the Vision of the NAMC and expresses the core functions that the NAMC performs as stipulated in Section 9 of the MAP Act No 47 of 1996.

### 3. Values

The following values are adopted as our commitment to entrench and deepen the “NAMC” way, both in our behaviour and service offering.

- **Integrity** (honesty / ethical / trustworthy / transparent)
- **Assertiveness** (accountable / responsible / reliable / taking ownership / confident)
- **Collaboration** (consultative / teamwork / participative / co-operative)
- **Service excellence** (performance driven / target oriented / service oriented / motivated / committed / diligent)
- **Fairness** (equal treatment / respectful / tolerance / consistency)
- **Objectivity** (analytical / rational / attention to detail / conceptual)
- **Innovation** (creative / pro-active / adaptive / flexible / initiative)

## **4. Situational analysis**

The performance and achievements of the NAMC are directly impacted on by external and internal factors and contexts. The external context includes the outbreak of the global coronavirus (COVID-19) pandemic and its subsequent effects on global and domestic demands-supply interactions for food, trade and labour markets. The availability of financial (budget) and human (skills) resources for the work of the NAMC and limitations of the MAP Act constitute some of the internal context of the NAMC's operations. Both the internal and external factors underpinning the performance of the NAMC are unpacked below.

## **5. External Environment Analysis**

### **5.1 The Economic and Trade Environment**

The coronavirus (COVID-19) outbreak has choked off the South African economy and latest market projections expect a contraction in GDP of 9.5 percent in 2020, with a modest rebound of just 3.1 percent in 2021. Structural challenges pre-COVID-19 suggests that the recovery will be prolonged, with real GDP only projected to exceed 2019 levels by 2026. Amidst all of these negative impacts and projections, the South African agricultural sector has emerged as a shining light, growing by 28% and 15% respectively in quarter 1 and quarter 2 of 2020.

This growth represents a sharp turnaround and an illustration of the sector's ability to recover from extremely tough conditions over the past five years where the agricultural real growth rate averaged a negative of 1.3% per annum. This weak sectoral growth in recent years can be attributed to a series of droughts in combination with animal deceases (Avian Influenze, Foot-and-Mouth, African swine fever) that have impacted the growth in livestock and field crop operations. Moreover, continued policy ambiguities, lack of transformation coupled with consistently low farmers support and high barriers to entry, has resulted in lower investment levels which averaged 14% when measured in the Gross Fixed Capital Formation (GFCF) as a share of value added. Therefore, beyond the rebound in 2020, the outlook for the sector remains under pressure.

Compared to other economic sectors, the agriculture and food sectors have been relatively insulated from the effects of COVID-19 crisis because its operations were allowed to continue as essential service, with the exception of wool, mohair, alcoholic beverages, tobacco and cotton. Overall, agriculture was mainly affected by decline in sales due to closure of hospitality, take-away-food outlets and informal trading. It is important to note that the ban on alcohol and tobacco sales greatly impacted the liquor and tobacco value chains. Moreover, the devaluation of the South Africa Rand during lockdown affected the cost of imported inputs like fertilizers but also benefited exporting industries. Other structural factors that contributed to a negative

sectoral growth rate include low rate of opening new markets and the difficulty to comply with stringent market access protocols, induced by the deteriorating biosecurity measures, skills shortages and decaying research capacity in the country.

## **5.2 Transformation of the Agricultural Sector**

The agriculture and food value chain remains dominated by large companies which impacts on food security as well as the sector's contribution to inclusive economic development and job creation. Primary agricultural producers remain predominantly commercial farmers leaving the majority of previously disadvantaged black farmers excluded from agricultural value chains. The agro-processing segment of the food value chain also excludes the participation of small and medium enterprises as well as rural communities because they have limited resource and skills which constrain their ability to reliably and consistently supply large retailers and agribusinesses. According to the Competition Commission's investigative reports, approximately nine (9) companies dominate the packaging and distribution of agricultural processes goods and the retail of these good is dominated by four (4) major retailers.

The NAMC uses the Statutory Measures and Agricultural Trusts to finance transformation activities in the sector. The NAMC developed transformation guidelines that set-aside 20% of industry levies and interest generated from Agricultural Trusts' assets to promote transformation activities. The 20% set aside amounted to R116.6 million in 2019 and allowed industries to drive an inclusive agricultural growth. Using the statutory measures and agricultural trusts, the share of previously disadvantaged farmers in total agricultural output has marginally increased to an average of 4% across all commodities in 2019, which is still significantly low considering that majority of farmers and consumers are black.

## **5.3 Women, Youth and Persons with Disabilities**

Over and above the promotion of general transformation, the NAMC is leading the effort to empower vulnerable groups in agriculture as this objective is central to the development of the agriculture and agro-processing master plan. Apart from coordinating the AAMP, the NAMC contributes to the empowerment of women, youth and persons living with disabilities through the capacity building programmes such as the Agribiz Training for Women and corporate governance training for beneficiaries of various NAMC supported development schemes.

Through these sectoral interventions, the NAMC strives to achieve an inclusive and sustainable agricultural growth that also creates jobs for all and ensures food security. Furthermore, the NAMC has been actively advocating for diversification of boards managing

the agricultural trusts to ensure a proper representation of women, youth and persons with disabilities in the boards. To this effect, nearly 50% of Ministerial representatives in agricultural trusts are now women.



## **6. Internal Environment Analysis**

The NAMC will build on its successes to date towards delivering on its outcomes and thereby achieving the impact it has reflected as its impact statement. A key challenge that the NAMC has to address at an operational, programme and projects level is that of facilitating market access for smallholder farmers. The NAMC's successes and key challenge are summarized below.

### **6.1 Administration of the Statutory Levy System**

The functions of the agricultural industries are financed by statutory levies and the NAMC has been instrumental in facilitating the implementation of the levy system in the agricultural sectors. At present, about 80% of agricultural industries have been assisted by the NAMC to institute statutory measures, and collectively industries have raised R735.8 Million of levies in 2020, up from R641.2 Million in 2019.

### **6.2 Research-based Policy and Statutory Measure/s Proposals**

The NAMC through its Markets and Economic Research Centre (MERC) is coordinating the research and development of the agriculture and agro-processing master plan, a blue print growth strategy for the sector in the next 10 years. The NAMC on behalf of DALRRD also researched and contributed a chapter to the Presidents' Economic Reconstruction and Recovery Plan which was announced by the President on the 14th October 2020. Moreover, the NAMC through its research publication continues to provide advice to policy makers, industry captains and directly affected groups. The policy advice emanates from the research outputs that MERC produces throughout the year. The research output include food price monitoring, food cost, commodity value chain analysis, trade policy analysis and identification of market opportunities as well as models to integrate smallholder farmers into the formal agricultural markets.

### **6.3 Management of Agricultural Industry Trusts**

The NAMC manages the appointment of Ministerial trustees on the current 11 Agricultural Industry Trusts. These Trusts advance transformation in the agricultural sector by using their funds to support previously disadvantaged individuals through various activities including farmer enterprise development and skills development support. Under the guidance of the NAMC the asset (monetary and fixed property) value of the Trusts has grown and is currently valued at over R2.4 billion.

### **6.4 Market Access for Smallholder Farmers**

Despite the numerous support programmes for smallholder farmers that the NAMC has implemented in the past, market access for these farmers remains a challenge due to the lack of comprehensive support, inconsistent production, fluctuating quality and transport costs to markets. The NAMC's Agri-business Development division develops Market access models that enable farmers to participate into the new and existing markets. Quantity and Quality of the produce are also addressed through the technical support programmes that is implanted in collaborations with the industries. This work also facilitates skills development and advisory services to smallholder farmers.

#### **6.5. Organisational capacity**

The NAMC core staff is made up of economists and this has turned the organization to be a breeding pot for agricultural economists in the country. The highly qualified and experienced economists strategically place the NAMC in the fore front of providing policy advisory to the policymakers and directly affected stakeholders. Moreover, the NAMC has recruited and upskilled young economists to drive research intelligence and marketing policy analysis for the sector. This suggests that the organization has capable human capacity to drive the new strategy.



# Part C

## PART C: Institutional Performance Information

### 1. Impact statement

The impact statement of the successful implementation of this Strategic Plan is based on and directly aligned to the Vision and Mission of the NAMC and to the political priorities for the 6<sup>th</sup> term of administration.

Impact Statement	A viable and inclusive agricultural marketing system contributing to food security, economic growth and development
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### 2. Measuring Our Outcomes

The outcomes against which the NAMC can be measured are derived from, aligned to, and responsive to national priorities reflected as Medium-Term Strategic Framework (MTSF) priorities / Outcomes of the Department of Agriculture, Land Reform and Rural Development and national priorities for the 6<sup>th</sup> term of administration outlined in the June 2019 State of Nation Address (SONA).

The three (3) outcomes are:

- The NAMC delivers on its mandate and core functions;
- A viable and efficient agricultural sector generating optimal export earnings; and
- Enhanced market access for the agricultural sector participants.

<b>MTSF Priority/ DALRRD Outcome</b>	<ul style="list-style-type: none"> <li>• Improved governance and service excellence</li> <li>• Increased Market Access and maintenance of existing market</li> <li>• Growth of inclusivity within agricultural value chains</li> </ul>		
<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Baseline</b>	<b>Five-year target</b>
The NAMC delivers on its mandate and core functions	Compliant management and good governance of the entity, throughout the current term of governance.	The NAMC achieved three clean audits and two unqualified audit opinions over the past five years.	<p>The NAMC functions at optimal levels, delivers on its core-function indicators and receives unqualified audit opinions for each financial year of the 5-year period</p> <p>Achievement of ICT services targets in operational plans of each financial year</p>
A viable and efficient agricultural sector generating optimal export earnings <sup>1</sup>	Approved policy advisory and statutory measures recommendations and reports that facilitate the marketing of agricultural products, throughout the term of governance.	<p>The NAMC provided 100% policy of scheduled advisory notes to policymaking institutions</p> <p>The NAMC recommended statutory measures to 80% of agricultural industries</p>	NAMC approved policy advisory and statutory measures of each financial year of the 5-year period is adopted by the Minister and implemented by all directly affected stakeholders
Enhanced market access for agricultural sector participants <sup>2</sup>	NAMC annual reports reflect increased market access	Smallholder farmers hold 3% share in the agricultural market	The smallholder farmers' market share to increase to 5% by the end of the 5- year period
	NAMC annual reports reflect increased export growth of agricultural products	Agricultural exports growth rate fluctuated between 1.9% and 3.5% over the past five years.	Average growth in agricultural exports to be at 2% over the next 5-year period.

<sup>1</sup> Aligned to Section 2 (b), (c) and (d) of the MAP Act

<sup>2</sup> Aligned to Section 2 (a) of the MAP Act



<b>MTSF DALRRD Outcome</b>	<ul style="list-style-type: none"> <li>• Improved governance and service excellence</li> <li>• Increased Market Access and maintenance of existing market</li> <li>• Growth of inclusivity within agricultural value chains</li> </ul>		
<b>Outcomes</b>	<b>Outcome Indicators</b>	<b>Baseline</b>	<b>Five-year target</b>
	NAMC annual reports reflect transformation of the sector	An annual average of 20% of statutory levies is spent on transformation activities	Annual average of 20% of levies is spent towards funding of transformation activities

### **3. Explanation of Planned Performance over the Five-Year Planning Period**

#### **3.1. Contribution to the MTSF and the mandate of the NAMC including, where applicable, priorities in relation to women, youth and people with disabilities.**

##### **Contribution to the MTSF**

The DALRRD contributes to the following 4 (four) of the 7 (seven) Government Priorities:

- A Capable, Ethical and Developmental State;
- Economic Transformation and job creation;
- Education, Skills and Health; and
- Spatial Intergration, Human Settlements and Local Government.

The specific outcomes which serve as the MTSF priorities for the agricultural sector are:

- Outcome 1: Improved governance and service excellence;
- Outcome 2: Spatial transformation and effective land administration;
- Outcome 3: Redress and equitable access to land and producer support;
- Outcome 4: Increased production in the agricultural sector;
- Outcome 5: Increased Market Access and maintenance of existing markets;
- Outcome 6: Intergrated and inclusive rural economy; and
- Outcome 7: Enhanced biosecurity and effective disaster risk reduction.

Outcome 1 of the NAMC, i.e. “The NAMC delivers on its mandate and core functions” contributes to Outcome 1 (improved governance and service excellence) of the DALRRD which is overarching and applicable to all the sectors the Department works with. Compliant management and good governance of the NAMC, which is reflective in its financial management and corporate services functions, will enable the institution to deliver on its mandate and core functions and thus Outcome 1 speaks to this.

Outcome 2 of the NAMC, i.e. “A viable and efficient agricultural sector generating optimal export earnings” contributes primarily to Outcome 5 (Increased market access and maintenance of existing markets) of DALRRD. However, the NAMC also provides research, policy proposals and statutory measures that impact on the policy environment. In addition, this outcome includes initiatives that transform the sector, increase export earnings from agricultural products and increases market access for smallholder farmers.

Outcome 3 of the NAMC, i.e. “Enhanced market access for the agricultural sector” contributes to Outcomes 5 (Increased market access and maintenance of existing markets). This outcome is aligned to Objective 2(A): Increasing of market access for all market participants.

## **Contribution to mandate of the NAMC**

The mandate of the NAMC is to undertake investigations, advises the Minister on Agricultural Marketing policy and develop statutory measure proposals, for the Minister's consideration and adoption, in support of the four (4) objectives of the MAP Act, i.e.:

- Increasing market access to all market participants,
- More efficient marketing of agricultural products,
- Increased export earnings from agricultural products, and
- Enhanced viability of the sector.

The NAMC is also mandated to investigate implementation of and compliance to the statutory measures and is tasked with managing the establishment of Agricultural Industry Trusts which is the main mechanism for facilitating the development of a more inclusive sector.

Outcomes 2 and 3 directly contributes to the various elements of the NAMC's mandate and core functions.

## **Enablers to achieve 5-year targets**

The following are the enablers to achieve the NAMC's 5-year targets:

- Human capital and a conducive working environment
- Budgetary availability to execute the mandate
- Technological and working tools
- Effective stakeholder management
- Effective support from the shareholder department

## **Contribution to achieving the Impact**

All the outcomes, collectively and individually, contribute to achieving the impact. However, Outcomes 2 and 3 are the dominant contributors. This collective and individual contribution is summarised below.

Outcome 1 relates to the support functions required to enable the core functional areas to perform at optimal levels and to deliver the outcomes specific to the NAMC's mandate. This outcome incorporates the principles of good governance and management, as well as effective, efficient and prudent use of resources. It encompasses Strategic management, governance and accountability; Financial Management, Human Resource Management; ICT; Financial Management; Communications and Enterprise Risk Management services.

Outcome 2 deals with the policy and statutory measure proposals that the NAMC is expected to develop and submit as per the MAP Act, and which will contribute to achieving the 4 objectives of the said Act. This outcome contributes to the marketing system, food security and economic growth and development aspects of the impact statement.

Outcome 3 deals with access to markets which contributes to the elements of a “a viable marketing system, economic growth and development” in the impact statement. This outcome ensures that the trusts’ assets are protected and utilised efficiently in the development of existing and new entrants into the agricultural sector. In addition, research on smallholder market access is conducted, to promote market access models that are aimed at increasing market access, encouraging new business development and capacity building for smallholder farmers/agri-businesses.

#### 4. UPDATED KEY RISKS AND MITIGATION

Outcome	Key Risks	Risk Mitigations
<b>The NAMC delivers on its mandate and core functions</b>	<ul style="list-style-type: none"> <li>Inadequate capacity (expertise and systems) to support core functions</li> </ul>	<ul style="list-style-type: none"> <li>To implement continuous training on the organisational processes.</li> <li>To seek for Council's intervention where required.</li> <li>To review and ensure proper capacity (expertise) is sought and maintained.</li> <li>To initiate programme for reskilling of officials.</li> <li>To ensure provision of convenient working environment.</li> <li>To review the general support services systems.</li> </ul>
	<ul style="list-style-type: none"> <li>Failure to adhere to good governance and poor compliance with relevant prescripts.</li> </ul>	<ul style="list-style-type: none"> <li>Enforcement of existing laws – consequence management after necessary investigation.</li> <li>To consider the reviewing of policies based on the change of circumstances/ environment.</li> </ul>
	<ul style="list-style-type: none"> <li>Inability to deal with the ripple effects of the coronavirus pandemic or any disease outbreak.</li> </ul>	<ul style="list-style-type: none"> <li>Improve implementation of the BCM Policy.</li> <li>Enhance the developed Business Impact Analysis.</li> <li>Reprioritisation of performance (targets) plans.</li> </ul>
<b>A viable and efficient agricultural sector generating optimal export earnings</b>	<ul style="list-style-type: none"> <li>Growing disintegration of agricultural industries</li> </ul>	<ul style="list-style-type: none"> <li>Review the Marketing of Agricultural Product Act (MAP) to strengthen the transformation guidelines.</li> <li>To engage industries on issues of transformation and other sectoral matters.</li> </ul>



		<ul style="list-style-type: none"> <li>• Council to engage with industries on issues of transformation.</li> <li>• Council to advise in the development of industries' transformation plans.</li> </ul>
	<ul style="list-style-type: none"> <li>• Possibility of providing incorrect/inadequate advice to the Minister and directly affected stakeholders/ groups</li> </ul>	<ul style="list-style-type: none"> <li>• To develop an industry data depository.</li> </ul>
<b>Enhanced market access for agricultural sector participants</b>	<ul style="list-style-type: none"> <li>• Stakeholders may expect NAMC to implement programs on which advice was provided.</li> </ul>	<ul style="list-style-type: none"> <li>• The NAMC has been tasked with coordinating the Agricultural Agro-Processing Master Plan (AAMP), which will assist in increasing the coordination of agricultural programmes.</li> </ul>

**5. Public Entities**

There are no Public Entities reporting to the NAMC.

Name of Public Entity	Mandate	Outcomes
N/A	N/A	N/A



# Part D



## PART D: Technical Indicator Descriptions (TID)

### Outcome 1 (a)

<b>Indicator Title</b>	Number of unqualified audit reports per financial year
<b>Definition</b>	This refers to the NAMC receiving a positive audit opinion from the Auditor General on the NAMC's financial and non-financial performance. The indicator measures the performance of the NAMC in compliance with all applicable policies, legislation, regulations and prescripts
<b>Source of data</b>	Audit Report
<b>Method of Calculation / Assessment</b>	Simple count of 1 x audit report per financial year
<b>Means of verification</b>	Final Audit Report and opinion is duly signed and stamped by the Auditor General (AG)/AG's office
<b>Assumptions</b>	All financial and non-financial performance reflected in each financial year's APP implemented in compliance with all applicable policies, legislation, regulations and prescripts.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The DALRRD as well as the Minister with the focus on the Agricultural sector in South African.</p> <ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: N/A</p> <p>Spatial impact area: N/A</p>
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Unqualified Audit Opinions each Financial Year
<b>Indicator Responsibility</b>	CEO,CFO, Senior Manager: Human Capital, Risk and Compliance Manager

## Outcome 1 (b)

<b>Indicator Title</b>	Percentage of budget spent against APP each financial year
<b>Definition</b>	This refers to the annual grant that the NAMC receives from DALRRD which must be spent in full by the end of each financial year. Therefore 100% of the funding received should be utilised to achieve all outputs and targets reflected in each financial year's Annual Performance Plan
<b>Source of data</b>	Monthly and Quarterly Financial Reports and relevant related data/documentation indicating budget expenditure/commitments during the financial year
<b>Method of Calculation / Assessment</b>	Percentage: total expenditure amount / total budget x 100
<b>Means of verification</b>	All final quarterly and annual financial reports reflecting expenditure to date and accompanying memorandums are approved, duly signed and dated by the CEO his/her capacity as the Accounting Officer.
<b>Assumptions</b>	All programmes are implemented against the budgets allocated per programme and sub-programme, within the quarterly and annual timeframes of the APP.
<b>Disaggregation of Beneficiaries (where applicable)</b>	The DALRRD as well as the Minister with the focus on the Agricultural sector in South African. <ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	100% budget spend each Financial Year
<b>Indicator Responsibility</b>	Chief Financial Officer

## Outcome 1 (c)

<b>Indicator Title</b>	Percentage achievement of all quarterly and annual corporate services targets in operational plans of each financial year
<b>Definition</b>	This refers to the provision of efficient and effective human resource management, ICT, Legal Advisory and Communication services to all business units of the NAMC. It enables delivery by the core function programme areas and ensure good management and governance of the NAMC.
<b>Source of data</b>	Quarterly and Annual Operational Plans and Reports of the Business Excellence Unit for each financial year
<b>Method of Calculation / Assessment</b>	Percentage: total number of Operational targets achieved / total number of all targets in the Ops Plan x 100
<b>Means of verification</b>	Operational Plans and Reports of each financial year
<b>Assumptions</b>	All the sub-programmes of the Business Excellence Unit implement their individual sub-programme plans
<b>Disaggregation of Beneficiaries (where applicable)</b>	The beneficiaries of the outcome indicator are the operational divisions of the NAMC. Target for women and for persons with disabilities will be applicable only in relation to the targets for employment of women and persons with disabilities. The DPSA targets is currently set at 50% women in SMS positions and 2 % for persons with disabilities.
<b>Spatial Transformation (where applicable)</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Achievement of all quarterly and annual corporate services targets in operational plans of each financial year
<b>Indicator Responsibility</b>	Senior Manager: Human Capital, Risk and Compliance Manager, Communications Manager

**Outcome 1 (d)**

<b>Indicator Title</b>	Number of ICT reports produced each financial year
<b>Definition</b>	The indicator measures the performance of the NAMC ICT in compliance with all applicable policies, legislation, regulations and prescripts
<b>Source of data</b>	Quarterly reports
<b>Method of Calculation / Assessment</b>	Simple count of 4 x ICT progress reports per financial year
<b>Means of verification</b>	Final ICT progress report duly signed by the chairperson of ICT steering committee and CEO
<b>Assumptions</b>	All non-financial performance reflected in each financial year's APP implemented in compliance with all applicable policies, legislation, regulations and prescripts.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The DALRRD as well as the Minister with the focus on the Agricultural sector in South African.</p> <ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: N/A</p> <p>Spatial impact area: N/A</p>
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	ICT reports submitted on a quarterly basis
<b>Indicator Responsibility</b>	Chief Financial Officer

**Outcome 1(e)**



<b>Indicator Title</b>	Percentage of annual NAMC procurement spent, per financial year, targeted at businesses owned by: Local suppliers, Women, Youth and people with disability
<b>Definition</b>	This refers to the NAMC's commitment and contribution to shared economic growth and development through its procurement spend of each financial year i.r.o. businesses owned local suppliers women, youth and persons with disabilities to spend
<b>Source of data</b>	Procurement reports (Commitments Register and Awards Register)
<b>Method of Calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Local Suppliers - Percentage: Total procurement budget committed and/or awarded to local suppliers/total procurement of the NAMC x 70%</li> <li>Women - Percentage: Total procurement budget committed and/or awarded to businesses owned by women/total procurement of the NAMC x 30%</li> <li>Youth - Percentage: Total procurement budget committed and/or awarded to businesses owned by youth/total procurement of the NAMC x 20%</li> <li>Persons with Disabilities -Percentage: Total procurement budget committed and/or awarded to local suppliers/total procurement of the NAMC x 5%</li> </ul>
<b>Means of verification</b>	Documentation pertaining to the companies that procurement budget is awarded/ committed to e.g. CSD reports indicating the local supplier/women ownership/youth ownership/ people with disabilities ownership status of the companies, and the commitment and awards registers.
<b>Assumptions</b>	Local Suppliers and businesses owned by women, youth and people with disabilities are registered on the National CSD database. Availability of local suppliers and businesses owned by women, youth and people with disabilities for the services and products procured by the NAMC.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The beneficiaries of the outcome indicator are the operational divisions of the NAMC.</p> <ul style="list-style-type: none"> <li>Target for Local Suppliers: 70%</li> <li>Target for women: 30%</li> <li>Target for youth: 20%</li> <li>Target for people with disabilities: 5%</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: N/A</p> <p>Spatial impact area: N/A</p>
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	Achievement of Preferential Procurement Targets each Financial year
<b>Indicator Responsibility</b>	Chief Financial Officer

## Outcome 2 (a)

<b>Indicator Title</b>	Number of Statutory Measure recommendations each financial year.
<b>Definition</b>	This refers to the applications for, investigations of and recommendations on statutory measures; the appointment of inspectors and utilisation of surplus funds in terms of the MAP Act.
<b>Source of data</b>	statutory measure investigations and recommendations.
<b>Method of Calculation / Assessment</b>	Number of statutory measures applications received and responded to
<b>Means of verification</b>	Reports on applications received and responded to
<b>Assumptions</b>	The information provided in the reports is accurate and will obtain approval There is sufficient support for the proposed statutory measures The applications for statutory measures meet the conditions for approval.
<b>Disaggregation of Beneficiaries (where applicable)</b>	The beneficiaries of the statutory measures work are the 18 Agricultural Industries which are utilising statutory measures. <ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	Contribution to spatial transformation priorities: Statutory measures and policy advisory will promote agricultural economic growth, create employment opportunities and will promote transformation in the relevant agricultural industries. Spatial impact area: South African Agriculture
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Statutory Measures recommendations made to the Minister.
<b>Indicator Responsibility</b>	Senior Manager: Statutory Measures Division

## Outcome 2(b)

<b>Indicator Title</b>	Number of Status of Statutory Measures Reports submitted to the Minister each financial year.
<b>Definition</b>	This refers to the report compiled in terms of section 9 of the MAP Act and submitted to the Minister each financial year.
<b>Source of data</b>	Database of information developed and maintained by the Administrators of statutory measures.
<b>Method of Calculation / Assessment</b>	Completed questionnaire and audited financial statements.
<b>Means of verification</b>	Report on the status of statutory measures.
<b>Assumptions</b>	The information provided in the report is accurate.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The beneficiaries of the statutory measures work are the 18 Agricultural Industries which are utilising statutory measures.</p> <ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: Statutory measures and policy advisory will promote agricultural economic growth, create employment opportunities and will promote transformation in the relevant agricultural industries.</p> <p>Spatial impact area: South African Agriculture.</p>
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annually.
<b>Desired performance</b>	Status of Statutory Measures reports submitted to the Minister.
<b>Indicator Responsibility</b>	Senior Manager: Statutory Measures Division

## Outcome 2 (c)

<b>Indicator Title</b>	Number of trade advisory briefs / commentaries provided to Minister, policy making institutions and directly affected stakeholders each financial year.
<b>Definition</b>	This refers to advisory presented in form of reports produced by the NAMC that analyse trade opportunities to enable agricultural exporters and all directly affected stakeholders to make informed trade decisions
<b>Source of data</b>	Internally produced on secondary data (SARS, STATS SA, SAO and ITC)
<b>Method of Calculation / Assessment</b>	Number of approved reports / target of reports in the APP of each Financial year x 100
<b>Means of verification</b>	All Trade advisory reports produced each financial year
<b>Assumptions</b>	That all trade advisory reports will be submitted, approved and the secondary data is available
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (where applicable)</b>	Contribution to structural and spatial transformation priorities: N/A  Spatial impact area: N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Trade policy advisory brief reports and commentary articles is provided to Minister, policy making institutions and directly affected stakeholders.
<b>Indicator Responsibility</b>	Senior Manager: MERC

## Outcome 2 (d)

<b>Indicator Title</b>	Number of value chain analyses submitted to the Minister and directly affected stakeholders each financial year
<b>Definition</b>	This refers to reports produced by the NAMC that map and quantify a value chain. The reports focus on factors affecting competitiveness, the impact of policies, transformation of the sector and applies several economic models to make recommendations to enhance the viability and sustainability of a specific sector
<b>Source of data</b>	Secondary and primary data collected through industry interaction
<b>Method of Calculation / Assessment</b>	(Number of reports produced/target set in the APP of each financial year x 100)
<b>Means of verification</b>	Value Chain Reports published
<b>Assumptions</b>	The information contained in the report is accurate
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The beneficiaries of the reports are the Minister, other departments of organisations of government, the farmers, academia, and Agribusinesses:</p> <ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: Farm to retail price spread reports will promote agricultural economic growth, create employment opportunities and will promote transformation in the relevant agricultural industries.</p> <p>Spatial impact area: South African Agriculture</p>
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	Value Chain Analysis submitted to the Minister and directly affected groups.
<b>Indicator Responsibility</b>	Senior Manager: MERC

## Outcome 2 (e)

<b>Indicator Title</b>	Number of Reports on the Status of Agricultural Trusts submitted to Minister and directly affected stakeholders each financial year
<b>Definition</b>	This is a report submitted to the Minister on the operations and financial status of the trusts to ensure the proper functioning of Agricultural Industry Trusts. The report also provides information on representation of the Minister in respect of Trustees.
<b>Source of data</b>	Reports from the Agricultural Industry Trusts.
<b>Method of Calculation / Assessment</b>	(Number of reports submitted/target set in the APP for each financial year x 100)
<b>Means of verification</b>	Agricultural Trust Status Reports
<b>Assumptions</b>	<p>The information in the reports is accurate</p> <p>The support measures(such as Financial and Development) for smallholder farmers are in existence and accessible</p> <p>The farms are compliant to food safety standards and market requirements</p> <p>The masters of the High court are operational to register and remove trustees</p> <p>The transformation funds are used in accordance with the NAMC guidelines on transformation</p>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The beneficiaries of the trust expenditure are the trust administrators and/or entities mentioned in the trust deeds who are using the funds for the benefit of the industries with the trust assets.</p> <p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p>
<b>Spatial Transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: The Agricultural Industry Trusts activities will promote agricultural economic growth, create employment opportunities and promote transformation in the relevant agricultural industries.</p> <p>Spatial impact area: South African Agriculture</p>
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	Status of Aggricultural Trusts reports submitted to the Minister and directly affected stakeholders
<b>Indicator Responsibility</b>	Senior Manager: Agricultural Industry Trusts Division

## Outcome 2 (f)

<b>Indicator Title</b>	Number of Smallholder Market Access Tracker (SMAT) reports to Minister and directly affected groups each financial year
<b>Definition</b>	This refers to reports that detail the market access smallholder in a formal and non formal agricultural sector
<b>Source of data</b>	Secondary and primary data collected through industry interactions
<b>Method of Calculation / Assessment</b>	(Number of approved reports / target set in the APP for each financial year x 100)
<b>Means of verification</b>	Smallholder Market Access Tracker (SMAT) reports
<b>Assumptions</b>	The information in the reports is accurate The information provided in the report is well researched and reach the minimum peer review requirements.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (where applicable)</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: South African Agriculture N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	Smallholder Market Access Tracker (SMAT) reports submitted.
<b>Indicator Responsibility</b>	Senior Manager: MERC

**Outcome 2 (g)**

<b>Indicator Title</b>	Number of Approved Market Intelligence Reports submitted to Minister and directly affected stakeholders each financial year.
<b>Definition</b>	This refers to a weekly advisory in the form of a report to policy makers and the directly affected groups on the sectors impacting the efficiency of the marketing of the agricultural products and the viability of the markets.
<b>Source of data</b>	Secondary and primary data collected through interactions with the industry.
<b>Method of Calculation / Assessment</b>	Number of approved reports / target of reports in the APP of each Financial year x 100
<b>Means of verification</b>	All Market Intelligence reports produced each financial year
<b>Assumptions</b>	The Market Intelligence reports will be approved and the availability of updated data
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (where applicable)</b>	Contribution to structural and spatial transformation priorities: N/A  Spatial impact area: N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Approved Market Intelligence Reports submitted to the Minister and directly affected stakeholders.
<b>Indicator Responsibility</b>	Senior Manager: MERC



## Outcome 2 (h)

<b>Indicator Title</b>	Number of Grain Supply and Demand Estimates submitted to Minister and directly affected stakeholders each financial year.
<b>Definition</b>	This refers to the reports produced by the the Supply and Demand Estimates Committee. The reports capture , consider and confirm new information about supply and demand variables in the grains and and oilseeds industry. The report provides policy makers and market participants with a balance sheet of grains and oilseeds in South Africa.
<b>Source of data</b>	Grains and Oilseeds Supply and Demand Estimates and Market Intelligence Report
<b>Method of Calculation / Assessment</b>	(Number of reports submitted/target set in the APP for each financial year x 100)
<b>Means of verification</b>	Published Grain Supply and Demand estimate reports
<b>Assumptions</b>	The information in the reports is accurate
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia and Agribusinesses</p> <ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: Supply and demand estimates reports will promote agricultural economic growth, create employment opportunities and will promote transformation in the relevant agricultural industries.</p> <p>Spatial impact area: South African Agriculture</p>
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Approved Grain Supply and Demand estimate reports
<b>Indicator Responsibility</b>	Senior Manager: MERC

**Outcome 3 (a)**

<b>Indicator Title</b>	Number of farmers linked to existing and/or new market opportunities in each financial year
<b>Definition</b>	This is the creation of market access/opportunities for producers/farmers for their agricultural commodities.
<b>Source of data</b>	Documents indicating farmer projects linked to the markets.
<b>Method of Calculation / Assessment</b>	(Number of reports submitted/target set in the APP for each financial year x 100).
<b>Means of verification</b>	Reports of NAMC indicating number of farmers / projects that are linked to markets
<b>Assumptions</b>	The information in the reports is accurate The support measures(such as Financial and Development) for farmers are in existence and accessible. The farms are compliant to food safety standards and market requirements.
<b>Disaggregation of Beneficiaries (where applicable)</b>	The beneficiaries of the agribusiness development are all farmers who require services. Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (where applicable)</b>	Contribution to spatial transformation priorities: the Agribusiness Development will promote agricultural economic growth and rural development.  Spatial impact area: South African Agriculture
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Reports on the number of smallholder farmers accessing new and / or existing market opportunities
<b>Indicator Responsibility</b>	Senior Manager: Agribusiness Development Division