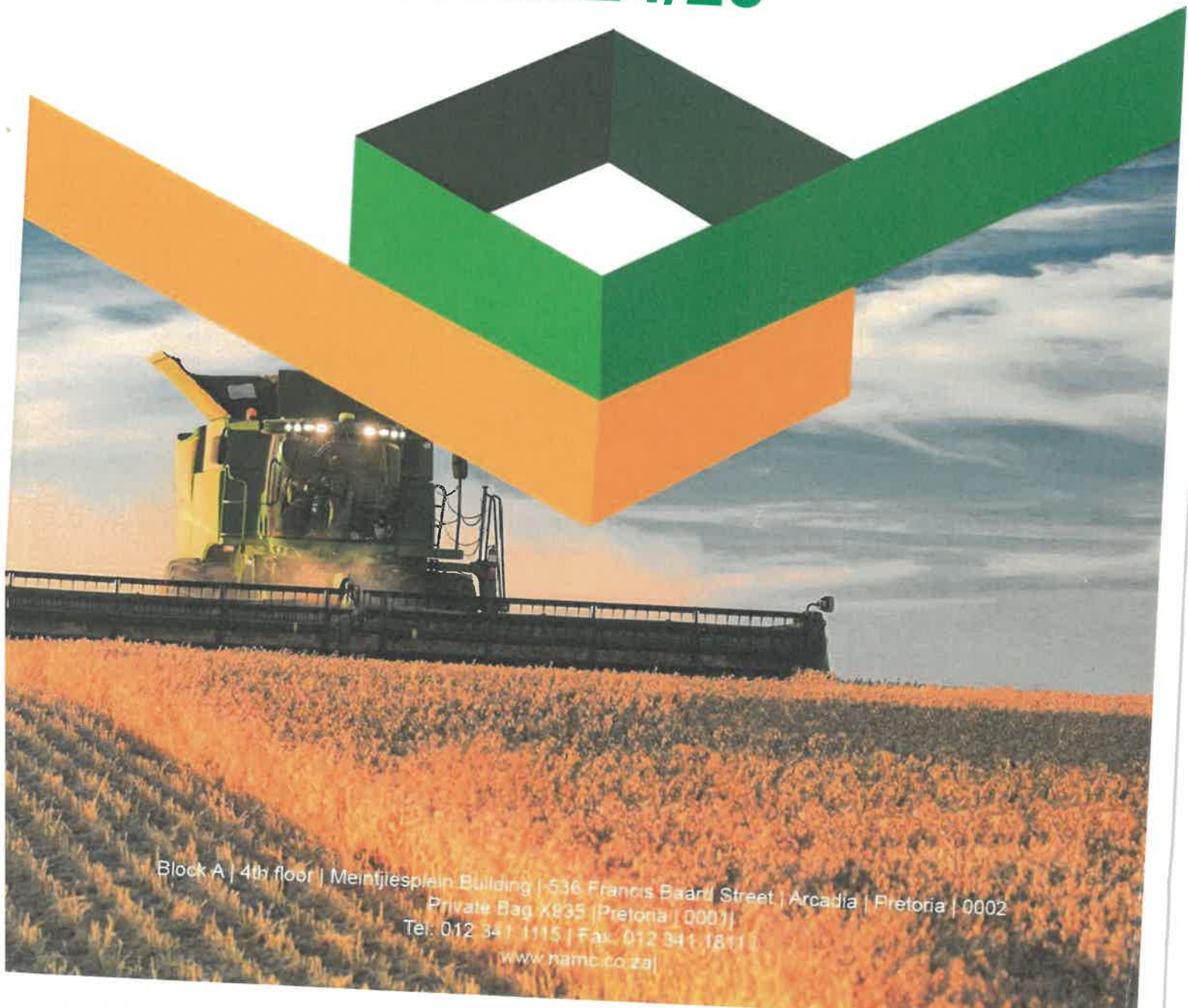




NAMMC

Promoting market access for South African agriculture

ANNUAL PERFORMANCE PLAN FOR 2024/25



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ACCOUNTING AUTHORITY STATEMENT

PRESENTING YOU THE 2024/25 ANNUAL PERFORMANCE PLAN

As the currently constituted Council of the NAMC we took over the reins in an environment characterised by several uncertainties both internally and externally. The COVID-19 pandemic was at its peak with the global economy experiencing significant challenges. More recently the Russia-Ukraine conflict has added further shocks to the system. These challenges required us to craft a strategy to support – in line with our mandate - an agricultural sector that grows in a more resilient, inclusive, and sustainable manner. Our coordination of the crafting, implementation and monitoring and evaluation of the Agriculture and Agro-processing Master Plan (AAMP), presents a unique opportunity for the NAMC to play its evidence-based facilitation and advisory role more visibly in the agricultural sector.

This 2024/25 Annual Performance Plan seeks to align our annual targets with the tenets of the AAMP. We will continue to build on our good track record in supporting smallholder farmers to access markets. We are heartened to indicate that this target has been surpassed in recent times. In the spirit of the AAMP, we will continue to forge partnerships with our stakeholders in discharging our mandate.

We will also continue to build on recent improvements in our audit outcomes by supporting the efforts of the Management team in enhancing our adherence to good governance principles and applicable legislation. We are encouraged that our relationship with the Minister has been formalised through the signing of the Shareholder Compact. This Compact provides for mutual understanding of the Honourable Minister's strategic expectations from the Council. The Compact also recognises the need for the Honourable Minister to provide an enabling environment and requisite resources for the Council to execute its mandate.

With the above background, I hereby present the 2024/2025 Annual Performance Plan to the Minister of Agriculture, Land Reform and Rural Development



Mr Angelo Petersen

Chairperson of Council

National Agricultural Marketing Council (NAMC)

ACCOUNTING OFFICER STATEMENT

As the Management team of the NAMC we look forward to putting more effort into building on the performance achievements of the previous strategic plan period, while bearing in mind that we need to continuously work to improve our service delivery.

We will work to minimise and eventually eliminate all legacy and address any new audit findings, on irregular, fruitless and wasteful expenditure. This will partly entail making sure risk management is part of our organisational culture. By so doing we will demonstrate that we are performing our work not only effectively, but also in a compliant manner.

In terms of execution of our core business, our partnership with and oversight over industry entities that manage trusts and statutory measures will be enhanced to become more mutually beneficial. Recently, the levy revenues and expenditures have grown. Trust assets have remained resilient in the face of global economic shocks. The Transformation Review Committee (TRC) has intensified its work, resulting in a marked improvement in many of the transformation programmes that are being implemented across the country. During this coming reporting period, we will continue to engage with our industry partners to ensure that their efforts are aligned with those of the government in the context of the implementation of the AAMP. Better public-private alignment will minimise resource wastage, maximise synergies and impact.

Guided by the revised strategy, we will also continue in our efforts to get more smallholder farmers linked with the market. This is an area where parliamentary oversight has been consistently focussed on, and we have been able to provide positive outcomes. The amount of research output that has been produced has grown in recent times. Its relevance has also been enhanced by the increasing number of ministerial advisory notes that have been derived from the research output. We will continue to forge research partnerships and undertake joint projects with our partners.

Following the signing of the AAMP social compact document in May 2022, there has been a strong anticipation by all stakeholders of the next steps in the process. There is a collective goodwill and commitment in implementing the AAMP. The NAMC faces the unique privilege of driving this process.

Finally, the NAMC prides itself in being a trusted voice in contemporary public discourse in areas related to our mandate. We will continue in the same vein in this strategy period.

In presenting to you the National Agricultural Marketing Council Annual Performance Plan 2024/25, and in my role as the Accounting Officer of the NAMC, I hereby commit to the implementation of this Annual Performance Plan.



Dr Simphiwe Ngqangweni


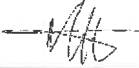





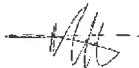
Chief Executive Officer

National Agricultural Marketing Council

Official Sign-Off

It is hereby certified that this Annual Performance 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.
- Accurately reflects Outcomes and Outputs which the NAMC will endeavour to achieve over the period 2024/25

PROGRAMME	SIGNATORY
Programme 1	<p>Dr. Simphiwe Nggangweni Signature: <u></u></p> <p>Ms Irene Mathatho Signature: <u></u></p> <p>Ms Nolwazi Simelane Signature: <u></u></p>
Programme 2	<p>Mr Schalk Burger Signature: <u></u></p> <p>Mr Bonani Nyhodo Signature: <u></u></p>
Programme 3	<p>Ms Khumbuzile Mosoma Signature: <u></u></p> <p>Mr Bonani Nyhodo Signature: <u></u></p>
Chief Financial Officer	<p>Ms Irene Mathatho Signature: <u></u></p>



Chief Executive Officer	Dr. Simphiwe Ngqangweni Signature: 
Chairperson of Council	Approved by: Signature:  Mr Angelo Petersen Chairperson of the Council

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Definitions

Statutory measure	“Statutory measure” means a levy contemplated in section 15, and a direction contemplated in sections 16, 18 and 19 of the MAP Act.
Industry Trusts	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>
Transformation	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.
Smallholder producers/farmers	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.
Market Access Models	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.
Directly Affected Groups	“Directly affected group” 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.
Minister	Refers to the Minister of the Department of Agriculture, Land Reform and Rural Development.
Department	Refers to the Department of Agriculture, Land Reform and Rural Development.

Abbreviations

DALRRD	Department of Agriculture, Land Reform and Rural Development.
ADD	Agribusiness Development Division
AAMP	Agriculture and Agro-processing Master Plan
ARC	Agricultural Research Council
DAG	Directly Affected Groups
ICT	Information, Communication Technology
IT	Information Technology
ITAC	International Trade Administration Commission
FMD	Foot and Mouth Disease
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
OBP	Onderstepoort Biological Products
PPECB	Perishable Produce Export Control Board
RSA	Republic of South Africa
SOE	State owned Entity
US	United States

WTO	World Trade Organization
SONA	State of the Nation Address.
ENE	Estimates of National Expenditure.
EPRE	Estimates of Provincial Revenue and Expenditure.
TRC	Transformation Review Committee



Part A

PART A: OUR MANDATE

1. RELEVANT 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
Agricultural Pests Act (No 36 of 1983)		Provides for measures to prevent and combat agricultural pests.
Agricultural Produce Agents Act (No 12 OF 1992)		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.
Agricultural Product Standards Act (No 119 of 1990)		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.
Agricultural Produce Agents Act, 1992 (Act No. 12 of 1992)		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.
Animal Diseases Act (No 35 of 1984)		Provides for the control of animal diseases and parasites and for measures to promote animal health.
Animal Improvement Act (No 62 of 1998)		Provides for the breeding identification and utilisation of genetically superior animals in order to improve the production and performance of animals.
Fencing Act (No 31 of 1963)		Consolidates laws relating to fences and the fencing of farms and other holdings and matters incidental thereto.
Fertilisers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (No 36 of 1947)		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.
Liquor Products Act (No 60 of 1989)	Includes provisions for control over the import and export of certain alcoholic products.
Meat Safety Act (No 40 of 2000)	Includes provisions/measures to regulate the importation and exportation of meat, and to establish and maintain essential national standards in respect of abattoirs.
Perishable Products Export Control Act (No 9 of 1983)	Provides for the control of perishable products intended for export from the Republic of South Africa.
Subdivision of Agricultural Land (Act 70 of 1970)	Provides for the sub-division and, in connection therewith, the use of agricultural land
National Development Plan (NDP)	The NDP advocated for agricultural development based on successful land reform, employment creation and strong ever-oriental safeguards.
Agriculture Policy Action Plan (APAP)	APAP aims at promoting labour absorption and broadening market participation through well considered, adequately consulted and finely-tuned strategic interventions.
Integrated Growth and Development Plan (IGDP)	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.

2. 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 has tasked the Department of Agriculture, Land Reform and Rural Development (DALRRD) to research and coordinate the development of the Agriculture and Agro-processing Master Plan (AAMP). In addition, the NAMC through its function is actively contributing to and participate in the development of policies and strategies that impact its work. Examples of policies that the NAMC will contribute to are the DALRRD's Agricultural Insurance Policy Framework, Rural Development Strategy, Rural Safety Policy, Comprehensive Agricultural Statistics Policy, Agricultural Trade Policies, Climate Change Policy and Emission Inventory Programme, Animal Identification and Traceability Strategy, National Policy in Organic Production, Crop Production Policy, National Policy on Plant Improvement, State Assets Acquisition and Lease Disposal 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, NAMC provides the Minister with policy advice and statutory measures recommendations that inform and guide agricultural policies and strategies.

3. RELEVANT COURT RULINGS

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



Part B

PART B: OUR STRATEGIC FOCUS

1. VISION

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

This Vision is aligned with 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 2020-2026 (dated 24th 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, biosecurity, skills, etc) within the short and long term”.

Specifically, the NAMC Vision indirectly responds to:

Priority 2: Economic Transformation and Job Creation

Outcome: Investing in accelerated inclusive growth and Re-industrialization of the economy and emergence of globally competitive sectors:

- Create jobs through Job Summit Commitments and other public sector employment programmes; and
- Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth- and women-owned SMME participation.

Priority 3: Education, Skills, and Health

- Expand access to Post-Secondary Education and Training (PSET)
- Extension policy reviewed to support the implementation of the agriculture and Agro-processing master plan and provide advisory services to commodity groups.

Priority 5: Spatial Integration, Human Settlements and Local Government

Outcome: Integrated service delivery, settlement transformation and inclusive growth in rural and urban places

- Develop and implement district/metro Joined-Up Plans

- Develop Regional Spatial Development Frameworks
- Support addressing of development objectives and local needs through piloting, refinement, and implementation of the District Development Coordination Model
- Identify and use derelict government land and buildings in urban and rural areas as a catalyst for spatial transformation in support of the NSDF and IUDF objectives, including land and agrarian reform. (9 993 Ha identified – custodianship of national DPWI identified for human settlements purposes)
- National Spatial Development Framework (NDSF)
- Sustainable land Reform

2. MISSION

The Mission of the NAMC is to “Provide marketing advisory and regulatory services to key stakeholders in support of a vibrant agricultural marketing system in South Africa”. The Mission is aligned with 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/cooperative)
- **Service excellence** (performance driven / target oriented / service oriented / motivated/committed/diligent)
- **Fairness** (equal treatment/respect/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 by external and internal factors and contexts. The external context includes the advent of the global coronavirus (COVID-19) in 2019, the subdued global economy as a result of the triple effects of the slow recovery from the global coronavirus pandemic (Covid 19), the ongoing conflict between Russia and Ukraine, as well as higher inflationary pressures in the global economy. The subsequent effects of regulations on global and domestic demand-supply interactions for food, trade and labour markets have had a noticeable impact, with the country’s Gross

Domestic Product (GDP) slowing by 0, 7% in Quarter 2 of 2022 and the unemployment rate reaching the 30% mark. The availability of financial (budget) and human (skills) resources for the work of the NAMC constitute some of the internal contexts of the NAMC's operations. Both the internal and external factors underpinning the performance of the NAMC are unpacked below. Both the internal and external factors underpinning the performance of the NAMC and ultimately MERC are unpacked below.

5. EXTERNAL ENVIRONMENT ANALYSIS

5.1. CLIMATE CHANGE

Between the years 2011 and 2020, the global surface temperature rose from 0.95 to 1.20°C when compared to the increase observed over the period of 1850–1900. In comparison to 1850–1900, the global surface temperature increased by 0.99°C during the 2001–2020 period. The pace of increase in the global surface temperature since 1970 has exceeded, with high confidence, the rates of growth for at least the last 2000 years and for any previous 50-year period. According to the 2023 report of the Intergovernmental Panel on Climate Change (IPCC), climate-exposed sectors, including agriculture, fisheries, tourism, and forestry among others, have shown signs of economic impact.

For instance, the devastation of houses and infrastructure, the loss of assets and income, the security of food and human health, and the negative consequences on gender and social fairness have all had an impact on individual lifestyles. In South Africa, climate change risks have been observed as a shift towards early and delayed rainfall. This has resulted in a shorter growing season and a rise in the frequency of mid-season dry spells, droughts, and floods, all of which are expected to become more common and intense because of predicted climate change.

5.2. THE EUROPEAN UNION (EU) GREEN DEAL

Climate change and environmental degradation is increasingly threatening the global food systems and environmental sustainability. The high temperatures, variable rainfall patterns, and other extreme weather events such as droughts, floods, heatwaves, and cyclones, associated with climate change are contributing to the reduction in agricultural yields, disrupting food supply chains, and displacing communities worldwide. In an attempt to mitigate climate change and environmental degradation, the European Union (EU) member states enacted the EU Green Deal (EGD) in 2019. The EU aims to be a global leader in climate change mitigation by ensuring that Europe is climate neutral by 2050. Moreover, the EGD aims to ensure a clean and efficient energy transition, protecting biodiversity and ecosystems,

a healthy food system, efficient and environmentally friendly transport, and an industry strategy for a competitive green and digital Europe.

European Commission has adopted a set of proposals to make the EU's climate, energy, and transport and taxation policies fit for reducing net greenhouse gas emissions by at least 55% by 2030, compared to 1990 levels. The EU's goals are to ensure food security in the face of geopolitical uncertainties, climate change, and biodiversity loss, reduce the environmental and climate footprint of the EU food system, strengthen the EU food system's resilience, and lead a global transition toward competitive sustainability from farm to fork. Due to the mirror clauses associated with the EGD climate policies, several countries willing to trade with the EU need to align with the set of policies applicable to the EU producers. Consequently, given that EU is one of South Africa's biggest trading partners in terms of agricultural trade, South African exporters to the EU will need to adapt to this change, to assure their long-term competitiveness in this changing market.

5.3. RISKS AROUND AFRICAN GROWTH AND OPPORTUNITY ACT (AGOA)

In value terms, South Africa's exports are close to half of its agricultural output. In 2022, they reached a record high of US\$12.8 billion (R211.1 billion). In market terms, Africa remains the largest market for South Africa's agricultural exports accounting for 37% in 2022. Asia came in second with 27%, the EU came in third with 19% of exports, and the Americas came in fourth with 6%. Specific to the AGOA, South Africa's agricultural products find a sizable market amounting to US\$648 million (R12.7 billion) in 2022, making up between 5-6% of South Africa's overall agricultural exports. AGOA is a United States of America trade act that was passed on May 18, 2000 as Public Law 106 of the 200th Congress. It has been renewed over the years and will expire in 2025, with renewal options. The legislation significantly expands market access for South Africa to the USA. To qualify for and remain eligible for AGOA, South Africa must work to improve its rule of law, human rights, and respect for essential labour norms. AGOA is more essential for South Africa in other industries, such as automobiles and machinery, and less so in agriculture. While the AGOA has had a positive impact on the South African agricultural industry, it is still in its early stages, with industries that benefit exporting fresh fruit, particularly oranges, almonds, processed fruit, wine, alcohol, dairy products, and fruit and vegetable juice. However, the US is considering numerous other exportable high-value agricultural items from South Africa, most notably avocados, for which negotiations have made great progress. However, political conflicts or misunderstandings between South Africa and the USA have caused uncertainty over South Africa's future eligibility for the AGOA. Aside from minor trade issues such as chicken in 2015, the Russia-South Africa relationship remains the primary risk for South Africa as an AGOA recipient. Despite these reservations, South

Africa will host the 2023 AGOA in November, despite disagreements between the two countries.

5.4. THE FARM -TO - FORK STRATEGY

The Farm-to-Fork Strategy is an essential component of the European Green Deal, which seeks to make Europe the first continent to reach carbon neutrality by 2050. This strategy aims to develop a sustainable, equitable, healthy, and environmentally friendly food system. The Farm to Fork Strategy contains nine specific goals, including a 50% reduction in the use of chemical pesticides and fertilizers by 2030, a reduction in the sale of antimicrobials in farming and aquaculture, an increase in the amount of land utilized for organic farming, and a reduction in food waste. It also aims to ensure that by 2030, all schoolchildren have access to healthy, sustainable meals. Furthermore, it seeks to label food products with nutritional and environmental information, promote sustainable eating habits, empower farmers, and fund research on sustainable food systems. Despite being a long-term vision, the strategy has already yielded beneficial effects, such as a reduction in pesticide and fertilizer use and an increase in organic farms, all of which contribute to the EU's attempts to attain climate neutrality and become a global leader in sustainable food systems by 2050. South Africa can align with the EU's Farm to Fork Strategy by supporting and incorporating the coordinated aspects of the National Food Security Strategy (NFSS). For instance, NFSS should emphasize supporting farmers financially and technically, investing in sustainable agriculture research and development, promoting sustainable diets, reducing food waste, improving food safety, and collaborating internationally to promote global sustainable food systems.

6. INTERNAL ENVIRONMENT ANALYSIS

The NAMC prides itself on a team of highly qualified and experienced economists that strategically place the organisation at the forefront of providing policy advisory to the policymakers and directly affected stakeholders. However, challenges related to capacity building remain and readily available analytical tools may compromise the role of MERC in providing timeous, relevant economic advice based on scientific research to the stakeholders. The policy advice emanates from the research outputs that MERC produces throughout the year. The research output includes 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. To address this challenge, there is a need to conduct a needs analysis to establish the inventory of analytical tools and access to data sources necessary to conduct research as well as build capacity to ensure that the skill development and capacity development initiatives are fit for purpose. The NAMC's contribution of its core divisions to this mandate is summarized in the table below.

Table 1: Core Divisions' contribution to the NAMC mandate

Division	Contribution to the NAMC mandate
Agribusiness Development	The Agribusiness development division contributes to the NAMC mandate by designing market access models that enable farmers to participate in the new and existing markets as well as facilitate market access for farmers.
Agricultural Industry Trusts	The Agricultural Industry Trusts play a role in ensuring that the assets of the trusts are safeguarded and used to ensure the viability of the agricultural sector.
Markets and Economic Research Centre (MERC)	Is mandated to provide timeous and relevant market and economic advice which is scientific and evidence-based to the Minister of Agriculture, Land Reform and Rural Development and the Directly Affected Groups (DAGs) to ensure that the South African agricultural sector is strategically positioned in a globally dynamic environment.
Statutory Measures	The NAMC investigate applications for statutory measures in terms of the MAP Act and advises the Minister accordingly.

The TRC reviewed a total of five (5) transformation business plans, according to the 2021/22 Transformation report. Furthermore, the TRC participated in four (4) industry transformation committee meetings and six (6) Monitoring and Evaluation processes. Levy administrators spent approximately 20% (R179.2 million) on transformation, a R32.2 million increase over the R 147 million spent in 2020/21. On the trust front, transformation support totaled R55.9 million, a R13.54 million decrease (in 2021). Trusts and levy administrators spent approximately R235,1 million on transformation during the fiscal year 2021/22, a 10.68 percent increase from the previous spending of R210 million. In terms of enterprise development, farmers received assistance in the form of seeds, orchards, breeding stock, technical assistance, business registration, input procurement, feed supply, and infrastructure development. Under skills development, industries also provided training, bursaries, and internship placement opportunities to black farmers and previously disadvantaged students.

In terms of enterprise development, farmers were helped by the provision of seeds, orchards, breeding stock, technical assistance, business registration, input procurement, feed supply, and infrastructure development. Industries also provided training, bursaries, and internship placement opportunities to black farmers and previously disadvantaged students as part of skill development. Agricultural trusts and commodity industries currently employ 257 people. Africans, coloreds, Indians, and whites account for approximately 32.7%, 17.1, 1.2%%, and

49.02%, respectively. This paints a bleak picture of employment equity, as transformation aims not only to boost the competitiveness of black producers and agripreneurs, but also to close the gap between workers and service providers.

The sector remains dualistic, with black farmers having a production and market share of more/less than 10%, indicating that more efforts are needed to mainstream black role-players. The industry's commitment to transformation is evident in its ongoing support of black role-players in accordance with government initiatives (AgriBEE Sector Codes), as outlined in the Transformation Guidelines. Finally, public-private collaboration is critical in implementing transformation because it generates much-needed impact while avoiding uncoordinated development support.

6.1. RESEARCH-BASED POLICY AND STATUTORY MEASURE/S PROPOSALS THROUGH THE MERC DIVISION

SECTION 9(1) (e) (i) and (ii) of the MAP Act empowers the NAMC to advise the Minister regarding agricultural marketing policy and the application thereof, and the coordination of agricultural marketing policy in relation to national economic, social and development policies, as well as international trends and developments.

The MAP Act authorizes the establishment and enforcement of regulatory measures to intervene in the marketing of agricultural products, including the introduction of levies on agricultural products; to establish a National Agricultural Marketing Council; and to provide for matters connected therewith. The functions of the NAMC are executed through its core divisions through the facilitation of the statutory measures, overseeing the agricultural trusts and providing advisory services to the Minister of DALRRD and Directly Affected Groups (DAGs).

The NAMC was tasked by Minister to coordinate the research and consultations of stakeholders to gain insights and develop the sectoral master plan and its contribution to the country's Economic Reconstruction and Recovery Plan. The NAMC successfully developed the Agriculture and Agro-processing Master Plan (AAMP) which was signed and endorsed by policymakers and captains of industries on 12 May 2022. The AAMP encourages meaningful partnerships between private and public institutions to leverage available resources, knowledge and skills to bring in efficiency and predictability in agricultural policies and regulations, upscale production and value-add on produce originating from commercial and non-commercial areas, create sustainable jobs and decent employment conditions in

farms, enhance food security at the household level, and strive for inclusive growth underpinned by a comprehensive farmer support programme.

The NAMC through its research and technical divisions is entrusted to monitor and evaluate the implementation progress, using its research tools and systems available within the NAMC. Parallel to monitoring the AAMP, the NAMC will continue to provide evidence-based advisory services to policymakers, industry captains, and DAGs. In the domain, the research will determine the trade policy space available to deepen the localisation of food and import substitution, where South Africa has comparative and competitive advantages.

Furthermore, the NAMC will continue to facilitate statutory measures to assist the private sector to strengthen generic services such as the collection of industry data, research for development and transformation and markets, in particular export markets to optimise foreign earnings. Lastly, the NAMC research and advisory services will design innovative market access models to enhance the participation of small-scale and emerging farmers.

6.2. 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 designs Market access models that link smallholder farmers to the markets and integrate them into the commercial mainstream. The market facilitation programme is guided by market analysis, market readiness of farmers, market demand and stakeholder intervention to support farmers to supply the identified market. These programmes enable the NAMC to contribute to making the agricultural sector more inclusive and viable as a contributor to economic growth and transformation.

6.3. 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 at the forefront 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 the capable human capacity to drive the new strategy.



Part C

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1 PROGRAMME 1: OUTCOME 1: NAMC Delivers on its mandate and core functions.

Purpose: This programme aims to ensure that NAMC functions optimally through effective business processes, corporate governance, and resource support services

Programme 1: Outcomes, Outputs, Performance Indicators and Targets: 2024/25

Outcome	Outputs	Output Indicators	Audited/Actual Performance				Annual Targets				
			2020/21		2021/22		2022/23		Estimated Performance	MTEF	
									2023/24	2024/25	2025/26
The NAMC delivers on its mandate and core functions	Unqualified Audit Report	Unqualified audit report	Unqualified audit reports were received for the past financial years		Unqualified audit report		1	1	1	1	
	% Budget spent	Percentage of budget spent	100% of the budget was spent in the previous financial years		99%		100%	100%	100%	100%	
	Human Capital reports produced	Number of Human Capital reports produced	New Indicator		4		4	4	4	4	
Corporate communications reports produced	Number of Corporate Communications reports produced	New Indicator		4		4	4	4	4		

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited/Actual Performance		Estimated Performance	MTEF				
			2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27
	Information and Communication Technology (ICT) Reports produced	Number of ICT reports produced	4 x ICT quarterly progress reports produced	4	4	4	4	4	4	4

Programme 1: Output Indicators, Annual and Quarterly Targets: 2024/25

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified audit report	1	-	1	-	-
Percentage of budget spent	100%	25%	50%	75%	100%
Number of Human Capital reports produced	4	1	1	1	1
Number of Corporate Communications reports produced	4	1	1	1	1
Number of Information and Communication Technology (ICT) reports produced	4	1	1	1	1

1.2 PROGRAMMES 2: OUTCOME 2: A VIABLE AND EFFICIENT AGRICULTURAL SECTOR GENERATING OPTIMAL EARNINGS (DOMESTIC AND INTERNATIONAL)

Purpose: To provide quality research outputs to stakeholders in support of agricultural marketing, trade, policy advisory and statutory measures implementation.

This programme is aligned to the following objectives of the MAP Act:

- The promotion of the efficiency of the marketing of agricultural products.
- Optimization of export earnings from the Agricultural products; and
- The enhancement of the viability of the agricultural sector.

Programme 2: Outcomes, Outputs, Performance Indicators and Targets: 2024/25

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited/Actual Performance		Estimated Performance		MTEF Period			
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
A viable and efficient agricultural sector generating optimal earnings (domestic and international);	Statutory Measures Applications	% of received Statutory Measures applications are investigated	1	1	1	100%	100%	100%	100%	
	Status of Statutory Measures Report submitted to the Minister for her consideration	Annual report on Status of Statutory Measures submitted to the Minister for approval			1					1
	Approved Trade advisory and value chain analysis reports	Number of trade advisory reports produced Number of value chain analysis reports produced	4	4	4	4	4	4	4	4
			1	1	0	1	1	1	1	1

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Status report on agricultural industry trusts	Annual report on status of agricultural industry trusts submitted to the Minister for approval	1	New indicator	1	1	1	1	1	
									1
Transformation report on interventions funded through trusts funds and levies	Annual transformation report submitted to the Minister for approval	1	New indicator	1	1	1	1	1	
									1
Approved Research Reports produced	Number of approved Market Intelligence Reports produced	12	New indicator	12	12	12	12	New target 4	4
	Number of Supply and Demand Estimates Report produced	12	12	12	12	12	12	12	12
Number of Input Cost Monitor Reports produced	New Indicator	4	4	4	4	4	4	4	
									4
Number of Food Price Monitor Report produced	New indicator	4	4	4	4	4	4	4	
									4
Number of Poultry Product Price Monitor (PPPM) Reports produced	N/A	New indicator	4	4	4	4	4	4	
									4

Programme 2: Output Indicators, Annual and Quarterly Targets: 2024/25

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% of received Statutory Measures applications are investigated	100%	100%	100%	100%	100%
Number of Status of Statutory Measures Report submitted to the Minister for approval	1	-	-	-	1
Number of trade advisory reports produced	4	1	1	1	1
Number of value chain analysis reports produced	1	-	-	-	1
Number of status reports on agricultural industry trusts submitted to the Minister for approval	1	-	-	-	1
Annual transformation report submitted to the Minister for approval	1	-	-	-	1
Number of approved Market Intelligence Reports produced	4	1	1	1	1
Number of Supply and Demand Estimates Reports produced	12	3	3	3	3
Number of Input Cost Monitor Reports produced	4	1	1	1	1
Number of Food Price Monitor Reports produced	4	1	1	1	1
Number of Poultry Product Price Monitor (PPPM) Reports produced	4	1	1	1	1

1.3 PROGRAMME 3: OUTCOME 3: ENHANCED MARKET ACCESS FOR THE AGRICULTURAL SECTOR

Purpose: To design market access models that are aimed at increasing market access, encouraging new business development and capacity building for farmers/agri-businesses.

This outcome is aligned to the following objective of the MAP Act:

- Increasing of market access for all market participants.

PROGRAMME 3: OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS: 2024/25

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated Performance	MTEF Period			
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Enhanced market access for the agricultural sector participants	Increased number of farmers accessing market opportunities	Number of Smallholder farmers linked to market opportunities	New indicator	141	190	80	80	80	80
		Number of facilitated designs for production schemes	New indicator		2	2	2	2	
	Number of Smallholder Market Access Tracker (SMAT) reports produced	New Indicator		1	1	1	1		

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited/Actual Performance		Estimated Performance	MTEF Period				
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	Approved Market Access and Smallholder Farmer Participation reports	Number of Smallholder Market Access Estimates reports produced		New Indicator		4		4		4

PROGRAMME 3: OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS: 2024/25

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Smallholder farmers linked to market opportunities	80	20	20	20	20
Number of facilitated designs for production schemes	2	-	-	-	2
Number of Smallholder Market Access Tracker (SMAT) reports produced	1	0	0	0	1
Number of Smallholder Market Access Estimates reports produced	4	1	1	1	1

1.4. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

1.4.1 PROGRAMME 1: OUTCOME 1: NAMC DELIVERS ON ITS MANDATE AND CORE FUNCTIONS

Contribution to Outcomes and Impact

The collective outputs of Programme 1 are responsive to Outcome 1 which is “The NAMC delivers on its mandate and core functions”. They indicate the extent to which the NAMC has been managed and governed in compliance with applicable legislation and regulations. It also indicates the level of functionality of the NAMC and its commitment and contribution to increasing market access for the agricultural sector across its value chain.

All the outputs and their respective indicators respond to the functional, the management and the governance elements required for the NAMC to deliver on its mandate and core functions as expressed in the outcome. The unqualified audit and budget spend indicators focus primarily on prudent, effective, and efficient financial management as the enabler of service delivery and achievement of all non-financial performance targets of the Department. The “Achievement of all Corporate Support Services targets in operational plans of each financial year” output focuses primarily on the functionality element of the outcome due to the critical services provided by the sub-programmes of the Corporate Services Unit. These services include ensuring the Department has the required human resource capacity to perform its work, the work of the department is communicated to all external role-players and beneficiaries and that IT connectivity and uptime facilitates and enables speedy, effective, and efficient implementation of all core and corporate services.

Importantly, the outputs and output indicators of this Programme are the strategic enablers of service delivery by the core function programme areas of the NAMC and their respective outcomes, i.e., creating an enabling policy and/or statutory environment for the growth and development of the agricultural sector and ensuring that the sector is viable, inclusive and competitive as a key economic sector.

All the outputs of the NAMC individually and collectively contribute to the outcomes and impact statement of the NAMC.

Contribution to Women, Youth and Persons with Disabilities

The programme’s contribution to improving the lives of women, youth and persons with disabilities is located in its supply chain management and human resource management sub-programmes.

The NAMC continues to strive to achieve the Department of Public Service and Administration (DPSA) targets of 50% women employed in SMS positions and 2% employment of persons with disabilities. These targets are not reflected as outputs in this 2024/25 APP but instead are reflected in the Operational Plans of the Human Capital Division of the NAMC.

Planned Performance

The outputs, output indicators and targets in respect of Outcome 1 remains constant over the MTEF. However, any changes introduced to the strategic and political priorities of the Department over the MTEF period may impact on some of the outputs, indicators and targets of this Programme Area which delivers on Outcome 1.

1.4.2 PROGRAMME 2: OUTCOME 2: A VIABLE AND EFFICIENT AGRICULTURAL SECTOR GENERATING OPTIMAL EXPORT EARNINGS.

Contribution to Outcomes and Impact

The collective outputs of Programme 2 speak to Outcome 2 which is “A viable and efficient agricultural sector generating optimal export earnings”. They indicate the extent to which the NAMC has:

- Contributed to creating an enabling policy and statutory environment for the growth, development, and transformation of the agricultural sector as a key economic role-player. The outputs and output indicators of this Programme represent the mandate and core functions of the NAMC as reflected in the MAP Act. All the outputs of the NAMC individually and collectively contribute to the outcomes and impact statement of the NAMC.
- Effectively administered statutory measures which is critical for economic growth, the creation of employment and the transformation of the sector to be more inclusive. The outputs and output indicators of this Programme also represent the mandate and core functions of the NAMC as reflected in the MAP Act.
- Effectively administered to the agricultural trusts. Trusts are vehicles to enhance and advance the transformation and development of the agricultural sector through the trusts' funds expenditure. Each financial year, 20% of the trusts' funds are set aside and directed into interventions that develop the sector such as capacity development of smallholder farmers and the provision of farm inputs.

Contribution to Women, Youth and Persons with Disabilities

This Programme does not make any direct quantitative contribution to improving the lives of women, youth and persons with disabilities. However, the Programme may make a qualitative contribution in terms of any research it conducts and/or policies/legislation or strategies it develops on ensuring and increasing the participation of these marginalised groups in the agricultural sector. The Programme could also disaggregate its information in some of its reports, when applicable, to reflect the participation and/or the access challenges experienced by women, youth and persons with disabilities.

Moreover, the Programme may make a qualitative contribution in terms of any statutory measures it develops on ensuring and increasing the participation of these marginalised groups in the agricultural sector. The Programme could also disaggregate some of its statutory

measures, when applicable, to reflect how women youth and persons with disabilities can benefit from the measures.

This Programme's contribution to improving the lives of women, youth and persons with disabilities is reflected in the appointment of Ministerial Trustees. However, the Programme could make a further contribution in terms of a policy proposal to the Minister that the 20% trust Funds set aside for development activities be further disaggregated e.g., a percentage of the 20% to be ring-fenced for developing each of the marginalised groups to participate in the sector.

Planned Performance

The outputs, output indicators and targets remain constant over the MTEF. This is because the reports and statutory measures, as well as their quarterly and annual targets, that must be developed and submitted are legislated requirements. However, the targets pertaining to statutory measures must be read as indicative because these targets deal with needs-based and market flux matters and contexts which are subject to changes.

1.4.3 PROGRAMME 3: OUTCOME 3: ENHANCED MARKET ACCESS FOR THE AGRICULTURAL SECTOR

Contribution to Outcomes and Impact

The collective outputs of Programme 3 articulate to Outcome 3 which is "Enhanced market access for the agricultural sector participants". They indicate the extent to which the NAMC has increased domestic and international commercial market access, especially for smallholder farmers. Such access is a key contributor to making the sector more inclusive and facilitating its viability as a contributor to economic growth and transformation.

All the outputs of the NAMC individually and collectively contribute to the outcomes and impact statement of the NAMC.

Contribution to Women, Youth and Persons with Disabilities

This Programme does not make any direct quantitative contribution to improving the lives of women, youth, and persons with disabilities. However, the Programme contributes to improving the lives of women, youth and persons with disabilities is also reflected in the number of smallholder farmers comprising of these marginalised groups that the NAMC supports and provides services to.

Planned Performance

The outputs, output indicators and targets in respect of Outcome 3 remains constant over the MTEF.

2. PROGRAMME RESOURCE CONSIDERATIONS

Table: Consolidated Budget Allocation for NAMC as per ENE.

PROJECTIONS OF REVENUE AND EXPENDITURE

STATEMENT OF FINANCIAL PERFORMANCE	AUDITED OUTCOME			REVISED ESTIMATE	MEDIUM-TERM ESTIMATE		
	2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
R thousand							
Non-tax revenue	2 777	2 260	2 273	2 400	3 000	3 200	3 600
Transfers received	47 422	47 305	48 535	49 771	45 765	47 816	50 006
Other transfers received	27 264	4 919	3 486	800	3 500	800	800
Total revenue	77 463	54 484	54 294	52 971	52 265	51 186	54 406
Expenses							
Current expenses							
Compensation of employees	44 724	37 172	37 950	37 032	35 683	36 933	38 595
Goods and services	27 993	16 554	13 020	15 228	15 717	14 021	14 929

STATEMENT OF FINANCIAL PERFORMANCE	AUDITED OUTCOME			REVISED ESTIMATE	MEDIUM-TERM ESTIMATE		
	2 480	719	613		865	862	882
Depreciation				711			
Interest, dividends and rent on land	15	15	8				
Total expenses	75 212	54 460	51 591	52 971	51 816	52 265	54 406
Surplus/ (Deficit)	2 251	24	2 703	-	-	-	-

3. UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

Risk Name	Risk Description	Control Improvement Plan
SR1	Inadequate capacity to support core functions	<ul style="list-style-type: none"> a) To implement continuous training on the organisational processes; NAMC staff, oversight structures and other stakeholders b) To review and ensure proper capacity (expertise) is sought and maintained. c) To initiate a programme for reskilling officials based on budget availability. d) To continuously ensure a safe working environment for all NAMC employees in line with the OHS Act. e) Review Human Capital policies and procedures as and when required. f) Facilitation of teambuilding sessions. g) Explore models for income generation (resource mobilisation). h) Develop a stakeholder universe (SOP).
SR2	Possibility of providing incorrect/inadequate advice to the Minister and directly affected stakeholders/ groups	<ul style="list-style-type: none"> a) Develop an industry data repository. b) Implement the provisions of the Agricultural Trust Policy. c) Review and approve Research Strategy.
SR3	Non-adherence to the Marketing of Agricultural Product (MAP) Act and its procedures;	<ul style="list-style-type: none"> a) Resuscitate the working committee between the Department and NAMC.

Risk Name	Risk Description	Control Improvement Plan
SR4	The expectation for the NAMC to implement programs or provide support beyond its mandate	<ul style="list-style-type: none"> a) Facilitate development support for farmers linked with the market. b) Stakeholder engagements (Awareness of NAMC mandate and defining the roles and responsibilities of the NAMC).
SR5	Failure to adhere to good governance and poor compliance with relevant prescripts.	<ul style="list-style-type: none"> a) Review and Approve Ethics and Integrity Policy. b) Awareness of Ethics and other related policies that talk to governance. c) Develop Ethics and Anti-Fraud and Corruption Programmes. d) Implement the approved Ethics and Anti-Fraud and Corruption Programme. e) Engagement sessions with staff on an ethics management programme.
SR6	Spread of the Coronavirus	<ul style="list-style-type: none"> a) Review and approve the Business Continuity Management Policy. b) Review and approve the Business Continuity Plan. c) Implementation of the Business Continuity Plan. d) Testing of the Business Continuity Plan.
SR7	Budget constraints or limitations in financial resources	<ul style="list-style-type: none"> a) Explore models for income generation - resource mobilization (Request for increase in the baseline).
SR 8 (New Risk)	Negative Audit Opinion	<ul style="list-style-type: none"> a) Regular awareness campaigns on NAMC policies and procedures b) Consequence Management c) Implementation of the approved delegation of Authority Framework

4. PUBLIC ENTITIES

Not applicable to the NAMC

5. INFRASTRUCTURE PROJECTS

Not applicable to the NAMC

6. PUBLIC PRIVATE PARTNERSHIPS

Not applicable to the NAMC

7. MATERIALITY AND SIGNIFICANCE FRAMEWORK

7.1 Statutory requirements

In terms of the Treasury Regulation 28.3.1, Accounting Authorities must “for purposes of material [section 55(2) of the Act] and significant [section 54(2) of the Act], develop and agree on a framework of acceptable levels of materiality and significance with the relevant executive authority.” The NAMC is required by law to operate within the PFMA and its accompanying Treasury Regulations as a Schedule 3A public entity, the two above-mentioned sections of the Act are therefore very significant for operational and reporting purposes. Materiality and significance levels will be influenced by considerations such as legal and regulatory requirements.

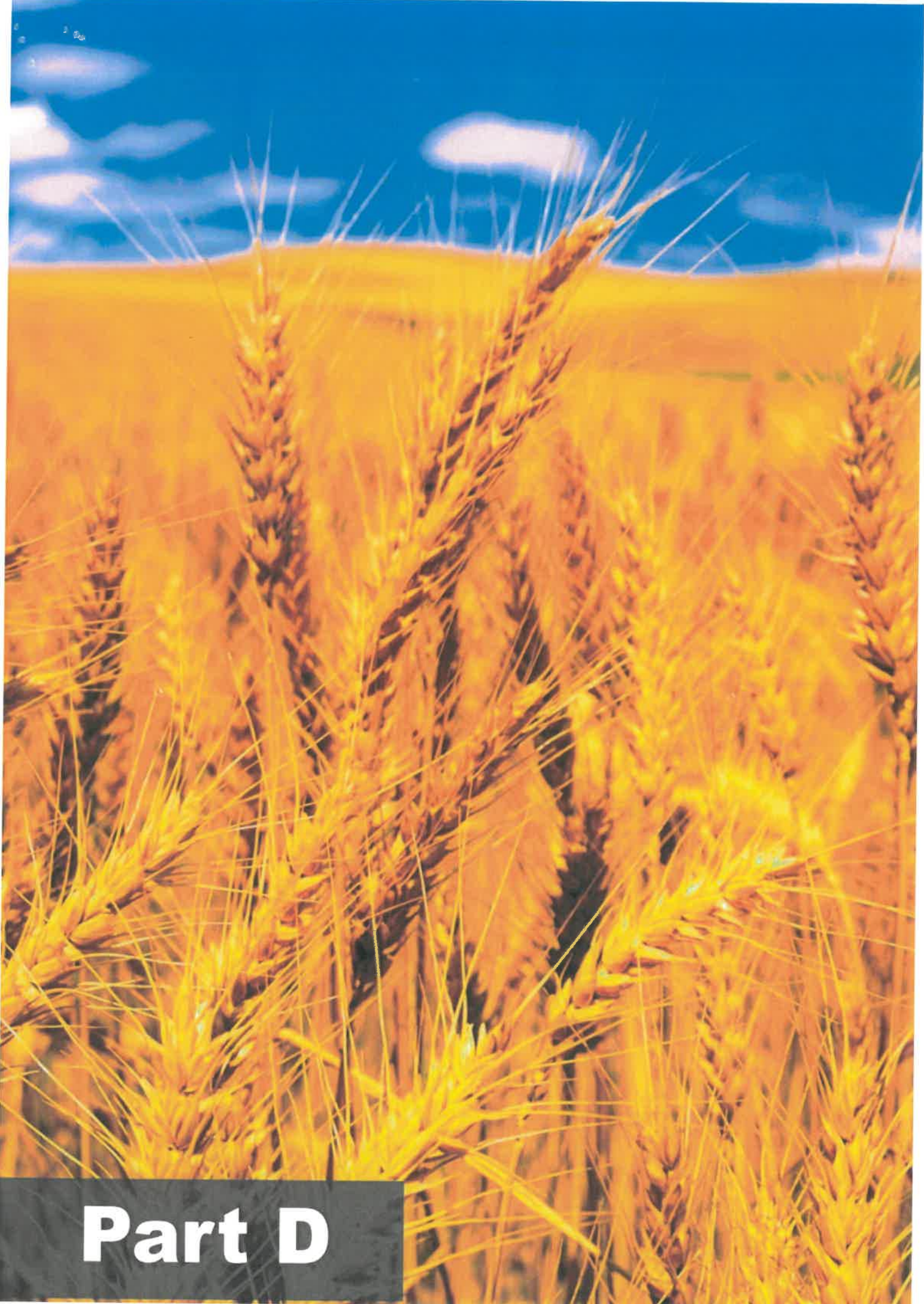
7.2 Assessment and determination of materiality for the NAMC

The NAMC has strengthened its control environment. This is evidenced by the fact that the NAMC has been obtaining an unqualified audit opinion for the past financial years. However, there are inherent risks associated with the implementation of the new unproven processes, change in leadership as a result of appointment and resignation and/or retirement of staff and may result in lack of teamwork. The risks must be however discounted by the unqualified audit report obtained by the NAMC over the past financial years and the significance of the related audit findings. This, therefore, requires the entity to set the threshold at a reasonably conservative level of the Treasury guideline matrix. The following guideline will be applied to the basis selected:

The best indicator with regard to the NAMC’s non-capital-intensive business activity is the higher of revenue or expenditure. For this reason, 1% of budgeted expenditure is chosen with regard to this framework, and this basis is consistent with prior years.

7.3 Annual review of materiality

The materiality framework and significance levels will be reviewed each financial year in line with the preparation of the annual performance plan by management based on the levels of risks and the adequacy of the internal controls and accounting systems.



Part D

8. PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

Outcome 1 (a)

Indicator Title	Unqualified audit report
Definition	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
Source of data	Audit Report after the Audit is completed
Method of Calculation / Assessment	Simple count of 1 x audit report per financial year
Means of verification	Final Audit Report and opinion is duly signed and stamped by the Auditor General's (AG) office
Assumptions	All financial and non-financial performance reflected in each financial year's APP is implemented in compliance with all applicable policies, legislation, regulations, and prescripts as well as financial performance in terms of the Annual Financial Statements.
Disaggregation of Beneficiaries (where applicable)	The DALRRD as well as the Minister with the focus on the Agricultural sector in South Africa. <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: National
Calculation Type	Non-Cumulative (Quarter 2)
Reporting Cycle	Annual
Desired performance	Unqualified Audit Report
Indicator Responsibility	Chief Executive Officer

Outcome 1 (b)

Indicator Title	Percentage of budget spent
Definition	This refers to the comparison of the total expenditure for the financial year compared with the total budgeted revenue. Therefore, 100% of the budget should be utilised by the end of the financial year
Source of data	Quarterly Financial Reports and relevant related data/documentation indicating budget and expenditure during the financial year
Method of Calculation / Assessment	Percentage: total expenditure amount / total budget x 100
Means of verification	All final quarterly and annual financial reports reflecting expenditure to date and accompanying memorandums are approved, duly signed and dated by the CEO in his/her capacity as the Accounting Officer.
Assumptions	All programmes are implemented against the budgets allocated per programme and sub-programme, within the quarterly and annual timeframes of the APP.
Disaggregation of Beneficiaries (where applicable)	The DALRRD as well as the Minister with a focus on the Agricultural sector in South Africa. <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A
Calculation Type	Spatial impact area: National
Reporting Cycle	Cumulative
Desired performance	Quarterly
Indicator Responsibility	100% budget spent
	Chief Financial Officer

Outcome 1 (c)

Indicator Title	Number of Human Capital reports produced
Definition	This refers to the provision of efficient and effective human capital management services to all business units of the NAMC. It enables delivery by the core function programme areas and ensures good management and governance of the NAMC.
Source of data	Reports of the Human Capital Division for each financial year
Method of Calculation / Assessment	A simple count of 4 x Human Capital reports per financial year Human Capital Report for Quarter 1 Human Capital Report for Quarter 2 Human Capital Report for Quarter 3 Human Capital Report for Quarter 4
Means of verification	All the sub-programmes of the Human Capital Division are implemented through the individual Business Units' sub-programme plans
Assumptions	The beneficiaries of the outcome indicator are the operational divisions of the NAMC. The 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.
Disaggregation of Beneficiaries (where applicable)	
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: National Spatial impact area: National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Human Capital reports produced
Indicator Responsibility	Senior Manager: Human Capital and Communications

Outcome 1 (d)

Indicator Title	Number of Corporate Communications Reports produced
Definition	The indicator measures the performance of the NAMC Corporate Communications in compliance with all applicable policies, legislation, regulations, and prescripts
Source of data	Implemented communications operational plan
Method of Calculation / Assessment	Simple count of 4 x Corporate Communications Reports per financial year
Means of verification	Corporate Communications report for Quarter 1 Corporate Communications report for Quarter 2 Corporate Communications report for Quarter 3 Corporate Communications report for Quarter 4
Assumptions	All non-financial performance indicators reflected in each financial year's APP are implemented in compliance with all applicable policies, legislation, regulations, and prescripts.
Disaggregation of Beneficiaries (where applicable)	The DALRRD as well as the Minister with a focus on the Agricultural sector in South African. <ul style="list-style-type: none"> • Target NAMC stakeholders and public. • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Corporate Communications reports submitted produced
Indicator Responsibility	Senior Manager: Human Capital and Communications

Outcome 1 (e)

Indicator Title	Number of ICT reports produced
Definition	The indicator measures the performance of the NAMC ICT in compliance with all applicable policies, legislation, regulations, and prescripts
Source of data	Quarterly reports
Method of Calculation / Assessment	Simple count of 4 x ICT reports per financial year
Means of verification	Information and Communication Technology report for Quarter 1 Information and Communication Technology report for Quarter 2 Information and Communication Technology report for Quarter 3 Information and Communication Technology report for Quarter 4
Assumptions	All non-financial performance reflected in each financial year's APP implemented in compliance with all applicable policies, legislation, regulations, and prescripts.
Disaggregation of Beneficiaries (Where applicable)	The DALRRD as well as the Minister with the focus on the Agricultural sector in South Africa. <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Information and Communication Technology reports produced
Indicator Responsibility	Chief Financial Officer

Outcome 2 (a)

Indicator Title	% of received Statutory Measures applications investigated
Definition	This refers to the applications that are investigated and recommendations are made to the Minister, including the appointment of inspectors and utilisation of surplus funds in terms of the MAP Act.
Source of data	statutory measures investigations and recommendations.
Method of Calculation / Assessment	(Number of Statutory Measures Applications received/Number of Statutory Measures applications investigated x 100)
Means of verification	Lists of all applications received and out of those, how many were investigated (proof that they were investigated.). In cases where investigations were not finalized, you will provide the reasons for variance, to substantiate the variance.
Assumptions	The information provided in the reports is accurate and there is sufficient support for the proposed statutory measures The applications for statutory measures meet the conditions for approval. Applications are submitted three months before the end of the financial year.
Disaggregation of Beneficiaries (Where applicable)	The beneficiaries of the statutory measures work are the 23 agricultural industries that are utilising statutory measures. Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	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.
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	100% received statutory measures applications investigated
Indicator Responsibility	Senior Manager: Statutory Measures

Outcome 2 (b)

Indicator Title	Annual report on Status of Statutory Measures submitted to the Minister for information
Definition	This refers to the report compiled in terms of section 9 of the MAP Act and submitted to the Minister for her information each financial year.
Source of data	Database of information developed and maintained by the Administrators of statutory measures and Completed questionnaires and audited financial statements.
Method of Calculation / Assessment	Simple count of 1x Status of Statutory Measures Report.
Means of verification	One (1) Annual Report on the Status of Statutory Measures submitted to the Minister for her information. Proof of submission
Assumptions	The information provided in the report is accurate. The beneficiaries of the statutory measures work are the 23 agricultural industries which are utilising statutory measures.
Disaggregation of Beneficiaries (Where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	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.
Calculation Type	Spatial impact area: South African Agriculture.
Reporting Cycle	Non-Cumulative (Year-End)
Desired performance	Annually
Indicator Responsibility	1x Annual report on Status of Statutory Measures report submitted to the Minister for her information.
	Senior Manager: Statutory Measures

Outcome 2(c)

Indicator Title	Number of Trade Probe reports produced
Definition	This refers to the trade probe report produced by the NAMC that analyses trade opportunities for South African agricultural products as well as challenges in accessing markets, while providing recommendations to stakeholders in order to address the challenges.
Source of data	Internally produced on secondary data South African Revenue Service (SARS), Statistics South Africa (Stats SA), Food and Agriculture Organisation (FAO) and International Trade Centre (ITC) where we will source data
Method of Calculation / Assessment	Simple Count of 4x Trade Probe reports
Means of verification	Approved Trade Probe reports produced for Quarter 1 Approved Trade Probe reports produced for Quarter 2 Approved Trade Probe reports produced for Quarter 3 Approved Trade Probe reports produced for Quarter 4
Assumptions	That all trade advisory reports will be submitted, approved and the secondary data is available
Disaggregation of Beneficiaries (Where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to structural and spatial transformation priorities: N/A
Calculation Type	Spatial impact area: National
Reporting Cycle	Cumulative Quarterly
Desired performance	4 x Trade Probe reports produced and approved by the Senior Manager
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (d)

Indicator Title	Number of value chain analysis reports produced each financial year.
Definition	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
Source of data	Secondary and primary data collected through industry interaction
Method of Calculation / Assessment	Simple Count of 1x Value Chain Analysis Report
Means of verification	1x Value Chain Analysis Report approved by Council. Approval letter
Assumptions	The information contained in the report is accurate The beneficiaries of the reports are the Minister, other departments of organisations of government, the farmers, academia, and Agribusinesses: <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Disaggregation of Beneficiaries (Where applicable)	
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: South African Agriculture
Calculation Type	Non-Cumulative (Year - End)
Reporting Cycle	Annual
Desired performance	1x Value Chain Analysis Report produced and approved by Council and submitted to the Minister for noting.
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (e)

Indicator Title	Annual report on status of agricultural industry trusts submitted to the Minister for approval
Definition	The status report on agricultural industry trusts is an annual report submitted to the Minister detailing the functioning, operations and activities funded through the trusts' funds. This report further details the performance of each trust assets (growth and/or decline), the minister's representation and transformation expenditures per trust each financial year.
Source of data	A structured questionnaire shared and completed by the administrators of the Agricultural Industry Trusts. The audited trust's financial statements. The NAMC's quarterly progress reports on industry trusts support.
Method of Calculation / Assessment	Simple count: 1x reports on the status of the agricultural industry trusts
Means of verification	Annual Status report of the agricultural industry trusts Proof of submission The information in the reports is accurate. The support measures (such as Financial and Development) for smallholder farmers are in existence and accessible. The farms are compliant with food safety standards and market requirements. The masters of the High court are operational to register and remove trustees. The board of trustees is fully constituted. The transformation funds are used in accordance with the NAMC guidelines on transformation
Assumptions	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. Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Disaggregation of Beneficiaries (Where applicable)	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. Spatial impact area: South African Agriculture
Spatial Transformation (Where applicable)	
Calculation Type	Non-Cumulative (Year – End)
Reporting Cycle	Annually
Desired performance	Annual report on status of agricultural industry trusts submitted to the Minister approval
Indicator Responsibility	Senior Manager: Agricultural Industry Trusts

Outcome 2 (f)

Indicator Title	Transformation Report submitted to the Minister for approval
Definition	The transformation report is an annual report produced by the NAMC in collaboration with the levy and trusts' administrators outlining the utilisation of the 20% transformation levy as a way to promote and support inclusive growth and competitiveness of the black farmers into the mainstreams of the economy and agricultural value chains. This report is submitted annually to the Minister, portfolio committee and directly affected stakeholders.
Source of data	A structured questionnaire shared and completed by the levy and trusts administrators. The NAMC's quarterly progress reports on industry transformation support.
Method of Calculation / Assessment	Simple count of 1x Transformation Report.
Means of verification	Approved Transformation Report
Assumptions	The information in the reports is accurate. The support measures (such as Financial and Development) for smallholder farmers are in existence and accessible. The farms are compliant to food safety standards and market requirements. The transformation funds are used in accordance with the NAMC guidelines on transformation The beneficiaries of the trusts' fund and levy transformation expenditure aligned to the trust deed and statutory levy applications. Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: The industry transformation activities will promote agricultural economic growth, create employment opportunities, and promote transformation in the relevant agricultural industries in South Africa. Spatial impact area: South African Agriculture
Calculation Type	Non-Cumulative (Year – End)
Reporting Cycle	Annual
Desired performance	Approved transformation report
Indicator Responsibility	Senior Manager: Agricultural Industry Trusts

Outcome 2 (g)

Indicator Title	Number of Approved Market Intelligence Reports produced
Definition	This refers to quarterly reports on the factors impacting the efficiency of the production and marketing of agricultural products and the viability of the markets. The report highlights global and regional developments in agriculture, horticulture and field crops subsector and makes recommendation on opportunities to unlock growth in these subsectors.
Source of data	Secondary sourced from Trade Map, United States Department of Agriculture (USDA) and primary data collected through interactions with the industry experts
Method of Calculation / Assessment	Simple Count of 4x Market Intelligence Reports
Means of verification	Approved Market Intelligence Reports produced for Quarter 1 Approved Market Intelligence Reports produced for Quarter 2 Approved Market Intelligence Reports produced for Quarter 3 Approved Market Intelligence Reports produced for Quarter 4
Assumptions	The Market Intelligence reports will be approved, and that data will be available
Disaggregation of Beneficiaries (Where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to structural and spatial transformation priorities: National Spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Market Intelligence Reports produced and approved by the Senior Manager.
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (h)

Indicator Title	Number of Supply and Demand Estimates Reports produced
Definition	This refers to the reports produced by the Supply and Demand Estimates Committee. The reports capture, consider and confirm new information about supply and demand variables in the grains and oilseeds industry. The report provides policymakers and market participants with a balance sheet of grains and oilseeds in South Africa.
Source of data	South African Grain Information Service (SAGIS), traders, DALRRD & producers
Method of Calculation / Assessment	Simple count of 12 x Supply and Demand estimate reports produced during the financial year.
Means of verification	Supply and Demand estimate reports produced, Also, provide proof of approval
Assumptions	The information in the reports is accurate
Disaggregation of Beneficiaries (Where applicable)	The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia, and Agribusinesses. <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: Supply and demand estimates reports will promote informed decision making by industry role-players.
Calculation Type	Spatial impact area: National
Reporting Cycle	Cumulative
Desired performance	Quarterly
Indicator Responsibility	12 x Supply and Demand estimate reports produced and approved by the Senior Manager
	Senior Manager: MERC

Outcome 2 (i)

Indicator Title	Number of Input Cost Monitor Reports produced
Definition	The Input Cost Monitor (ICM) is a quarterly report analysing historic and current trends of selected agricultural production input prices in both domestic and international markets.
Source of data	Grain South Africa (Grain SA), the Department of Energy (DoE) and the South African Grain Information Service (SAGIS)
Method of Calculation / Assessment	Simple count of 4x Input Cost Monitor quarterly reports produced during the financial year.
Means of verification	Input Cost Monitor Reports produced Proof of approval
Assumptions	The information in the reports is accurate
Disaggregation of Beneficiaries (Where applicable)	The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia media and Agribusinesses <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to structural and spatial transformation priorities: N/A
Calculation Type	Spatial impact area: National
Reporting Cycle	Cumulative Quarterly
Desired performance Indicator Responsibility	4 x Input Cost Monitor Reports produced and approved by the Senior Manager Senior Manager: MERC

Outcome 2 (j)

Indicator Title	Number of Food Price Monitor Reports produced
Definition	This refers to the reports produced by the MERC. The reports provide an analysis of the trends in food prices at retail level for specific commodities and food products based on NAMC food basket. The report provides policymakers and DAGs with the status on food affordability in the country.
Source of data	Stats SA, Agricultural Market Trend, Bureau for Food and Agricultural Policy, Johannesburg Stock Exchange
Method of Calculation / Assessment	Simple count of 4 x Food Price Monitor reports produced during the financial year.
Means of verification	Food Price Monitor reports
Assumptions	Proof of approval The information in the reports is accurate
Disaggregation of Beneficiaries (Where applicable)	The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia, and Agribusinesses. <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: NA Spatial impact area: National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Food Price Monitor reports produced and approved by Senior Manager
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (k)

Indicator Title	Number of Poultry Product Price Monitor (PPPM) Reports produced
Definition	The Poultry Product Price Monitor (PPPM) tracks the costs of different chicken products in South Africa, compares them to current global poultry market trends and makes appropriate recommendations. International poultry meat prices, imports of chicken into South Africa, producer pricing and retail poultry prices are examined every three months. To provide a more comprehensive comparison between domestic poultry prices and global market prices, the analysis also includes feed prices. The report also serves to support Poultry Master Plan initiatives to increase local poultry production
Source of data	FAO, SARS, AMT, Stats SA, Johannesburg Stock of Exchange (JSE)
Method of Calculation / Assessment	Simple count of 4 x PPPM quarterly reports produced during the financial year.
Means of verification	Poultry Product Price Monitor Reports produced Proof of approval
Assumptions	The information in the reports is accurate
Disaggregation of Beneficiaries (Where applicable)	The beneficiaries of the reports are the working group on the Poultry Master Plan and all other DAG. <ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to structural and spatial transformation priorities: N/A
Calculation Type	Spatial impact area: National Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Poultry Product Price Monitor Reports produced and approved by the Senior Manager
Indicator Responsibility	Senior Manager: MERC

Outcome 3 (a)

Indicator Title	Number of Smallholder farmers linked to market opportunities
Definition	This is the creation of market access/opportunities for producers/farmers for their agricultural commodities.
Source of data	Documents indicating farmers linked to the markets.
Method of Calculation / Assessment	Simple count of smallholder farmers linked to markets.
Means of verification	4 x Reports indicating 20 farmers linked to markets.
Assumptions	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.
Disaggregation of Beneficiaries (Where applicable)	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
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: Agribusiness Development promotes agricultural economic growth and rural development. Spatial impact area: South African Agriculture
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	80 x smallholder farmers linked to market opportunities
Indicator Responsibility	Senior Manager: Agribusiness Development

Outcome 3 (b)

Indicator Title	Number of facilitated designs for production schemes
Definition	These designs of production schemes refer to a model where a group of farmers/ producers of agricultural commodities are able to access resources whilst addressing issues of quality and quantities of produce.
Source of data	A business plan indicating the designs of the production schemes
Method of Calculation / Assessment	Simple count of 2 x facilitated designs for production schemes each financial year.
Means of verification	Business plan outlining the facilitated designs of production schemes
Assumptions	The information in the business plans is accurate
Disaggregation of Beneficiaries (Where applicable)	The beneficiaries of 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
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: Agribusiness Development will promote agricultural economic growth and rural development. Spatial impact area: South African Agriculture
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	2 x facilitated designs for production schemes during the financial year
Indicator Responsibility	Senior Manager: Agribusiness Development

Outcome 3 (c)

Indicator Title	Number of Smallholder Market Access Tracker (SMAT) reports produced
Definition	This refers to reports that detail the market access of smallholder farmer in a formal and non-formal market.
Source of data	Secondary and primary data collected through industry interactions and with farmers
Method of Calculation / Assessment	Simple Count of 1 x Smallholder Market Access Tracker (SMAT) report 1x Smallholder Market Access Tracker (SMAT) report published in Quarter 4
Means of verification	Proof of approval
Assumptions	The information in the reports is accurate.
Disaggregation of Beneficiaries (were applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A
Calculation Type	Spatial impact area: National
Reporting Cycle	Non-Cumulative (Year – End) Annual
Desired performance	1 x Smallholder Market Access Tracker (SMAT) report produced and approved by Council.
Indicator Responsibility	Senior Manager: MERC

Outcome 3 (d)

Indicator Title	Number of Smallholder Market Access Estimates (SMAE) reports produced This refers to reports that detail the market access of smallholder farmers in the National Fresh Produce Markets (NFPMs). The SMAE report provides estimates of the ideal performance of smallholder farmers in the NFPMs in South Africa. This performance is estimated based on a recommendation of the NAMC's Section 7 committee report on fresh produce markets, which states that "30% of the volume traded in fresh produce markets should be through black commission market agents", starting from the year 2014. The report covers the major fresh produce markets and the analysis is largely limited to potatoes, onions, tomatoes, bananas, apples and oranges. Monthly data for these commodities are obtained from the South African Union of Food Markets (SAUFM) or DALRRD.
Definition	Secondary data was obtained from the South African Union of Food Markets (SAUFM) and or DALRRD and interactions with stakeholders such as the Agricultural Produce Agents Council (APAC) and the Fresh mark Systems.
Source of data	Simple Count of 4 x Smallholder Market Access Estimates (SMAE) reports
Method of Calculation / Assessment	Smallholder Market Access Estimate (SMAE) reports Proof of approval
Means of verification	The secondary data is available and that the NAMC succeeds in obtaining actual data.
Assumptions	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Contribution to spatial transformation priorities: N/A
Disaggregation of Beneficiaries (were applicable)	Spatial impact area: South African Agriculture Cumulative Quarterly
Spatial Transformation (Where applicable)	4x Smallholder Market Access Estimates (SMAE) reports produced and approved by Senior Manager.
Calculation Type	Senior Manager: MERC
Reporting Cycle	
Desired performance	
Indicator Responsibility	