



**PPECB**  
**(Perishable Products**  
**Export Control Board)**

**ANNUAL**  
**PERFORMANCE PLAN**  
**2020/2021**

**January 2020 Rev 1**  
**Final**



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**PPECB OFFICIAL SIGN-OFF:**

It is hereby certified that this Annual Report Plan:

- Was developed by the management of PPECB under the guidance of Accounting Officer
- Takes into account all relevant policies, legislation and other mandates for which the PPECB is responsible.
- Accurately reflects the outcomes and outputs which the PPECB will endeavour to achieve over the period 2020 to 2021.



Mr. Angelo Petersen

**PPECB Chairperson of the Board**



Mr. Lucien Jansen

**Chief Executive Officer**



Mr. Johan Schwiebus

**Chief Financial Officer**

## **PART A: OUR MANDATE**

### **1. Updates to the relevant legislative and policy mandates**

The PPECB is mainly governed by the Perishable Products Export Control Act 9 of 1983 and the Agricultural Product Standards Act 119 of 1990. In terms of this legislation, the PPECB is responsible to oversee the export of perishable produce. This is achieved through the inspection of listed agricultural products and management of the cold chain.

During 2016, the PPECB has also been mandated by the Department of Agricultural, Land Reform and Rural Development (DALRRD) to handle all operational activities relating to the Risk Management System (RMS) for citrus exports to the European Union. The PPECB is delighted to report that the mandate has since been renewed for a further 2 years until the 2020 citrus season.

The PPEC Act is currently under review, but has not been finalised. To date, the PPEC Bill has been approved by the National Economic Development and Labour Council (NEDLAC) and final certification has been received from the Office of the Chief State Law Adviser. The next step will be for the PPEC Bill and the PPEC Levies Bill to be introduced to Parliament for further consideration.

## PART B: OUR STRATEGIC FOCUS

### 1. Updated Situational Analysis

Global perishable produce exports are becoming increasingly competitive as new entrants are accessing international markets and the drive towards safe and premium quality food continues. Non-technical trade barriers remain a great concern and the provision of relevant export information has become more critical than ever before.

Being an independent and impartial regulator for South African perishable exports for the past 90 years, the PPECB is very much focused on delivering quality inspection services, cold chain management services and to some extent food safety certification services, based on a minimum South African export standards. Leapfrogging to an era where technological advancements will continue to disrupt the status quo, privileged information is readily available, and consumers are spoiled for choice, the PPECB has no choice but to adapt to these rapid changes or simply face becoming irrelevant.

Clients now expect increased efficiencies, seamless systems integration, the faster flow of information supported by proper business and more so, market intelligence as well as impeccable client service. It is clear that the PPECB's value proposition should change from merely playing the role of a regulator to that of an enabler. The organisation should therefore seek ways to augment its current service offering with value adding services directed at making South African perishable produce more competitive globally. In addition to this, such services can create a further income stream to the PPECB, relieving some pressure on future levy increases.

**The PPECB will therefore concentrate on the following strategic focus areas:**

- Improved client experience through seamless integration with PPECB systems (external)
- The provision of relevant and timeous export information and market trends to enhance the competitiveness of the industry (BI)
- Continuous improvement through a process of transformation, innovation and automation
- Revised business models through the introduction of digitisation and change in methodologies to increase efficiencies and contain cost
- Improved business sustainability for black small holder farmers and supplier.

### 2. External Environment Analysis

Global economic growth is set to grow steadily at 3.5% for 2019 and 3.3% in 2020. Advance economies remain subdued and forecasts show that it will contract even further to 1.7% in 2020. The International Monetary Fund (IMF) further forecasts that developing economies will continue its healthy growth with 4.1% for 2019 and 4.7% for 2020. India led the way with 7.3% growth in 2018 and was expected to increase to 7.5% in 2019 but India has lost its spot as the **world's fastest-growing major economy** after it grew more slowly than expected in the first three months of **2019**. Official data showed the Indian **economy** grew 5.8%, which is slower than the 6.4% **growth** registered by China. Sub-Saharan Africa is reported to grow at 3.5% in 2019 with a slight upswing to 3.5% in 2020.

The South African economy remains under severe pressure and forecasted to level out at a meagre 0.9% in 2020. South African inflation is estimated to stabilize around 4.5% during 2020.

The battling economy certainly had a negative effect on South Africa's unemployment figures for Quarter 3 of 2019, reported at 29.1%. This represents an increase in unemployment of 1.9%, up from 27.2% in Quarter 2 of 2018. Overall employment increased by 62 000 from Quarter 2 of 2019, with agriculture increasing by 38 000 jobs between Quarter 2 to Quarter 3 of 2019. This increase in unemployment comes as a further setback, and the National Development Plan (NDP) unemployment target of 14% in 2020 seems less achievable.

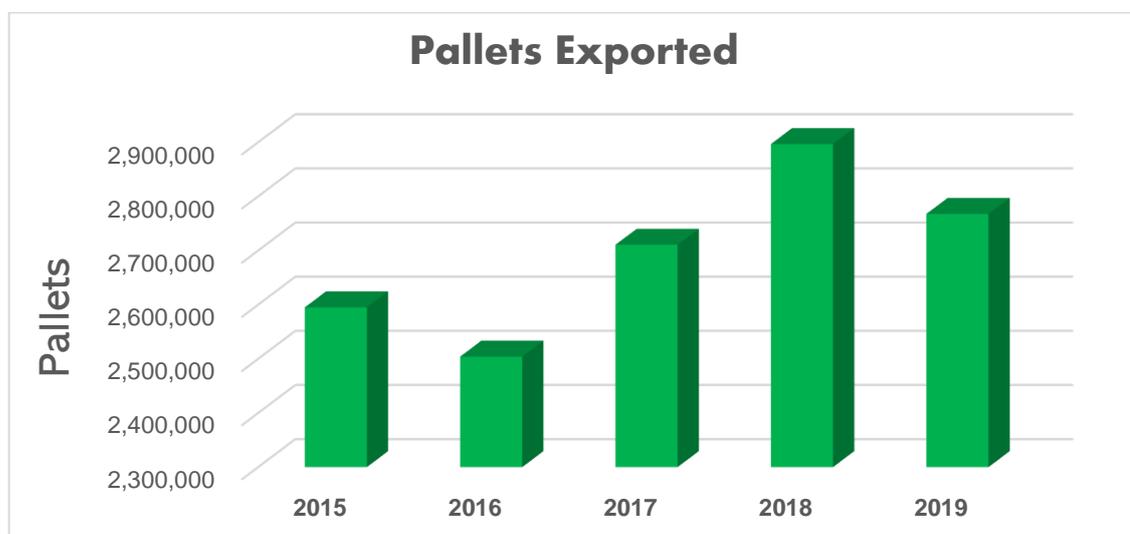
During the 2020 State of the Nation Address, President Ramaphosa reiterated Government's commitment to economic growth that translates into job creation and structural transformation. The following areas were highlighted by the President:

- Some South African SOE's remain in distress
- The effect of load-shedding on the economy
- Irregular expenditure in Government
- Congestion in South African ports, especially Durban
- The high unemployment rate
- The potential of agriculture

The agricultural sector in South Africa has great potential to support Government's objective to stimulate economic growth and fast-track the creation of additional jobs. Following the devastating drought over the past 2-3 years, it appears that the production and export of main fruit commodities are on the mend. With South Africa exporting roughly 60% of all fruit produced, the sector's potential for job creation is not limited to primary production, but even further down the value chain. This can be in the form of marketing, various modes of transport, clearing and forwarding service providers or related professional services, among other things.

During 2018, South African perishable produce exports increased by 11.5% to 2.9 million tonnes to 92 countries. Year on year growth on this front has been steady, except for 2016 when export volumes reduced by 4%. Although positive growth was visible during 2018, volumes remained below true export potential, except for citrus fruit with a growth of 10% on the previous year. Deciduous fruit exports were on average down by 7.6%, with avocados 81% growth on previous year. Maize exports on the other hand increased from 1.7 million to 1.9 million tonnes.

Below a graphical depiction of perishable produce pallets exported over a 5 year period:



Lower volumes among major export commodities arise visible for the period 1 April to 31 July 2019. This is especially the case for citrus and avocados. Avocados has seen significant growth of 70% up until 2018. However, in 2019 there has been a reduction in volumes mainly due to persistent drought and market factors. Citrus on the other hand is set to grow by 4% in comparison with the previous year. The trend for both these products is expected to continue over the medium term due to new plantings and market forces.

Notwithstanding the positive growth, the impact of the recent drought remains a huge concern, especially in the parts of the Eastern Cape and Northern parts of the country which provides around 80% of the total citrus fruit exports, and should the situation not improve, it certainly will have an impact on the citrus volumes for the 2020 season. The situation in the Western Cape is significantly better in 2019 compared to 2018. At the time of writing this report, dam levels were

already at 82% on average. That is higher volume as compared to 2018, when dam levels were reported at just above 60%. If the Western Cape experience a normal rainfall season, deciduous fruit volumes are expected to normalise for the coming season.

From a market perspective, the European Union (EU), excluding the United Kingdom (UK) remains the biggest importer of South African fruit with 35% during 2018. The UK took a further 14% of South African fruit volumes. Based on reported figures, it appears that BREXIT had little effect on the volumes exported to this region to date.

With Citrus Black Spot (CBS) still an unresolved issue in the EU, the South African citrus industry remains on high alert. During 2019, South Africa recorded nine CBS interceptions in the EU, from 2 in the previous year. This is mainly attributed to adverse weather conditions. False Codling Moth (FCM) became a regulated pest in the EU 2017 and 19 interceptions were recorded in EU in 2019. In addition to this, Fruit Fly has become a regulated pest in the EU on citrus, peaches, nectarines and mangoes in 2019.

Asia remains a market with huge potential, with 21% of fruit exported to this region during 2019, up from 20% in 2017. With Asia's economy set to grow at 5.0% for the remainder of 2019 and 2020, the importance of increased market access to this region cannot be overemphasized. Only looking at the growth in South African avocado production, Europe currently being the main market for South African avocados, will not be able to absorb the additional avocado volumes in the near future.

The positive is however that avocados have become very popular and trendy in China, a market that will easily absorb avocado volumes from South Africa. It is therefore essential that efforts to create market access for South African avocados be increased to avoid devastating effects on avocado producers and exporters.

Below a graphical depiction of the percentage of fruit exported to the major destinations:



Other high value products are also increasing significantly from a South African export perspective. One such example is macadamia and pecan nut exports that have increased from 34 498 in 2017/2018 to 35 239 in 2018/2019. It is reported that these products are becoming extremely popular, of great value to South Africa due to their high returns.

With the role of SOE's under review, Government's vision for SOE's to play an even greater role in supporting Government to achieve its objectives bodes well with the PPECB's strategy to pursue additional mandates with a strategic fit. During 2017 the PPECB has been handed the mandate to manage the phytosanitary programme for citrus exports to the EU by the Department of Agriculture, Land Reform and Rural Development (DALRRD). The mandate was handed to the PPECB temporarily for 1 year, which has since been extended until the 2020 citrus season.

International markets have become extremely competitive, especially with new market entrants. This has provided consumers with more options in terms of the availability of fresh produce. Many new entrants can land their products at a lower price, often at a similar quality. An example here is the 2018/2019 grape season, where competing Southern Hemisphere countries caused an oversupplied market, resulting in below par financial returns. South Africa therefore needs to differentiate itself by ensuring a better quality and delivering to the right markets at the right time. Here quality inspection standards, speed to market (given all the trade barriers) and export information is critical.

The introduction of stricter international import regulations and requirements puts a lot of pressure on South African perishable product export systems and processes to ensure compliance and continued market access. These policy changes often require additional checks and validations, contributing to an already overburdened exporting system. In January 2018, false codling moth (FCM) became a regulated pest for exports to the EU. This necessitated the introduction of additional controls for exports from South Africa, making it even more challenging to access this anchor market. These policy changes are expected to continue over the medium term, requiring the SA export industry to become even more flexible.

Volumes of major fruit products has seen an upswing over the past 2 years, mainly due to new plantings. Citrus fruit exports have grown by 7% from 2017 to 2018. Avocado exports have increased by 24% over the same period. The growth in both avocado and citrus exports are expected to continue and will put additional pressure on ailing export infrastructure, systems and processes. Furthermore, emerging products like blueberries and macadamia nut volumes are expected to increase drastically, as they become more popular in eastern markets.

The need for increased connectivity and mobility has significantly raised the risk of cyber-attacks and data breaches over the last few years. It is therefore no surprise that both cyber-attacks and data breaches has catapulted to amongst the top 5 risks globally, with South Africa having the 3<sup>rd</sup> highest number of attacks. This immediately puts the credibility of systems under the spotlight as data breaches may have far reaching implications.

Whilst the USA remains the world's largest economy, the rise of the East cannot be ignored. China, the world second largest economy advanced by 6.4% (the worst in 24 years) during 2018, compared to the USA's 2.6% for the same period. South Africa's anchor market, Europe's economy grew by a meagre 1.9% on average during 2018. With a population of nearly 1.4 billion, the buying power in China and surrounds is beyond measure. The barriers to entry and the distance from South Africa remains of great concern.

It is believed that the following external factors will shape the business environment over the next three years:

- Client needs
- Technological advancements
- A competitive market environment
- Policy changes
- An increase in fruit export volumes
- Information security
- Change in the world order

### 3. Internal Environment Analysis

During 2019, the PPECB Board has approved a business strategy in support of the PPECB's medium term objectives. The strategy is directed to move the organisation from simply being a regulator to an enabler. The strategy is further in support of the PPECB's drive towards digitisation in order to create further efficiencies.

It is clear that clients expect a consistent and more professional service as a bare minimum. Most clients operate globally, making mobile interaction crucial to the success of their businesses. Over the past few years, clients have also become accustomed to individualized service offerings, online interactions, and the availability of information at their fingertips. Self-service functionalities have become the norm rather than the exception.

Global investment in agricultural technology has increased by 82% between the period of 2010 to 2015 (World Government Summit, 2018). Drones, robotics, IOT, to name a few, have become a common sight in agriculture, even in South Africa. It is expected that human intervention will reduce and will be replaced by machine learning. Businesses are therefore under pressure to respond to this change and be able to integrate with such systems for an enhanced client experience and improved efficiencies.

As a regulator of perishable produce destined for export, the PPECB has a national footprint, holds critical export information, and is internationally renowned and ideally positioned to provide its clients with additional service offerings to support the competitiveness of their respective businesses and South Africa as a whole. The PPECB will therefore remain relevant and successful as an entity over the next three years by:

*“Embracing technology to ease interaction and establishing ourselves as the industry leader for the provision of intelligent market information. We will further review our operational model to allow for digitisation and change in methodologies, whilst continuing to ensure compliance. We are committed to improve the overall client experience through innovation and continuous improvement.”*

PPECB must adapt our products, services and processes to make it more user-friendly and easier to do business. We will further introduce more products and services over and above our core services that will increase our overall value proposition to government and the industry.

Both organisation and individuals will need to put emphasis on continuous skills development. Individuals will need to develop different set of competencies which will enable them to cope with digitalisation. The competencies needed therefore will be a mixed bag consisting of behavioural, technical and practical competencies. This means it will not be enough to only have the knowledge, application also becomes important. In the Rapid Reskilling era unlimited, unrestricted access to learning is becoming the game changer. However, for us to harness the benefits of this unlimited, unrestricted access to learning we need to develop into self-directed, agile, learners with a strong growth mind-set.

The organisational culture required is one that promotes lifelong learning. All generations and types of employees will need to be given the opportunity to upskill themselves. This implies that learning will have to be on demand, bite sized and in different formats that can suit all types of learning styles. The policies and procedures that are put in place should encourage the unlimited, unrestricted access to learning mentioned above. Innovation should be encouraged, and people be allowed to explore, experiment and fail without fear of being punished. Employees also need the space to unlearn redundant competencies and relearn what is relevant for the future.

The PPECB thus needs to evolve but this cannot be achieved by operating and behaving like an island. Collaboration internally and externally is key, and it is important that the evolution of the PPECB is a journey that includes all its ecosystem members – suppliers; clients; DALRRD; service providers; processes and services - to move beyond silos and to co-create new opportunities for creating value and to innovate. We thus need to create the relevant business platforms as enablers.

The PPECB has the potential to become an ecosystem hub for the industries it serves. In a sense this is already happening but more through instinct than with purpose. Examples is the assistance PPECB is providing to DALRRD and the industries with regard to market access and the collaborative approach to research and development. Through self-organisation and a more focused approach this can be improved to reach its full potential.

To create value for our ecosystem members we need to do the following as a baseline:

- Increase our infrastructure stability and connectivity
- Strengthen our BI capacity and knowledge to provide accurate and complete information on time
- Properly integrate innovation into the business
- Speed up procurement
- Properly understand stakeholder needs – internally as well as externally
- Deliver TITAN 2.0® and ERP on time
- Ensure seamless integration between PPECB and client systems where possible (ERP, TITAN 2.0®)
- Discover new business models to deliver services cost effectively and quicker.

With these enablers in place more doors will open in future which will add to the PPECB's future sustainability.

## **PART C: MEASURING OUR PERFORMANCE**

### **1. Institutional programme performance information**

The focus of performance over the medium term will be on continued service delivery without compromising the integrity of product quality and continued contribution towards social responsibility including performing technical research and development; providing training and assistance to previously disadvantaged individuals and small farmers; and focusing on establishing a professional and well trained staff compliment that can add value to the perishable export industry.

The priority area of the Statutory Operations programme will be to increase capacity of the workforce that is multi-skilled; competent; consistent and uniform in its inspection activities.

PPECB will continue to develop its mobile platform to conduct electronic export certification and introduce an integrated ERP system. The use of technology will create cost efficiencies in replacing the paper-based inspection/verification approach.

Performance will be monitored and managed through a system of relevant targets and metrics, leading indicators, data-enriched information and dialogue with stakeholders.

#### **1.1 Programme 1: Corporate Services**

The Corporate Services Programme operates cross-functionally with the primary aim to deliver professional support services and strategic leadership to the whole of the PPECB. The programme further plays an essential role in ensuring coherence among the respective business units within the PPECB.

##### **1.1.1 Purpose**

The purpose of the programme is to support, provide direction, leadership, instil corporate discipline and promote the services of the PPECB.

#### **1.2 Programme 2: Operational Services**

The Operational Services Programme is responsible for delivering integrated laboratory, inspection and cold chain services for the export market.

##### **1.2.1 Purpose**

The purpose of the programme is mandate compliance and to deliver an effective and efficient service to all PPECB stakeholders. The programme is further committed to ensure achievement of the PPECB's strategic objectives

#### **1.3 Programme 3: Food Safety Services**

Food safety refers to the assurance that food will not cause harm to the consumer when it is prepared and/or eaten according to its intended use. Section 2(1) of the Foodstuffs Cosmetics and Disinfectants Act, 1972 (Act No. 54 of 1972) prevents any person to put into international trade any food that is unfit for human consumption. The Agricultural Products Standards Act, 1990 (Act 119 of 1990) controls and promotes specific product quality standards for the local market and for export purposes. It is administered and enforced by the Directorate: Food Safety and Quality Assurance in DALRRD. With respect to food safety, the PPECB has been appointed and authorised to conduct Food Safety audits (Regulation 707), test groundnuts for aflatoxins (Regulation No. 1145 tolerance for fungus-produced toxins in foodstuffs) and conduct compositional testing of dairy products

(Regulation No. R2581 relating to dairy products and imitation dairy products) destined for the export market.

### **1.3.1 Purpose**

The purpose of this programme is to ensure compliance to standards regarding food hygiene and food safety as promulgated in notice 707 of 13 May 2005. This is in line with the following European Commission (EC) directives; EC 178/2002, and EC 1525/1998 including the relevant Codex principles. The purpose of this is to enable South Africa continuous penetration of international markets and therefore increase its market share with regards to safe and quality foods.

## **1.4 Programme 4: Transformation and Development Services**

### **1.4.1 Purpose**

The Transformation and Development Services Programme is aimed at building capacity through the development of internal and external skills.

The programme focuses on the following:

#### **Graduate Placements, Internships and Learnerships**

The PPECB offers a learnership at National Qualification Framework (NQF) level 5, exposing learners to the postharvest agricultural value chain and providing them with a head-start in advancing themselves professionally in this sector. The learnership programme is provided in partnership with the DALRRD and the Agri-SETA.

In collaboration with Agri-SETA, the PPECB provides job exposure in fields like ICT, Finance, Human Resources and Marketing to unemployed graduates. PPECB is also providing opportunities for students studying agriculture related qualifications to complete their qualifications by offering workplace exposure which contributes to the final requirement for the students graduating.

Youth, women and people with disabilities are given opportunities through internships and learnerships in the organisation programmes.

#### **Internal Capacity Building**

With regards to internal stakeholders the focus is on women and youth empowerment. Leadership Development initiatives are being put in place to ensure that women are accelerated so that they can assume leadership roles as these are currently predominantly occupied by their male counterparts. The PPECB has also developed a Talent Framework to ensure that we focus on the development of women. The PPECB is striving to be a learning institution and is leveraging technology to ensure that training provided meets the needs of the modern generation. The Learning Management System hosts on-line on-boarding and other learning material which is used for supervisory and management development as part of a blended learning approach which reduces face to face classroom time and improves the time in field for operational employees.

Internal development focusses on women and trying to develop youth with potential as well as launching a learnership programme on youth with disabilities in 2020/2021

Over and above the training, coaching and mentoring that we provide for our internal stakeholders, we also have a dedicated programme for ensuring uniform interpretation and consistent application of standards during execution of product inspections, cold chain functions and food safety audits. The learning and development specialists aim at mitigating the risks of incorrect decision making during inspections and cold chain functions, enhances confidence levels of employees and associated clients during service delivery.

Both organisation and individuals will need to put emphasis on continuous skills development. Individuals will need to develop different set of competencies which will enable them to cope with digitalization. The competencies needed therefore will be a mixed bag consisting of behavioural, technical and practical competencies. This means it will not be enough to only have the knowledge, application also becomes important. In the Rapid Reskilling era unlimited, unrestricted access to learning is becoming the game changer. However, for us to harness the benefits of this unlimited, unrestricted access to learning we need to develop into self-directed, agile, learners with a strong growth mind-set.

The organisational culture required is one that promotes lifelong learning. All generations and types of employees will need to be given the opportunity to upskill themselves. This implies that learning will have to be on demand, bite sized and in different formats that can suit all types of learning styles. The policies and procedures that are put in place should encourage the unlimited, unrestricted access to learning mentioned above. Innovation should be encouraged, and people be allowed to explore, experiment and fail without fear of being punished. Employees also need the space to unlearn redundant competencies and relearn what is relevant for the future.

### **Small Holder Farmer Development**

The Learning and Development department's services also aim to expose smallholder farmers to food safety, good agricultural practices, responsible use of pesticides, cold chain management and product quality training in preparation for food safety certification and market access.

Development initiatives are run on a collaborative basis with the DALRRD, and Provincial Departments of Agriculture and services all provinces in South Africa. Collaboration not only extends to sister SOEs but also to commercial development partners.

## 2. Outcomes, Outputs, Performance Indicators and Targets

			ANNUAL TARGETS						
Programme 1: Corporate Services			Audited Performance			Estimated performance	MTEF Period		
Outcome	Output	Output Indicator	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Contribute to the socio-economic transformation of the agricultural sector	Transformed Business to allow black business to participate in SA economy	% of money spent on B-BBEE suppliers	75%	77%	78%	80%	80%	82%	84%
Support the export competitiveness of South African perishable products industries	Informed and Satisfied Stakeholder Base	% of information provided at a 95% accuracy level in week 1 of reporting	93%	94%	95%	95%	95%	98%	99%
Strengthen the PPECB's capacity to provide a professional suite of services for its clients	Informed and Satisfied Stakeholder Base	Organisational customer satisfaction index measured annually as a %	75%	80%	82%	80%	80%	80%	80%
	Digitised Business Processes	Number of manual processes converted to electronic or digitised	n/a	n/a	n/a	n/a	5	10	15

			ANNUAL TARGETS						
Programme 2: Operational Services			Audited performance			Estimated performance	MTEF Period		
Outcome	Output	Output Indicators	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Enhance the credibility of the South African Export certificate	Compliance	% of samples inspected on a 2% basis	96%	97%	98%	99%	99%	99%	99%
Support the export competitiveness of South African perishable products industries	Efficient service delivery through client subscriptions on e-platforms	% of cartons on main products (citrus, grapes, pome, stone and avo's collectively) captured on TITAN 2.0®	-	30%	63%	6%	60%	70%	80%
		Number of activity points interfacing with the PPECB mobile technology platform	200	400	910	920	920	950	1000

			ANNUAL TARGETS						
Programme 3 : Food Safety Services			Audited Performance			Estimated performance	MTEF Period		
Outcome	Output	Output Indicator	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Enhance the credibility of the South African Export certificate	Confidence in SA Food Safety Assurance systems	Number of samples analysed using accredited methods	20000	22000	26023	24000	26000	26750	27000
		Number of food safety audits conducted	720	750	1100	850	850	950	1000

			ANNUAL TARGETS						
Programme 4 : Transformation and Development Services			Audited performance			Estimated Performance	MTEF Period		
Outcome	Output	Output Indicator	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Contribute to the socio-economic transformation of the agricultural sector	Capacity Building	Number of students graduated through the Agri Export Technologist Learnership Programme (AETP) programme annually	30	35	39	45	45	50	50
		Number of small holder farmers trained	120	120	170	238	200	250	250
		Number of new skills identified and trained	n/a	n/a	n/a	n/a	2	5	8
	Competent staff	% of permanent Technical Professionals (Inspectors and Assessors) evaluated as technically competent	85%	90%	93%	95%	95%	95%	95%
	Market Access	Number of small holder farmers certified for export	5	10	57	25	20	25	25

### 3. Output Indicators: Annual and Quarterly Targets 2020/2021

<b>Programme 1: Corporate Services</b>		<b>Quarterly Targets</b>			
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
% of money spent on B-BBEE suppliers*	<b>80%</b>	75%	76%	78%	80%
% of information provided at a 95% accuracy level in week 1 of reporting*	<b>95%</b>	92%	93%	94%	95%
Organisational customer satisfaction index measured annually as a %	<b>80%</b>	-	-	80%	-
Number of manual processes converted to electronic or digitised*	<b>5</b>	1	2	4	5

\* These targets are cumulative

<b>Programme 2: Operational Services</b>		<b>Quarterly Targets</b>			
<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
% of samples inspected on a 2% basis*	<b>99%</b>	97%	97%	98%	99%
% of cartons on main products (citrus, grapes, pome, stone and avo's collectively) captured on TITAN 2.0® system*	<b>60%</b>	30%	40%	50%	60%
Number of activity points interfacing with the PPECB mobile technology platform *	<b>920</b>	600	800	900	920

\* These targets are cumulative

<b>Programme 3: Food Safety Services</b>		<b>Quarterly Targets</b>			
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Number of samples analysed using accredited methods *	<b>26000</b>	6000	14000	20000	26000
Number of food safety audits conducted *	<b>850</b>	200	400	550	850

\* These targets are cumulative

<b>Programme 4 : Transformation and Development Services</b>		<b>Quarterly Targets</b>			
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Number of students graduated through the Agri Export Technologist Learnership Programme (AETP) programme annually	<b>45</b>	-	-	-	45
Number of small holder farmers trained *	<b>200</b>	70	100	150	200
Number of new skills identified and trained*	<b>2</b>	-	1	1	2
% of permanent Technical Professionals (Inspectors and Assessors) evaluated as technically competent *	<b>95%</b>	80%	85%	90%	95%
Number of small holder farmers certified for export *	<b>20</b>	5	10	15	20

\* These targets are cumulative

#### 4. Explanation of planned performance over the medium-term period

The PPECB's strategy is driven and executed by four main programmes four Strategic Programmes (Programme 1: Corporate Services, Programme 2: Operational Services, Programme 3: Food Safety Services, Programme 4: Transformation and Development Services) with the following priorities:

- Improved client experience through seamless integration with PPECB systems (external)
- The provision of relevant and timeous export information and market trends to enhance the competitiveness of the industry (BI)
- Continuous improvement through a process of transformation, innovation and automation
- Revised business models through the introduction of digitisation and change in methodologies to increase efficiencies and contain cost
- Improved business sustainability for black small holder farmers and suppliers

The organisational culture required is one that promotes lifelong learning, which includes measuring and finding opportunities to enhance performance.

All programmes deliverables are aligned to ensure that the credibility of South African Export Certificate is maintained to prevent markets from closing by ensuring the business delivers on its delegated mandate, remains sustainable and complies to recognized governance practices.

Our service delivery and transformation programmes's performance is focussed on creating confidence in South Africa's capability to deliver products that meet global standards and at the same time enabling previously disadvantaged communities to become economically participative in export programmes. This will be done through the training and development programmes and sound application will be audited by our food safety and quality inspection programmes.

The PPECB employees have enviable expertise in quality standards, food safety and cold chain management in particular, and it plays to its strength as an organisation in imparting that knowledge. The Transformation and Development Services Programme is aimed at building capacity through the development of internal and external skills. The PPECB puts a lot of emphasis in capacity building by providing development opportunities to both internal and external stakeholders. Services aim to expose smallholder farmers to food safety, good agricultural practices, responsible use of pesticides, cold chain management and product quality training in preparation for food safety certification and market access.

Over and above the training, coaching and mentoring that we provide for our internal stakeholders, we also have a dedicated programme for ensuring uniform interpretation and consistent application of standards during execution of product inspections, cold chain functions and food safety audits. The learning and development specialists aim at mitigating the risks of incorrect decision-making during inspections and cold chain functions, enhances confidence levels of employees and associated clients during service delivery.

Development initiatives are run on a collaborative basis with the DAFF, and Provincial Departments of Agriculture and services all provinces in South Africa. Collaboration not only extends to sister SOEs but also to commercial development partners.

PPECB's food safety programme deliverables are to:

- Ensure consistent production of safe and quality products by reducing risks of compromised food quality.
- Maintain consumer (local and international) confidence in food safety and quality by using reliable, advanced and rapid technologies in testing quality characteristics of food to ensure compliance, and testing mycotoxin tolerance levels, pesticide residues and microorganisms.

- Promote safe production practices for growers through food safety audits and strengthening national food control systems.
- Reduce the negative impact on the environment by ensuring compliance to regulations.
- Reposition the PPECB Laboratory to provide further support to DAFF and promote the export of safe food.
- Introduce Verified Gross Mass (VGM) as an additional service offering.

The effectiveness of PPECB's services will be evaluated by PPECB's stakeholders. PPECB will continuously seek and introduce innovative initiatives to improve efficiencies. Any shortcomings or areas for improvement identified are to be addressed and included in ISO 9001:2015 practices.

## 5. Programme Resource Considerations

The MTEF supports the funding of programmes to achieve its performance targets. The funding that is allocated to the various programmes includes:

R thousand	Audited outcome			Revised Estimate	Average Growth Rate %	As % of Total %	Medium-term estimate					Average Growth Rate %	As % of Total %
	2016/17	2017/18	2018/19		2019/20	2017 to 2020	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2021 to 2025
<b>PROGRAMME</b>													
Corporate Services	76,054	72,710	86,508	105,600	11.6%	24.0%	123,575	129,000	135,769	142,648	142,460	3.4%	20.0%
Operational Services	198,768	236,260	267,080	286,000	12.9%	65.0%	321,295	354,750	389,598	434,428	484,364	10.9%	68.0%
Food Safety Services	18,849	25,162	22,702	22,000	5.3%	5.0%	24,715	26,875	35,418	38,904	49,861	22.9%	7.0%
Transformation and Development	3,130	14,968	20,899	26,400	103.6%	6.0%	24,715	26,875	29,515	32,420	35,615	9.8%	5.0%
<b>Total expenses</b>	<b>296,801</b>	<b>349,100</b>	<b>397,189</b>	<b>440,000</b>	<b>14.0%</b>	<b>100.0%</b>	<b>494,300</b>	<b>537,500</b>	<b>590,300</b>	<b>648,400</b>	<b>712,300</b>	<b>9.6%</b>	<b>100.0%</b>

## 6. Updated Risks and Mitigations from Strategic Plan

Below is a summary of the key risks and mitigations.

Outcomes	Key Risk	Risk Mitigations (Current controls and Actions)
Efficient service delivery	Information Security threats	<ul style="list-style-type: none"> <li>– Monthly patch management for Windows, servers and desktops being conducted and remedial action applied.</li> <li>– Monitoring of anti-virus and firewall, ensuring reports are being checked and implemented.</li> </ul>
Process Transformation	Failure of the PPECB people, process, systems and products to keep up with trends and advancements	<ul style="list-style-type: none"> <li>– Implementation of Business strategy</li> <li>– Identify skills required to respond to new business strategy</li> <li>– Keeping abreast with latest technological advancements</li> </ul>
Capacity building	Failure to adapt the current workforce to remain relevant and responsive to the "new world of work"	<ul style="list-style-type: none"> <li>– Conduct Talent Forums to determine skills availability</li> <li>– Introducing training programmes aligned to the new business strategy.</li> </ul>
Capacity Building	Mismatch between current culture and enabling culture to drive people, process, system and product change and implement strategy	<ul style="list-style-type: none"> <li>– LRMG have been contracted to raise awareness and assist the business with implementation of the new Business strategy</li> <li>– Review PPECB values if still relevant to the new business strategy.</li> <li>– Define the PPECB purpose</li> </ul>
Efficient service delivery	Volatility of critical infrastructure and technology services	<ul style="list-style-type: none"> <li>– Seek alternative back-up power for key regional offices and the laboratory</li> <li>– Incident Response testing of Disaster Recovery Plan</li> <li>– Seek alternative connectivity at remote sites due to insufficient telecommunication infrastructure</li> </ul>
Efficient service delivery	Successful implementation on TITAN 2.0 to deliver business value, system integration and business intelligence	<ul style="list-style-type: none"> <li>– Penetration test for TITAN 2.0</li> <li>– Monitoring of industry vendor readiness to delivery to clients</li> </ul>
Process transformation and efficient service delivery	Successful implementation of ERP to deliver business value, system integration and business intelligence	<ul style="list-style-type: none"> <li>– Formulate a change management strategy and implement it</li> <li>– Integration of TITAN 2.0, ERP and Master Data alignment with NAV.</li> </ul>
Business transformation	Lack of meaningful contribution to industry transformation	<ul style="list-style-type: none"> <li>– Implementation of the Transformation Strategy and new transformation initiatives</li> <li>– Formulate action plan for Agri BEE guidelines create awareness to the industry</li> </ul>
Compliance	Non-compliance with the APS mandate, PPEC Act and other key legislation	<ul style="list-style-type: none"> <li>– Cabinet approval of PPEC Bill and the PPECB Levies Bill</li> <li>– Automation of controls in ERP system comply with certain legislation</li> </ul>
Efficient service delivery	Under recovery of costs	<ul style="list-style-type: none"> <li>– Formalisation of Laboratory expansion strategy</li> <li>– Review expenditure in line with cost containment</li> <li>– Review of the costing/funding model</li> <li>– Re-negotiation of additional DALRRD mandates</li> </ul>

## 7. Infrastructure Projects

Project Name	Programme	Project description	Output	Revised Estimate (R's Thousand)	Expenditure to Date (R's Thousand)	Start Date	Finish Date
Cape Town Office	Administration	Cape Town Office	Preserving capital investment	2,000		Feb 2021	Mar 2025
Durban Office	Administration	Durban Office	Preserving capital investment	5,000		Sept 2020	Mar 2025
<b>Total Infrastructure Expenditure</b>				<b>7,000</b>			

**PART D : TECHNICAL INDICATOR DESCRIPTIONS**

<b>PROGRAMME 1: CORPORATE SERVICES</b>	
<b>Indicator Title</b>	<b>Percentage of money spent on B-BBEE suppliers</b>
<b>Definition</b>	Procurement expenditure for goods and services from suppliers that are B-BBEE compliant
<b>Source of data</b>	The data is collected from a financial system (Navision 13) regarding suppliers having a B-BBEE certificate as evidence of their compliance
<b>Method of Calculation</b>	Spend on B-BBEE suppliers is divided by the total spend and that gives the percentage of B-BBEE spend.
<b>Means of verification</b>	B-BBEE certificates of suppliers
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	The desired performance would be that which exceeds the target as an indication that PPECB business benefits mostly the B-BBEE suppliers, especially Qualifying Small Enterprises (QSEs) and Exempted Micro Enterprises (EMEs) that play a vital role to fight the scourge of unemployment.
<b>Indicator Responsibility</b>	Procurement Manager

<b>Indicator Title</b>	<b>Percentage of information provided at a 95% accuracy level in week 1 of reporting</b>
<b>Definition</b>	This is the percentage of information that is captured of total volume inspected/exported the previous week
<b>Source of data</b>	Record/log is kept of the volumes reported in the SLA reports that are sent to the industry
<b>Method of calculation</b>	When the weekly reports are sent to industry the volume per product group is captured and stored. That specific week's volume is then monitored for three consecutive weeks to gauge the total amount captured after three weeks versus what was captured in the first week.
<b>Means of verification</b>	System generated report
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	The aim is to have at least an average of the total information captured in the first week with a 95% accuracy
<b>Indicator responsibility</b>	Coordinator Inspection Administrator

<b>Indicator Title</b>	<b>Organisational customer satisfaction index measured annually as a %</b>
<b>Definition</b>	Reporting on the percentage of customers who are satisfied with the service provided by the PPECB.
<b>Source of data</b>	The data is gathered from the annual Customer Satisfaction Survey conducted by the Marketing and Communications Manager.
<b>Method of calculation</b>	Respondents to the Customer Satisfaction Survey are asked to rate the PPECB's customer service levels on a scale of 1% to 100%. The percentages are then averaged to obtain the final score.
<b>Means of verification</b>	Customer Feedback Survey
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Performance which is higher than the target is desirable as this means that the clients are satisfied with the PPECB's performance.
<b>Indicator responsibility</b>	Marketing and Communications Manager

<b>Indicator Title</b>	<b>Number of manual processes converted to electronic or digitised.</b>
<b>Definition</b>	This has to do with the PPECB processes that are mostly manual and with the introduction TITAN 2.0 <sup>®</sup> and ERP will be transformed to electronic or digitised.
<b>Source of Data</b>	This we calculate based on the number of processes transformed to electronic
<b>Method of calculation</b>	Total number of processes converted
<b>Means of verification</b>	Report on actual processes automated
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Data limitations</b>	No specific limitations
<b>Type of Indicator</b>	Manual vs Manual converted to electronic
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	The current attrition rate illustrates that we are experiencing difficulties to change. However, with the introduction of TITAN 2.0 <sup>®</sup> , ERP and other technologies the way we operate will change considerably and ultimately some processes will become redundant as we leverage on technology and digitalise. The PPECB will have to be able to transform from manual processes to electronic processes or automation of manual processes.
<b>Indicator responsibility</b>	CIO/COO/General Managers: Operations

<b>PROGRAMME 2: OPERATIONAL SERVICES</b>	
<b>Indicator Title</b>	<b>Percentage of samples inspected on a 2% basis</b>
<b>Definition</b>	100% of consignments must be inspected on a 2% sample which is very labour intensive
<b>Source of data</b>	The data is to be collected from consignment notes inspected at a full 2%
<b>Method of calculation</b>	Data collected manually and reported monthly to coordinator who reports monthly and quarterly. The number of samples inspected on a 2% are expressed as a percentage of total samples inspected.
<b>Means of verification</b>	System generated report
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance which is higher than target is desirable as it means more inspection at 2% sampling.
<b>Indicator responsibility</b>	General Managers: Operations

<b>Indicator Title</b>	<b>Percentage of cartons on main products (citrus, grapes, pome, stone and avo's collectively) captured on TITAN 2.0® system</b>
<b>Definition</b>	Percentage of cartons of main products captured using TITAN 2.0®
<b>Source of data</b>	Monthly report from PPECB mobile technology system
<b>Method of calculation</b>	Number of cartons captured using TITAN 2.0® divided by the total number of cartons captured for a financial year. This is only for the main product groups (citrus, grapes, pome, stone and avo's).
<b>Means of verification</b>	TITAN 2.0® (mobile application) compared to system generated report
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Desired performance is to achieve 60% of cartons captured on TITAN 2.0® for 2020/2021 fiscal year.
<b>Indicator responsibility</b>	General Managers: Operations

<b>Indicator Title</b>	<b>Number of activity points interfacing with the PPECB mobile technology platform</b>
<b>Definition</b>	Number of inspection activity points that are able to exchange data with the PPECB tablet technology system
<b>Source of data</b>	Monthly report from PPECB mobile technology system
<b>Method of calculation</b>	All activity points that were able to exchange data with the PPECB tablet technology system for a financial year.
<b>Means of verification</b>	TITAN 2.0® (mobile application)
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Desired performance is to achieve at least 200 activity points
<b>Indicator responsibility</b>	Application Development Manager

<b>PROGRAMME 3: FOOD SAFETY SERVICES</b>	
<b>Indicator Title</b>	<b>Number of samples analysed using accredited methods</b>
<b>Definition</b>	Samples analysed for testing as per the DALRRD mandate for pesticides, mycotoxins and compositional dairy testing for export and the local market.
<b>Source of data</b>	Through the laboratory information management system (LIMS), sample information from tracking numbers to tests conducted are captured and recorded on a daily basis.
<b>Method of calculation</b>	Volumes of samples analysed for different tests are counted by the LIMS automatically as received at sample reception.
<b>Means of verification</b>	Laboratory information management system (LIMS)
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	A higher than target performance is preferred, as increased samples analysed for testing is indicative of compliance to food and feed safety regulations, and may also be indicative of increased exports.
<b>Indicator responsibility</b>	Laboratory Manager

<b>Indicator Title</b>	<b>Number of food safety audits conducted</b>
<b>Definition</b>	Reporting on the number of Export Food Business Operators who were SAGAP (R707) certified in a quarter
<b>Source of data</b>	The data is gathered from the Food Safety programme which issues the Certificates
<b>Method of calculation</b>	A count of the number of Food Safety Certificates issued in a Quarter to Exporting Food Business Operators
<b>Means of verification</b>	Food Safety Audit Reports
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance which is higher than the target is desirable as this means that oversight is increasing.
<b>Indicator responsibility</b>	Programme Manager: Food Safety

<b>PROGRAMME 4: TRANSFORMATION AND DEVELOPMENT SERVICES</b>	
<b>Indicator Title</b>	<b>Number of students graduated through the Agri Export Technologist Learnership Programme (AETP) annually</b>
<b>Definition</b>	This is the number of people who fulfil all the requirements of the learnership who are then awarded with an NQF level 5 qualification after their Portfolios of Evidence have been assessed and moderated.
<b>Source of data</b>	Certificates issued by SETA.
<b>Method of calculation</b>	The indicator is calculated through stipulating the number of students graduated (who successfully meet the final requirements of the learnership)
<b>Means of verification</b>	Agri Seta Certificates
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	All registered students graduate after course completion and get employment in the sector.
<b>Indicator responsibility</b>	Learning and Development Manager

<b>Indicator Title</b>	<b>The number of small holder farmers trained</b>
<b>Definition</b>	The number of small holder farmers trained by PPECB.
<b>Source of data</b>	Attendance registers completed by farmers during training sessions
<b>Method of calculation</b>	Adding together all the farmers who attended training sessions during a quarter across all registers
<b>Means of verification</b>	Attendance Registers
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance which is higher than the target is desirable as this means that more small holder farmers have an awareness of post-harvest activities
<b>Indicator responsibility</b>	Learning and Development Manager

<b>Indicator Title</b>	<b>Number of new skills identified and trained</b>
<b>Definition</b>	Reporting on the number of new skills identified in PPECB to adapt to digital transformation
<b>Source of data</b>	The data is collected from the Operations/Human Capital.
<b>Method of calculation</b>	A count of the number of new skills identified and trained for
<b>Means of verification</b>	System Generated Report
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	The target should increase continuously as new technologies are introduced, new skills requirements emerged and should be trained for.
<b>Indicator responsibility</b>	Human Capital Executive/Business Optimisation

<b>Indicator Title</b>	<b>Percentage of permanent Technical Professionals (Inspectors and Assessors) evaluated as technically competent.</b>
<b>Definition</b>	Reporting on the percentage of permanent Inspectors and Assessors evaluated as competent by an independent Learning and Development Product and Cold Chain Specialist within a 4 year cycle. The organisation sets a targeted percentage based on the desired competency levels and the default risk tolerance manageable internally. A count of the number of individuals evaluated is now reported.
<b>Source of data</b>	The data is gathered from specialists within the Learning and Development Department which has a national footprint in all PPECB regions. A seasonal plan is followed and the competence status of the inspectorate reported quarterly.
<b>Method of calculation</b>	The number of technical professionals evaluated as competent expressed as a percentage of the total number of technical professionals.
<b>Means of verification</b>	Evaluation report
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance which is higher than the target is desirable as this means that the inspectorate is better equipped to fulfil its mandated and market access responsibilities
<b>Indicator responsibility</b>	Learning and Development Manager

<b>Indicator Title</b>	<b>Number of small holder farmers certified for export</b>
<b>Definition</b>	Reporting on the number of small holder farmers who attained SAGAP (R707) certification in a quarter
<b>Source of data</b>	The data is gathered from the Food Safety programme which issues the certificates
<b>Method of calculation</b>	A count of the number of certificates issued in a quarter to small holder farmers
<b>Means of verification</b>	SA Gap Certificates
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance which is higher than the target is desirable as this means that more small holder farmers have gained market access
<b>Indicator responsibility</b>	Learning and Development Manager

## ANNEXURE A : GLOSSARY OF ACRONYMS & ABBREVIATIONS

AETP	Agri Export Technologist Learnership Programme
APAP	Agricultural Policy Action Plan
APHIS	Animal and Plant Health Inspection Services of USDA
APS	Agricultural Product Standards Act
B-BBEE	Broad Based Black Economic Empowerment
BRC	British Retail Consortium
BREXIT	British exit from the European Union
BRICS	Brazil Russia India China South Africa
CAPEX	Capital Expenditure
CBS	Citrus Black Spot
CPUT	Cape Peninsula University of Technology
CRI	Citrus Research Institute
DAFF	Department of Agriculture, Forestry and Fisheries
DALRRD	Department of Agriculture, Land Reform and Rural Development
EC	European Commission
EME	Exempted Micro Enterprises
ERP	Enterprise Resource Planning
EU	European Union
FBO	Food Business Operator
FCM	False Codling Moth
GAP	Good Agricultural Practices
Global GAP	Global Good Agricultural Practices
HACCP	Hazard Analysis and Critical Control Point
ICT	Information and Communication Technology
IMF	International Monetary Fund
ISO	International Standard Organisation
KPA	Key Performance Areas
KPI	Key Performance Indicator
LIMS	Laboratory Information Management System
MAFF	Japanese Ministry of Agriculture, Forestry and Fisheries
MRL	Maximum residue level
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NGO	Non-Governmental Organisation
NGP	National Growth Path
NQF	National Qualification Framework
PAIA	Promotion of Access to Information Act
PDI	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act
POPI	Protection of Personal Information Act
PPECB	Perishable Products Export Control Board

QSE	Qualifying Small Enterprises
RMS	Risk Management System
S&T	Subsistence & Travel
SAGAP	South Africa Good Agricultural Practices
SETA	Sector Education and Training Authorities
SLA	Service Level Agreement
SOE	Stated Owned Entities
SONA	State of the Nation Address
SOP	Standard Operation Procedure
TITAN 2.0®	PPECB Mobile Application
UK	United Kingdom
USA	United States of America
USDA	US Department of Agriculture
VGM	Verified Gross Mass