



**NAMC**  
Promoting market access for South African agriculture



# ANNUAL PERFORMANCE PLAN

**2025/26**

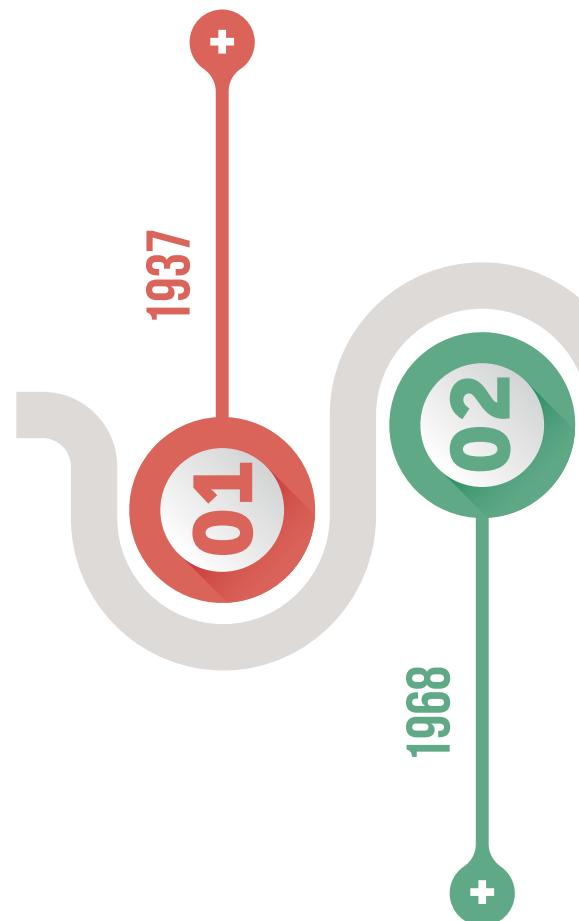


# NAMC

Promoting market access for South African agriculture

The National Marketing Council (NMC) was formed to administer the 1937 Marketing Act and advise the Minister of Agriculture on the provision of the Act.

# Evolution of National Agricultural Marketing Council



One of the intentions with the promulgation of the MAP Act was that the NAMC should operate “at arms-length” from the Department and subsequently became a statutory body. This meant that the NAMC will be only administering the MAP Act thereby serving as an advisory body. It also applied to the deregulation of the former Control Boards to Industry Trusts.

Marketing Act of 1937  
was replaced by the 1968  
Marketing Act

NMC changed to the  
National Agricultural  
Marketing Council

MAP Act amended to inter  
alia make provision for  
certain aspects regarding  
the transfer of staff from  
the Department to the  
NAMC

By this period, 80%  
of total agricultural  
production was  
subjected to statutory  
measures in South  
Africa



## EXECUTIVE AUTHORITY STATEMENT

Greetings

The National Agricultural Marketing Council (NAMC) mandate is enshrined in the Marketing of Agricultural Products (MAP) Act No 47 of 1996. The Act outlines the responsibilities of the NAMC as that of investigating regulatory and statutory measures and recommend findings to the Minister for decision (Approval or disapproval).

The NAMC is responsible for overseeing the administration, monitoring and reviewing the applications of statutory and regulatory measures.

Furthermore, as part of its responsibilities, the entity advises the Minister by undertaking investigations regarding agricultural marketing policy and its application, coordination of agricultural marketing policy in relation to national economic, social and development policies and international trends and developments, and the possibilities for and effects of promoting the objectives of the MAP Act through the following objectives:

- The increase of market access for all market participants;
- The promotion of the efficiency of the marketing of agricultural products;
- The optimisation of export earnings from agricultural products; and
- The enhancement of the viability of the agricultural sector.

The NAMC is in its 29 years since it was established, and I am confident that the great work that the entity has been doing will continue to enhance the quality of services to the agricultural industry and directly affected groups.

I therefore request all stakeholders in the agricultural industry to work with us as we create a viable and inclusive sector

As the Minister of Agriculture, I support this Annual Performance Plan of the NAMC in its ongoing effort to modernise its research through economy - wide modelling, establish partnerships to enhance market access for smallholder farmers and improve the target on collection of statutory levies to drive transformation and inclusivity.

Regards,

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Mr. JH Steenhuisen, MP  
Minister of Agriculture  
Date:

## ACCOUNTING OFFICER STATEMENT

### Greetings

On behalf of the management of the National Agricultural Marketing Council (NAMC), I present to you the Strategic Plan covering the period from 2025 - 2030.

The objectives of NAMC as defined in the Marketing of Agricultural Products (MAP) Act are to:

- increase market access for all market participants;
- promote efficiency in the marketing of agricultural products;
- optimise export earnings from agricultural products; and
- enhance the viability of the agricultural sector.

The NAMC priorities and outcomes are aligned to the Medium -Term Development Plan (MTDP) and they are outlined and defined in detail in the APP and Strategic Plan (SP) for the period of 2025 - 2030, and inform the outputs of this APP towards:

- NAMC delivering on its mandate and core functions
- A viable and efficient agricultural sector generating optimal earnings (domestic and international)
- Enhanced market access for the agricultural sector

Our programmes are derived from the mandate of the NAMC as outlined in the MAP Act, aligned to the pillars of the Agriculture and Agro-processing Master Plan (AAMP) and the National Development Plan (NDP 2030).

During the 2025 – 2030 five-year term, the NAMC aims to create impact through economy-wide modelling, formalize partnerships with various organisations and institutions to have a long-term plan for enhancing market access for smallholder farmers and pursue its goal of creating a viable and inclusive agricultural sector.

We have embarked on the rigorous process of ameliorating the records management systems and reducing possible risks around business continuity. The organisation has reduced its vacancies to capacitate its workforce for effective support of this plan. Employees are the pillars of the organisation and machinery behind a successful implementation of the operational plans that are in place. We are thrilled that we have managed to fill the position of senior manager for Markets and Economic Research Centre and other critical positions in the division.

The management worked tirelessly, under the leadership of the board, to fill the vacancies in the Finance and Administration division. We experienced unexpected staff attrition in this

division in the last quarter of the 2023/24 financial year, which resulted in several challenges and loss of institutional memory. We are confident that the staff complement we have will assist the organisation to redeem itself from the setbacks of previous years. Lastly, on the aspect of reducing the vacancy rate for effective implementation of the plan, we have appointed an incumbent in the office of the Chief Executive Officer to assist with the board's secretarial and organisation's legal services.

In 2025/26, the organisation will be moving to new office accommodation that will cater for the organisation's needs and future plans. The committee that will coordinate and lead the relocation has been established and it is working around the clock to ensure that the logistics are in place. The internal audit services contract is nearing its expiry date and the process of procuring a service provider has commenced, and we are envisaging to finalise the procurement at the beginning of the 2025/26 financial year.

We will work together with our various stakeholders to ensure that this plan is successfully implemented. This plan will be monitored through the reporting of deliverables quarterly to the oversight committees and subsequent approval by the shareholder.

We invite all institutions that are interested in collaborations and partnerships to come and join us in this trajectory of creating a viable agricultural sector, growing export earnings, enhancing marketing access and promoting inclusivity.

Sincerely

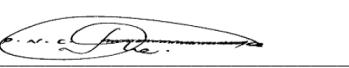
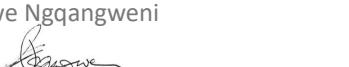


Dr. Simphiwe Ngqangweni  
 Chief Executive Officer  
 National Agricultural Marketing Council  
 Date: 06 June 2025

## 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 2025/26

PROGRAMME	SIGNATORY
Programme 1	Dr. Simphiwe Ngqangweni Signature: 
	Ms Lebogang Dire Signature: 
	Ms Nolwazi Simelane Signature: 
Programme 2	Mr Schalk Burger Signature: 
	Mr Bonani Nyhodo Signature: 
	Dr. Victor Thindisa Signature: 
Programme 3	Ms Khumbuzile Mosoma Signature: 
Chief Financial Officer	Ms Lebogang Dire Signature: 
Chief Executive Officer	Dr. Simphiwe Ngqangweni Signature: 

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## DEFINITIONS

<b>Statutory measure</b>	“ <b>Statutory measure</b> ” means a levy contemplated in section 15, and a direction contemplated in sections 16, 18 and 19 of the MAP Act.
<b>Industry Trusts</b>	In the context of the MAP Act 47 of 1996, trust refers to organisations that were established and were given the resources and assets of the previous control boards. According to the Trust Property Act, 57 of 1988, a “trust” is an arrangement in which a person’s ownership of property is transferred or bequeathed by virtue of a trust instrument.
<b>Transformation</b>	Refers to making sure that those who were formerly marginalised actively engage in the entire agricultural value chain and make a significant contribution to the nation’s economic development.
<b>Smallholder producers/farmers</b>	Refers to a producer that produces (at primary, secondary, and tertiary level) for household consumption and markets, therefore farming is consciously undertaken to meet the needs of the household and derive a source of income. These are usually the new entrants aspiring to produce for market at a profit with a maximum annual turnover of up to R5 million per annum.
<b>Market Access Models</b>	Refers to models that enable smallholder producers to sell their agricultural produce in a market. The models are used to organise producers to deal with the quality and quantity as per market requirements as well as addressing comprehensive producer support during production.
<b>Directly Affected Groups</b>	“ <b>Directly affected group</b> ” means any group of persons which is party to the production, sale, purchase, processing or consumption of an agricultural product and includes labour employed in the production or processing of such product.
<b>Minister</b>	Refers to the Minister of Agriculture.
<b>Department</b>	Refers to the Department of Agriculture.

## ABBREVIATIONS

DoA	Department of Agriculture
ADD	Agribusiness Development Division
AAMP	Agriculture and Agro-processing Master Plan
ARC	Agricultural Research Council
DAG	Directly Affected Groups
ICT	Information and 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
MTDP	Medium Term Development Plan
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:

## OUR MANDATE

## 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 environmental 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

During the five-year planning period, the NAMC will not be creating any institutional policies or strategies. However, the NAMC was tasked by the Department of Agriculture, Land Reform and Rural Development (DALRRD) to research (in collaborations with CRED and BFAP) and coordinate (led by Prof Mzukisi Qobo) the development of the Agriculture and Agro-processing Master Plan (AAMP). In addition, the NAMC through its function is actively contributing to and participating in the development of policies and strategies that impact its work.

Examples of policies that the NAMC will contribute to are the DALRRD's reimagining of the Farmer Producer Support Units (FPSU), 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. Throughout the course of carrying out its primary duties, NAMC advises the Minister on policy and makes suggestions for statutory measures that shape and direct agricultural policies and plans.

## 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: OUR STRATEGIC FOCUS

## 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 2025 - 2030 “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”.

The 7th administration for South African government has outlined its focused strategy by introducing three (3) key priorities that will be implemented under the Medium-Term Development Plan (MTDP). The MTDP has replaced the longstanding Medium – Term Strategic Framework (MTSF).

The table below depicts the alignment between the mandate of the NAMC with the MTDP and AAMP for the next five-year planning period.

NAMC OUTCOMES	MAP ACT OBJECTIVES	MTDP	AAMP
The NAMC delivers on its mandate and core functions	N/A	Build a capable, ethical and developmental state	N/A
A viable and efficient agricultural sector generating optimal earnings (domestic and international)	The optimization of export earnings from agricultural products. The enhancement of the viability of the agricultural sector. The promotion of the efficiency of the marketing of agricultural products.	Reduce poverty and the high cost of living. Drive inclusive growth and job creation	Pillars 2, 3 and 4
Enhanced market access for the agricultural sector participants	The increasing of market access for all market participants	Strategic Priority 2: Reduce poverty and the high cost of living. Drive inclusive growth and job creation	Pillars 5 and 6

## Contribution to the MTDP

The National Agricultural Marketing Council guided by the Department of Agriculture focus areas and goals contributes to the following 3 (three) of the Government Priorities as outlined in the Medium-Term Development Plan:

### PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

#### Outcome: Supportive and sustainable economic policy environment

Ensure that macroeconomic policy and a sustainable fiscal trajectory in support of growth and employment. Development of an integrated economic strategy that aligns fiscal policy, monetary policy, competition policy, industrial policy, innovation policy and trade policy.

#### Outcome: Increased investment, trade and tourism

Prioritise the implementation of the African Continental Free Trade Area to increase our exports to the rest of the continent.

Strengthen economic diplomacy with our largest trading partners and potential trading partners.

### PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

#### Outcome: Skills for the economy

Produce the skills that the economy needs, we will expand vocational and technical training in schools and post school institutions and take a demand-led approach to skills development.

Strengthen the partnership with the private sector to unlock the deployment of artisans and TVET graduates through workplace-based placements and work integrated learning opportunities.

### PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

#### Outcome: Improve governance and performance of public entities

Implement recommendations of the Presidential State-Owned Enterprises Council (PSEC), including the establishment of a centralised ownership model. Undertake a comprehensive review of public entities to enable rationalisation, streamlining and implementation of shared services models.

Strengthen the South African Revenue Service (SARS) to maximize resource mobilisation.

#### Outcome: A capable and professional public service

Strengthening the role of the Presidency (incl. DPME and DWYPD) to improve planning, policy coordination and management of the cluster system.

Finalise the Public Service Amendment Bill, Public Administration and Management Amendment Bill, and Public Service Commission Amendment Bill.

Implement the National Framework towards the professionalization of the Public Sector and establish the Office of the Head of the Public Administration to manage career progression and oversight of the senior management service.

Strengthening the role of the Public Service Commission in the appointment of Directors General, SOE board directors and key positions such as the National Director of Public Prosecutions to shield them from political interference.

Reposition the National School of Government as a premier public sector academy and roll out a Nyukela Programme for Middle Management Service (MMS).

Conduct Institutional Reviews and Skills Audit to ensure that state institutions are execution-driven in line with mandates and public value.

Develop and implement a roadmap for digital transformation of public services.

Strengthen the public procurement system, in line with the Public Procurement Act, for efficiency and effectiveness and to stimulate demand.

Implement the recommendations of the Personnel Expenditure Review in order to manage the Wage Bill.

Improve efficiency and productivity of the public sector by mainstreaming red tape reduction across departments and entities.

## 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 / co-operative)
-  **Service excellence**  
(performance driven / target oriented / service oriented / motivated / committed / diligent)
-  **Fairness**  
(equal treatment / respectful / tolerance / consistency)
-  **Objectivity**  
(analytical / rational / attention to detail / conceptual)
-  **Innovation**  
(creative / pro-active / adaptive / flexible / initiative)

## 4. SITUATIONAL ANALYSIS

The performance and achievements of the NAMC are directly impacted by external and internal factors and contexts. The external context includes the devastating impact of climate change, biosecurity challenges, deteriorating bulk and soft infrastructure, geopolitical conflicts, and the lingering adverse effect of COVID-19. Albeit the smooth transition from the 6th to the 7th administration post the declaration of results of the national and provincial elections is a significant milestone. Moreover, the agricultural

sector is a significant contributor to the economy in terms of employment, foreign exchange and food security. The agricultural sector contributed 2.7% to the GDP in 2023 whilst 956 000 people were employed. Agricultural exports reached a record high of USD13.2 billion, a 3% increase from 2022. South Africa's trade balance is positive with a USD11.2 billion, which shows the importance of the sector driving the economic growth.

Internal factors include MAP Act that provides the legislative and policy articulation on the functions of the NAMC. Moreover, the Council has signed a social compact with the shareholder on the programme of action for the NAMC. The Strategic Plan and the Annual Performance Plan (APP) of the NAMC were aligned with the priorities in the Medium - Term

Development Plan (MTDP). Both the internal and external factors underpinning the performance of the NAMC are unpacked below

## 5. EXTERNAL ENVIRONMENT ANALYSIS

### 5.1. CLIMATE CHANGE

The frequent heatwaves due to rising temperatures and more extreme weather patterns such as the extended drought and floods have direct consequences for the agricultural sector. According to the 2024 Report on Climate Change Impact for South Africa, global warming increases of 3 - degrees Celsius is likely to reduce labour capacity by up to 30%. Albeit South Africa is warming by approximately 0.2°C per decade. Similarly, the frequent severe drought occurrences were 3 - 6 times more likely. Whilst floods were more frequent and extreme. Extreme weather events were evidenced by Cyclone Eloise in 2021; Cyclone Freddy in 2023; and Cyclone Chido in 2024 all affecting Mozambique and the floods that ravaged parts of South Africa in 2024, including the recent El 'Nino induced drought.

According to the 2023 report of the Intergovernmental Panel on Climate Change (IPCC), the agricultural sector is amongst the climate-exposed sectors. The implication is that the sector is likely to experience 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 climate change. Hence, adverse weather patterns threaten food and water security, raising the cost of living, and contributing to biosecurity challenges. Consequently, reducing

incomes and threatening livelihoods. The vulnerability of the agricultural sector underscores the urgent need for climate-resilient farming practices and investment in water management systems.

In mitigation, the global community through the United Nations Framework Convention on Climate Change (UNFCCC) has formulated the Paris Agreement to respond to climate change. Countries pledge their climate change adaptation and mitigation ambitions through nationally determined contributions reporting system to the UNFCCC. The Republic of South Africa is signatory to the Paris Agreement.

## 5.2. THE EUROPEAN UNION (EU) GREEN DEAL

The EU Green Deal (EGD) aims to reduce greenhouse gas emissions by 55% by 2030 relative to the 1990 levels. The eventual target is zero net emissions by 2050. The agricultural sector is identified as amongst the heaviest emitters of greenhouse gas emissions. According to the International Energy Agency (IEA) about 24% of global anthropogenic greenhouse gas (GHG) emissions are from agriculture. Notable portion coming from agricultural practices and

machinery. These emissions primarily include nitrous oxide ( $N_2O$ ), methane ( $CH_4$ ) and carbon dioxide ( $CO_2$ ) contributing to substantial global warming.

In mitigation, the EU is implementing the EGD through various measures such as limiting the use of inorganic chemicals and fossil fuels. The EGD aims to ensure a clean and efficient energy transition, protecting biodiversity and ecosystems, healthy food system, efficient and environmentally friendly transport.

In contrast, South Africa is carbon heavy due to high dependency of ESKOM on coal-fired power stations for base load. Albeit the EU is export market of about 30% of South Africa's horticultural fruits. The implication is the imposition of carbon tax on export products to the EU. Hence carbon tax is likely to negatively impact the competitiveness of agricultural products intended for EU market.

The EU has also introduced the Carbon Border Adjustment Mechanism (CBAM). In response to carbon leakage, the practice occurs when enterprises and/or companies based and operating in Europe shift carbon intensive production facilities abroad to countries with less stringent climate policies. Also, carbon leakage occurs when EU products are substituted by more carbon intensive imports.

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. The silver lining in the cloud is that South African agribusinesses have had to conform to stringent EU regulatory standards over time. There has been an ever-increasing set of private standards to be complied with. Such requirements range from traceability to exposure to allergens. Good farming practice and child labour amongst others. Additionally, compliance to various types of certifications. Unfortunately, smallholder farmers are seldom able to afford high transaction costs of new regulations and certifications. Smallholder farmers will inevitably be excluded from participating in such export markets. In mitigation, a fit-for-purpose support package should be developed and implemented to assist farmers comply with the rigours of export markets.

## 5.3. 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 should align with the EU's Farm to Fork Strategy by implementing the Agriculture and Agro-processing Master Plan (AAMP). Synergy exists between AAMP and Farm-Fork strategy regarding food labelling and packaging. Recently, fatalities from consuming poisonous food were recorded in South Africa. Similarly, supporting the implementation of the National Food Security Strategy (NFSS). The AAMP is also aligned to Farm-Fork strategy in terms of financial

and non-financial support to farmers. Including investment in sustainable agriculture research for development, promoting sustainable diets, reducing food waste, improving food safety, and collaborating internationally to promote global sustainable food systems. South Africa should explore opportunities to leverage synergies of the AAMP and Farm-Fork strategy.

## 5.4. AFRICAN GROWTH AND OPPORTUNITY ACT (AGOA)

AGOA is a United States of America (USA) 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. According to the Office of the US Trade Representative dated 21st December 2024, the President of the USA has determined to maintain AGOA benefits for each country currently eligible under the program. Hence, the list of eligible and ineligible countries will remain unchanged for 2025. South Africa is classified as eligible for AGOA benefits. The legislation significantly expands market access for South Africa's products duty free to the USA. On condition South Africa maintains and improves its rule of law, human rights, and respect for essential labour norms to qualify and remain eligible for AGOA. The 20th AGOA Forum that took place in Johannesburg, South Africa underscored the need for AGOA to support the objectives of the AfCFTA and Agenda 2063 in terms of industrialization, boosting intra-Africa trade.

The USA was recorded as the 6th largest export market for South African agricultural products at \$648million in 2023. Over 2/3rds of South Africa's agriculture exports to the USA enter duty

free. Whilst AGOA has had a positive impact on the South African agricultural trade with various industries benefitting from export of fresh fruit, particularly oranges, almonds, processed fruit, wine, alcohol, dairy products, and fruit and vegetable juice. The USA is considering numerous other exportable high-value agricultural items from South Africa. Most notably avocados, for which negotiations are work in progress. Untapped trade opportunities exist in the livestock industry. South Africa should leverage AGOA to expand its agricultural and industrial exports, ensuring continued eligibility and maximizing the benefits offered by this critical trade agreement.

## 5.5. GROUP OF TWENTY (G20) DEVELOPED COUNTRIES

The Group of Twenty (G20) is an international forum comprising of 19 countries, the European Union (EU) and the African Union (AU). These countries represent the world's largest economies. These are Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Republic of Korea, Mexico, Russia, Saudi Arabia, South Africa, Türkiye, United Kingdom, and United States) and two regional bodies, namely the EU and the African Union (AU).

It was founded in 1999 as an informal forum for the Finance Ministers and Central Bank Governors of the most important industrialised and developing economies to discuss and coordinate policies on global economic issues in response to the financial crises of the late 1990s. Initially the focus was on broad macroeconomic issues, but its agenda has expanded to include trade, climate change, sustainable development, health, agriculture, energy, environment, as well as anti-corruption amongst others. The G20 was elevated to the level of Heads of States after the 2007 global economic and financial crisis. It was apparent that effective crisis coordination required the involvement of top political leaders. The G20 members represent around 85% of the global GDP, over 75% of the global trade, and about two-thirds of the world population.

South Africa's agricultural exports is diverse across different regions globally. The African continent is South Africa's major export destination. The acceptance of the African Union as a permanent member of the G20 at the G20 summit in New Delhi in 2023 provides South Africa with an opportunity to influence continental economic prospects that are likely to boost South Africa's trade regionally. In 2023, the total agricultural exports from South Africa were recorded as USD13.2 billion. The African Union (AU) members states accounted for a share of 37% of South Africa's agricultural exports in 2023, whilst the EU accounted for about a share of 19%. Other major export destinations for South Africa's agricultural exports were the UK (7%), China (6%), and the USA (4%), among others.

The G20 provides a platform for negotiating trade agreements and addressing issues of protectionism (unfair sanitary and phytosanitary), tariffs, and trade imbalances globally. Like

BRICS, the G20 provides more bilateral economic deals with individual countries. The recent rise in agricultural exports, such as the shipment of avocados to Asian countries and cattle to certain Middle Eastern countries, has been attributed in large part to bilateral trade agreements.

South Africa officially assumed the G20 presidency as of the 1st of December 2024. The theme for the 2025 G20 summit is based on solidarity, equality, as well as sustainability. G20 membership of South Africa elevates the country's profile as a credible investment destination, particularly for foreign direct investment in the agricultural sector. This could lead to targeted investments in critical areas such as infrastructure, technology, and modern supply chains geared to increase productivity and global competitiveness. South Africa's participation in G20 further facilitates access to international funding for agricultural research and development initiatives. Hence a channel to mitigate challenges such as the biosecurity bridges and shocks connected to climate change.

## 5.6. BRICS

South Africa joined BRICS an acronym for Brazil, Russia, India, China and South Africa (BRICS) in 2011 during the 3rd summit. The idea of BRICS was formulated by Chief Economist at Goldman Sachs, Jim O'Neill, in a 2001 study entitled "Building Better Global Economic BRICs".

BRICS countries represent about 42% of the global population (BRICS, 2023). Further represents about 30% of the world's territory. BRICS countries contribute 23% of the world's Gross Domestic Product (GDP). Moreover, it accounts for 18% of global trade. In 2023, the BRICS aggregation exported a value of approximately US\$315 billion accounting for about 16% of the world's exports of agricultural products. Whilst imports were valued at about US\$319 billion (Trade MAP, 2023).

Interestingly, the agricultural benefits of the BRICS membership by South Africa remains minimal. South African agriculture has not benefited much from trade with BRIC countries as compared to other blocks. According to Trade Map (2023) the founding members of BRICS countries accounted, on average, for just 8% of South Africa's agricultural exports prior to the addition of new membership during the 15th Summit in Johannesburg in 2023. It's important to boost exports channels to new frontiers while maintaining access to the existing markets in the EU, Africa, and elsewhere.

While BRICS is not a trade bloc, utilizing the structure to push more ambitious trade matters is vital. The agricultural sector is one of South Africa's economic sectors that would benefit from deeper trade relations with the BRICS+ countries. As part of diversification of export markets, South Africa signed trade agreement with China in 2024 for the export of dairy, wool,

and beef. Unlocking access to the lucrative market of over 1.4 billion consumers. Membership of BRICS+ bloc should be leveraged to significantly boost South Africa's agricultural exports.

Trade issues are not purely economic but also political. The Departments of Trade Industry and Competition (DTIC) and of International Relations and Cooperation (DIRCO) must be at the forefront of these efforts, supported by evidence-based research and insights from the Department of Agriculture and the NAMC.

## 5.7. AFRICA CONTINENTAL FREE TRADE AGREEMENT (AfCFTA)

AfCFTA brings together 55 member States of the African Union (AU) covering a market of more than 1.2 billion people including a growing middle class with a combined Gross Domestic Product (GDP) of more than US\$3.4 trillion. In terms of the numbers of participating countries, the AfCFTA will be the largest free trade area since the formation of the World Trade Organisation. The Organisation of Economic Corporation and Development (2023) estimates that export growth potential value of AfCFTA for agricultural exports from South Africa is about R6.3 billion in addition to the existing value of exports to the African continent.

South Africa ratified the AfCFTA in 2023. Albeit there are outstanding matters that impede the full implementation of the agreement. Practical trade will commence once matters such as finalizing the Rule of Origin and harmonization of standards are concluded. South Africa has already published the new tariff rates through the South African Custom and Excise that applies to the AfCFTA.

## 6. INTERNAL ENVIRONMENT ANALYSIS

The NAMC is a creature of statute. The organisation is established through Section 3 of the MAP Act. The functions of the NAMC are specified in section 9 of the MAP Act. The Act amongst others authorises the establishment and enforcement of regulatory measures to intervene in the marketing of agricultural products such as the introduction of statutory measures. The NAMC's core organisational capacity is structured according to the two main areas of the mandate as per the MAP Act namely:

- Regulatory measures that entail oversight of the application, usage and reporting on the utilisation of statutory measures (levies, registrations and records and returns) and the activities involving the ten agricultural industry trusts.
- Advisory services to ensure the provision of evidence-based advice. The NAMC undertakes markets and economic research. Produces various publications and advisory notes for the Minister and other directly affected groups and stakeholders.
- An essential area of operation was incorporated into the NAMC structure, namely the Market Linkages program. The NAMC annually targets a certain number of smallholder farmers to facilitate market access. Additionally, its tests and implements market linkage models as a contribution to the achievement of one of the objectives of the MAP Act namely, the enhancement of market access for all participants.
- In delivering the functions of the MAP Act, the NAMC is structured into four technical divisions viz: (a) Statutory Measures; (b) Industry Trusts; (c) Agribusiness; and (d) Markets and Economic Research (MERC).
- The NAMC prides itself as a hub of highly qualified and experienced Agricultural Economists that strategically place the organisation at the forefront of providing policy advisories to the policymakers and directly affected stakeholders. Albeit budget constraint and high staff turnover is a challenge receiving necessary attention by Management.

### STRENGTHS

- Clear legislative mandate as per the MAP Act.
- Signed social contract with the shareholder.
- Aligned Strategic Plan and Annual Performance Plan with Medium Term Development Plan.
- Clear policies and standard operating procedures.
- Functional management and technical committees.
- Generally young cohort of Agricultural Economists.
- Highly qualified, competent and capable staff members.
- Solid and strong organizational brand and reputation.
- Respect/rapport with stakeholders.

### WEAKNESSES

- Financial resource constraints.
- Uncompetitive salary scale.
- High staff turnover.
- Misunderstanding of organizational mandate by stakeholders.
- Inadequate communication of the mandate and achievements.
- Under - appreciation of the responsibility and power to make a difference.

### OPPORTUNITIES

- Smooth transition from the 6<sup>th</sup> to the 7<sup>th</sup> administration.
- Smooth transition from the 6<sup>th</sup> to the 7<sup>th</sup> administration.
- Confirmation of the AAMP by the shareholder as the path to sustainable growth of the sector.
- Forging strategic partnerships and collaboration with domestic and international organizations.
- Potential to mobilize resources to ensure financial sustainability of the organization.
- Location of the organization in Pretoria for ease of interaction with various Embassies and Head Quarters of global companies.
- Positioning of NAMC as agriculture public policy analytical / advisory think tank.

### THREATS

- Poaching of subject matter specialists.
- Loss of rapport with external stakeholders due to less visibility.
- Difficult economic conditions lead to lack of resource mobilisation opportunities.

**SWOT**

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 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 investigates applications for statutory measures in terms of the MAP Act and advises the Minister accordingly.

## 6.2. AGRICULTURAL TRANSFORMATION FUNDED THROUGH AGRICULTURAL INDUSTRY TRUST FUNDS AND STATUTORY MEASURES (LEVIES)

The purpose of statutory levies as approved by the Minister and promulgated in terms of the MAP Act, is to finance generic functions as identified by the relevant agricultural industries. The NAMC is instrumental in facilitating the implementation of the statutory levy system in the agricultural sectors, but once approved, the relevant industries are collecting statutory levies and the NAMC is only performing a monitoring function.

At present, the NAMC facilitates the implementation of statutory measures for about 80% of total agricultural production, and collectively industries have raised R1.075 billion of statutory levies in the 2023, up with approximately 9.1% compared to the previous year. The promulgation of statutory measures plays a critical role in the enhancement of the viability and competitiveness of the agricultural sector. They also play a critical role in the enhancement of inclusivity in the sector, through the levy portion allocated to transformation.

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

## 6.3. 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 statutory measures, overseeing the agricultural trusts and providing advisory services to the Minister of Department of Agriculture and Directly Affected Groups (DAGs).

The NAMC was tasked by the 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.

## 6.4. MARKET ACCESS FOR SMALLHOLDER FARMERS

Despite the numerous support programmes for smallholder farmers that the NAMC has implemented in the past, market access for these farmers remains a challenge due to the lack of comprehensive support, inconsistent production, fluctuating quality, and transport costs to markets. The NAMC's Agri-business Development division 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.

## 6.5. ORGANISATIONAL CAPACITY

The NAMC core staff is made up of economists and this has turned the organization into 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 conduct 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:

### MEASURING OUR PERFORMANCE

## 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: 2025/26**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
The NAMC delivers on its mandate and core functions	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	(0) Qualified audit report	1	1	1	1

**Programme 1: Output Indicators, Annual and Quarterly Targets: 2025/26**

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified audit report	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: 2025/26**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			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	% Statutory measures applications investigated and recommended to the Minister for a decision (Disapproval and approval)	15	100%	100%	100%	80%	80%	80%
	Status of Statutory Measures Report submitted to the Minister for approval	Status of Statutory Measures report produced and submitted to the Minister for approval	1	1	1	1	1	1	1
	Approved Trade Probe	Trade probe publications produced	4	4	4	4	4	4	4
	Status report on agricultural industry trusts	Report on status of agricultural industry trusts produced and submitted to the Minister for approval	New indicator		1	1	1	1	1
	Transformation reports on interventions funded through trusts funds and levies	Transformation reports produced and submitted to the Minister for approval	New indicator		1	1	1	1	1

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Approved Research Reports produced		Market Intelligence Reports produced	New indicator	12	12	4	4	4	4
		Supply and Demand Estimate Report produced	12	12	12	12	12	12	12
		Food and Input Cost Report produced	New indicator				4	4	4
		Value chain analysis reports produced and submitted to the Minister for noting	1	1	0	1	1	1	1
		Reports on the effects of policy intervention on the agricultural sector (economywide modelling) produced	New indicator				1	1	1
		Smallholder Market Access Tracker (SMAT) reports produced and submitted to the Minister for noting	1		1	1	1	1	1
		Smallholder Market Access Estimates reports produced	12		4	4	4	4	4

**Programme 2: Output Indicators, Annual and Quarterly Targets: 2025/26**

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% Statutory measures applications investigated and recommended to the Minister for a decision	80%	-	-	-	80%
Status of Statutory measures reports produced and submitted to the Minister for approval	1	-	-	-	1
Trade probe publications produced	4	1	1	1	1
Status reports on agricultural industry trusts produced and submitted to the Minister for approval	1	-	-	-	1
Transformation reports produced and submitted to the Minister for approval	1	-	-	-	1
Market Intelligence Reports produced	4	1	1	1	1
Supply and Demand Estimate Reports produced	12	3	3	3	3
Food and Input Cost Reports produced	4	1	1	1	1
Value chain analysis reports produced and submitted to the Minister for noting	1	-	-	-	1
Reports on the effects of policy intervention on the agricultural sector (economywide modelling) produced	1	0	0	0	1
Smallholder Market Access Tracker (SMAT) reports produced and submitted to the Minister for noting	1	0	0	0	1
Smallholder Market Access Estimates 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 market access for all market participants.

### PROGRAMME 3: OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS: 2025/26

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			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	141	190	210	80	120	120	120
		Number of production schemes' designs facilitated	New indicator	2	2	2	2	2	2

### PROGRAMME 3: OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS: 2025/26

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of smallholder farmers linked to market opportunities	120	30	30	30	30
Number of production schemes designs facilitated	2	-	-	-	2

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

### 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 outcome 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 2025/26 APP but instead are reflected in the Operational Plans of the Human Capital Division of the NAMC.

#### Planned Performance

The outcome, output indicators and targets in respect of Outcome 1 remain 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 output 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 output 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 outcome, 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 outcome, 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		
	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
R thousand							
Non-tax revenue	2 997	2 855	5 008	3 000	3 200	3 600	3 744
Transfers received	51 487	51 439	51 261	45 765	47 816	50 006	52 266
Other transfers received			339	3 500	800	800	800
<b>Total revenue</b>	<b>54 484</b>	<b>54 294</b>	<b>56 608</b>	<b>52 265</b>	<b>51 816</b>	<b>54 406</b>	<b>56 810</b>
<b>Expenses</b>							
<b>Current expenses</b>							
Compensation of employees	38 608	37 950	35 839	35 683	36 933	38 595	40 137
Goods and services	15 118	13 020	15 414	15 717	14 021	14 929	15 756
Depreciation	719	613	989	865	862	882	917
Interest, dividends and rent on land	15	8	10				
<b>Total expenses</b>	<b>54 460</b>	<b>51 591</b>	<b>52 252</b>	<b>52 265</b>	<b>51 816</b>	<b>54 406</b>	<b>56 810</b>
<b>Surplus/ (Deficit)</b>	<b>24</b>	<b>2 703</b>	<b>4 356</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 3. UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

RISK NO.	OUTCOME	KEY RISKS	CONTROL IMPROVEMENT PLAN
SR1	To deliver on the mandate by ensuring internal business excellence within the NAMC.	Inadequate capacity (expertise and systems)	<ul style="list-style-type: none"> <li>a) To implement continuous training to NAMC staff on the organisational processes.</li> <li>b) To review and ensure proper human capacity (expertise) is sought and maintained</li> <li>c) To initiate programme for reskilling of officials based on budget availability.</li> <li>d) To continuously ensure a safe working environment for all NAMC employees in line with the OHS Act</li> <li>e) Review Human Capital policies and procedures as and when required</li> <li>f) Facilitation of employee engagement sessions</li> <li>g) Explore models for income generation (resource mobilisation)</li> </ul>
SR2	To provide advice and recommendations towards viable, efficient and optimal export earnings	Possibility of providing incorrect/inadequate advice to the Minister and directly affected stakeholders/groups	<ul style="list-style-type: none"> <li>a) Continuous MERC seminars and Webinars for knowledge dissemination and sharing</li> <li>b) Membership charter to partner and collaborate with scientific institutions for economic modeling</li> <li>c) Acquire license for programs and software to enhance capacity of economic modeling.</li> <li>d) Draft the Annual Communication Plan</li> <li>e) Implementation of the Annual Communication Plan</li> </ul>
SR3	To provide advice and recommendations towards viability efficiency and optimal export earning	Non-adherence to Marketing of Agricultural Product (MAP) Act and its procedures	<ul style="list-style-type: none"> <li>a) Monitor the activities of the NAMC/DoA Committee</li> </ul>
SR4	Increase number of smallholder farmers/projects linked to market opportunities	Expectation for the NAMC to implement programs or provide support beyond its mandate	<ul style="list-style-type: none"> <li>a) Facilitate the development support for farmers linked with the market</li> <li>b) Stakeholder engagements (Awareness on NAMC mandate and define the roles and responsibilities on the NAMCs mandate</li> <li>c) Stakeholder engagements (Awareness of NAMC mandate and defining the roles and responsibilities of the NAMC).</li> </ul>
SR5	To deliver on the mandate by ensuring internal business excellence within the NAMC.	Failure to adhere to good governance and poor compliance with relevant prescripts.	<ul style="list-style-type: none"> <li>a) Awareness on Ethics and other related policies that talks to governance</li> <li>b) Review Integrity and Ethics Management Policy</li> </ul>

RISK NO.	OUTCOME	KEY RISKS	CONTROL IMPROVEMENT PLAN
SR6	<b>Operational efficiency</b>	Budget constraints or limitations in financial resources	a) Explore models for income generation- Resource Mobilisation
SR7	<b>Governance: Positive Audit Administration</b>	Failure to achieve positive audit outcome, clean administration	a) Regular awareness campaigns on NAMC policies and procedures and update the Policy Universe b) Implementation of the Records Management Policy and Procedure c) Draft a Framework to assist in collecting and reporting performance information d) Review Delegation of Authority Framework e) Enforce the Audit findings matrix
SR8	<b>Legal Services and Corporate Governance</b>	Ineffective legal services	a) Continuous implementation and monitoring of the Contract register b) Increased awareness on applicable legal prescripts and national policy requirements
SR9	<b>Legal Services and Corporate Governance</b>	Inadequate composition of Council and Committees	a) To keep the composition above the 50% threshold
SR10	<b>Legal Services and Corporate Governance</b>	Inadequate project monitoring and delivery	a) Draft project management terms of reference b) Enforce proper project management monitoring systems (google Sheets) c) Continuous capacitation of project staff d) Regular stakeholder engagement

## 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

Not applicable to the NAMC

## 8. PUBLIC PRIVATE PARTNERSHIPS

Not applicable to the NAMC

## 9. MATERIALITY AND SIGNIFICANCE FRAMEWORK

### 9.1 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.

### 9.2 ASSESSMENT AND DETERMINATION OF MATERIALITY FOR THE NAMC

The NAMC has strengthened its controlling 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 guidelines 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.

### 9.3 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.

A large, modern tractor with a blue harrow attached is shown plowing a dark, tilled field. The sky is overcast with white and grey clouds. The tractor is positioned in the center of the frame, facing towards the right. The harrow is extended behind the tractor, breaking up the soil. The field appears to be a mix of dark brown and light brown earth. The overall scene is agricultural and rural.

# PART D:

## TECHNICAL INDICATOR DESCRIPTIONS (TID)

## 10. PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

### OUTCOME 1 (A)

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

## OUTCOME 2 (A)

<b>Indicator Title</b>	% Statutory measures applications investigated and recommended to the Minister for a decision
<b>Definition</b>	This refers to the applications for statutory measures investigated and recommended to the Minister for a decision
<b>Source of data</b>	Investigations for applications of statutory measures and recommendations to the Minister for a decision.
<b>Method of Calculation / Assessment</b>	Percentage of statutory measures applications investigated and recommended to the Minister for a decision
<b>Means of verification</b>	Lists of all applications received. Investigations completed List of recommendations
<b>Assumptions</b>	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.
<b>Disaggregation of Beneficiaries (Where applicable)</b>	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
<b>Spatial Transformation (Where applicable)</b>	Contribution to spatial transformation priorities: statutory measures and policy advisory reports will promote agricultural economic growth, create employment opportunities, and will promote transformation in the relevant agricultural industries. Spatial impact area: South African Agriculture.
<b>Calculation Type</b>	Non – Cumulative (Year - End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	% Statutory measures applications investigated and recommended to the Minister for a decision
<b>Indicator Responsibility</b>	Senior Manager: Statutory Measures

## OUTCOME 2 (B)

<b>Indicator Title</b>	Statutory measures report produced and submitted to the Minister for approval
<b>Definition</b>	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.
<b>Source of data</b>	Database of information developed and maintained by the administrators of statutory measures and completed questionnaires and audited financial statements.
<b>Method of Calculation / Assessment</b>	Simple count of 1 x status of statutory measures report.
<b>Means of verification</b>	Statutory measures report produced and submitted to the Minister for approval Proof of submission Proof of approval
<b>Assumptions</b>	The information provided in the report is accurate.
<b>Disaggregation of Beneficiaries (Where applicable)</b>	The beneficiaries of the statutory measures work are the 23 agricultural industries which are utilising statutory measures. <ul style="list-style-type: none"> <li>▪ Target for women: N/A</li> <li>▪ Target for youth: N/A</li> <li>▪ Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (Where applicable)</b>	Contribution to spatial transformation priorities: statutory measures and policy advisory will promote agricultural economic growth, create employment opportunities, and will promote transformation in the relevant agricultural industries.  Spatial impact area: South African Agriculture.
<b>Calculation Type</b>	Non - Cumulative (Year - End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	1 x Statutory measures report produced and submitted to the Minister for approval
<b>Indicator Responsibility</b>	Senior Manager: Statutory Measures

## OUTCOME 2 (C)

<b>Indicator Title</b>	Trade Probe publication produced
<b>Definition</b>	This refers to the trade probe publications produced by the NAMC and they analyse trade opportunities for South African agricultural products as well as challenges in accessing markets, while providing recommendations to stakeholders to address the challenges.
<b>Source of data</b>	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
<b>Method of Calculation / Assessment</b>	Simple Count of 4 x Trade probe reports
<b>Means of verification</b>	Trade Probe publication produced for Quarter 1 Trade Probe publication produced for Quarter 2 Trade Probe publication produced for Quarter 3 Trade Probe publication produced for Quarter 4
<b>Assumptions</b>	That all trade probe publications will be submitted, approved and the secondary data is available
<b>Disaggregation of Beneficiaries (Where applicable)</b>	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (Where applicable)</b>	Contribution to structural and spatial transformation priorities: N/A Spatial impact area: National
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	4 x Trade probe publications produced
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 2 (D)

<b>Indicator Title</b>	Value chain analysis reports produced and submitted to the Minister for noting
<b>Definition</b>	This refers to reports produced by the NAMC that map and quantify a value chain. The reports focus on factors affecting competitiveness, the impact of policies, transformation of the sector and applying several economic models to make recommendations to enhance the viability and sustainability of a specific sector
<b>Source of data</b>	Secondary and primary data collected through industry interaction
<b>Method of Calculation / Assessment</b>	Simple Count of 1 x Value Chain Analysis Report
<b>Means of verification</b>	Proof of Submission to the Minister for noting
<b>Assumptions</b>	The information contained in the report is accurate
<b>Disaggregation of Beneficiaries (Where applicable)</b>	<p>The beneficiaries of the reports are the Minister, other departments and organisations of government, the farmers, academia, and Agribusinesses:</p> <ul style="list-style-type: none"> <li>▪ Target for women: N/A</li> <li>▪ Target for youth: N/A</li> <li>▪ Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (Where applicable)</b>	<p>Contribution to spatial transformation priorities: N/A</p> <p>Spatial impact area: South African Agriculture</p>
<b>Calculation Type</b>	Non-Cumulative (Year End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	1 x Value chain analysis report produced and submitted to the Minister for noting
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 2 (E)

<b>Indicator Title</b>	Status reports on agricultural industry trusts produced and submitted to the Minister for approval
<b>Definition</b>	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.
<b>Source of data</b>	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.
<b>Method of Calculation / Assessment</b>	Simple count: 1 x report on the status of the agricultural industry trusts
<b>Means of verification</b>	Status reports on agricultural industry trusts produced and approved by Minister. Proof of Submission Proof of Approval
<b>Assumptions</b>	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
<b>Disaggregation of Beneficiaries (Where applicable)</b>	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
<b>Spatial Transformation (Where applicable)</b>	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
<b>Calculation Type</b>	Non - Cumulative (Year – End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Status reports on agricultural industry trusts produced and submitted to the Minister for approval
<b>Indicator Responsibility</b>	Senior Manager: Agricultural Industry Trusts

## OUTCOME 2 (F)

<b>Indicator Title</b>	Transformation report produced and submitted to the Minister for approval
<b>Definition</b>	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.
<b>Source of data</b>	A structured questionnaire shared and completed by the levy and trusts administrators. The NAMC's quarterly progress reports on industry transformation support.
<b>Method of Calculation / Assessment</b>	Simple count of 1 x Transformation report.
<b>Means of verification</b>	Transformation report produced and approved by the Minister Proof of Submission Proof of Approval
<b>Assumptions</b>	The information provided in the report is accurate.
<b>Disaggregation of Beneficiaries (Where applicable)</b>	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
<b>Spatial Transformation (Where applicable)</b>	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
<b>Calculation Type</b>	Non - Cumulative (Year – End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Transformation report produced and submitted to the Minister for approval
<b>Indicator Responsibility</b>	Senior Manager: Agricultural Industry Trusts

## OUTCOME 2 (G)

<b>Indicator Title</b>	Market Intelligence Reports produced
<b>Definition</b>	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 subsectors and makes recommendations on opportunities to unlock growth in these subsectors.
<b>Source of data</b>	Secondary sourced from Trade Map, United States Department of Agriculture (USDA) and primary data collected through interactions with the industry experts
<b>Method of Calculation / Assessment</b>	Simple Count of 4x Market Intelligence Reports
<b>Means of verification</b>	Market Intelligence Report produced for Quarter 1 Market Intelligence Report produced for Quarter 2 Market Intelligence Report produced for Quarter 3 Market Intelligence Report produced for Quarter 4
<b>Assumptions</b>	Market Intelligence reports will be approved, and that data will be available
<b>Disaggregation of Beneficiaries (Where applicable)</b>	Target for women: N/A Target for youth: N/A  Target for people with disabilities: N/A
<b>Spatial Transformation (Where applicable)</b>	Contribution to structural and spatial transformation priorities: National Spatial impact area: N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	4 x Market Intelligence Reports produced and approved by the Senior Manager.
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 2 (H)

<b>Indicator Title</b>	Supply and Demand Estimate Reports produced
<b>Definition</b>	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.
<b>Source of data</b>	South African Grain Information Service (SAGIS), traders, DoA and producers
<b>Method of Calculation / Assessment</b>	Simple count of 12 x Supply and Demand estimate reports produced during the financial year.
<b>Means of verification</b>	Supply and Demand estimate reports produced, Also, provide proof of approval
<b>Assumptions</b>	The information in the reports is accurate
<b>Disaggregation of Beneficiaries (Where applicable)</b>	<p>The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia, and Agribusinesses:</p> <ul style="list-style-type: none"> <li>▪ Target for women: N/A</li> <li>▪ Target for youth: N/A</li> <li>▪ Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (Where applicable)</b>	Contribution to spatial transformation priorities: Supply and demand estimates reports will promote informed decision making by industry role-players. Spatial impact area: National
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	12 x Supply and Demand Estimate reports produced
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 2 (I)

<b>Indicator Title</b>	Food and Input Cost Report produced
<b>Definition</b>	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.
<b>Source of data</b>	Stats SA, Agricultural Market Trend, Bureau for Food and Agricultural Policy, Johannesburg Stock Exchange
<b>Method of Calculation / Assessment</b>	Simple count of 4 x Food and Input Cost Reports produced.
<b>Means of verification</b>	4 x Food and Input Cost Reports produced
<b>Assumptions</b>	The information in the reports is accurate
<b>Disaggregation of Beneficiaries (Where applicable)</b>	<p>The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia, and Agribusinesses.</p> <ul style="list-style-type: none"> <li>▪ Target for women: N/A</li> <li>▪ Target for youth: N/A</li> <li>▪ Target for people with disabilities: N/A</li> </ul>
<b>Spatial Transformation (Where applicable)</b>	<p>Contribution to spatial transformation priorities: N/A</p> <p>Spatial impact area: National</p>
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	4 x Food and Input Cost Reports produced and approved by Senior Manager
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 2 (J)

<b>Indicator Title</b>	Smallholder Market Access Tracker (SMAT) reports produced and submitted to the Minister for noting
<b>Definition</b>	This refers to reports that detail the market access of smallholder farmers in a formal and non-formal market. Smallholder farmers are pastoralists, forest keepers, fishers who manage areas varying from less than one hectare to hectares.
<b>Source of data</b>	Secondary and primary data collected through industry interactions and with farmers
<b>Method of Calculation / Assessment</b>	Simple Count of 1 x Smallholder Market Access Tracker (SMAT) report
<b>Means of verification</b>	1 x Smallholder Market Access Tracker (SMAT) report produced and submitted to the Minister for noting. Proof of Submission
<b>Assumptions</b>	The information in the reports is accurate.
<b>Disaggregation of Beneficiaries (were applicable)</b>	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (Where applicable)</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: National
<b>Calculation Type</b>	Non - Cumulative (Year – End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	1 x Smallholder Market Access Tracker (SMAT) report produced and submitted to the Minister for noting
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 2 (K)

<b>Indicator Title</b>	Smallholder Market Access Estimates (SMAE) reports produced
<b>Definition</b>	This refers to reports that detail the market access of smallholder farmers in the National Fresh Produce Markets (NPFMs). The SMAE report provides estimates of the ideal performance of smallholder farmers in the NPFMs 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 DoA.
<b>Source of data</b>	Secondary data was obtained from the South African Union of Food Markets (SAUFM) and or DoA and interactions with stakeholders such as the Agricultural Produce Agents Council (APAC) and the Fresh mark Systems.
<b>Method of Calculation / Assessment</b>	Simple Count of 4 x Smallholder Market Access Estimate (SMAE) reports
<b>Means of verification</b>	4 x Smallholder Market Access Estimate (SMAE) reports
<b>Assumptions</b>	The secondary data is available and that the NAMC succeeds in obtaining actual data.
<b>Disaggregation of Beneficiaries (Where applicable)</b>	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (Where applicable)</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: South African Agriculture
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	4 x Smallholder Market Access Estimates (SMAE) reports produced
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 2 (L)

<b>Indicator Title</b>	Number of reports on the effects of policy intervention on the agricultural sector (economywide modelling) produced
<b>Definition</b>	Economywide modelling reports will provide analysis on the probable effects of specific policy interventions on South Africa's agricultural sector. The reports will advise the shareholder, industry stakeholders and directly affected groups (DAG) on the effects of implementation of specific policy interventions targeting the agricultural sector either directly or indirectly. The reports will inform how the different intervention policies may be conceptualized geared to ensure minimal economy-wide and/or sectoral wide negative effects.
<b>Source of data</b>	Global Trade Analysis Project (GTAP) Database, South African Social Accounting Matrix (SA SAM), South African Revenue Services (SARS), Statistics South Africa (StatSA), Department of Agriculture Abstract of Agriculture Statistics, Agricultural Survey.
<b>Method of Calculation / Assessment</b>	Simple count of 1 x number of reports on the effects of policy intervention on the agricultural sector (economywide)
<b>Means of verification</b>	1 x Reports on the effects of policy intervention on the agriculture sector (economy wide modelling)
<b>Assumptions</b>	The information in the reports is accurate
<b>Disaggregation of Beneficiaries (Where applicable)</b>	The beneficiaries of the reports are the shareholder, industry stakeholders and other DAG. Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial Transformation (Where applicable)</b>	Contribution to structural and spatial transformation priorities: N/A Spatial impact area: National
<b>Calculation Type</b>	Non – Cumulative (Year – End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	1 x number of reports on the effects of policy intervention on the agricultural sector (economywide modelling) produced
<b>Indicator Responsibility</b>	Senior Manager: MERC

## OUTCOME 3 (A)

<b>Indicator Title</b>	Smallholder farmers linked to market opportunities
<b>Definition</b>	This is the creation of market access/opportunities for producers/ smallholder farmers for their agricultural commodities.
<b>Source of data</b>	Documents indicating smallholder farmers linked to the markets.
<b>Method of Calculation / Assessment</b>	Simple count of smallholder farmers linked to markets.
<b>Means of verification</b>	Report about the smallholder farmers linked to market opportunities  List of 30 smallholder farmers linked to market opportunities.
<b>Assumptions</b>	The information in the reports is accurate.  The support measures (such as Financial and Development) for farmers are in existence and accessible. The farms are compliant with food safety standards and market requirements.
<b>Disaggregation of Beneficiaries (Where applicable)</b>	The beneficiaries of the Agribusiness development are all farmers who require services. Target for women: N/A  Target for youth: N/A  Target for people with disabilities: N/A
<b>Spatial Transformation (Where applicable)</b>	Contribution to spatial transformation priorities: Agribusiness Development promotes agricultural economic growth and rural development.  Spatial impact area: South African Agriculture
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	120 x smallholder farmers linked to market opportunities
<b>Indicator Responsibility</b>	Senior Manager: Agribusiness Development

## OUTCOME 3 (B)

<b>Indicator Title</b>	Production schemes designs facilitated
<b>Definition</b>	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 produced.
<b>Source of data</b>	A business plan indicating the production scheme designs facilitated
<b>Method of Calculation / Assessment</b>	Simple count of 2 x facilitated designs for production schemes each financial year.
<b>Means of verification</b>	Production scheme plans
<b>Assumptions</b>	The information in the business plans is accurate
<b>Disaggregation of Beneficiaries (Where applicable)</b>	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
<b>Spatial Transformation (Where applicable)</b>	Contribution to spatial transformation priorities: Agribusiness Development will promote agricultural economic growth and rural development. Spatial impact area: South African Agriculture
<b>Calculation Type</b>	Non – cumulative (Year – End)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	2 x production schemes designs facilitated
<b>Indicator Responsibility</b>	Senior Manager: Agribusiness Development



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