



NAMMC

Promoting market access for South African agriculture



STRATEGIC PLAN

2025-2030

www.namc.co.za







EXECUTIVE AUTHORITY STATEMENT

Mr. JH. Steenhuisen, MP
Minister of Agriculture

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 review 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 Strategic Plan of the NAMC in its ongoing effort to modernize 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.

Mr. JH. Steenhuisen, MP
Minister of Agriculture
Date: 06 June 2025



ACCOUNTING OFFICER STATEMENT

Dr. Simphiwe Ngqangweni
Chief Executive Officer

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 this 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

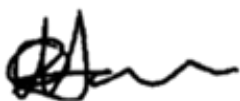


Dr. Simphiwe Ngqangweni
Chief Executive Officer
National Agricultural Marketing Council
Date: 06 June 2025

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- It was developed by the management of the NAMC under the guidance of the members of the Council;
- It takes into account all the relevant policies, legislation and other mandates for which the NAMC is responsible; and
- It accurately reflects the strategic goals and objectives which the NAMC will endeavour to achieve over the period 2025 – 2030

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: _____

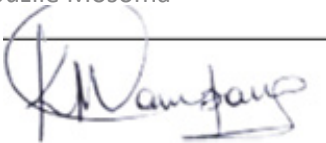
PROGRAMME	SIGNATORY
Programme 3	Dr. Khumbuzile Mosoma  Signature: _____
Chief Financial Officer	Ms Lebogang Dire  Signature: _____
Chief Executive Officer	Dr. Simphiwe Ngqangweni  Signature: _____

TABLE OF CONTENTS

ITEM	PAGE
DEFINITIONS	viii
ABBREVIATIONS	ix
PART A: OUR MANDATE	01
1. CONSTITUTIONAL MANDATE	02
2. LEGISLATIVE AND POLICY MANDATES	02
3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD	04
4. RELEVANT COURT RULINGS	04
PART B: OUR STRATEGIC FOCUS	05
1. VISION	06
2. MISSION	07
3. VALUES	07
4. SITUATIONAL ANALYSIS	08
5. EXTERNAL ENVIRONMENT ANALYSIS	08
5.1. CLIMATE CHANGE	08
5.2. THE EUROPEAN UNION (EU) GREEN DEAL	08
5.3. FARM TO FORK STRATEGY	09
5.4. AFRICAN GROWTH AND OPPORTUNITY ACT (AGOA)	09
5.5. GROUP OF TWENTY (G20) DEVELOPED COUNTRIES	10
5.6. BRICS	10
5.7. AFRICA CONTINENTAL FREE TRADE AGREEMENT (AFCFTA)	11
6. INTERNAL ENVIRONMENT ANALYSIS	11
PART C: INSTITUTIONAL PERFORMANCE INFORMATION	15
1. IMPACT STATEMENT	16
2. MEASURING OUR OUTCOMES	16
3. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD	18
4. UPDATED KEY RISKS AND MITIGATION	21
PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)	23

DEFINITIONS

STATUTORY MEASURES	STATUTORY MEASURES” MEANS A LEVY CONTEMPLATED IN SECTION 15, AND A DIRECTION CONTEMPLATED IN SECTIONS 16, 18 AND 19 OF THE MAP ACT.
INDUSTRY TRUSTS	Trust within the Context of the MAP Act 47 of 1996 refers to bodies that were formed and became recipients of the assets and funds of the former control boards. The Trust Property Act, 57 of 1988 defines a “trust” <i>as the arrangement through which the ownership of property of one person is by a trust instrument made over or bequeathed.</i>
TRANSFORMATION	Refers to ensuring that the previously disadvantaged individuals actively participate in the entire agricultural value chain and broadly contribute to the economic development of the country.
SMALLHOLDER PRODUCERS/FARMERS	Refers to a producer that produces (at primary, secondary, and tertiary levels) 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 the market at a profit with a maximum annual turnover of up to R5 million per annum.
MARKET ACCESS MODELS	Refers to models that enable smallholder producers to sell their agricultural produce in a market. The models are used to organise producers to deal with the quality and quantity as per market requirements as well as addressing comprehensive producer support during production.
DIRECTLY AFFECTED GROUPS	“ Directly affected group ” means any group of persons who is a party to the production, sale, purchase, processing or consumption of an agricultural product and includes labour employed in the production or processing of such product.
MINISTER	Refers to the Minister of Agriculture
DEPARTMENT	Refers to the Department of Agriculture.

ABBREVIATIONS

NAMC	National Agricultural Marketing Council
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
ITAC	International Trade Administration Commission
FMD	Foot and Mouth Disease
MAP ACT	Marketing of Agricultural Products Act No. 47 of 1996
MTDP	Medium-Term Development Plan
MERC	Markets and Economic Research Centre
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
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

PART A



PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

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

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

2. LEGISLATIVE AND POLICY MANDATES

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

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

“Functions of the 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. (e) may undertake investigations and advise the Minister regarding-
 - (i) agricultural marketing policy and the application thereof;
 - (ii) the coordination 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 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 dispatched 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.

LEGISLATION	BRIEF DESCRIPTION
Agricultural Pests Act (No 36 of 1983)	Provides 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 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 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 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.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

The NAMC will not be developing any institutional policies and strategies over the 5-year planning period. However, the NAMC was tasked by the Department of Agriculture (DoA) to research and coordinate the development of the Agriculture and Agro-processing Master Plan (AAMP). In addition, the NAMC through its function is actively contributing to and participating in the development of policies and strategies that impact its work. Examples of policies that the NAMC will contribute to are the DoA Agricultural Insurance Policy Framework, Rural Development Strategy, Rural Safety Policy, Comprehensive Agricultural Statistics Policy, Agricultural Trade Policies, Climate Change Policy and Emission Inventory Programme, Animal Identification and Traceability Strategy, National Policy in Organic Production, Crop Production Policy, National Policy on Plant Improvement, State Assets Acquisition and Lease Disposal Policy, Agricultural Land Holdings Policy Framework, Agricultural Produce Agencies Amendment Bill, Communal Land Recordal Framework and Land Tenure Policy for Commercial Farming Framework. In the course of performing its core functions, the NAMC provides the Minister with policy advice and statutory measures recommendations that inform and guide agricultural policies and strategies.

4. RELEVANT COURT RULINGS

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



PART **B**



PART B: OUR STRATEGIC FOCUS

1. VISION



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

This Vision is aligned with the DoA 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 DoA’s Impact Statement. As stated in the DoA Strategic Plan for 2020-2026 (dated 24th October 2019), “Sustainable Agricultural Productivity refers to a functioning system which ensures that food is produced optimally using available resources including adequate access to fertile land, water, agricultural inputs, funding, markets, production capability (i.e., research, biosecurity, skills, etc) within the short and long term”.

Specifically, the NAMC Vision indirectly responds to:

Priority 1: 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.

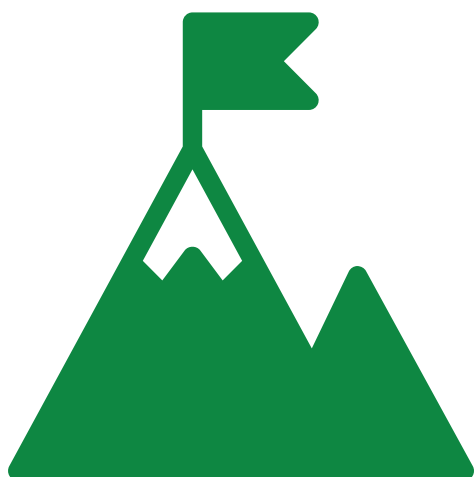
Develop and implement a roadmap for digital transformation of public services.

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



4. SITUATIONAL ANALYSIS

The performance and achievements of the NAMC are directly impacted by external and internal factors and contexts. The external context includes the 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 African's trade balance is positive with a USD11.2 billion, which shows the importance of the sector driving the economic growth.

Internal factors include the MAP Act that provides 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 sector. 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 comes from agricultural practices and machinery. These emissions primarily include nitrous oxide (N₂O), methane (CH₄) and carbon dioxide (CO₂) 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 destined for the 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 106th 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 countries 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, it 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 to receive necessary attention by Management.

Strengths	Weaknesses
• 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.	• 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	Threats
• Smooth transition from the 6th to the 7th 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 Embassy's and Headquarters global companies. • Positioning of NAMC as agriculture public policy analytical / advisory thinktank.	• 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.

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.

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.

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 statutory leaves in 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 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 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 Agribusiness 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. The NAMC will contribute to increasing the smallholder farmers' market share, by linking 600 farmers to market opportunities by the end of the 5 - year period.

6.5. ORGANISATIONAL CAPACITY

The NAMC core staff is made up of Agricultural 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



PART C: INSTITUTIONAL PERFORMANCE INFORMATION

1. IMPACT STATEMENT

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

Impact Statement	A viable and inclusive agricultural marketing environment contributing to food security, socioeconomic growth and sustainable development.
------------------	--

2. MEASURING OUR OUTCOMES

The three (3) NAMC strategic outcomes are as follows:

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

The outcomes against which the NAMC can be measured are derived directly from the four objectives of the Marketing of Agricultural Products Act (MAP Act) namely:

- 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.

Through investigating and monitoring the effective implementation of statutory measures and safeguarding the agricultural trusts’ assets, the NAMC contributes to the enhancement of the sector’s viability. The evidence-based policy advisory generated for industry captains and policymakers through research publications and market access programmes for smallholder farmers enables the NAMC to promote market efficiency and access as well as the optimisation of export earnings. Through the research and oversight functions, the NAMC indirectly assists the Department of Agriculture, Land Reform and Rural Development to achieve its national priorities reflected as the Medium-Term Development Plan (MTDP) priorities / Outcomes, ERRP goals of food security and

sustainable rural economy and AAMP vision of inclusive growth. Furthermore, the NAMC assists with priority number one, two and three of the 7th term of administration outlined by the Government of National Unity (GNU).

MTDP Priority/ DoA Outcome	• Improved governance and service excellence • Increased Market Access and maintenance of existing market • Growth of inclusivity within agricultural value chains		
Outcomes	Outcome Indicators	Baseline	Five-year target
The NAMC delivers on its mandate and core functions.	Compliant management and good governance of the entity, throughout the current term of governance.	The NAMC achieved one (1) clean audit opinion, two unqualified audit opinions and one (1) qualified audit opinion in the past five years.	The NAMC functions at optimal levels to deliver on its core-function indicators and receive unqualified audit opinions for the first financial year and clean audit opinions for the remaining 4 years of the 5 - year term.
A viable and efficient agricultural sector generating optimal earnings (domestic and international); ¹	Approved policy advisory reports that facilitate the marketing of agricultural products, throughout the term of governance.	The NAMC provided 100% scheduled advisory notes to policymaking institutions.	NAMC approved policy advisory and statutory measures of each financial year of the 5 years are approved by the Minister
	Approved statutory measures recommendations submitted to the Minister.	The NAMC evaluates the statutory measures in 20 industries, that have currently statutory measures implemented.	
	NAMC annual reports reflect the transformation of the sector	An annual average of 20% of statutory levies is spent on transformation activities.	
Enhanced market access for agricultural sector participants ²	NAMC annual reports reflect increased market access	Smallholder farmers hold a 13% share of the agricultural market	The NAMC will contribute to increasing the smallholder farmers' market share, by linking 600 farmers to market opportunities by the end of the 5 - year period.

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

² Aligned to Section 2 (a) of the MAP Act

3. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

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.

3.1. Alignment with MAP Act objectives, MTDP and AAMP

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 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 (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.

Strengthening 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.

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

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

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

Contribution to the mandate of the NAMC

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

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

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

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

Enablers to achieve 5 - year targets.

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

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

Contribution to achieving the Impact.

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

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

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

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

4. UPDATED KEY RISKS AND MITIGATION

Risk No.	Outcome	Key Risks	Risk Mitigation
SR1	To deliver on the mandate by ensuring internal business excellence within the NAMC.	Inadequate capacity (expertise and systems)	a. To implement continuous training to NAMC staff on the organisational processes. b. To review and ensure proper human capacity (expertise) is sought and maintained c. To initiate programme for reskilling of officials based on budget availability. d. d) To continuously ensure a safe working environment for all NAMC employees in line with the OHS Act e. Review Human Capital policies and procedures as and when required f. Facilitation of employee engagement sessions g. Explore models for income generation (resource mobilisation)
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	a. Continuous MERC seminars and Webinars for knowledge dissemination and sharing b. Membership charter to partner and collaborate with scientific institutions for economic modeling c. Acquire license for programs and software to enhance capacity of economic modeling. d. Draft the Annual Communication Plan e. Implementation of the Annual Communication Plan
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	a. Monitor the activities of the NAMC/DoA Committee
SR4	Increase number of smallholder farmers/ projects linked to market opportunities	Expectation for the NAMC to implement programs or provide support beyond its mandate	a. Facilitate the development support for farmers linked with the market b. Stakeholder engagements (Awareness on NAMC mandate and define the roles and responsibilities on the NAMCs mandate)

Risk No.	Outcome	Key Risks	Risk Mitigation
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.	a. Awareness on Ethics and other related policies that talks to governance b. Review Integrity and Ethics Management Policy
SR6	Operational efficiency	Budget constraints or limitations in financial resources	a. Explore models for income generation- Resource Mobilisation
SR7	Governance: Positive Audit Administration	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	Legal Services and Corporate Governance	Ineffective legal services	a. Continuous implementation and monitoring of the Contract register b. Increased awareness on applicable legal prescripts and national policy requirements
SR9	Legal Services and Corporate Governance	Inadequate composition of Council and Committees	a. To keep the composition above the 50% threshold
SR10	Legal Services and Corporate Governance	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

5. Public Entities

No Public Entities are reporting to the NAMC.

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

PART D



PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

Outcome 1 (a)

Indicator Title	Unqualified audit report
Definition	This refers to the NAMC receiving a positive audit opinion from the Auditor General on the NAMC's annual financial statements. The indicator measures the performance of the NAMC in compliance with all applicable policies, legislation, regulations, and prescripts
Source of data	Audit Report after the Audit is completed
Method of Calculation / Assessment	Simple count of 1 x audit report per financial year
Means of verification	Final Audit Report and opinion is duly signed and stamped by the Auditor General's (AG) office
Assumptions	All financial and non-financial performance reflected in each financial year's APP is implemented in compliance with all applicable policies, legislation, regulations, and prescripts as well as financial performance in terms of the Annual Financial Statements.
Disaggregation of Beneficiaries (where applicable)	The DoA as well as the Minister with the focus on the Agricultural sector in South Africa. • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: National
Calculation Type	Non-Cumulative (Quarter 2)
Reporting Cycle	Annual
Desired performance	Unqualified Audit Report
Indicator Responsibility	Chief Executive Officer

Outcome 2 (a)

Indicator Title	% Statutory measures applications investigated and recommended to the Minister for a decision
Definition	This refers to the applications for statutory measures investigated and recommended to the Minister for a decision
Source of data	Investigations for applications of statutory measures and recommendations to the Minister for a decision.
Method of Calculation / Assessment	Percentage of statutory measures applications investigated and recommended to the Minister for a decision
Means of verification	Lists of all applications received. Investigations completed List of recommendations
Assumptions	The information provided in the reports is accurate and there is sufficient support for the proposed statutory measures The applications for statutory measures meet the conditions for approval.
Disaggregation of Beneficiaries (where applicable)	The beneficiaries of the statutory measures work are the 23 agricultural industries that are utilising statutory measures. Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: statutory measures and policy advisory reports will promote agricultural economic growth, create employment opportunities, and will promote transformation in the relevant agricultural industries. Spatial impact area: South African Agriculture.
Calculation Type	Non – Cumulative (Year - End)
Reporting Cycle	Annual
Desired performance	% Statutory measures applications investigated and recommended to the Minister for a decision
Indicator Responsibility	Senior Manager: Statutory Measures

Outcome 2 (b)

Indicator Title	Statutory measures report produced and submitted to the Minister for approval
Definition	This refers to the report compiled in terms of section 9 of the MAP Act and submitted to the Minister for her information each financial year.
Source of data	Database of information developed and maintained by the administrators of statutory measures and completed questionnaires and audited financial statements.
Method of Calculation / Assessment	Simple count of 1 x status of statutory measures report.
Means of verification	Statutory measures report produced and submitted to the Minister for approval Proof of submission Proof of approval
Assumptions	The information provided in the report is accurate.
Disaggregation of Beneficiaries (where applicable)	The beneficiaries of the statutory measures work are the 23 agricultural industries which are utilising statutory measures. • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: statutory measures and policy advisory will promote agricultural economic growth, create employment opportunities, and will promote transformation in the relevant agricultural industries. Spatial impact area: South African Agriculture.
Calculation Type	Non - Cumulative (Year - End)
Reporting Cycle	Annual
Desired performance	1 x Statutory measures report produced and submitted to the Minister for approval
Indicator Responsibility	Senior Manager: Statutory Measures

Outcome 2 (c)

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

Outcome 2 (d)

Indicator Title	Value chain analysis reports produced and submitted to the Minister for noting
Definition	This refers to reports produced by the NAMC that map and quantify a value chain. The reports focus on factors affecting competitiveness, the impact of policies, transformation of the sector and applying several economic models to make recommendations to enhance the viability and sustainability of a specific sector
Source of data	Secondary and primary data collected through industry interaction
Method of Calculation / Assessment	Simple Count of 1 x Value Chain Analysis Reports
Means of verification	Proof of Submission to the Minister for noting
Assumptions	The information contained in the report is accurate
Disaggregation of Beneficiaries (where applicable)	The beneficiaries of the reports are the Minister, other departments and organisations of government, the farmers, academia, and Agribusinesses: • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: South African Agriculture
Calculation Type	Non-Cumulative (Year End))
Reporting Cycle	Annual
Desired performance	1 x Value chain analysis reports produced and submitted to the Minister for noting
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (e)

Indicator Title	Status reports on agricultural industry trusts produced and submitted to the Minister for approval
Definition	The status report on agricultural industry trusts is an annual report submitted to the Minister detailing the functioning, operations and activities funded through the trusts' funds. This report further details the performance of each trust assets (growth and/or decline), the minister's representation and transformation expenditures per trust each financial year.
Source of data	A structured questionnaire shared and completed by the administrators of the Agricultural Industry Trusts. The audited trust's financial statements. The NAMC's quarterly progress reports on industry trusts support.
Method of Calculation / Assessment	Simple count: 1 x report on the status of the agricultural industry trusts
Means of verification	Status reports on agricultural industry trusts produced and approved by Minister. Proof of Submission Proof of Approval
Assumptions	The information in the reports is accurate. The support measures (such as Financial and Development) for smallholder farmers are in existence and accessible. The farms are compliant 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
Disaggregation of Beneficiaries (where applicable)	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
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: The agricultural industry trusts activities will promote agricultural economic growth, create employment opportunities, and promote transformation in the relevant agricultural industries. Spatial impact area: South African Agriculture
Calculation Type	Non - Cumulative (Year – End)
Reporting Cycle	Annual
Desired performance	Status reports on agricultural industry trusts produced and submitted to the Minister for approval
Indicator Responsibility	Senior Manager: Agricultural Industry Trusts

Outcome 2 (f)

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

Outcome 2 (g)

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

Outcome 2 (h)

Indicator Title	Supply and Demand Estimate Reports produced
Definition	This refers to the reports produced by the Supply and Demand Estimates Committee. The reports capture, consider and confirm new information about supply and demand variables in the grains and oilseeds industry. The report provides policymakers and market participants with a balance sheet of grains and oilseeds in South Africa.
Source of data	South African Grain Information Service (SAGIS), traders, DoA and producers
Method of Calculation / Assessment	Simple count of 12 x Supply and Demand estimate reports produced during the financial year.
Means of verification	Supply and Demand estimate reports produced, Also, provide proof of approval
Assumptions	The information in the reports is accurate
Disaggregation of Beneficiaries (where applicable)	The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia, and Agribusinesses. • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: Supply and demand estimates reports will promote informed decision making by industry role-players. Spatial impact area: National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	12 x Supply and Demand Estimate reports produced
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (i)

Indicator Title	Food and Input Cost Report produced
Definition	This refers to the reports produced by the MERC. The reports provide an analysis of the trends in food prices at retail level for specific commodities and food products based on NAMC food basket. The report provides policymakers and DAGs with the status on food affordability in the country.
Source of data	Stats SA, Agricultural Market Trend, Bureau for Food and Agricultural Policy, Johannesburg Stock Exchange
Method of Calculation / Assessment	Simple count of 4 x Food and Input Cost Report produced.
Means of verification	4 x Food and Input Cost Report produced
Assumptions	The information in the reports is accurate
Disaggregation of Beneficiaries (where applicable)	The beneficiaries of the reports are the Minister, other departments or organisations of government, the farmers, academia, and Agribusinesses. • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: NA Spatial impact area: National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Food and Input Cost Report produced and approved by Senior Manager
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (j)

Indicator Title	Smallholder Market Access Tracker (SMAT) reports produced and submitted to the Minister for noting
Definition	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
Source of data	Secondary and primary data collected through industry interactions and with farmers
Method of Calculation / Assessment	Simple Count of 1 x Smallholder Market Access Tracker (SMAT) report
Means of verification	1 x Smallholder Market Access Tracker (SMAT) report produced and submitted to the Minister for noting. Proof of Submission
Assumptions	The information in the reports is accurate.
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: National
Calculation Type	Non - Cumulative (Year – End)
Reporting Cycle	Annual
Desired performance	1 x Smallholder Market Access Tracker (SMAT) report produced and submitted to the Minister for noting
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (k)

Indicator Title	Smallholder Market Access Estimates (SMAE) reports produced
Definition	This refers to reports that detail the market access of smallholder farmers in the National Fresh Produce Markets (NFPs). The SMAE report provides estimates of the ideal performance of smallholder farmers in the NFPs 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.
Source of data	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.
Method of Calculation / Assessment	Simple Count of 4 x Smallholder Market Access Estimates (SMAE) reports
Means of verification	4 x Smallholder Market Access Estimate (SMAE) reports
Assumptions	The secondary data is available and that the NAMC succeeds in obtaining actual data.
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: South African Agriculture
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 x Smallholder Market Access Estimates (SMAE) reports produced and approved by the Senior Manager
Indicator Responsibility	Senior Manager: MERC

Outcome 2 (I)

Indicator Title	Number of reports on the effects of policy intervention on the agricultural sector (economywide modelling) produced
Definition	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.
Source of data	Global Trade Analysis Project (GTAP) Database, South African Social Accounting Matrix (SA SAM), South African Revenue Services (SARS), Statistics South Africa (Stats SA), Department of Agriculture Abstract of Agriculture Statistics, Agricultural Survey.
Method of Calculation / Assessment	Simple count of 1 x number of reports on the effects of policy intervention on the agricultural sector (economywide)
Means of verification	1 x Reports on the effects of policy intervention on the agriculture sector (economy wide modelling)
Assumptions	The information in the reports is accurate
Disaggregation of Beneficiaries (where applicable)	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
Spatial Transformation (Where applicable)	Contribution to structural and spatial transformation priorities: N/A Spatial impact area: National
Calculation Type	Non – Cumulative (Year – End)
Reporting Cycle	Annual
Desired performance	1 x number of reports on the effects of policy intervention on the agricultural sector (economywide modelling) produced
Indicator Responsibility	Senior Manager: MERC

Outcome 3 (a)

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

Outcome 3 (b)

Indicator Title	Production schemes designs facilitated
Definition	These designs of production schemes refer to a model where a group of farmers/ producers of agricultural commodities are able to access resources whilst addressing issues of quality and quantities of produced.
Source of data	A business plan indicating the production scheme designs facilitated
Method of Calculation / Assessment	Simple count of 2 x facilitated designs for production schemes each financial year.
Means of verification	Production schemes plans
Assumptions	The information in the business plans is accurate
Disaggregation of Beneficiaries (where applicable)	The beneficiaries of Agribusiness development are all farmers who require services. Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (Where applicable)	Contribution to spatial transformation priorities: Agribusiness Development will promote agricultural economic growth and rural development. Spatial impact area: South African Agriculture
Calculation Type	Non – cumulative (Year – End)
Reporting Cycle	Annual
Desired performance	2 x production schemes designs facilitated
Indicator Responsibility	Senior Manager: Agribusiness Development

NOTES:



CONTACT DETAILS:

Private Bag X 935, Pretoria, 0001

Hillcrest Office Park, 177 Dyer Road, Barbet Place, Ground Floor
Hillcrest, Pretoria, 0083

Tel: 012 341 1115

Fax: 012 341 1811

Email: info@namc.co.za

Layout and Design: Rodney Khoza

Photos: NAMC, Freepik.com and Unsplash.com

RP269/2025

ISBN: 978-1-83491-130-4

© NAMC 2025

www.namc.co.za

