



National Agricultural  
Marketing Council  
Promoting market access for South African agriculture

# **NAMC STRATEGIC PLAN 2018/23**



## FOREWORD

The National Agricultural Marketing Council (NAMC) is mandated to administer the 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 NAMC has made good progress in addressing the objectives of the Act. To date, approximately 80% of agricultural production is subjected to statutory measures (levies, records & returns and registrations) in one way or another. The 2016 survey regarding the status of statutory measures indicated that approximately R489.6 million of statutory funds was spent on industry functions, of which approximately 37.2 % was spent on research aimed at enhancing the viability of the sector, 16.9 % on increasing market access by black farmers, 10.6 % on local consumer education, 16.6 % on export promotion aimed at increasing export earnings and 6.8 % on the information aimed at increasing the efficiency of the sector.

The National Agricultural Marketing Council Strategic Plan is based on the MAP Act and supported by the National Development Plan (NDP) that informs sector-specific policies such as the Revitalisation of the Agriculture and Agro-processing Value Chain (RAAVC) and the Agricultural Policy Action Plan (APAP). The strategic plan outlines the NAMC's medium-term priorities and highlights the key activities to be undertaken in the next five years as we continue to ensure that we promote market access for South African agriculture. Honourable Minister, the strategic priorities and objectives outlined in this Medium Term Strategic Framework (MTSF) represent our commitment to the people of South Africa. The National Agricultural Marketing Council will continue to offer a vital policy support to the agricultural sector.

Chapter 6 of the National Development Plan (NDP) highlights an inclusive rural economy as a long-term goal. This rallies for those within the agricultural and rural sectors to begin developing synergies to work towards food security, agricultural production and job creation. Therefore, our strategy is mainly informed by these goals.

To promote job creation, we have taken a firm step to guide commodity organisations on the spending of transformation funds. Transformation of the agricultural industry is a critical imperative; a Transformation Review Committee has been established to assist the sector in achieving this goal.

Honourable Minister, we trust that collaboration between the NAMC and the Ministry of Agriculture, Forestry and Fisheries will contribute to the realisation of key national policy imperatives.

A challenging external environment has persuaded us to deal with the realities we operate in. The NAMC has taken in its stride to produce quality and innovative research. By engaging stakeholders, the NAMC is able to identify challenges facing agriculture and the remedial steps or interventions required. The drought in particular, has garnered the sector to relook and rethink of factors such as early warning mechanisms. On our account, the NAMC will continue to contribute in responding to these challenges.

In conclusion, the daunting challenge that lies ahead involves the Agricultural Information System (AIMS). Much like SIP 11, it will require the NAMC to double-up its efforts in research. This also unreservedly speaks to the trust the sector has put on our shoulders to 'promote market access for South African agriculture.'

Minister Zokwana, the NAMC presents its five-year Strategic Plan for your consideration.



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**Prof PK Chauke**

**Chairperson: NAMC Council**

**Date: 27 November 2017**

## OFFICIAL SIGN-OFF

It is hereby certified that this revised Strategic Plan:

- was developed by the management of the National Agricultural Marketing Council, under the guidance of the Acting Chief Executive Officer ZW Xalisa;
- takes into account all the relevant policies, legislation and other mandates for which the National Agricultural Marketing Council is responsible; and
- accurately reflects the strategic goals and objectives which the National Agricultural Marketing Council will endeavour to achieve over the period 2018 to 2023.

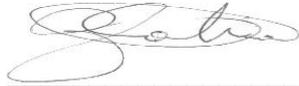


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**SN Netili**

**Chief Financial Officer**

**Date: 27 November 2017**



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**ZW Xalisa**

**Acting Chief Executive Officer**

**Date: 27 November 2017**



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**Prof PK Chauke**

**Chairperson: NAMC Council**

**Date: 27 November 2017**

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**Mr Senzeni Zokwana**

**Minister of Agriculture, Forestry and Fisheries**

**Date:**

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## ABBREVIATIONS

AEASA	Agricultural Economics Association of South Africa
AIMS	Agricultural Information Management System
APAP	Agricultural Policy Action Plan
BBBEE	Broad-Based Black Economic Empowerment
CEC	Crop Estimates Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CELC	Crop Estimates Liaison Committee
CFP	Custom Feeding Programme
CGE	Computable General Equilibrium
DAFF	Department of Agriculture, Forestry & Fisheries
DAGs	Directly Affected Groups
DRDLR	Department of Rural Development and Land Reform
DTI	Department of Trade & Industry
DPME	Department of Planning, Monitoring and Evaluation
DREAM	Dynamic Research Evaluation Model
EDM	Equilibrium Displacement Model
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
GDP	Gross Domestic Product
GTAP	Global Trade Analysis Project
IT	Information Technology
MAP ACT	Marketing of Agricultural Products Act No. 47 of 1996
MERC	Markets and Economic Research Centre
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NAMC	National Agricultural Marketing Council
NDP	National Development Plan
NRMDP	National Red Meat Development Programme

PMS	Performance Management System
PPECB	Perishable Products Export Control Board
RAAVC	Revitalisation of the Agriculture and Agro-processing Value Chain
SIP11	Strategic Integrated Projects
SMAT	Smallholder Market Access Tracker
TRALAC	Trade Law Centre of Southern Africa



**PART A**  
**STRATEGIC**  
**OVERVIEW**

## 1. Vision

Strategic positioning of agriculture in a dynamic global market.

## 2. Mission

To provide agricultural marketing advisory services to key stakeholders in support of a vibrant agricultural marketing system in South Africa.

## 3. Core Business Values

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

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

#### 4. Legislative and other Mandates

The NAMC was established in terms of Sections 3 and 4 of the MAP Act No. 47 of 1996, as amended by Act No. 59 of 1997 and Act No. 52 of 2001:

Four objectives:

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

Main stipulations of the MAP Act:

- Statutory measure investigations “the NAMC may undertake investigations and advise the Minister regarding:
  - the agricultural marketing policy and the application thereof;
  - the coordination of agricultural marketing policy in relation to national economic, social and development policies, international trends ,developments; and
  - the possibilities for promoting the objectives of the Act as mentioned in section 2(2) of the Act.”

#### Other key national policy mandates

- National Development Plan
- Agricultural Policy Action Plan
- Infrastructure Development Act
- Integrated Growth and Development Plan
- Medium Term Strategic Framework
- Revitalisation of the Agriculture and Agro-processing Value Chain (RAAVC)
- Proactive Land Acquisition Strategy

#### Relevant Court Rulings

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

## 5. Situational Analysis

### 5.1. Performance and Organisational Environment

SA agriculture has recovered from a two-year drought that negatively impacted output across all sub-sectors (parts of the Western Cape & Eastern Cape are still struggling to recover). National maize output in 2017 is expected to hit an all-time high (15,6 million tons) following this season's harvest that benefitted from improved weather conditions – this is more than double the 2016 harvest. As a result, commodity and food prices are softening, bringing a relief to consumers – the current food inflation is 6,8% (down from 6,9 % in June).

Within this dynamic environment, the NAMC is mandated to administer the MAP Act, with further guidance from current policy & legislative directives: NDP, Operation Phakisa, RAAVC, IPAP (to name a few). As part of administering the MAP Act, good progress is being made: to date, approximately 80% of agricultural production is subjected to statutory measures (levies, records & returns and registrations) in one way or another.

The 2016 survey regarding the status of statutory measures indicated that approximately R489,8 million worth of statutory funds were collected by the various industries, of which R373.9 million was spent on industry functions, R88.8 million on transformation, and R26.8 million on administration costs associated with the collection of levies. In an attempt to improve the quality of advice that the NAMC provides to the Minister, NAMC will continue to invest in positioning the Markets and Economic Research Centre (MERC) as a nationally relevant, world-class economic and markets policy research.

Transformation of the agricultural industry is a critical imperative that requires commitment of all stakeholders in the sector. Industries that collect levies under the MAP Act and Agricultural Industry Trusts are guided by the Transformation Guidelines which require that at least 20% of the available funding be allocated to activities that improve market access by black farmers. Key to the strategy are capacity building programmes such as, Agribiz Training for Women and corporate governance training for beneficiaries of various NAMC supported development schemes.

Access to adequate funding will continue to be a critical challenge to the NAMC. The NAMC has potential to build on its success in achieving the objectives of the MAP Act. The strategy will highlight some of the key programmes we will implement, the resources required as well as the partnerships we will use to drive strategy implementation.

The NAMC derived opportunities and threats in the external performance environment through a focused group discussion process.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Strengthening relationships with all stakeholders through engagement platforms.</li> <li>- Centre of Excellence for creating market access for small holder farmers.</li> <li>- Expanding development projects in all provinces.</li> <li>- Expand the number of research partners.</li> <li>- Leverage funding opportunities.</li> <li>- Play an active role in the defining of the NAMC mandate.</li> <li>- Assignments from DAFF within the core business of the NAMC.</li> <li>- Capitalise on levies and trusts to enhance transformation efforts.</li> <li>- Large need for farming training initiatives.</li> <li>- Agricultural sector branding support.</li> <li>- Increased visibility in topical agricultural issues</li> <li>- Improve communication in terms of the agricultural Trust Policy document.</li> <li>- Participation in land reform initiatives:               <ul style="list-style-type: none"> <li>- Land Restitution and Reform Laws</li> <li>o Proactive Land Acquisition Strategy</li> </ul> </li> <li>- Effective collaboration with DAFF</li> <li>- Opportunity to expand and align research with stakeholder priorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Misplaced views and perceptions of stakeholders on the NAMC role.</li> <li>- Competition for critical skills. (Poaching)</li> <li>- Lack of collaborations between NAMC, different spheres of government and industries.</li> <li>- Budgetary limitations.</li> <li>- Assignments from stakeholders outside of the core business / mandate of the NAMC.</li> <li>- Reputation Risk.</li> <li>- Reliance on project funding</li> </ul>

Strengths and weaknesses in the organisational environment of NAMC were derived through a gap analysis process of the strategic goals and objectives of NAMC

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Clean Audit report</li> <li>- Recognised body dealing with issues of the economy</li> <li>- Legislative mandate to deal with statutory measures and Industry Trusts</li> <li>- Effective statutory measure investigation.</li> <li>- Register of directly affected groups administration</li> <li>- Effective regional network</li> <li>- Linking government and industry</li> <li>- Preferred provider of economic research</li> <li>- Effective Business support services</li> <li>- Employer of choice</li> <li>- Agricultural Capacity Development Facilitation</li> <li>- Development Scheme programme design &amp; implementation facilitation</li> <li>- Business linkages facilitation (technical support plans)</li> <li>- Market access facilitation</li> <li>- Recognised farmer support</li> <li>- Strong market research capacity to support advisory role and policy.</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Inability to raise funds (National Treasury and DAFF)</li> <li>- Underutilisation of powers regarding collection of levies/ Map Act</li> <li>- Lack of focus on more innovative work / repetitive work</li> <li>- Map Act limitations</li> </ul>

## 5.2. Strategic Planning Process

The NAMC follows the following process:

**Step 1-** In July, the NAMC commences with the strategic planning process, undertaking an environmental scan and reviewing strategic goals, objectives and key priorities.

**Step 2 -** The first draft Strategic Plan/Annual Performance plans is/are submitted to DAFF for consideration.

**Step 3 –** A Strategic Planning workshop is facilitated with NAMC senior managers (DAFF is invited) to unpack high-level priorities into actionable plans, thereby determining interventions, setting targets and reviewing indicators, this takes place in September in preparation for submission of the second draft Strategic Plan/Annual Performance Plan to the DPME and DAFF.

**Step 4 -** The second draft Strategic Plan/Annual Performance Plan is submitted to the DPME and DAFF by November

**Step 5 -** After incorporating inputs from DAFF and DPME, the final draft Strategic Plan/Annual Performance Plan is submitted to Council and the Minister for approval.

## 6. STRATEGIC outcome oriented goals of the institution

### 6.1. Strategic Outcome Oriented Goals

Strategic Outcome Oriented Goal	
<b>Strategic Outcome Oriented Goal 1</b>	To ensure internal business excellence within the NAMC <b>Goal statement:</b> To ensure internal excellence in practices supporting the NAMC in effectively delivering on its mandate
<b>Strategic Outcome Oriented Goal 2</b>	To provide market access services to all sector participants (research, advice, etc.) <b>Goal statement:</b> Effectual agricultural marketing decisions will enhance competition, resulting in increased market access.
<b>Strategic Outcome Oriented Goal 3</b>	To provide recommendations in support of an effective agricultural marketing environment. <b>Goal statement:</b> Providing objective recommendations to key stakeholders based on research conducted and best practices on capacity development.
<b>Strategic Outcome Oriented Goal 4</b>	To provide advisory services to key stakeholders towards enhancement of export earnings from agriculture <b>Goal statement:</b> relevant advice and facilitation of agricultural trade will result in more effective policy and business decisions towards enhanced export earnings
<b>Strategic Outcome Oriented Goal 5</b>	To generate strategic information and facilitate key programmes to support viability of the agricultural sector. <b>Goal statement:</b> relevant information and key programmes will be utilised to make decisions that will result in a more viable agricultural sector.

Five business strategic goals were identified as pillars underpinning the NAMC's mission. The NAMC collaborates with the Department of Agriculture Forestry & Fisheries in the roll out of the following key projects: Food Prices Monitor, Supply and Demand Estimates, Trade-Probes, Fruit Flow Reports, the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), Markets & Product Profiles, Development Schemes and Marketing Training Programmes, Branding South African Agriculture and Y-Agriculture.

A close-up photograph of a wheat ear, showing the individual grains in shades of green and yellow. The background is a soft, out-of-focus green. The text is overlaid in the bottom right corner.

**PART B**  
**STRATEGIC**  
**OBJECTIVES**

## STRATEGIC OBJECTIVES

The NAMC has 4 objectives as derived from the MAP Act and an additional objective for support functions (administration). The objectives are aligned to core programmes within the NAMC:

1. To ensure internal business excellence within the NAMC
2. Increasing market access to all market participants
3. More efficient marketing of agricultural products
4. Increased export earnings from agricultural products
5. Enhanced viability of the agricultural sector

### 7.1 PROGRAMME 1: BUSINESS EXCELLENCE

<b>Strategic objective</b>	To ensure internal business excellence within the NAMC
<b>Objective statement</b>	To provide effective and efficient human resources, financial and supply chain management, risk management and general administrative support services to the NAMC
<b>Justification</b>	This aims to ensure that the NAMC functions optimally through effective business processes, corporate governance and resource support services
<b>Links</b>	Government outcome 5 and 12 Government Priority 7 National Development Plan Agricultural Policy Action Plan

The programme is currently structured in accordance with the following sub-programmes:

- Office of the CEO
  - Corporate Governance
  - Corporate Planning
  - Strategic Leadership
  - Enterprise Risk Management
  - Compliance Function
  - Business Continuity

- Legal services
- Projects management
- Audit and Finance
  - Financial Management
  - Supply Chain Management
  - Audit
  - IT support
- Human Capital
  - Human Resources Strategy
  - Talent Management
  - Employee Relations
  - Workforce Planning
- Marketing and Communication
  - Stakeholder Relations
  - Media Relations
  - Public Relations

**Key strategies relating to administration are as follows:**

STRATEGIC PILLARS	KEY STRATEGIES	RESOURCE CONSIDERATIONS
<p><b>Corporate Governance</b> (Corporate planning, Strategic leadership, Enterprise Risk Management, Compliance function, Business continuity, Legal services, Projects management)</p>	<ul style="list-style-type: none"> <li>- Enterprise risk management and compliance strategy reviewed</li> <li>- Risk register reviewed</li> <li>- Organisational structure reviewed</li> <li>- Code of conduct reviewed</li> <li>- Strategic plan</li> <li>- Project management framework</li> </ul>	<ul style="list-style-type: none"> <li>- Additional Human Resources capacity required</li> <li>- Additional budget required</li> <li>- HR Systems required</li> <li>- IT Systems required</li> </ul>
<p><b>Audit and Finance</b> (<i>finance management, supply chain management, audit, Information Technology</i>)</p>	<ul style="list-style-type: none"> <li>- Financial delegations of authority reviewed</li> <li>- Internal financial management operating procedures reviewed</li> <li>- A strategy to source alternative funds in the event of financial constraints on projects, developed.</li> <li>- Opportunities to raise management fees on projects, investigated</li> <li>- Internal audit three year rolling plan developed</li> <li>- IT strategy and master system plan implemented</li> <li>- IT policies and standard operating procedures (SOP's) reviewed</li> </ul>	<ul style="list-style-type: none"> <li>- Additional funds required</li> <li>- Additional personnel and budget required</li> </ul>
<p><b>Human Capital</b> (Talent management, HR strategy, employee relations, Workforce planning)</p>	<ul style="list-style-type: none"> <li>- Human resource strategy and plan reviewed</li> <li>- Remuneration strategy reviewed</li> <li>- Scarce and critical skills identified for NAMC</li> <li>- Human resource support service standards implemented</li> <li>- Employee satisfaction survey conducted</li> </ul>	<ul style="list-style-type: none"> <li>- Additional budget required</li> <li>- Additional Capacity required</li> </ul>
<p><b>Marketing and Communications</b> (stakeholder relations, media relations, Public relations)</p>	<ul style="list-style-type: none"> <li>- Corporate communication strategy reviewed</li> <li>- Stakeholder relations management framework developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>- Additional budget required</li> <li>- Additional Capacity required</li> </ul>

## RISK MANAGEMENT

Risk	Mitigation
Business continuity concern	<ul style="list-style-type: none"> <li>- Effective Implementation and testing of Business Continuity Plan</li> </ul>
Fraud and corruption	<ul style="list-style-type: none"> <li>- Awareness workshop on NAMC Ethics and Disciplinary Code &amp; Procedures</li> <li>- Awareness workshop on Fraud Prevention Policy, Strategy and Response Plan</li> <li>- Raise awareness of Tip-off Line</li> </ul>
Inadequate funding/ financial mismanagement	<ul style="list-style-type: none"> <li>- Review and update policies and procedures</li> </ul>
Inadequate/ ineffective corporate governance	<ul style="list-style-type: none"> <li>- Consult with the Minister regarding appointment of Council members (2 vacancies)</li> <li>- Investigate and advice on the possibility of establishing additional Council Committees (Finance and Core Business Committees)</li> </ul>
Ineffective organisational planning, performance reporting, evaluation and monitoring	<ul style="list-style-type: none"> <li>- Implement Integrated Performance Management System (PMS)</li> <li>- Centralisation of Performance Monitoring and Evaluation function</li> </ul>
Ineffective project management	<ul style="list-style-type: none"> <li>- Effective implementation and monitoring of adherence to Project Management Framework</li> </ul>
Non-compliance with relevant legislation, regulations, policies and procedures.	<ul style="list-style-type: none"> <li>- Update and align policies and procedures to relevant legislation</li> <li>- Improve turnaround time for approval of policies and procedures</li> </ul>

## 7.2 PROGRAMME 2: MARKET ACCESS TO ALL PARTICIPANTS

<b>Strategic objectives</b>	Increasing market access to all market participants
<b>Objective statements</b>	To promote production and marketing of livestock, grains and horticulture from small holder farmers through facilitation of agribusiness development programmes
<b>Justification</b>	This aims to increase access to markets by smallholder farmers / agribusinesses
<b>Links</b>	National Development Plan Integrated growth and development plan Agricultural Policy Action Plan Revitalisation of the Agriculture and Agro-processing Value Chain Government outcome 4 and 7 2009 Government Priority 4 MAP Act objectives 1,2,3 and 4 State of the nation address on national priorities

In order to increase market access to all participants the following sub-programmes were formed:

- Smallholder Market Access Research
- Financing of transformation through statutory levies
- Development scheme programme design & implementation facilitation
- Market access facilitation
- Industry transformation support

**Key strategies relating to market access to all participants are as follows:**

STRATEGIC GOAL	KEY STRATEGIES	RESOURCE CONSIDERATIONS
<b>To provide market access services to all sector participants</b>	<ul style="list-style-type: none"> <li>- Transformation activities are monitored as per NAMC's guidelines.</li> <li>- Agricultural development programmes business plans developed</li> <li>- A plan to ensure effective agricultural transformation developed</li> <li>- An agricultural industry transformation policy developed</li> </ul>	<ul style="list-style-type: none"> <li>- Additional funds required for SIP11 and APFP</li> <li>- Additional staff required (e.g. specialised research staff)</li> <li>- Additional technology required (e.g. analytical software)</li> </ul>

**RISK MANAGEMENT**

Risk	Mitigation
Research outcomes that are irrelevant or not credible	<ul style="list-style-type: none"> <li>- Acquire additional research tools</li> <li>- Training programme for Research staff</li> <li>- Organise stakeholder engagements</li> </ul>
Insufficient funding for schemes	<ul style="list-style-type: none"> <li>- MTEF budget allocation</li> <li>- SLA's/ MOU's with partners</li> </ul>
Failure to sufficiently contribute to the identification and enhancement of market efficiency and access opportunities	<ul style="list-style-type: none"> <li>- Develop and conduct market access tracker on assistance provided to emerging farmers</li> <li>- Monitor effectiveness of spend on market development, market information and research by Levy Administrators</li> <li>- Establish Project Steering and Implementation Committees for each project comprising all key stakeholders from inception</li> <li>- Upgraded and fully functional database of emerging farmers</li> </ul>

### 7.3 PROGRAMME 3: EFFICIENCY OF THE MARKETING OF AGRICULTURAL PRODUCTS

<b>Strategic Objective</b>	Promote the efficiency of the marketing of agricultural products
<b>Objective statement</b>	To undertake value chain analysis and facilitate the implementation of statutory measures on information and research that contributes to the understanding and growth of livestock, grains, and horticulture subsectors
<b>Justification</b>	This aims to enable the agricultural sector to understand and collect information, to promote the efficiency of the marketing of agricultural products, to promote market access, to increase export earnings and when required, control exports
<b>Links</b>	National Development Plan Integrated growth and development plan Agricultural Policy Action Plan Government outcome 4 and 7 Government Priority 4 MAP Act objectives 1,2,3 and 4

In order to promote the Efficiency of the marketing of agricultural products the following sub-programmes were put in place:

- Agro food chain research
- Financing of information and research
- Agricultural capacity development facilitation

Key strategies relating to Efficient marketing of agricultural products are as follow

STRATEGIC GOAL	KEY STRATEGIES	RESOURCE CONSIDERATIONS
<b>To provide recommendations in support of an effective agricultural marketing environment.</b>	<ul style="list-style-type: none"> <li>- Applications for statutory measures in terms of procedures provided in the MAP Act analysed</li> <li>- Application of statutory measures monitored and reported</li> <li>- Capacity building facilitated</li> <li>- Economic research strategy implemented</li> <li>- Strategic Integrated Projects</li> </ul>	<ul style="list-style-type: none"> <li>- Sufficient budget to execute the mandate given to this programme</li> <li>- Skilled staff (ability to write, calculate and analyse applications for statutory measures)</li> </ul>

## RISK MANAGEMENT

Risk	Mitigation
Failure to sufficiently identify and enhance market access opportunities	<ul style="list-style-type: none"> <li>- Baseline study conducted prior implementation of project</li> <li>- Technical Assistance provided to smallholder farmers through industry experts</li> <li>- Facilitation of Capacity building as per the needs smallholder farmers</li> <li>- Impact assessment/ Monitoring and evaluation conducted</li> <li>- Establish Project Steering and Implementation Committees for each project comprising all key stakeholders from inception</li> </ul>
Ineffective stakeholder engagement/relations	<ul style="list-style-type: none"> <li>- Stakeholders are identified based on commodity and type of project. i.e. Government departments, Municipalities, and key other partners</li> <li>- Stakeholder engagement framework.</li> </ul>
Failure to sufficiently contribute to the identification and enhancement of market efficiency and access opportunities	<ul style="list-style-type: none"> <li>- Develop and conduct market access tracker on assistance provided to emerging farmers</li> <li>- Monitor effectiveness of spend on market development, market information and research by Levy Administrators</li> <li>- Upgraded and fully functional database of emerging farmers</li> </ul>

## 7.4 PROGRAMME 4: EXPORT EARNINGS FROM AGRICULTURAL PRODUCTS

<b>Strategic Objective</b>	Optimise export earnings from agricultural products
<b>Objective statement</b>	To provide relevant agricultural trade advice and increase the amount allocated to export promotions through statutory measures in order to increase export of South African agricultural products
<b>Justification</b>	This aims to enable the agricultural sector to increase export earnings
<b>Links</b>	National Development Plan Integrated growth and development plan Agricultural Policy Action Plan Government outcomes 7 and 12 2009 Government Priority 2,4,6 and 7 MAP Act objective 1, and 4 Agri-BBBEE code

The following sub-programmes were created to optimise Export earnings from agricultural products:

- Trade research
- Financing of export promotions and quality control
- Business linkages facilitation (technical support plans)

**Key strategies relating to export earnings are as follows:**

STRATEGIC GOAL	KEY STRATEGIES	RESOURCE CONSIDERATIONS
<b>To provide advisory services to key stakeholders towards enhancement of export earnings from agriculture</b>	<ul style="list-style-type: none"> <li>- Economic research strategy implemented</li> <li>- Business linkages facilitated</li> <li>- Application of statutory measures monitored and reported</li> </ul>	Additional resources required

## RISK MANAGEMENT

Risk	Mitigation
Inadequate contribution to the transformation of the agricultural sector	<ul style="list-style-type: none"> <li>- Seek clarity from DAFF on proposed amendments to the transformation guidelines and other conditions of approval for statutory measures</li> </ul>
Inadequate contribution to the transformation of the agricultural sector	<ul style="list-style-type: none"> <li>- Consult with the Minister regarding amendment of the MAP Act</li> <li>- Seek clarity from DAFF on proposed amendments to the transformation guidelines</li> </ul>

**7.5 PROGRAMME 5: VIABILITY OF THE AGRICULTURAL SECTOR**

<b>Strategic Objective</b>	Enhance the viability of the agricultural sector
<b>Objective statement</b>	To increase the funding from statutory levies that is allocated to research
<b>Justification</b>	This aims to ensure that the viability of the agricultural sector is enhanced
<b>Links</b>	National Development Plan Integrated growth and development plan Government outcomes 4 and 7 2009 Government Priority 2, 4 and 6 MAP Act objective 1 Agricultural Policy Action Plan (APAP)

In order to enhance the viability of agricultural sector the following sub-programmes will be embarked on:

- Strategic Integrated Projects coordination
- Registrations, records and returns
- Secretarial support for the supply and demand committee, supply and demand liaison committee and the crop estimates committee
- Register of directly affected groups
- Agricultural industry trusts support

**Key strategies relating to Viability of the agricultural sector are as follows:**

STRATEGIC GOAL	KEY STRATEGIES	RESOURCE CONSIDERATIONS
<b>To generate strategic information and facilitate key programmes to support viability of the agricultural sector.</b>	<ul style="list-style-type: none"> <li>- A strategy to ensure that trusts comply to the legal framework of the NAMC.</li> <li>- Communication and alignment between the trusts and Minister of DAFF enhanced.</li> </ul>	Inadequate funds Project management software

## RISK MANAGEMENT

Risk	Mitigation
Ineffective stakeholder engagement/ relations	<ul style="list-style-type: none"> <li>- Consult with the Minister regarding appointment of effective Ministerial Trustees to serve on Agricultural Trusts</li> <li>- Enhance Stakeholder Engagement Framework</li> <li>- Revise Communication Strategy</li> </ul>
Project partners failing to deliver on projects	<ul style="list-style-type: none"> <li>- SLA's/ MOU's with partners</li> <li>- Project Steering Committees in place for all projects</li> <li>- Quarterly Reporting on all projects</li> </ul>



**PART C**  
**LINKS TO OTHER**  
**PLANS**

## APPENDIX A

### OUTCOMES / PRIORITY LINKAGES WITH STRATEGIC GOALS AND OBJECTIVES FRAMEWORK

GOVERNMENT OUTCOMES		2009 GOVERNMENT PRIORTIES		MARKETING OF AGRICULTURAL PRODUCTS ACT OBJECTIVES	
Outcome 1	Quality basic education	1	Creating decent work and building a growth inclusive economy	1	Increasing market access to all market participants
Outcome 2	A long and healthy life for all South Africans	2	Promoting quality education and skills development	2	Promote the efficiency of the marketing of agricultural products
Outcome 3	All people in South Africa are and feel safe	3	Prioritizing better health for all	3	Optimise export earnings from agricultural products
Outcome 4	Decent employment through inclusive growth	4	Stimulating rural development and food security	4	Enhance the viability of the agricultural sector
Outcome 5	A skilled and capable workforce to support an inclusive growth path	5	Intensify the fight against crime and corruption		
Outcome 6	An efficient, competitive and responsive economic infrastructure network	6	Building cohesive and sustainable communities		
Outcome 7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	7	Strengthening the developmental state and good governance		
Outcome 8	Sustainable human settlements and improved quality of household life				
Outcome 9	Responsive, accountable, effective and efficient local government				
Outcome 10	Protect and enhance our environmental assets and natural resources				
Outcome 11	Create a better South Africa and contribute to a better Africa and a better world				
Outcome 12	An efficient, effective and development-oriented public service				
Outcome 13	A comprehensive, responsive and sustainable social protection system				
Outcome 14	A diverse, socially cohesive society with a common national identity				

STRATEGIC GOALS AND OBJECTIVES FRAMEWORK	GOVERNMENT OUTCOMES	2009 GOVERNMENT PRIORITIES	MARKETING OF AGRICULTURAL PRODUCTS ACT OBJECTIVES
<u>Program 1: Administration</u> <ul style="list-style-type: none"> <li>• Corporate governance support</li> <li>• Business process support services</li> <li>• HR Management Support</li> <li>• Financial management support</li> <li>• IT support</li> </ul>	Outcome 5, 12 Outcome 12 Outcome 12 Outcome 12	Priority 7 Priority 7 Priority 7 Priority 7	- - - -
<u>Program 2: Markets and Economic Research Centre:</u> <ul style="list-style-type: none"> <li>• Trade research</li> <li>• Agro food chain research</li> <li>• Smallholder market access research</li> <li>• Strategic integrated projects coordination</li> </ul>	Outcome 4, 7 Outcome 4, 7 Outcome 4, 7 Outcome 4, 6 & 7	Priority 4 Priority 4 Priority 4 Priority 4	Objective 1,2, 3 & 4 Objective 1,2, 3 & 4 Objective 1,2, 3 & 4 Objective 1,2, 3 & 4
<u>Program 3: Statutory Measures</u> <ul style="list-style-type: none"> <li>• Statutory measures implementation</li> <li>• Compliance monitoring to conditions</li> <li>• Committee functioning</li> <li>• Register of directly affected groups administration</li> </ul>	Outcome 7, 11 Outcome 7, 11 Outcome 7, 11 Outcome 7, 11	Priority 4 Priority 4 Priority 4 Priority 4	Objective 1,2 & 3 Objective 1,2 & 3 Objective 1,2 & 3 Objective 1,2 & 3
<u>Program 4: Agricultural Trust</u> <ul style="list-style-type: none"> <li>• Agricultural industry trust support</li> <li>• Industry transformation support</li> </ul>	Outcome 5 & 7 Outcome 7, 12 Outcome 7 Outcome 7 Outcome 5	Priority 2, 7 Priority 7 Priority 4 Priority 4, 6 Priority 2	Objective 4 Objective 4 Objective 1 Objective 1 Objective 1
<u>Program 5: Agri-business Development</u> <ul style="list-style-type: none"> <li>• Agricultural capacity development facilitation</li> <li>• Agricultural development schemes</li> <li>• Market access facilitation</li> <li>• Project management</li> </ul>	Outcome 4 Outcome 7	Priority 2 Priority 4, 6	Objective 1 Objective 1

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