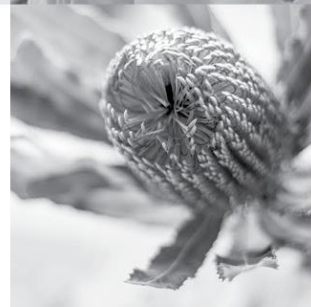


Annual Performance Plan 2021/2022



January 2021
Final



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PPECB OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of PPECB under the guidance of Accounting Officer
- Takes into account all relevant policies, legislation and other mandates for which the PPECB is responsible.
- Accurately reflects the outcomes and outputs which the PPECB will endeavour to achieve over the period 2021 to 2022.



Mr. Clive Garrett

PPECB Chairperson of the Board



Mr. Lucien Jansen

Chief Executive Officer



Mr. Johan Schwiebus

Chief Financial Officer

PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates

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

During 2016, the PPECB has also been mandated by the Department of Agricultural, Land Reform and Rural Development (DALRRD) to handle all operational activities relating to the Risk Management System (RMS) for citrus exports to the European Union. The PPECB was however informed during 2020, that the mandate will not be further renewed for the 2021 citrus season due to automation of certification activities resulting in excess capacity. DALRRD commended the PPECB for their exceptional execution of the orchard inspection mandate and the willingness to cooperate whenever requested. The PPECB will support DALRRD with orchard inspection mandate in preparation for the 2021 citrus season.

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

PART B: OUR STRATEGIC FOCUS

1. Updated Situational Analysis

The continuing COVID-19 pandemic is creating global uncertainty with regards to buying patterns and consumer trends. This is expected to continue during 2021 until the situation has stabilised. It is expected that good quality fresh produce will remain in high demand, creating major opportunities for South Africa as a renowned exporter of perishable produce. Delivering to the right market at the right time, will be more critical than ever before.

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

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

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

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

1.1 External Environment Analysis

The global economy is expected to grow at 4% during 2021 (World Bank, January 2021). This is, however, dependent on the global roll-out of the anticipated COVID-19 vaccine. Europe, South Africa's major trading partner for fresh fruit, is expected to grow at 3.6% in 2021, after a decline of nearly 7.4% in 2020 following the impact of COVID-19 on the region. It is further forecasted that emerging markets, including China, will grow at around 5%. Sub-Saharan Africa is set to grow at 2.7% in 2021.

Whilst the South African economy remains under severe pressure, prospects for 2021 remain positive and the economy is expected to grow at a healthy 3%. South African inflation was 3.3% for 2020 and 4% estimated for 2021.

The battling economy certainly had a negative effect on South Africa's unemployment figures for Quarter 3 of 2020, reported at 30.8%. This represents an increase in unemployment of 7.5%, up from 23.5% in Quarter 2 of 2020. The number of unemployed people increased by 2.2 million to 6.5 million. Employment increased in all sectors in Quarter 3 of 2020. Formal sector employment increased by 242 000 (2.4%); Informal sector employment by 176 000 (7.7%); Private households by 116 000 (11.5%), and employment in Agriculture increased by 9 000 (1.1%). Employment increased in all industries, except Utilities and Transport.

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

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

The agricultural sector in South Africa has great potential to support Government's objective to stimulate economic growth and fast-track the creation of additional jobs. Following the devastating drought over the past 3-4 years, it appears that the production and export of main fruit commodities are on the mend. With South Africa exporting roughly 60% of all fruit produced, the sector's potential for job creation is not limited to primary production, but even further down the value chain. This can be in the form of marketing, various modes of transport, clearing and forwarding service providers or related professional services, among other things.

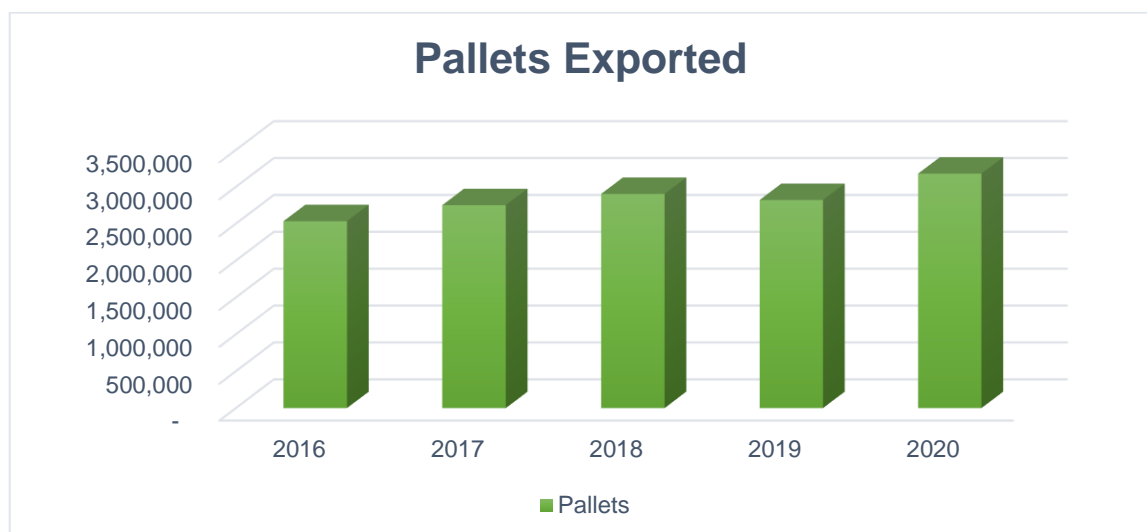
During 2020, South African perishable produce exports increased by 12.6% to 3.17 million tonnes to around 92 countries. Year on year growth on this front has been steady, except for 2016 and 2019 when export volumes were below anticipation due to the drought and market conditions. During 2020, citrus fruit exports soared to record highs of 145 million cartons (5% above expectation) exported until December 2020. This figure is expected to increase even further as new plantings come to fruition.

During 2020 deciduous fruit exports were down on expectation, with pome and stone fruit reported at 9% below expectation. In addition to the above, the impact of COVID-19 on global logistics and specifically the availability of refrigerated containers during the season remains a concern.

The 2020 avocado season was considered another "off year" for avocados resulting in total volumes of 10.3 million cartons inspected which was a staggering 20% lower compared to the 2019 season which was also an "off year". The decrease in volumes is also attributed to the drought that was persistent in the Northern parts of the country. The outlook for avocados in 2021 is significantly better, with around 16 million cartons expected to be exported. This is mainly due to improved weather conditions and new plantings.

Maize exports on the other hand increased from 354,374 tons in 2019 to around 1.9 million tons in 2020. The growth in maize exports are expected to continue in 2021.

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



Higher volumes among major export commodities are visible for the period 01 April to 31 December 2020. This is especially the case for citrus and maize. For the period up to December 2020, 145 million cartons of citrus was inspected, 4% more than initially anticipated. The trend is expected to continue over the medium term due to new plantings and market forces. A total of 1.9 million tons of maize was exported as at 31 December 2020.

Notwithstanding the positive growth, the impact of the recent drought remains a huge concern, especially in the parts of the Eastern Cape and Northern parts of the country, which provides around 80% of the total citrus fruit exports. Should the situation not improve, it certainly will have an impact on the citrus volumes for the 2021 season. The situation in the Western Cape was significantly better in 2020 as compared to 2019. At the time of writing this report, dam levels were already at 91% on average which is higher than 2019, when dam levels were reported at just above 82%. The Western Cape experienced an above normal rainfall season, with deciduous fruit volumes expected to normalise for the 2020/2021 season.

From a market perspective, the European Union (EU), excluding the United Kingdom (UK) remains the biggest importer of South African fruit with 36% during 2020. The UK took a further 14% of South African fruit volumes. Based on reported figures, it appears that BREXIT had little effect on the volumes exported to this region to date.

With Citrus Black Spot (CBS) still an unresolved issue in the EU, the South African citrus industry remains on high alert. During 2020, South Africa recorded six CBS interceptions in the EU, from 9 in the previous year. False Codling Moth (FCM) became a regulated pest in the EU 2018 and 14 interceptions were recorded in EU in 2020 which is lower compared to the 19 in 2019. In addition to this, Fruit Fly has become a regulated pest in the EU on citrus, peaches, nectarines and mangoes in 2019.

Asia remains a market with huge potential, with 18% of fruit exported to this region during 2020, down from 21% in 2019. The reduced volumes can be directly attributed to the effects of COVID-19 resulting in reduced buying power in the region. Asia remains a market with huge potential for South African fruit and the importance of increased market access to this region cannot be overemphasised.

Europe is currently the main market for South African avocados but will not be able to absorb the additional avocado volumes in the future. The positive is however, that avocados have become very popular and trendy in China, a market that will easily absorb avocado volumes from South Africa. It is therefore essential that efforts to create market access for South African avocados be increased to avoid devastating effects on avocado producers and exporters.

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



Other high value products are also increasing significantly from a South African export perspective. One such example is macadamia and pecan nut exports that have increased from 35 239 in 2018/2019 to 39 213 in 2019/2020. It is reported that these products are becoming extremely popular, of great value to South Africa due to their high returns.

With the role of SOE's under review, Government's vision for SOE's to play an even greater role in supporting Government to achieve its objectives bodes well with the PPECB's strategy to pursue additional mandates with a strategic fit. During 2017 the PPECB was handed the mandate by Department of Agriculture, Forestry and Fisheries (DAFF now DALRRD) temporarily for 1 year to manage the phytosanitary programme for citrus exports to the EU. The mandate was then extended until the end of 2020 citrus season. The PPECB will once again actively pursue other opportunities to assist government in achieving its objectives.

International markets have become extremely competitive, especially with new market entrants. This has provided consumers with more options in terms of the availability of fresh produce. Many new entrants can land their products at a lower price, often at a similar quality. South Africa therefore needs to differentiate itself by ensuring a better quality and delivering to the right markets at the right time. Here quality inspection standards, speed to market (given all the trade barriers) and export information is critical.

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

Volumes of major fruit products has seen an upswing over the past 3 years, mainly due to new plantings. Citrus fruit exports alone have grown by 7.4% in 2020 when compared to 2019. The growth in citrus exports are expected to continue and will put additional pressure on ailing export infrastructure, systems and processes. Furthermore, emerging products like blueberries and macadamia nut volumes are expected to increase drastically, as they become more popular in eastern markets.

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

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

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

1.2 Internal Environment Analysis

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Projects: TITAN 2.0[®] and ERP

An ambitious annual performance target of 80% for main products was set for the TITAN system. This KPI started the year with a baseline of 63% and ended at 56% (84 million cartons) as a saturation point was reached in terms of the number of packhouses adopting the TITAN platform as the implementation of TITAN 2.0[®] was imminent. TITAN was decommissioned on 31 August 2019. The second iteration of the platform, TITAN 2.0[®] was launched on 1 October 2019 with User Registration and Service Request and on 18 November 2019 the mobile inspection module went live.

The enhanced TITAN 2.0[®] application has been streamlined to be more effective and efficient. During the period 1 November 2019 to December 2020, 122 million cartons (54%) were inspected at 382 activity points with 901 activity points interfaced with this electronic platform. In April 2020 TITAN 2.0[®] took a significant step forward with the integration of the **Tracking Unit Register (TUR)**. TUR has been introduced by the Department of Agriculture, Land Reform and Rural Development (DALRRD) as a central database in the official export certification system to store relevant data regarding tracking units. This will allow clients to send their tracking unit data (pallet information) to PPECB for quality inspection after they have added the tracking unit into the TUR. The uptake of TITAN 2.0[®] by clients is dependent on the readiness of the client's software vendor to integrate with the TITAN 2.0[®] platform and up to December 2020 eight software vendors successfully integrated with this platform.

In December 2020 Cold Chain Electronic Bookings and a search function for temperature regimes (Schedule 1) will also be launched on the TITAN 2.0[®] platform.

The Orchard Inspection (OI) module of TITAN 2.0[®] went live in April 2019 which facilitated automated allocation of the Plant Quarantine Inspection (PQI) Report to the Phytclean platform instead of being manually uploaded. Enhancements for the OI module developed included off-line capability of the application, view of the orchard size to improve planning of resources and division of regions into sub-regions to improve the Chief Inspectors view of the Orchard Inspection bookings.

In addition to the continuous development on project TITAN 2.0[®], the PPECB has initiated the introduction of an Enterprise Resource Planning (ERP) system to replace its legacy NAVISION system. The ERP seeks to create further process efficiencies and an enhanced customer experience. The introduction of the ERP is expected to take 18 months with major milestones to be achieved in Quarter 3 and 4 of 2021. Supporting the PPECB's drive to digitisation and electronic certification, major services will be moved to the Cloud to improve access and decrease system downtime. Cloud migration has been initiated in November 2020 and completion is set for Quarter 1 in 2021.

1.3. Impact of COVID-19 on PPECB

The PPECB services were categorised as essential during the national state of disaster, as a result of the COVID-19 pandemic. The Entity took a people-first approach, introduced remote-working, working from home and flexible work arrangements as far as possible, in an attempt to reduce the spread of COVID-19 in the workplace. Employees operated remotely, and job permits were issued to those employees required to be on site. All employees were required to follow strict COVID-19 guidelines, which included the wearing of PPE, social distancing and regular hand sanitising. Health screening and temperature checks of customers and employees were also introduced at all PPECB offices.

For that reason, as at 31 December 2020, the entity has incurred R2.9 million since the beginning of COVID-19, expenditure is indicated in the table below:

COVID-19 Expenditure	Year to Date (R's Thousand)
Medical & Essential Personal Protective Equipment	2,012
Courier Charges	79
Employee Wellness	227
Corporate Social Initiatives	54
Office Deep Cleaning	482
Total	2,854

When the national lockdown was announced, an embargo has been placed on all International travel and non-essential domestic travel. Further to this, all meetings and stakeholder engagements and training initiatives continued using various digital platforms. These measures will remain in place until the pandemic has subsided. Whilst the entity continued with service delivery without any major interruptions, the availability of essential goods and services remained challenging during the lockdown period. Given the lessons learned during the lockdown period, the PPECB has introduced arrangements to make it completely possible for remote working that now allows for improved work-life integration and greater productivity, with the ultimate goal to reduce fixed business costs and an improved customer experience.

Furthermore, during the initial stages of the global lockdown the export industry experienced a shortage of containers globally which impacting shipping opportunities negatively. Staff infected with COVID-19 at container depots resulted in the closure of these depots to allow for cleaning and sanitisation. Vessels placed under quarantine resulted in the fruit under cooling for extended periods of time and cold storages reached maximum capacity with blockages within some of the cold stores. Due to limited resources port terminals did not operate at full capacity resulting in several shipping delays, which caused congestion within these terminals, impacting turn-around of trucks and adding additional cost to the export industry. This congestion often resulted in containers being moved to other ports at a significant cost. The closure of cold stores and packhouses due to COVID-19 infections resulted in further delays, putting significant pressure on the export value chain. Whilst the situation has improved significantly since March 2020, the PPECB will continue to monitor the situation to ensure that the entity can respond accordingly.

During the pandemic, the PPECB contingency plans were effectively executed when either clients' premises or PPECB offices were closed for a period. There were therefore minimal delays and service interruptions reported on the side of the PPECB to date. The entity will also review these contingency plans with clients to ensure that they remain relevant during 2021.

Considering the current global pandemic, the Entity remains cautiously optimistic and will continue to scan the environment. Where necessary, re-prioritisation of projects will be done to ensure that the organisation remains financially sustainable. The PPECB will further persist with its people first approach and continue to safeguard our people against pandemic.

PART C: MEASURING OUR PERFORMANCE

1. Institutional programme performance information

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

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

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

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

1.1 Programmes

Programme 1: Corporate Services

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

Purpose

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

Programme 2: Operational Services

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

Purpose

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

Programme 3: Food Safety Services

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

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

Purpose

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

Programme 4: Transformation and Development Services

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

The programme focuses on the following:

Graduate Placements, Internships and Learnerships

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

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

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

Internal Capacity Building

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

Internal development focusses on women and trying to develop youth with potential as well as launching a learnership programme on youth with disabilities in 2021/2022.

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

Both organisation and individuals will need to put emphasis on continuous skills development. Individuals will need to develop different set of competencies which will enable them to cope with

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

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

Smallholder Farmer Development

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

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

1.2 Sub Programme (not applicable)

1.3. Outcomes, Outputs, Performance Indicators and Targets

Programme 1: Corporate Services			Audited Performance			Estimated performance	MTEF Targets		
Outcome	Output	Output Indicators	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Contribute to the socio-economic transformation of the agricultural sector	Transformed Business to allow black business to participate in SA economy	% of money spent on B-BBEE suppliers	77%	78%	80%	80%	80%	80%	80%
Support the export competitiveness of South African perishable products industries	Informed and Satisfied Stakeholder Base	% of information provided at a 95% accuracy level in week 1 of reporting	94%	95%	95%	95%	95%	96%	97%
Strengthen the PPECB's capacity to provide a professional suite of services for its clients	Informed and Satisfied Stakeholder Base	Organisational customer satisfaction index measured annually as a %	80%	82%	80%	80%	80%	80%	80%
	Digitised Business Processes	Number of manual processes converted to electronic or digitised	n/a	n/a	n/a	5	8	10	15

Programme 2: Operational Services			Audited performance			Estimated performance	MTEF Targets		
Outcome	Output	Output Indicators	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Enhance the credibility of the South African Export certificate	Compliance	% of samples inspected on a 2% basis	97%	98%	99%	99%	99%	99%	99%
Support the export competitiveness of South African perishable products industries	Efficient service delivery through client subscriptions on e-platforms	% of cartons on main products (citrus, grapes, pome, stone and avo's collectively) captured on TITAN 2.0®	30%	63%	6%	60%	70%	75%	80%
		Number of activity points interfacing with the PPECB mobile technology platform	400	910	920	920	865	870	875

Programme 3: Food Safety Services			Audited Performance			Estimated performance	MTEF Targets		
Outcome	Output	Output Indicators	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Enhance the credibility of the South African Export certificate	Confidence in SA Food Safety Assurance systems	Number of tests performed on samples received using accredited methods *	22000	26023	24000	20000	20000	22000	24000
		Number of food safety audits conducted	750	1100	850	550	950	1000	1050

Programme 4: Transformation and Development Services			Audited performance			Estimated Performance	MTEF Targets		
Outcome	Output	Output Indicators	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Contribute to the socio-economic transformation of the agricultural sector	Capacity Building	Number of students graduated through the Agri Export Technologist Learnership Programme (AETP) programme annually	35	39	45	40	45	50	50
		Number of smallholder farmers trained	120	170	238	50	50	100	150
		Number of new skills identified and trained	n/a	n/a	n/a	2	5	8	10
	Competent staff	% of permanent Technical Professionals (Inspectors and Assessors) evaluated as technically competent	90%	93%	95%	90%	90%	92%	93%
	Market Access	Number of smallholder farmers certified for export	10	57	25	15	20	25	30

1.4 Output Indicators: Annual and Quarterly Targets 2021/2022

Programme 1: Corporate Services	2021/2022	Quarterly Targets			
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% of money spent on B-BBEE suppliers*	80%	75%	76%	78%	80%
% of information provided at a 95% accuracy level in week 1 of reporting*	95%	92%	93%	94%	95%
Organisational customer satisfaction index measured annually as a %**	80%	-	-	80%	-
Number of manual processes converted to electronic or digitised*	8	5	6	7	8

Programme 2: Operational Services	2021/2022	Quarterly Targets			
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% of samples inspected on a 2% basis*	99%	97%	97%	98%	99%
% of cartons on main products (citrus, grapes, pome, stone and avo's collectively) captured on TITAN 2.0® system*	70%	62%	64%	65%	70%
Number of activity points interfacing with the PPECB mobile technology platform *	865	850	855	860	865

Programme 3: Food Safety Services	2021/2022	Quarterly Targets			
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of tests performed on samples received using accredited methods *	20000	5000	10000	15000	20000
Number of food safety audits conducted *	950	200	400	600	950

Programme 4: Transformation and Development Services	2021/2022	Quarterly Targets			
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of students graduated through the Agri Export Technologist Learnership Programme (AETP) programme annually **	45	-	-	-	45
Number of smallholder farmers trained *	50	5	10	20	50
Number of new skills identified and trained*	5	2	3	4	5
% of permanent Technical Professionals (Inspectors and Assessors) evaluated as technically competent *	90%	80%	85%	88%	90%
Number of smallholder farmers certified for export *	20	5	10	15	20

* These targets are cumulative

** These targets are annual

1.5 Explanation of planned performance over the medium-term period

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

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

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

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

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

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

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

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

PPECB's food safety programme deliverables are to:

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

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

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

1.6 Programme Resource Considerations

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

R thousand	Audited outcome				Revised Estimate	Average Growth Rate %	As % of Total %	Medium-term estimate					Average Growth Rate %	As % of Total %
	2017/18	2018/19	2019/20	2020/21				2018 to 2021	2021/21	2021/22	2022/23	2023/24		
PROGRAMME														
Corporate Services	72,710	86,508	105,815	97,035	11%	20%	146,808	152,680	158,788	165,140	171,745	4%	28%	
Statutory Services	236,260	267,080	284,094	336,586	13%	68%	339,743	353,333	367,466	382,165	397,451	4%	63%	
Food Safety Services	25,162	22,702	22,573	27,906	4%	6%	25,440	26,458	27,516	28,617	29,761	4%	5%	
Transformation & Development Services	14,968	20,899	23,686	23,078	11%	6%	20,318	21,130	21,975	22,854	23,768	4%	4%	
Total expenses	349,100	397,189	436,168	484,605	10%	100%	532,309	553,601	575,745	598,775	622,726	4%	100%	

2. Updated Key Risks and Mitigations

Below is a summary of the key risks and mitigations.

Outcomes	Key Risks	Risk Mitigations (Current controls and Actions)
Efficient service delivery	Impact of the Coronavirus (COVID-19)	<ul style="list-style-type: none"> - Crisis Management Team established - Permit and letter issued to PPECB as essential service. - PPECB essential suppliers provided with letter stating services essential to PPECB. - Supply of gloves, masks and hand sanitisers to all offices and employees. - Communiques - COVID-19 self-assessment process, symptoms, general information, guidance on leave and flexible working hours, guidance on how to wash hands. Presentations and videos on COVID-19. Questionnaire for visitors to PPECB offices. - Guidance to be given to Management how to deal with confirmed positive cases reported by clients and employees. - Staff issued with PPE and Hazmat suits for carrying out cold chain activities. - Plan for inspecting break-bulk vessels. - COVID-19 Procedure for employee / client screening. - Additional legislative requirements with regards to emergency procurement. - Employees provided with tools to ensure remote working-access to PPECB network via APN/VPN.
Efficient service delivery	Information Security threats	<ul style="list-style-type: none"> - Monthly patch management for Windows, servers and desktops being conducted and remedial action applied. - Monitoring of anti-virus and firewall, ensuring reports are being checked and implemented.
Process Transformation	Failure of the PPECB people, process, systems and products to keep up with trends and advancements	<ul style="list-style-type: none"> - Implementation of Business strategy - Identify skills required to respond to new business strategy - Keeping abreast with latest technological advancements
Capacity building	Failure to adapt the current workforce to remain relevant and responsive to the "new world of work"	<ul style="list-style-type: none"> - Conduct Talent Forums to determine skills availability - Introducing training programmes aligned to the new business strategy.
Capacity Building	Mismatch between current culture and enabling culture to drive people, process, system and product change and implement strategy	<ul style="list-style-type: none"> - LRMG have been contracted to raise awareness and assist the business with implementation of the new Business strategy - Review PPECB values if still relevant to the new business strategy. - Define the PPECB purpose
Efficient service delivery	Volatility of critical infrastructure and technology services	<ul style="list-style-type: none"> - Seek alternative back-up power for key regional offices and the laboratory - Incident Response testing of Disaster Recovery Plan

Outcomes	Key Risks	Risk Mitigations (Current controls and Actions)
		<ul style="list-style-type: none"> – Seek alternative connectivity at remote sites due to insufficient telecommunication infrastructure
Efficient service delivery	Successful implementation on TITAN 2.0 to deliver business value, system integration and business intelligence	<ul style="list-style-type: none"> – Penetration test for TITAN 2.0 – Monitoring of industry vendor readiness to delivery to clients
Process transformation and efficient service delivery	Successful implementation of ERP to deliver business value, system integration and business intelligence	<ul style="list-style-type: none"> – Formulate a change management strategy and implement it – Integration of TITAN 2.0, ERP and Master Data alignment with NAV.
Business transformation	Lack of meaningful contribution to industry transformation	<ul style="list-style-type: none"> – Implementation of the Transformation Strategy and new transformation initiatives – Formulate action plan for Agri BEE guidelines create awareness to the industry
Compliance	Non-compliance with the APS mandate, PPEC Act and other key legislation	<ul style="list-style-type: none"> – Cabinet approval of PPEC Bill and the PPECB Levies Bill – Automation of controls in ERP system comply with certain legislation
Efficient service delivery	Under recovery of costs	<ul style="list-style-type: none"> – Formalisation of Laboratory expansion strategy – Review expenditure in line with cost containment – Review of the costing/funding model – Re-negotiation of additional DALRRD mandates

3. Public Entities (not applicable)

Not applicable

4. Infrastructure Projects (not applicable)

Not applicable.

5. Public-Private Partnerships (not applicable)

Not applicable.

PART D: TECHNICAL INDICATOR DESCRIPTIONS

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

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

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

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

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

Indicator Title	Percentage of cartons on main products (citrus, grapes, pome, stone and avo's collectively) captured on TITAN 2.0® system
Definition	Percentage of cartons of main products captured using TITAN 2.0®
Source of data	Monthly report from PPECB mobile technology system
Method of calculation	Number of cartons captured using TITAN 2.0® divided by the total number of cartons captured for a financial year. This is only for the main product groups (citrus, grapes, pome, stone and avo's).
Means of verification	TITAN 2.0® (mobile application) compared to system generated report
Assumptions	N/A
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Desired performance is to achieve 70% of cartons captured on TITAN 2.0® for 2021/2022 fiscal year.
Indicator responsibility	General Managers: Operations

Indicator Title	Number of activity points interfacing with the PPECB mobile technology platform
Definition	Number of inspection activity points that are able to exchange data with the PPECB tablet technology system
Source of data	Monthly report from PPECB mobile technology system
Method of calculation	All activity points that were able to exchange data with the PPECB tablet technology system for a financial year.
Means of verification	TITAN 2.0® (mobile application)
Assumptions	N/A
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Desired performance is to achieve at least 925 activity points
Indicator responsibility	Application Development Manager

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

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

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

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

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

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

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

ANNEXURE A : GLOSSARY OF ACRONYMS & ABBREVIATIONS

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

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