

PART B



THE PPECB'S STRATEGY IS DRIVEN AND EXECUTED BY FOUR MAIN PROGRAMMES:

1. PROGRAMME 1: CORPORATE SERVICES

The Corporate Services Programme is one of four strategic programmes within the PPECB. The purpose of the programme is to support, provide direction and leadership, instil corporate discipline and promote the services of the PPECB.

The programme includes the following units: Finance, Human Capital, Marketing and Communications, Legal and Governance, Information and Communications Technology, Innovation and Research and Business Certifications.

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

1.1 THE MAIN PROGRAMME DELIVERABLES ARE:

- To provide strategic direction to the organisation
- To ensure service alignment with relevant stakeholder expectations
- To seek and identify opportunities to improve service delivery and customer satisfaction
- To promote and protect the PPECB brand
- To provide the necessary business infrastructure
- To instil a culture promoting Batho Pele
- To ensure adherence to sound financial and governance practices
- To improve the organisation's Corporate Social Responsibility portfolio
- To ensure seamless mobility infrastructure and ICT governance
- To harness technology to deliver better services
- To establish and maintain a working relationship with the trade union
- To promote employment equity within the workplace

1.2 BASED ON THE LISTED DELIVERABLES, THE PROGRAMME IS COMMITTED TO ACHIEVE THE FOLLOWING OUTCOMES OVER THE MEDIUM TERM:

- Formulate and submit a PPECB strategy aligned with government imperatives and stakeholder expectations
- Obtain ISO 9001:2015 certification and Level 3 B-BBEE verification
- Successfully migrate from a manual to an automated inspection system
- Introduce systems and processes that promote sound financial and governance practices without hampering business efficiency
- An integrated approach to innovation that acts as a catalyst for business transformation
- A clear shift in organisational culture that complements the values of the PPECB
- Increase spend on Corporate Social Initiatives
- Attract and retain previously disadvantaged individuals



2. PROGRAMME 2: OPERATIONAL SERVICES

The PPECB Operational Services Programme is responsible for delivering integrated laboratory, inspection and cold chain services for the export market. The Programme is divided into four functional areas: Operations North, South and Coastal, as well as Food Safety and Technical Services. The aim of the Programme is mandate compliance and to deliver an effective and efficient service to all PPECB stakeholders. The Programme is further committed to the achievement of the PPECB's strategic objectives.

2.1 PRIORITY AREAS

- Ensuring compliance and alignment with all relevant legislation that affects the PPECB and its operational mandate
- Building and maintaining a high-performance workforce that is multi-skilled, accountable, competent, innovative, consistent and uniform
- Rendering an integrated, cost-effective service to customers
- Collaborating closely with all stakeholders to maintain relationships and client confidence in the PPECB and its processes
- Providing stakeholders with information that is accurate and timeous
- Ensuring greater access to technology platforms and tools for digital service delivery

2.2 MEASURABLE OBJECTIVES

The successful implementation of the Programme will be measured against the following objectives:

- Maintain the required sampling frequency with regards to the PPECB's mandate
- Implement and maintain proper procedures for enhancing the credibility of the South African Export Certificate and Carrying Temperature Instructions
- Adherence to the SLA targets
- Implement policies and procedures aligned with the requirements of ISO 9001: 2015
- Ensure completeness of income
- Client feedback with responses that are timeous and accurate
- An engaged and satisfied staff creating a culture of performance and care
- Re-capacitate Research and Development

3. PROGRAMME 3: FOOD SAFETY SERVICES

Food safety refers to the assurance that food will not cause harm to the consumer when it is prepared and/or eaten according to its intended use. Section 2(1) of the Foodstuffs Cosmetics and Disinfectants Act (Act 54 of 1972) prevents any person from putting into international trade any food that is unfit for human consumption. The Agricultural Products Standards Act (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 the Department of Agriculture, Forestry and Fisheries (DAFF). With respect to food safety, the PPECB has been appointed and authorised to conduct food safety audits (Regulation 707), test groundnuts for aflatoxins (Regulation R1145 relating to the tolerance for fungus-produced toxins in foodstuffs) and conduct compositional testing of dairy products (Regulation R2581 relating to dairy products and imitation dairy products) destined for the export market.

3.1 PRIORITY AREAS

- Ensuring consistent production of safe and quality products by reducing risks of compromised food quality
- Maintaining 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
- Promoting safe production practices for growers through food safety audits and strengthening national food control systems
- Reducing the negative impact on the environment by ensuring compliance with regulations

3.2 MEASURABLE OBJECTIVES

- Strengthen national food control systems
- Facilitate active collaboration between stakeholders
- Provide an ISO 17025-accredited Pesticide Residue Testing (Maximum Residue Limit) and dairy testing service in foods and feeds to ensure food safety compliance and quality
- Test for all pesticides as per the regulations of South Africa and the EU with a lead time of 48 hours from sample receipt
- Increase the scope of mycotoxin and dairy analyses to meet customer needs in line with Regulation 1145 (Foods), Regulation 2581 (Dairy) and Regulation 1087 (Feeds)
- Strengthen core competencies of lead times, workflow processes and in-house developed methodology
- Offer a one-stop shop for food and feed safety testing
- Reposition the PPECB Laboratory to provide further support to DAFF and promote the export of safe food

The Programme comprises of Food Safety services and Laboratory services.

4. 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 INCLUDES THE FOLLOWING INITIATIVES:

4.1 INTERNSHIPS AND LEARNERSHIPS

The PPECB has in the past eight years offered a learnership at 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. It is the PPECB's aim to continue with this initiative and take this to a higher level by partnering with institutions like the Cape Peninsula University of Technology (CPUT), which will assist in enhancing the qualification students obtain at the PPECB. The learnership programme is provided in partnership with DAFF and the Agricultural Sector Education Training Authority (AgriSETA).

In collaboration with AgriSETA, the PPECB is further providing on-the-job exposure in fields like ICT, finance, human capital and marketing. All students who have participated in the ICT internship programme have since been employed permanently by the PPECB.

4.2 INTERNAL CAPACITY BUILDING

The PPECB emphasises the area of capacity building by providing development opportunities for both internal and external stakeholders. With regard to internal stakeholders the focus is on women and youth empowerment. Leadership development initiatives are being put in place to ensure that women's advancement is accelerated so that they can assume leadership roles as these are currently occupied predominantly by men.

The PPECB is striving to be a learning institution and is leveraging technology to ensure that training provided meets the needs of Generation Y and X employees. This has resulted in the introduction of a learning management system with online onboarding. There is also a huge focus on coaching and mentoring to ensure that the youth entering the work place are empowered to provide customer service with confidence.

In addition to training, coaching and mentoring of internal stakeholders, we also have a dedicated programme to ensure uniform interpretation and consistent application of standards during execution of product inspection, cold chain functions and food safety audits. The harmonisation programme is aimed at mitigating the risks of incorrect decision making during inspections and cold chain functions and enhances confidence levels of employees and associated clients during service delivery.

4.3 SMALLHOLDER DEVELOPMENT

The Development Unit's 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.

Development initiatives are run on a collaborative basis with DAFF, the Western Cape Department of Agriculture, the Agricultural Research Council (ARC) and the National Agricultural Marketing Council (NAMC) and service all provinces in South Africa. Collaboration not only extends to sister State Owned Enterprises (SOEs) but also to commercial development partners like Citrus Research International (CRI) as well as Further Education and Training Colleges like Fort Cox Agricultural College in the Eastern Cape.

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 PPECB's mandate and resources are limited when it comes to providing a stand-alone training function, so it is imperative that the organisation performs this important function in a collaborative fashion.

4.4 MEASURABLE OBJECTIVES OF THE PROGRAMME:

- Raise external donor funds for the running of the development programme
- Increase the product offering of development initiatives
- Build capacity in externally targeted groups by transferring knowledge and skills
- Extend laboratory services to smallholder farmers