

DRAFT STRATEGY DEVELOPMENT REPORT PLAN



PREPARED BY:



Table of Contents

Definitions & Interpretations	3
1.0 Introduction & Background	4
2.0 Literature Review	5
3.0 Studies on NAMBoard.....	8
3.1 SADP - Vegetable Production & Marketing Competitiveness Study.....	8
3.1.1 Findings and Conclusions of the SADP Study.....	9
3.1.2 Recommendations	10
Vegetable Production	10
Research & Development	11
3.2 NAMBoard Strategic Plan 2020 – 2025.....	11
3.3 State-Owned Enterprises Restructuring Framework in Eswatini.....	12
3.4 NAMBoard Stakeholder Management & Communications Strategy	13
3.5 Summary Findings from the NAMBoard Studies	14
4.0 AMRS NAMBoard Environmental Analysis	14
5.0 Market Analysis.....	16
5.1 SWOT Analysis.....	17
5.2 PESTLE Analysis	18
6.0 Vision, Mission and Values.....	21
8.0 NAMBoard Strategic Objectives.....	22
9.0 Action Plan	23
10.0 Risks	23

Definitions & Interpretations

Acronym	Definition/Interpretation
AMRS	Consultants/Facilitators
CEO	NAMBoard Chief Executive Officer
CFO	NAMBoard Chief Financial Officer
COO	NAMBoard Chief Operations Officer
EIPA	Eswatini Investment Promotion Authority
ESEPARC	Eswatini Economic Policy Analysis & Research Centre
ESWADE	Eswatini Water and Agricultural Development Enterprise
GAP	Good Agricultural Practices
HACCP	Hazard Analysis and Critical Control Point
HCS	Hazard Communication Standard
HoD	Head of Department
MoA	Ministry of Agriculture
MoU	Memorandum of Understanding
MP	Member of Parliament
MT	Metric Ton
NAMBoard	National Agricultural Marketing Board as established in terms of the NAMBoard Act No. 13 of 1985
NGO	Non-government Organization
NMC	National Maize Corporation
OD	Organizational Design
PE	Public Enterprise
PESTLE	Political, Economic, Social, Technological, Legal, & Economic
PMS	Performance Management System
R & D	Research & Development
SADP	Swaziland Agricultural Development Programme
SOE	State Owned Enterprises
SWASA	Eswatini Standards Authority
SWOT	Strengths, Weaknesses, Opportunities, and Threats

1.0 Introduction & Background

The National Agricultural Marketing Board (NAMBoard) is a Government of Eswatini business enterprise, under the Ministry of Agriculture, mandated with the under-listed functions and responsibilities. NAMBoard was established in terms of the NAMBoard Act No. 13 of 1985. The key functions of NAMBoard include the following:

- Registration of producers, wholesale distributors, traders, importers and exporters of scheduled products.
- Regulation of imports and exports for scheduled products and goods in transit.
- Facilitation in such a manner as it may be considered appropriate the production, processing, storage, transportation, distribution, and sale of scheduled products.
- Facilitating the establishment of markets and the marketing of locally produced scheduled products in domestic (national) and international markets.
- Advising the Government, where required, in all matters related to the availability and demand of scheduled products.

NAMBoard also plays a critical role in farmer development by providing farming inputs, extension and marketing services (collectively contributing towards improvement of food security). The Eswatini Government Strategy Roadmap emphasizes the need for stability in agricultural markets. Market efficiency (balance between supply and demand) and the need for food security at the household level has been highlighted by the Covid-19 pandemic underscoring the important role that NAMBoard fulfils in Eswatini.

Due to the Covid-19 pandemic, the operations of NAMBoard were significantly affected as most producers were forced out of production due to low market prices. Imports were also affected by the limitations on boarder movements. Staff absence remained high due to a number of employees who tested positive to Covid-19 and had to remain in isolation. The use of technology to do business was found as a necessity as opposed to being an alternative and as the situation is coming back to normalcy, an opportunity to do business differently has been brought up, hence a new strategic direction is required in order to move the organization forward.

The current war between Russia and Ukraine has also disrupted the normal operations of NAMBoard. Russia and Ukraine are major players in food production, fossil fuel and exportation of various food commodities. With Russia being the third largest producer (77 million Mt) after China 135 (Million Mt) and India (103Million Mt), while Ukraine being the 6th largest producer of wheat, wheaten products (pasta, pizza, and bread) are mostly affected. Other major food commodities include maize, barley and potatoes.

The situation has resulted in increased prices on fertilizers, food commodities and liquid fuel, which has culminated in reduced production and yield of food commodities due to disrupted supplies, inadequate application of inputs due to rationalization emanating from the accompanying high costs of inputs. While the economic situation is showing a move towards recovery, there are still strong indications towards increased prices and shortages of fertilizer supplies, food commodities, and liquid fuel. These events have created a necessity for

turnaround strategies and /or re-thinking of current strategies for many organizations in order for them to remain sustainable and move towards being profitable whilst executing their mandates – NAMBoard is one such organization.

Whilst NAMBoard completed its strategy review in September 2020, the effects of the Covid-19 pandemic; the Ukraine-Russia war, as mentioned; the underperformance of the organization; and the outcry by local farmers due to poor service delivery coupled with the arrival of a new Chief Executive Officer, presented NAMBoard with the said opportunity to review and/or re-think its strategy in order to ensure that it remains not only sustainable and profitable but also able to execute its mandate as per the NAMBoard Act No. 13 of 1985.

The Strategy review is aimed at re-engineering the company’s business operations in light of the indicated challenges and also provide a new direction for NAMBoard which will also give the Board of Directors comfort on their fiduciary responsibility as well as accountability to the shareholders.

2.0 Literature Review

An organization’s strategy is the blueprint from which it will create value and be competitive in the industry / market that it serves. Therefore, it is imperative that there is an understanding of what a strategy is and how it guides value creation in decision making. Whilst “vision is a destination – a point which we focus all our effort; strategy is a route – an adaptable path to get us where we want to go” (Simon Sinek).

A company’s strategy is management’s action plan for competing successfully & operating profitably based on an integrated array of considered choices. It is the game plan management used to stake out a market position, conduct its operations, attract & please customers, compete successfully & achieve desired performance targets. It is the direction the organisation intends to take in order to remain relevant, meet customer needs while being competitive.

It starts with the purpose of the organisation: why does it exist? Next is the vision or where the organisation sees itself in the future. Then a situation analysis of the industry from international to regional then to local perspective. Following that will be a SWOT and PESTLE analysis and once these pillars of focus are identified, a strategic objective for each pillar must be developed followed by an action plan to deliver the strategic objectives. Subsequently, the mechanism to be used to monitor and evaluate the performance towards the attainment of the objectives is formulated. The reporting mechanism will follow where aligning the organisational structure to the strategy which prompts the development of an organisational scorecard. This will help in the change management towards the introduction of a Performance Management System (PMS) &, lastly, cascade scorecard to departments & individuals.

The importance of having a strategy can be adduced as below:

1. **To Set Direction & Priorities:** it defines the organization's view of success & prioritizes the activities that will make this view a reality. The strategy will help employees know what they should be working on & what they should be working on first. Without a clearly defined & articulated strategy, you will find that your priority initiatives, especially the ones that will drive the highest success, are being given secondary treatment.
2. **To Get Everyone On the Same Page:** if there are departments working to achieve different aims, or going in different directions, you need a strategy to harmonizes them. Once you define your strategic direction, you can get operations, sales, marketing, administration, manufacturing, and all other departments moving together to achieve the organization's goals.
3. **To Simplify Decision-Making:** if the leadership team has trouble saying no to new ideas or potential initiatives, you need a strategy. The strategy will have already prioritized the activities necessary for success and this will make it easier to say no to distracting initiatives.
4. **To Drive Alignment:** the organization may have hardworking people putting their best efforts into areas that have little to no effect on strategic success. They're essentially majoring in minors because their activities aren't aligned with the priorities. Having a strategy serves as a vehicle for answering the question "how can we better align all our resources to maximize our strategic success?"
5. **To Communicate the Message:** a leader may know where the organization needs to be & key activities that will get it there but if they don't get it down on writing & not thoroughly communicate it, no one will act on it. When your staff, suppliers & even customers know where you are going, you allow even greater opportunities for people to help you maximize your success in getting there (Wilkinson, 2012).

When formulating a strategy, it needs to outline the Vision of a business, define its Targets & how it's going to Grow & Compete in the long term.

1. **Define Your Vision:** First consider the NAMBoard core values & its desired future position in the market. The company vision is what they strive to do. Based on an organization's vision, the offer, the customer & the market can be defined. This is important in the strategy building process as it ensures that the designed strategy reflects the actual needs of the relevant market. The Offer lays out what goods & services are offered, then the Value Proposition explains why people should buy them in the first place. The value proposition answers why a firm exists & how it is different from its rivals. It explains how a firm plans to create demand and compete in the market.
2. **Set High Level Objectives:** Objectives are usually focused on increasing a firm's sales and profits, as they ensure its existence & improve the shareholder value, if publicly traded.

Strategy aims to answer the question of how a business can compete in the market to grow its revenue, while also improving its financial position. In the case of NAMBoard, how it can create a competitive environment for farmers.

- 3. Analyse The Company & The Market:** Strategy builders need to be aware of their business' strengths, weaknesses, opportunities & threats in the marketplace, which is called the SWOT Analysis. The information obtained from the SWOT Analysis serves as a basis for the strategy formulation that considers the company's internal characteristics & external situation of the market segment. These insights allow the decision-makers to ensure that a firm's strengths exploit the opportunities in the market, while also addressing potential weaknesses & threats that can limit the organisation's long-term success.
- 4. Define The Competitive Advantage:** This answers the question of how the set objectives are achieved. Firms that sell in competitive industries need to define how they want to compete in the market, create demand & increase their sales & margins. In the case of NAMBoard, given that they are a regulatory body, they need to define how to create an equal yet competitive ground for all industry farmers so as to uphold fair competition.

A strategic creation process will normally involve key people in the organisation who have an interest or input in its future direction and this will include senior management (managers) and the principal decision-makers. It can also include people who have specialist knowledge that is important to the process.

As the strategy development process progresses, it can be useful to involve managers & staff from specific departments. Especially, the people who are involved in the day-to-day operations of the company. Consequently, one should encourage them to share their thoughts on what is working & what isn't working with the organisation. Involving people from all levels of the organisation can be a very powerful way to build commitment to the attainment of the strategic goals. It also creates a sense of accountability that can improve motivation & productivity which helps the strategy succeed. It is, however, important to include them at the correct phase of the strategy.

How Does Organizational Design (OD) Support the Delivery of Strategy?

Organizational Design can contribute to this by unleashing the organisation's potential & ensuring that the structure & people are fully equipped to keep up with the pace of change. A company's OD should be aligned to its business strategy & a wider operating environment as the business adapts to new challenges & implements new business models.

It is in a continuous process of strategic nipping & tucking that ensures organizational resources are allocated most appropriately & most effectively. OD is a comprehensive exercise that when carried out effectively enables the organisation to leverage their strengths (capabilities, structure, processes & talent) in such a way that it enables the fulfilment of the strategy.

The most frequently encountered challenges are:

1. Creating realistic estimates regarding the time & resources required to complete the project.
2. Understanding patterns of collaboration or information exchange across units in the organisation.
3. Handling political aspects of the re-design process & helping employees see the bigger picture (as opposed to protecting their own turf).
4. Evaluating whether the new organisational model has had the intended effect.
5. Budget restrictions. (Worren, 2018)

3.0 Studies on NAMBoard

NAMBoard, like no other State-Owned Enterprise (SOE), is subject to public scrutiny and assessment. It extends to a point of several studies and opinions being shared on how best NAMBoard could be structured to perform to its true potential. We summarize some of these studies below:

3.1 SADP - Vegetable Production & Marketing Competitiveness Study

In 2011, the Vegetable Production and Marketing Competitiveness Study was commissioned by the Swaziland Agricultural Development Programme (SADP) on behalf of the Ministry of Agriculture (Capital, 2012). This Study was commissioned to determine the necessary improvements and efficiencies required in the vegetable value chain. This was meant to ensure an increase in the income of farmers and improve the performance of other members of the industry. This study also aimed at enabling market participants to annex opportunities in the market place and foster an environment for long-term sustainability and growth of the industry.

It was envisaged that the findings and recommendations of the study will assist in identifying areas in the industry that need improvement, enable the capacity development of local farmers to migrate from small scale to semi-commercial as well as progressing to large-scale commercial farming, thus ensuring that [Eswatini] achieves its objectives of food security and self-dependence through agriculture.

The study had four main objectives. These are:

- to determine the necessary improvements and efficiencies required in the Vegetable Value Chain. This is so as to ensure an increase in the income of farmers and improve the performance of other participants in the sub-sector;
- to ensure market participants are able to compete on local, regional and international markets;
- to ensure farmers and other actors in the Value Chain are able to compete on local, regional, and international markets;

- to explore opportunities for increased value addition
- to create an enabling environment so as to take advantage of opportunities in the marketplace for the long-term sustainability and growth of the industry.

3.1.1 Findings and Conclusions of the SADP Study

National Demand & Supply of Vegetables

The national demand and supply of vegetables could not be quantified because the data obtained from the Department of Customs and Excise reflected that, in 2011, [Eswatini] imported vegetables to the value of E108,475,264.00, whilst NAMBoard's figures reflected vegetable imports to the value of E73,651,535.43.

Vegetable Production

During the past three years, there has been a drastic decrease in the number of baby vegetable farmers. The reasons given by the farmers was principally the prohibitive high transport costs, (35% of load delivered), high produce rejection rate, and the delays in payment by NAMBoard.

Vegetable Value Chain

Five value chain channels were identified in [Eswatini]; however, market access to farmers is a real challenge and complicated since factors contributing to it are many and complex. Unless these factors are isolated, not much can be achieved by farmers to sell their agricultural produce.

Vegetable Imports

The domestic consumer demand for vegetables far exceeds the supply capability of the domestic farmers. This is state of affairs that needs to be addressed through GoS policy which is to ensure that the opportunity of self-sufficiency is annexed.

Processing

There is no meaningful vegetable processing in [Eswatini] even when there is a glut due to over production especially for cabbages and tomatoes.

Marketing Information System

Currently, there is no Marketing Information System in place and the fragments of available data are not validated and do not correlate.

Access to Finance

The growth of the vegetable production sub-sector has been greatly stifled by the lack of access to finance by Swazi farmers, albeit the existence of a number of financial institutions providing finance.

3.1.2 Recommendations

NAMBoard Operations

NAMBoard, as the regulatory authority, should ensure that monthly reconciliations are undertaken of returned imports permits against the impact data from [ERS].

Vegetable Production

Mobilization of Farmers

The MoA, through its agencies and stakeholders, should advocate for the promotion and development of local farmers.

Handling and Packing Operations to Maintain Quality

Sanitation is critical during all handling and washing operations to minimize the risk of spreading human pathogens from contaminated to non-contaminated vegetables and this should be taught to all farmers.

Global GAP Certification

It is recommended that all commercial farmers be encouraged to attain the Global GAP certification.

Vegetable Damage Reduction Recommendations

Agricultural best practices should be taught to farmers in order to prevent and reduce post-harvest damage to the produce.

On-site Produce Inspections

It is recommended that a system needs to be put in place that enables the produce to be inspected and assessed upon collection from the farmer.

Contract Farming

Farmers and farmer cooperatives must be taught the concept of contract farming and the benefits thereof in order to fully exploit the contracted farming option for their benefit of all their members.

Vegetable Value Chain

The vegetable growers in [Eswatini] should be given more support through programs driven by Government aimed at developing a sustainable vegetable industry.

Marketing Information System (MIS)

NAMBoard facilitate and manage the process of establishing an effective MIS in [Eswatini] through advocacy among key stakeholders identified in this study who are primary sources of key data.

Research & Development

The NAMBoard should also link the national research system with international information systems and establishing an agricultural technology dissemination system linked to government extension services.

Access to Finance

Based on the above, the MoAC, through NAMBoard, should package each category of farmers and lobby finance institutions to revisit their position on financing small-scale farmers that are not in the sugar cane sub-sector.

Cost Benefit Analysis

The cost of importation of vegetables needs to be extensively investigated and the damage being incurred by the national economy accurately quantified in relation to the development of the domestic vegetable production sector.

3.2 NAMBoard Strategic Plan 2020 – 2025

In 2020, NAMBoard developed a five-year strategic plan (Institute, 2020). This five-year strategy was developed with following Key Strategic Outcomes:

- A Vibrant Horticultural Market
- Sustainable Vegetable Production
- Food Security for Eswatini
- Quality Produce to Market
- Effective Farming Practice
- Stable International Agreements
- Value Chain Efficiency
- Expanded Produce Offerings
- Maximized Revenue Collection
- Public Interface
- Collaboration with Private Sector
- Project Management Capability
- Optimal Organizational Performance
- Stakeholder Relations Management
- Effective Internal and External Communication

These outcomes identified have been grouped into vision themes which will drive the NAMBoard Strategy for the next five years. The strategic themes and outcomes to be achieved in the 2020-2025 period can be achieved through the following themes:

- **Sustainable Agribusiness** - Effective farming practices supported by professional advisory to produce quality vegetables that meet domestic demand and international export requirements.

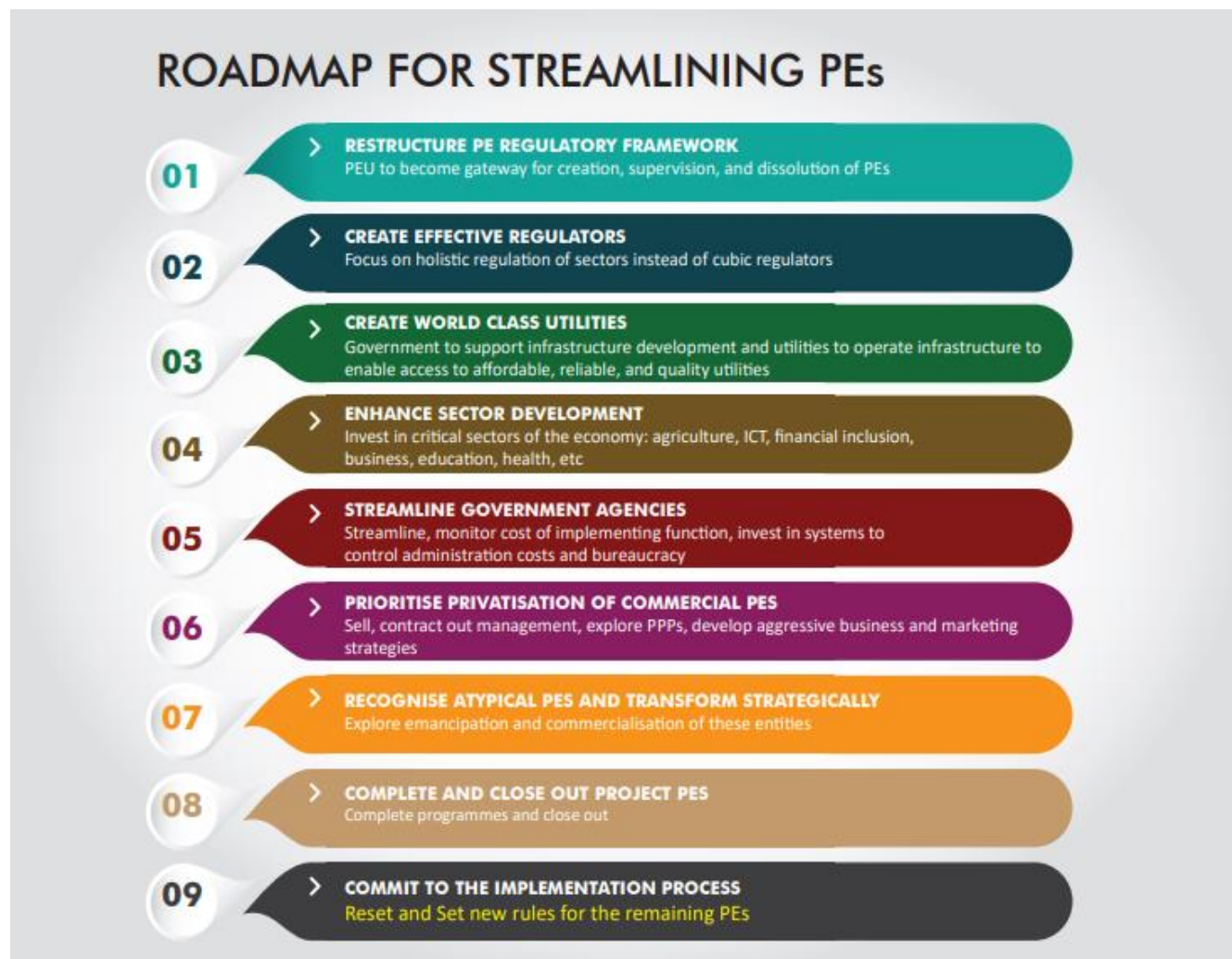
- **Vibrant Market Operations** - A market for horticultural produce that meets local quality and freshness needs. NAMBoard will, by 2025, ensure that Eswatini is self-sufficient in the production of core vegetables for food security.
- **Market Facilitation** - Facilitation of direct local contracting by retailers and promotion of export for a range of produce.
- **Statutory Function Optimization** - An efficient and effective regulatory implementation and levy collection operation. NAMBoard will, by 2025, be recognized as a well-run and efficient organization that has a user-friendly interface and impressive turnaround times for permit applications.
- **Stakeholder Engagement** - NAMBoard cannot achieve the vision alone and will engage and interact with farmers, the private sector, governmental colleagues, and donors. By 2025, NAMBoard will be an indispensable, reliable, and innovative partner to ensure food security in Eswatini.
- **Project Expansion** - NAMBoard will develop its project management capacity to be the preferred market partner for government and the donor community.

3.3 State-Owned Enterprises Restructuring Framework in Eswatini

In 2021, the Government of Eswatini piloted a study on ‘State-Owned Enterprises Restructuring Framework’ ((ESEPARC), 2021). This study was commissioned to resuscitate the economy and improve the fiscal space for funding social and economic development.

One of the outcomes of this study is that the reforms will reduce the E2.4 billion transfers made to 49 Category A PEs to just under E700 million transfers made to ± 31 Category A PEs. Also, there is an expected savings on the E380 million worth of levies collected from the economy.

Roadmap for Streamlining PE's In Eswatini



In particular, within the agriculture industry, the restructuring is targeted at ESWADE taking a leading role in being responsible for all the crops/ horticulture development services; Extension, R&D, complete value chains, market establishment & marketing, commercialization of smallholders, industry engagement, etc. Transform ESWADE to be the anchor PE, consolidate NAMBoard, NMC, and Cotton Board into this newly formed PE and; the new PE will not have a regulatory function.

3.4 NAMBoard Stakeholder Management & Communications Strategy

In 2021, the Executive Management of NAMBoard took a strategic decision to deliberately invest resources and energy to capacitate the function of stakeholder management and communications. 'We have established the role of a Strategy and Communications Manager [which] will drive strategic initiatives that will entrench the internal culture of stakeholder engagement, communications, branding and retain the positive attributes admired by stakeholders moving forward' (Consultants, 2021).

In line with that, NAMBoard embarked on a project to develop a Stakeholder Management and Communications Strategy. The Strategy articulates the need to have stakeholder management

programmes, initiatives and communications plans aimed at establishing favourable stakeholder relationships that will translate into a positive image and reputation for the organization.

The Stakeholder Management and Communications Strategy seeks to achieve the following strategic objectives:

- Stakeholder Management and Communications has a direct correlation to business sustainability.
- The way an organization engages its stakeholders and communicates with them helps to deliver coherent partnerships that are mutually beneficial and will maintain sustainable growth into the future.
- Stakeholder Management and Communications also enhances positive image building and reputation management for an organization.
- Stakeholder Management becomes a guiding force in effectively engaging with and disseminating information to both internal and external stakeholders.

The Stakeholder strategic objectives identified were:

1. *Stakeholder Engagement Plans*
2. *Strategic Communications*
3. *Public Education and Awareness*
4. *Digital and Social Media Plan*
5. *Stakeholder Partnerships*

3.5 Summary Findings from the NAMBoard Studies

Clearly, there is a lot of information and studies that NAMBoard can learn from. NAMBoard and some partners have invested heavily in studies that should give direction going forward. The opportunities and threats have been identified, the only challenge was integrating these studies so that their implementation is planned and executed in phases, with clear timelines and responsibilities.

4.0 AMRS NAMBoard Environmental Analysis

In preparation for the NAMBoard Strategic workshop, AMRS conducted a NAMBoard Environmental Analysis, this exercise was meant to help the Consultant appreciate how various stakeholder of NAMBoard appreciated the following:

- Mandate & Responsibility
- Stakeholder Engagement & Communication
- Employee Proposition
- Value Proposition

- NAMBoard SWOT
- NAMBoard PESTLE
- Priority Areas for NAMBoard, and
- Recommendations for NAMBoard.

A number of stakeholders were consulted in various engagement platforms and their perceptions were captured as follows:

Stakeholder Category	Consultation Medium	Summary of Perception	NPS Verdict
Internal Management	Questionnaire	Relatively New Leadership, Acceptable to Past Mistakes, Open to Engagement, Willing to Learn, Concerned About People Issues, Concerned About NAMBoard Reputation to Internal & External Stakeholders, Unsure of Merger and Implications.	Passive
Internal Staff	Survey (Electronic & Structured Interviews)	Disengaged, Trust Issues, Not Respected And Listened To, Non-Patriotic, Scared For The Future, No Trust In Past Leadership And Weary Of Incoming Leadership Team, Hugely Concerned About HR Office Impartiality And Advisory, Grievances At Table, Concerned About NAMBoard Reputation, Concerned About Merger.	Strong Detractor
External Farmers	Survey (Electronic & Structured Interviews)	NAMBoard A Public Enemy, NAMBoard Has Killed Farming Entrepreneurial Spirit, Others Lost Everything Because Of NAMBoard, Others Are In Huge Debt Because Of NAMBoard, Not Our Preferred Supplier, Unjustified Pricing, Inconsistency In Quality Checks, Poor Collection Process / Cycles And Poor Produce Blamed On Farmer, Poor Payment Schedules, No Farmer Development, No Subsidy, Poor Supervision, Poor MIS Causing Surplus In Market, High Levies Yet We Compete With NAMBoard Who Does Not Pay Levies, Poor Marketing, No Farmer Forums, No Training – NOTHING!	Strong Detractor
External Chain Stores	Survey (Electronic & Structured Interviews)	NAMBoard Prepacking Fantastic, Only Challenges In Bar Coding; Good Quality Produce; Pricing Is Good; Poor Delivery Schedules, No Engagements, No Alerts If Delivery Is Delayed; Poor CEX, Non-Responsive; Unexplained And Unjustified Block Of Certain Products At Borders; Poor Quality From Local Farmers.	Passive
External Financiers	Structured Interviews	MoUs Not Being Adhered To, Cannot Be Trusted, High Potential, Lack Of Farmer Development,	No

	(Face-to-Face & Digital Platforms)	Concerns Of Pricing & Late Payments To Farmers, Poorly Coordinated Distribution Channels, No Common Vision (Farmers & NAMBoard, Underpowered Farmers (Technical & Business Acumen), Lack Of Collateral For Capital Investment.	
External – Other Regulators	Structured Interviews (Face-to-Face & Digital Platforms)	Lamented Lack of Concerted ‘Vision’ & Silo Mentality Among SOE’s, Decried Planning & Execution, willing to Sign MOUs and Strong Collaborations, Highlighted Need to Develop Quarterly Engagement Sessions with Clear Agendas & Milestones, Emphasized Need for Building Capability in Areas of Quality, Business Acumen and Technical Skills, Poor Collaborations with Cooperatives.	Passive with Hope
External Professionals	Structured Interviews (Face-to-Face & Digital Platforms)	NAMBoard a Public Enemy, Poor Farmer Development Initiatives, Payment Schedules Kill Farmer Entrepreneurial Spirit, Unjustified Huge Wastage of Products, Poor Distribution Networks, Poor MIS Tracking, Farmer Subsidy Long Outstanding, Duplication of Efforts (Esp. Extension Services), Development of Extensions Guide Required, Investments in Training a Non-Negotiable, Celebrating Success Not Practiced, Low Staff Morale, High Attrition.	Detractor
External – Other	Interviews (Face-to-Face & Digital Platforms)	Very Bad Reputation Amongst Farming Community, No Respect For Farmer Effort And Contribution, Poor Decision Quality, No Farmer Development, Income Mostly Levies Developing NAMBoard Operation And Salaries Instead Of The Farmer, Unjustified Depleting Of Levies Collected (Not Used To Fit Purpose), Poor CEX, Poor Communication, Poor Extension Services, Poor Collaboration With Potential Partners.	Detractor with Hope

5.0 Market Analysis

In an effort to provide a 360° view of NAMBoard SWOT, AMRS used data collected from internal and external Stakeholders and these were validated as follows:

5.1 SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Availability of necessary resources, skilled labour and bargaining powers in the import and export of scheduled agricultural produce. • Seed availability at all times. • Shifting into baby vegetable farming and export which is more profitable. • Strategic location of NAMBoard pack houses. • Stable source of income from levies. • Mandate and working relationship with ministry and other government parastatals. • New and qualified leadership • Good understanding of the market • Experience – Agribusiness sector • Availability of refrigerated fleet of trucks • Packing infrastructure in all four regions of the country • Relationships with key stakeholders in the supply chain • Provision of farmer support services • Market facilitation • Trade regulation • NAMBoard is the horticulture hub in Eswatini. • NAMBoard has almost all the resources available for daily operations • NAMBoard invests in farmers support development initiatives • HACCP and GAP certified • Cold chain infrastructure 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of transparency on what informs the price the product is sold at. • Lack of control over vegetable production <ul style="list-style-type: none"> ○ This leads to a loss of market due to production inconsistency. • Lack of farmer database categorized into their levels (smallholder, semi-commercial, etc.) • Poor work environment <ul style="list-style-type: none"> ○ Lead to delivering NAMBoard’s mandate next to impossible • Too many levels of approval which end up frustrating the entity’s turnaround time. • Lack of variation in Agric suppliers. <ul style="list-style-type: none"> ○ This limits the price, and cannot cater to all customer preferences. • Conflicting responsibilities - acting as a regulator (referee), developer (coach), and market (competitor). • Limited access to mechanization and technology • Poor stakeholder engagement • Lack of comprehensive company policies • Farmer contract is not a legally binding document • NAMBoard’s processes are not effectively automated. • Heavily reliance on smallholder farmers – who have low tolerance on delayed payments
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Investment in technological efficiency. • Agricultural equipment rentals (implements) • Available pack house and cold storage facilities in strategic areas • Import substitution which present an opportunity for the local market. • Export market for fresh produce • Building capacity for staff to improve product offering • Available land for area expansion for agricultural activities • Processing • Leasing of cold chain infrastructure and pack houses 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Fluctuation of market prices. • Global warming and unfavorable weather conditions. • Unavailability of inputs like fertilizers as the supply depends on the political stability of foreign countries. • Bad publicity on social media networks. • Bad stakeholder perception. • Amendment and change of legislation which leads to reduced mandate • Changes in international conventions that allow for levy collection and restriction of some commodities

<ul style="list-style-type: none"> • Expanding revenue base through farmer registration and in shop vegetable tax • NAMBoard should be the leading stakeholder in the implementation of Good Agricultural Practices • Investing in Climate Smart initiatives • Improve linkages with private sector to bring buyers (stakeholder engagement) and key stakeholders (financers and distributors) • Farmer development programme – create brand ambassadors, engagement with stakeholders • Automate to carry all functions of Board Resource Planning Tool • Farm Input shop • Rebuild NAMBoard image- Emphasis on customer service • Payment arrangement with credit providers. • Farmer development- incubation of segmented approach (youth, women) • Industry indaba – innovation platforms • Automation – electronic filling • Out-sourcing core functions of NAMBoard and run business side of NAMBoard subsidiaries. 	<ul style="list-style-type: none"> • Rise in consumer and competition concerns which advocate for free trade without levies and tariffs • Economic and Political sanctions in the world market • High agricultural global inputs prices and shortages • Importation of cheap vegetable from outside the country • Unstable political situation • Loss of revenue from levies • Responsibility of running markets given to farmer organizations • High staff turnover • High competition brought about by imports will reduce consumption of locally produced fruits and vegetables • Pressure from stakeholder groups that do not agree with NAMBOARD's mandate • High input prices which have led to a decline in farmers contracted to NAMBoard • Insurance is expensive yet most farmers are vulnerable – insurance products are not affordable • Post-harvest losses • Pests and diseases • Proposed restructuring of parastatals • Aging farmer population resulting to inefficiency • Participation of farmers who are not passionate about farming
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5.2 PESTLE Analysis

POLITICAL

- NAMBoard might have to follow trading bloc agreements which seek to eliminate barriers to trade among member states. This might require NAMBoard to stop charging levies on scheduled commodities imported from SADC member states.
- The Ministry of Agriculture intends to channel some of the levies collected by NAMBoard to other agricultural initiatives.
- The restructuring of parastatals will see NAMBOARD's operations merged with that of another parastatal.
- Company should be aware of the political influence and the impact it has on business.

- The country's political instability should be considered.
- Implementation of government policies that ensures rural communities have access to key resources for agricultural production relies heavily on donor funds for implementation.
- Policy approvals at government level takes a longer period.
- Government policies supporting international trade.
- Possible sanctions or market withdrawals due to failure or non-compliance of the country to meet or honour international conventions on human rights, labour laws, fair-trade, etc.
- Business living under threats due to the 2021 political unrest.
- Ongoing Ukraine/Russia war.
- Political influence and the impact it has on business should be considered.

ECONOMIC

- The local demand for fruits and vegetables is influenced by the state of the economy.
- An increase in the cost of key commodities, like fuel, will increase the marketing costs of fruits and vegetables, thereby eroding profits for both farmers and NAMBoard.
- A slowly growing economy has a negative impact on the demand for fruits and vegetables.
- Company should make an effort in understanding the markets and the demand.
- Food inflation and inflation rates soaring high thus putting pressure on disposable income and on access to finance.
- Increase in input costs (oil, fuel and fertiliser prices).
- Exchange rates instability.
- Labour costs.
- Decision on how the current economic crises affects daily operations as well as NAMBoard strategy should be considered.

SOCIAL

- Changing consumption patterns by consumers will have either a positive or negative influence on the demand for fruits and vegetables.
- Develop social campaigns to attract the youth.
- Higher number of graduates failing to secure jobs and/or to access or qualify for funding.
- Attitude towards agriculture among the youth.
- Buying habits and disposable income.

- Social responsibility activities should be part of NAMBoard strategies and should also include sustainable development goals as well as youth empowerments.

TECHNOLOGICAL

- The need for use of social media to promote the NAMBoard brand.
- NAMBoard to help farmers evolve to new production systems which are producing high yields and superior product quality.
- Installation of modern technologies to improve communication, research, and development.
- The country has invested immensely in internet and communication infrastructure which makes it easier to communicate with international markets.
- Technology advancement in the production of agricultural products is still below competitive levels.
- Advancement in technology also has impacts on daily operations, this should be considered as well e.g., the use of drones for pesticide applications and well as weather detecting tools.

LEGAL

- Potential review of the NAMBOARD act by government
- The company should be aware and considerate of labor laws
- Customs & excise procedures: exhaustive list of documents required for customs clearance
- Ever changing no-tariff barriers in the export market.
- Changes in laws and legislations should also be part of NAMBoard strategy. NAMBoard act should also be incorporated to all NAMBoard activities and strategy.
- Labor laws should be considered

ENVIRONMENTAL

- Changing weather patterns are making open field farming very risky. Weather perils like hailstorm causing tremendous damage on marketable produce. This affects agreements with customers and income for both farmer and the organizations. This stresses the importance of investing in undercover cultivation and the use of agricultural insurance.
- Planning and conducting environmental awareness campaigns.
- Use of recyclable products.
- Organic farming

- The ecological environment for the country is favourable to supply international markets when they are out of season. The different climatic environment in the country allows for all season production
- Natural disasters
- Global Good Agricultural Practices promotes environmental awareness.
- Promoting the use of environmentally friendly chemicals.

6.0 Vision, Mission and Values

6.1 Vision

To be a vibrant, inclusive and sustainable agribusiness regulator, market facilitator and farmer developer who significantly contributes to food security, agro-industry growth, economic development and poverty alleviation.

6.2 Mission

Create value for all stakeholders in the Agriculture Industry by administering dynamic trade regulation, accelerating import substitution, export promotion, and ensuring adherence to sustainable innovative best practices that meet international standards.

6.3 Core Values

NAMBoard adheres to the following core values:

Value	Meaning
1. Integrity	We strive to be honest, trustworthy, guided by ethics in dealing with our clients and stakeholders
2. Service Excellence	We strive to deliver quality service and make our stakeholders and customers feel valued
3. Innovation	We strive to be creative, adopt new knowledge and technologies in our day to day dealings.
4. Accountability	We assume full ownership and responsibility for our actions and decisions.
5. Collaboration	We believe in the power of working together through stakeholder consultations and partnerships.
6. Professionalism	We strive to be reliable and consistently achieving high standards in the work we do and the way we behave.

7.0 NAMBoard Strategic Objectives

Strategic Objective(s):	Responsible	Main Activities
1. To Increase Local Production of Selected Scheduled Products	COO	1.1 Develop and effectively implement a farmer development policy and extension services framework 1.2 Farmer categorization and mobilisation 1.3 Fast-track farmer development on quality & standards (produce quality & operational standards) 1.4 Facilitate access to affordable finance for farmers 1.5 Increase the availability of farming implements at a cost effective rate
2. To Expand Markets and Increase Outreach	COO	2.1 Explore market opportunities that are supported by changes in trade regulations 2.2 Strengthen logistic support and cold chain management of farmer produce. 2.3 Ensure 80% or more, adherence to food safety and operational standards 2.4 Establish local market interest & increase export demand
3. To Improve Operational Efficiency	CEO	3.1 Increase operational efficiency through systems and policies 3.2 Identify, review and implement effectiveness of outsourcing non-core functions & potential subsidiaries 3.3 Implement risk and business continuity management measures 3.4 Improve revenue collection through levies (products expansion / increase in scheduled products)
4. To Create an Environment with A Highly Productive Workforce	HCS	4.1 Develop and implement robust performance management system (PMS) 4.2 Develop relationship building with social partners & employees through developing leadership capability programmes 4.3 Implement a learning & development programme 4.4 Conduct job evaluation programmes - to inform salary review
5. To Improve NAMBoard's Financial Sustainability	CFO	5.1 Develop a cost minimization strategy 5.2 Review namboard's total book to ensure that debtors are capped at 90 days and creditors are paid within 30 days (farmers 14 days)

6. Improve Stakeholder Engagement	CEO	6.1 Have in place structured stakeholder forums (value chain innovation platforms; information dissemination; regulation) 6.2 Develop a customer experience (CEX) agenda for namboard 6.3 Strengthen namboard's digital footprint 6.4 Develop a robust communications & events plan to enhance information dissemination - drive awareness of our reviewed strategy, promise and core mandate.
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8.0 Implementation Plan

A detailed implementation plan is attached. [NAMBoard Strategy Action Plan - Final Draft \(03 April 2023\)](#)

9.0 Risks

The below were identified as possible risks that NAMBoard has to face, namely:

- Non-Adherence of Farmers to The International Markets' Standards
- Climate Change
- Energy Risks
- Loss Our Standard Certification
- Loss of Levies
- Not Getting Approval of Budget
- Political Instability
- Resistance to Change
- Loss of Existing Markets Due to Inconsistencies in Supply
- Not Meeting Market Demand
- Loss of Stakeholder Confidence
- Aging Farming Community
- Import Bans - Retaliation from Other Countries
- Loss of Information / Data – Inefficient systems, Lack of credible information
- High Staff turnover – Takes longer to replace strategic positions
- Lack of proper assessments before venturing into projects (Sdemane Farm, Pack houses).

These risks are to be incorporated to the NAMBoard Risk register and the necessary mitigating actions and responsibilities identified. AMRS has been assured that the CFO's Office will support in this exercise.

Submitted by:

Chief Executive Officer

Date:.....