

THE ROLE AND DUTIES OF SAMAC DIRECTORS

For consideration by members and potential directors when new directors are to be appointed

GENERIC ROLE:

1. must be prepared to act in the best interests of the South African macadamia industry generally and of all SAMAC's members in particular
2. will be required to perform an oversight role in the affairs and management of SAMAC
3. must prepare for and attend all board meetings, and participate in an effective manner
4. must be willing to accept the usual responsibilities and statutory duties of company directors as outlined in South African legislation
5. must be willing to demonstrate positive leadership to the industry through actions and comments
6. must be willing, after appropriate discussion and once collective board decisions are made, to support such decisions in their implementation
7. will be expected to provide support and strategic guidance to the SAMAC CEO and senior staff
8. will be expected to provide no more than facilitation support during the implementation of board decisions i.e. the role is thinking and deciding strategic direction rather than doing
9. must not be overcommitted in terms of other business interests or other offices or directorships held

Essential competencies for directors include the following:

Competency	Description
Strategic thinking	Demonstrates a broad-based view of issues, events and activities and a perception of their longer-term impact or wider implications.
Decision Making	Demonstrates a readiness to make decisions, take the initiative and originate action
Influencing	Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change.
Ethics	Upholds ethics and values; demonstrates integrity; promotes and defends fairness; is able to work for the common good even when this differs from own needs or preferences; encourages organisational and individual responsibility towards the community and the environment
Analysing	Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.
Networking	Easily establishes good relationships with customers and staff;

	relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others
Adapting to change	Successfully adapts to changing demands and conditions.
Technical awareness	Understands technical or professional aspects of their specific portfolio and continually maintains technical knowledge.

BOARD CHAIRPERSON

The chair of the SAMAC board will be expected to perform the following tasks:

1. to oversee the effective functioning of the board of SAMAC, in particular ensuring that decisions are made timeously and that they are implemented
2. to act as an enabling facilitator to the CEO, to ensure that the CEO is equipped with clear strategic direction and moral support at all times, and that the CEO has sufficient resources to be able to deliver on their mandate
3. to coordinate an annual performance evaluation of the CEO
4. to ensure that the roles and responsibilities amongst the members of the board are clearly defined and to monitor the execution of commitments made by board members
5. to provide strategic and public support to the CEO as required
6. to continually assess SAMAC's progress in achieving its goals and purpose
7. to act as the final decision maker and demonstrate leadership, especially in circumstances of dispute or disagreement
8. to oversee relationships and communication with all stakeholders

DIRECTOR: FINANCE AND ADMIN:

In addition to the generic role above, the finance and admin director will be expected to:

1. take the lead in board activities involving
 - a. budgeting
 - b. remuneration
 - c. major financial commitments
 - d. annual auditing and reporting
2. provide strategic guidance and support to the CEO with regard to the above areas, and be available to the CEO for consultation as required
3. be familiar with reading and interpreting financial statements
4. be familiar with accounting principles, procedures and good practice

Formal accounting training would be an advantage but is not necessary.

DIRECTOR: RESEARCH AND DEVELOPMENT

In addition to the generic role above, the R&D director will be expected to:

1. take the lead in board activities involving
 - a. prioritising research and development needs in terms of probability of success and impact of success
 - b. selection and contracting with R&D contractors / resources
 - c. overseeing the performance of research projects against stated objectives, budgets and timelines
 - d. ensuring that research results are made accessible and practically useful to growers, handlers and consultants as appropriate
2. provide strategic guidance and support to the CEO and R&D Officer with regard to the above areas, and be available to them for consultation as required
3. have an interest in being part of new developments in the mac industry

DIRECTOR: COMMERCIAL

In addition to the generic role above, the Commercial director will be expected to:

1. take the lead in board activities related to
 - a. supporting and growing demand for macadamias generally
 - b. developing South Africa as a preferred source of macadamias
 - c. ensuring accessibility of future markets for the South African macadamia exports
 - d. identifying issues which may restrict South Africa's competitiveness in the global macadamia industry
2. provide strategic guidance and support to the CEO with regard to the above areas, and be available to them for consultation as required.

An interest in the global agricultural trading environment is required, and previous experience or exposure to this area would be an advantage but is not necessary.

DIRECTOR: MEMBER SERVICES

In addition to the generic role above, the Member Services director will be expected to:

1. take the lead in board activities related to
 - a. technical advisory services to growers via SAMAC staff and independent consultants
 - b. grower productivity support
 - c. SAMAC's BEE transformation activities and projects
 - d. communications and contact between members and SAMAC
 - e. PR and communications within the industry and outside of it

- f. SAMAC's formal communications strategy and vehicles such as the website, social media, publications, videos etc
2. provide strategic guidance and support to the CEO with regard to the above areas, and be available to them for consultation as required

CHIEF EXECUTIVE OFFICER

The CEO will be a non-voting member of the board for the duration of their employment by SAMAC and will be the only executive director. The CEO, together with their staff and outsourced resources, is responsible for carrying out the day-to-day activities of SAMAC in line with the strategy and policy decided on by the board. The CEO will also be the visible and active face of SAMAC in comparison with the other board members who will generally fulfill a less public role. The CEO and senior staff will also be the primary contact point between SAMAC and its' members rather than the other directors.

Directors' nomination forms

Any grower may be nominated as a potential director of SAMAC. Once the nominated person accepts the nomination, they are to provide the information below to the board together with a one page CV and a photograph for circulation to members.

General Information											
Name											
ID number											
Growing province											
Nominated by (Name)											
Seconded by (Name)											
Seconded by (Name)											
Board portfolio/s nominated for	<table border="1"> <tr> <td>Chair</td> <td></td> </tr> <tr> <td>Research & Development</td> <td></td> </tr> <tr> <td>Member services</td> <td></td> </tr> <tr> <td>Commercial</td> <td></td> </tr> <tr> <td>Finance & admin</td> <td></td> </tr> </table>	Chair		Research & Development		Member services		Commercial		Finance & admin	
Chair											
Research & Development											
Member services											
Commercial											
Finance & admin											
Farm/Company Name											
Other boards serving or served on											
Qualifications and experience											
Education and qualification:											
Experience:											
Knowledge and skills:											