



**STRATEGIC PLAN
FOR
2020/21–2024/25**

November 2023

Accounting Authority statement

In developing the Strategic Plan for the 2020/21-2024/25 period, AgriSETA remained focused on its vision which is 'to enable a skilled and prosperous agricultural sector'. It is important to note that the AgriSETA's strategic objectives changed, in full alignment to the National Skills Development Plan (NSDP) and the Department of Planning, Monitoring and Evaluation Framework for Strategic and Annual Performance Plans. The SETA is focused on eight strategic objectives that are highlighted in the NSDP and imperatives identified through various strategic planning processes. This will ensure that the strategic plans of AgriSETA are in full alignment with the dynamic nature of AgriSETA's landscape and policy imperatives set by the government.

The AgriSETA Strategic Plan provides guidance to the SETA for the planning period as it continues to implement programmes and projects that respond to the mandate and are fully aligned to national imperatives, Acts and relevant legislative frameworks. This includes the NDP 2030 and the various legislative frameworks applicable to Schedule 3A entities. Various institutional policies and strategies of the organisation were also included in this strategic document.

The agricultural sector has not grown as fast as other sectors over the past few decades but remains a critical sector for employment and food security, among the country's rural poor in particular. The outlook for the sector remains positive despite environmental challenges such as climate change, pests and diseases.

The sector is highly dualistic with a small yet strong commercial sector (approximately 70 000 commercial farmers). These are some of the most resilient farmers in the world who adapt well to challenges of the environment (climate), politics (laws) and economic realities (e.g. fluctuating currencies). On the other side of the spectrum is a large, poorly defined developing sector estimated to be at least ten times larger than the commercial sector (if the measurement of the number of farmers is applied). This developing sector is referred to as emerging, subsistence, small-scale or as new farmers. At AgriSETA, this sector is generally referred to as the under-resourced sector.

Some of the main characteristics of the agricultural sector that influence our thinking as facilitators of skills development in the sector are:

- Agriculture and rural development need more focused attention;

- The land restitution process;
- The youth do not participate in agricultural development as expected;
- The need to make agriculture more accessible to women;
- The supply of skills must be improved in order to meet the ever-increasing demand;
- Agricultural colleges are not producing enough graduates with the skills and knowledge required by the labour market;
- Many other tertiary agricultural qualifications are not aligned with occupations and the needs of the agricultural economy;
- Agriculture relies heavily on unskilled and semi-skilled workers;
- Under-resourced farmers struggle to enter the formal market;
- Green industries in support of sustainable farming must be revitalised to respond to the changing agriculture climate and environment, this to respond to the change in customer behaviour; and
- The announced minimum wage is expected to have a significant impact on the medium- to long-term.

The above factors are discussed in detail in the Sector Skills Plan (SSP), which is attached as Annexure A hereto.

This Strategic Plan is focused on addressing these unique challenges in agriculture, but at the same time capacitating potentially excellent resources which are available (such as agricultural TVET colleges). The allocation of funds entrusted to AgriSETA, which is limited considering the vast and dire needs of the sector, has been planned carefully in order to respond to the identified needs.

The AgriSETA Strategic Plan (and its supporting planning documents) is aligned with the National Skills Development Plan, the New Growth Path as well other sector-specific strategic frameworks. Moreover, it sufficiently addresses the peculiar needs of the agricultural sector.



Ms Sharon Sepeng

Chairperson: AgriSETA Accounting Authority

Accounting Officer statement

AgriSETA, a Section 3(A) public entity in terms of the PFMA, was established in terms of the Skills Development Act (Act no. 97 of 1998) Chapter 3, Section 9. The mandate of the organisation is to be a catalyst for capacitating the agricultural sector to ensure that the South African economy grows as a whole and to ensure that food security is enhanced.

The reviewed strategic focus for the current planning period includes the eradication of poverty through job creation programmes that will benefit the South African youth, specifically within rural areas of South Africa. The sector has reported through the SSP a slight increase in both temporal and permanent employment of the youth in the sector, with temporal employment being the highest.

AgriSETA is geared towards the full implementation of this strategy and the national priorities the SETA will have to respond to during this period. The organisation is in a robust state and has the requisite commitment and institutional knowledge to implement the plan fully.



Innocent Sirovha (Dr)

CEO: AgriSETA

29/11/2023

Date

Official sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of AgriSETA under the guidance of the AgriSETA Accounting Authority;
- Takes into account all the relevant policies, legislation and other mandates for which AgriSETA is responsible; and
- Accurately reflects the strategic outcome-orientated goals and objectives which AgriSETA will endeavour to achieve over the period 2020/21–2024/25.



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Acronyms and abbreviations

4IR	Fourth Industrial Revolution
CEO	Chief Executive Officer
CET	Community Education and Training
CIO	Chief Information Officer
CRO	Chief Risk Officer
DFI	Development Finance Institution
ETQA	Education and Training Quality Assurance
HR	Human Resources
IT	Information Technology
MOU	Memorandum of Understanding
NGP	National Growth Plan
PYEI	Presidential Youth Employment Interventions
NSDP	National Skills Development Plan
PESTEL	Political, Economic, Social, Technological, Environment, Legal
PFMA	Public Finance Management Act (Act No. 1 of 1999)
QA	Quality Assurance
QCTO	Quality Council for Trades and Occupations
RPL	Recognition of Prior Learning
SA	South Africa
SETA	Sector Training and Education Authority
SWOT	Strengths, Weaknesses, Opportunities, Threats
TVET	Technical and Vocational Education and Training
WP-PSET	White Paper on Post-School Education and Training

Part A: Our mandate

1. Constitutional mandate

The Constitution of the Republic of South Africa, 1996, Chapter 2: Bill of Rights Section 29 states that:

Everyone has the right

- a. To a basic education, including adult basic education; and
- b. to further education that the State, through reasonable measures, must make progressively available and accessible.

Everyone has the right to receive education in the official language or languages of their choice in public educational institutions where that education is reasonably practicable. In order to ensure effective access to, and implementation of, this right, the State must consider all reasonable educational alternatives, including single medium institutions, taking into account:

- a) Equity;
- b) practicability; and
- c) the need to redress the results of past racially discriminatory laws and practices.

Everyone has the right to establish and maintain, at their own expense, independent educational institutions that:

- a) Do not discriminate on the basis of race;
- b) are registered with the State; and
- c) maintain standards that are not inferior to standards at comparable public educational institutions.

Subsection (3) does not preclude State subsidies for independent educational institutions.

2. Legislative mandates

AgriSETA is listed under Schedule 3 Part A of the PFMA as a public entity. The entity was enacted through the Skills Development Act (Act No. 97 of 1998) Chapter 3, Section 9.

Legislation that is applicable in the business operations of the SETA, include the following:

- 1) Higher Education Act (Act No. 101 of 1997) (HE Act);
- 2) National Student Financial Aid Scheme Act (Act No. 56 of 1999) (NSFAS Act);
- 3) National Qualifications Framework Act (Act No. 67 of 2008) (NQF Act);
- 4) Skills Development Levies Act (Act No.9 of 1999) (SDL Act);

- 5) Public Finance Management Act (Act No.1 of 1999) (PFMA);
- 6) All related regulations;
- 7) National Treasury Regulations;
- 8) Department of Planning, Monitoring and Evaluation Frameworks for Strategic Plans (SP) and Annual Performance Plans (APP); and
- 9) Continuing Education and Training Act (Act No.16 of 2006).

3. Institutional policy and strategies

3.1 Institutional policies

Name of policy	
Finance policies and procedures	
1.	Finance Policy
Supply chain management policies and procedures	
1.	Supply Chain Management
Research policy	
1.	Research Policy
Monitoring and evaluation	
1.	Monitoring and Evaluation Policy
ETQA policies and procedures	
1.	Provider Accreditation
2.	Recognition of Prior Learning
Discretionary grant funding	
1.	Discretionary Grant Funding Policy
Mandatory grant disbursement	
1.	Mandatory Grant Disbursement Policy
IT policies and procedures	
1.	ICT Security Policy
Delegation of authority	
1.	Risk Management Policy

All existing policies of AgriSETA are reviewed annually so as to address any changes or new service delivery requirements.

3.2. Alignment with sector-specific and national strategic frameworks

The AgriSETA Sector Skills Plan (SSP) from which this Strategic Plan is drawn, has been guided by national imperatives as outlined in different National Strategic Frameworks, such as the National Skills Development Plan, New Growth Path, Industrial Policy Action Plan (IPAP) and the White Paper on Post-School Education and Training (WP-PSET), in addition

to sector-specific strategic documents, such as the Integrated Growth and Development Plan (IGDP) for Agriculture, Forestry and Fisheries for the period 2011–2031.

. The business operations policies are guided and informed by the frameworks and national policies of the government listed below.

3.3. The National Skills Development Plan

Section 10(1)(a) of the Skills Development Act (Act No. 97 of 1998) (SDA), as amended, requires that each sectoral education and training authority (SETA) develops a sector skills plan (SSP) in accordance with the Act. AgriSETA developed its Sector Skills Plan to respond to the National Skills Development Plan. The broader purpose of the NSDP is to ensure that South Africa has adequate, appropriate and high-quality skills that will contribute towards economic growth, employment creation and social development.

The NSDP is derived from the National Development Plan 2030 (NDP) that identified various challenges including critical shortages of skills, a complex intergovernmental system, high levels of corruption, weak lines of accountability, inadequate legislative oversight and a long history of blurred lines between party and state.

The NSDP outlines eight (8) outcomes, each with its sub-outcomes and key performance areas. These outcomes are:

- **Identify and increase production of occupations in high demand**

The primary aim of determining occupations in high demand is to improve the responsiveness of the post-school education and training system to the needs of the economy and to the broader developmental objectives of the country.

The NSDP starts with understanding and determining the demand of the labour market and national priorities that can be interpreted into interventions from education and training institutions through their planning processes on the supply side.

- **Linking education and the workplace**

Improving the relationship between education, training and work is a key policy goal of the WP-PSET. This recognises the importance of workplace-based learning in achieving the policy objectives of the post-school education and training system. The WP-PSET is unequivocal that the main purpose of TVET colleges is to prepare students for the world of work, a position that is in line with international practice.

The alignment of planning and funding cycles of skills levy institutions allows for much greater cohesion between workplaces and education and training institutions in offering workplace learning opportunities to students in PSET and industry experience for lecturing staff, particularly in public institutions. The role of SETAs as intermediary bodies is posited as a key factor in linking the world of work and education.

The linkage to the workplace and labour market is critical to realising the placements of graduates in the labour market to address occupations in high demand and priority occupations. The SETAs facilitate and broker the linkages between the labour market, employers and sectors with the education and training institutional supply.

- **Improving the level of skills in the South African workforce**

South Africa is challenged by low productivity in the workplace, as well as the slow transformation of the labour market and a lack of mobility of the workforce, largely as a result of inadequate, quality-assured training for those already in the labour market.

The New Growth Path (NGP) calls for increased workplace training of workers already in employment to improve productivity and the overall growth and development of our economy. To address this challenge, the mandatory grant, discretionary grant and administration budgets of the SETAs were reviewed as SETAs are required to support employed workers. SETAs must support the training of employed workers and encourage employers to expand such training in order to improve the economy's overall productivity, achieve transformation and address skills imbalances in our workforce in particular and the labour market in general.

- **Increase access to occupationally directed programmes**

South Africa's intermediate skills base is too low to support the country's socio-economic development goals. The workforce is also not keeping up with the skills required to remain competitive in an increasingly knowledge-based economy.

To address this, new occupational qualifications were developed by the Quality Council for Trades and Occupations. These qualifications require significant work experience for certification. Although there may be some flexibility in the design of different qualifications, there is no doubt that the system requires better and more systematic arrangements for workplace-based learning in order for the programmes to inspire confidence among employers and to improve employment outcomes for students. Skills levy institutions, through their

funding, play an important role in supporting the increased production of occupationally-directed programmes.

- ***Support the growth of the public college type of institution as a key provider of skills required for socio-economic development***
 - ***Technical and Vocational Education and Training Colleges***

The WP-PSET describes TVET colleges as the cornerstone of the post-school education and training system for South Africa and proposes an expansion of this type of institution to absorb the largest enrolment growth in the post-school system. The latter will offer alternative options and increase mid-level technical and occupational qualifications.

Where this is practically possible, centres of specialisation will be promoted to be the mode of delivery of identified occupational programmes. This mode of delivery will be encouraged, promoted and expanded in the TVET institutional type as it places the role of the employer at the centre with other stakeholders, such as SETAs. The role of the social partners remains central to the success of this methodology.

- ***Community Education and Training Colleges***

The NSDP acknowledges the role to be played by the community education and training (CET) type of institution in expanding skills development in the country. CET colleges are to cater for the knowledge and skills needs of the large numbers of adults and youth requiring education and training opportunities, unemployed people and those employed but in low or semi-skilled occupations. The aim, therefore, is to create a differentiated institutional type that caters for the varied needs of communities, individuals and society. Programmes that are responsive to the needs of communities and that enable individuals to find work, start businesses, develop sustainable livelihoods and progress into other education institutions, will be offered in CET colleges. SETAs are to support the CET colleges with programmes that will help respond to the latter.

- ***Skills development support for entrepreneurship and co-operative development***

The inability of the youth to engage in economic activity and find employment suggests that young people may not be receiving the necessary skills and work experience to drive the economy forward. This situation cannot be allowed to persist. The challenge of inculcating a culture and spirit of entrepreneurship and self-employment lies not only in making funding available, but also in developing the skills and competencies of the youth and potential entrepreneurs in general.

Skills levy institutions actively support skills development needs of entrepreneurs and co-operatives within their sectors, with a particular focus on the unemployed, youth, women and people with disabilities.

- **Encourage and support worker initiated training**

Trade unions and their education programmes, as well as other worker-initiated training programmes, play an important role in the skilling of workers in broader sectoral policy and capacity to effectively engage in the workplace and broader economy. Trade unions and worker education and training initiatives are able to use the critical networks of their organisations (e.g. shop stewards and union officials) to educate their members and other workers to suit their needs in a manner that is also beneficial to the economy as a whole.

. AgriSETA plays a crucial role in supporting and encouraging worker training initiatives and will continue to support trade unions. This will benefit the workplace, our economy as well as the developmental objectives of our country.

- **Support career development services**

SETAs must strengthen career guidance initiatives in their sectors and more generally as a key component of the NDSP. The preamble to South Africa's Constitution notes the importance of 'freeing the potential of each person' while the NDP talks about the need for every individual to 'embrace their potential'. This embracing and freeing up of potential is critical to the nation's socio-economic development. Career development services, therefore, do not just aim to provide quality career and study related information and counselling services, but also to contribute to the larger goal of assisting our people to 'embrace' and 'fulfil' their potential.

One of the most important milestones in an individual's life is to make a career choice. The decision an individual makes will have a significant impact on the rest of his or her personal and professional life. There has been limited emphasis, particularly at a school level, on career and vocational guidance for our youth. The result is that young people may opt for a programme because it is marketed well or there is financial aid. There is a lack of guidance to direct young people to programmes for which they have an aptitude, and which will provide training in areas needed in the economy.

3.4. White Paper for Post-School Education and Training

The White Paper on Post-School Education and Training provides a framework that brings together, in a coherent and articulated manner, three major components of PSET: education and training, skills development and employment. The following key implications for skills development can be deduced:

- Development of occupationally-directed programmes that address real skills needs;
- Emphasis on skills development within government departments including Department of Agriculture, Land Reform and Rural Development (DALRRD), Department of Environment, Forestry and Fisheries (DEFF), Department of Trade, Industry and Competition (dtic) and DRDLR. Inter-departmental skills programmes are ideal. *[Note: departments were merged and renamed in June 2019 and these are their new names];* and
- Expansion of the role played by public colleges and universities in the provision of occupational skills to the sector.

3.5. NDP 2030

The plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy and accountability;
- Bringing about faster economic growth, higher investment and greater labour absorption;
- Focusing on key capabilities of people and the State;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

3.6. Operation Phakisa

- **Aquaculture**

Aquaculture contributes to almost half of the global fish supply but it contributes less than 1% of South Africa's fish supply. The sector offers significant potential for rural development, especially for marginalised coastal communities. This work stream had identified eight initiatives that would focus on the following:

- The growth of the aquaculture sector's revenue from about half a billion rand to almost R1.4 billion in 2019;
- The creation of an enabling regulatory environment; and

- Increasing funding support, increasing the skills pool, awareness and improving access to markets.

- **Agriculture**

This programme is led by the Department of Agriculture, Land Reform and Rural Development (DALRRD) and the Department of Environment, Forestry and Fisheries (DEFF), and is supported by the DPME.

This programme drives two broad objectives:

- To stimulate growth, foster job creation and instil transformation along the agriculture and rural development value chain; and
- To contribute towards inclusive growth, as prescribed by the NDP and the Revitalisation of the Agriculture and Agro-Processing Value Chain (RAAVC), among others.

As enabling milestones, specific objectives have been identified:

- Devise interventions for economic growth of priority commodities;
- Determine markets and improve access to commercial and emerging farmers' infrastructure;
- Address fragmented and low impact of financial and non-financial support provided to producers;
- Improve productivity by balancing mechanisation and job creation;
- Stimulate the development of rural economies;
- Reduce the environmental impact of agricultural production; and
- Devise improvements in water management in agriculture and rural areas.

3.7. New Growth Path and the National Skills Accord

The New Growth Path: Accord 1 (National Skills Accord) lists eight commitments, with the aim of mobilising the private sector, organised labour, communities and government to form strong partnerships and expand skills in the country as a platform for creating jobs. The commitments are:

- To expand the level of training using existing facilities more fully;
- To make internship and placement opportunities available within the workplace;
- To set guidelines of ratios for trainees to artisans as well as across the technical vocations in order to improve the level of training;

- To improve funding of training and the use of funds available for training and incentives on companies to train;
- To set annual targets for training in state-owned enterprises;
- To improve SETA governance and financial management as well as stakeholder involvement;
- To align training to the New Growth Path and improve sector skills plans and
- To improve the role and performance of TVET colleges.

3.8. Industrial Policy Action Plan

The 2018/19-2020/21 Industrial Policy Action Plan (IPAP) identifies six structural challenges that exist in the South African economy. These challenges are:

- Lack of policy coherence and programme alignment. The policy implementation is not progressing as planned due to a lack of policy certainty and alignment and integration across government;
- Concentration of ownership and control; a small number of large firms dominating most sectors, remains one of the country's greatest economic challenges;
- High private sector input cost is a persistent constraint on the competitiveness of SA manufacturing;
- Water supply and availability, as well as recurrent interruption of water supply, especially in smaller municipalities and to small- and medium-sized companies;
- Transport and logistics constraints: High logistic costs and economic infrastructure blockages limit the country's economic development and competitiveness; and
- The skills deficit and mismatch challenges hinder industrial and technological development, as the economy is not producing the skills required by the manufacturing sector.

3.9. Integrated Growth and Development Plan for Agriculture, Forestry and Fisheries

The IGDP, as defined by the National Department of Agriculture, Land Reform and Rural Development, aims at creating an enabling environment for all stakeholders to work towards a set of goals which, when achieved, will result in increased equity, growth and sustainability. The IGDP sets out four overarching strategic objectives, which AgriSETA understands as "sector objectives". These are:

Equity and Transformation: This looks broadly at equity and transformation in employment, management, skills development, preferential procurement, enterprise development and socio-economic development. It also seeks to address the aspect of access to markets and information, financial support, extension services and equipment. There is a specific focus on the beneficiaries of land reform. Equity is understood to include attention to:

- Class (addressing the unequal nature of society and the economy, and deliberately setting out to empower poor and unemployed people through skills development);
- Race (broad-based black economic empowerment as a critical strategy to support skills development);
- Gender (women are vulnerable and not able to access some of the most prestigious and rewarding occupations. They therefore must be empowered to change this);
- Youth aged 15-35 years (far too many young people leave school with few prospects of finding decent work. Skills development, including induction to work, is a vital bridge from youth into productive and satisfying adulthood);
- Older people (who need to remain economically active if rural economies are to be built);
- Disability (removing barriers to persons with disabilities and enabling them to access meaningful work and income); and
- HIV and AIDS (HIV/AIDS is eroding our efforts and it must be confronted, inter alia, in skills development interventions).

Growth and Competitiveness: This focuses on food security, increased production, support for smallholder and emerging farmers, opening internal markets as well as exploring export possibilities, reducing import dependencies, reducing input and transaction costs and generally creating an enabling environment for the development and strengthening of viable and sustainable agricultural enterprises. Partnerships are envisaged between the public and private sectors, and between large successful commercial farms and emerging farms, in areas of common interest such as extension services and mentoring.

Environmental Sustainability: This objective calls for a concerted approach to natural resource management, including the protection of scarce resources such as water, soil and marine life, the management of ecosystems and generally improved risk management. Climate change will be monitored and managed and early warning systems developed. Research and the promotion of alternative production methods are envisaged, as well as improved regulations and enforcement.

Governance: There will be a specific focus on clarifying responsibilities and achieving improved accountability. Inter-departmental and cross-departmental processes will be put in place and a

comprehensive monitoring and evaluation system developed. Knowledge and information management will be a new focus to support effective governance.

3.10. National Minimum Wage Act 9 OF 1998 (amended)

The national minimum wage came into effect on 1 January 2019 and no worker in South Africa may be paid below the national minimum wage. The coming into effect of the minimum wage is an achievement for a young democracy like South Africa which is striving to overcome a legacy of poverty and severe inequality. The minimum wage of R20 an hour translates to R3 500 a month. The design of the minimum wage took into consideration the context and difficulties that different types of businesses, whether large or small, face, as well as their ability to afford the minimum wage.

The national minimum wage will see the wages of 6.4 million of the most vulnerable and impoverished workers rising. The national minimum wage will replace the minimum wage in the sector which is less than the national minimum wage.

3.11. White Paper on Land reform

The three key elements of South Africa's comprehensive land reform programme contained in the White Paper on Land Reform include restitution, redistribution and tenure reform, which address the constitutional imperatives. The latter are briefly discussed below:

Land redistribution

The purpose of the land redistribution programme is to provide the poor with land for residential and productive purposes in order to improve their livelihoods. The government provides a single, yet flexible, redistribution mechanism which can embrace the wide variety of land needs of eligible applicants. Land redistribution is intended to assist the urban and rural poor, farm workers, labour tenants, as well as emergent farmers. The land redistribution programme enables eligible individuals and groups to obtain a settlement/land acquisition grant to a maximum of R15 000 per household for the purchase of land directly from willing sellers, including the state. The redistribution projects will give priority to the following:

- Marginalised people and women in need;
- Land invasions;
- Overcoming discrimination against women;
- Farm workers; and
- Rural finance.

Land restitution

The purpose of the land restitution programme is to restore land and provide other remedies to people dispossessed by racially discriminatory legislation and practice. This is done in such a way as to provide support to the process of reconciliation and development, and with regard to the over-arching consideration of fairness and justice for individuals, communities and the country as a whole.

Restitution can take the form of:

- Restoration of the land from which claimants were dispossessed;
- Provision of alternative land;
- Payment of compensation;
- Alternative relief comprising a combination of the above; or
- Priority access to government housing and land development programmes.

Land tenure reform

Tenure reform involves interests in land and the form that these interests should take. In South Africa, tenure reform must address difficult problems created in the past. The solutions to these problems may entail new systems of land holding, land rights and forms of ownership, and may therefore have far-reaching implications. In the interim, a number of measures have been introduced to deal with urgent and pressing matters.

The White Paper on land reform points out that, under the Bill of Rights in the new Constitution, the government is obliged to develop a law which sets out the types of vested interests in land which were undermined by discriminatory laws and the measures necessary to ensure that such interests in land are legally secure. The principal tasks necessary for developing the land tenure reform programme are set out in Section 4 of the White Paper. Rights of affected land holders will be formalised only in response to requests. A programme of forced land titling will not be undertaken. There is limited capacity within government to respond to the urgent requests which are being made.

3.12. The Expropriation Bill [B23-2020]

A joint constitutional review committee (CRC) was established by the president. The final report advocating for amendments to Section 25 of the Constitution, following the support by parliament, amendments for the Expropriation Bill were officially gazetted. The bill defines new protocols relating to land expropriation and outlines the legal basis for Constitutional

amendments. The main objective of this Bill is to ensure that expropriation laws are in line with the Constitution of South Africa.

3.13. The SA Agricultural and Agro-Processing Master Plan

The SA Agricultural and Agro-Processing Master Plan (AAMP) is underpinned by various policy reforms in land, agriculture and agrarian reform frameworks within South Africa. Although significant progress was registered in completing the master plan, much work is still to be completed. The plan aims to address various challenges within the agricultural sector. These include:

- The slow progress made in terms of land reform;
- The lack of a co-ordinated financial support mechanism; and
- Non inclusive agricultural value chains.

These challenges within the agricultural sector must be seen against a current surge in poverty and hunger, widening inequalities in South Africa and the dualistic nature of agriculture.

The Agricultural Agro-Processing Master Plan aims to address these challenges by means of:

- Adopting the Theory of Change to support mass production and industrialisation linked to markets;
- Guided by Comprehensive producer support, farm register, beneficiary selection and land allocation policies to identify farmers and agripreneurs;
- To use the district development model (DDM) to facilitate and drive growth in the sector, create jobs and promote rural development;
- Targeting households, smallholder farmers and SMMEs (mainly women, youth and vulnerable groups);
- Providing required support to commercial farmers and large businesses; and
- Aligning sector skills plans for relevance and value to AAMP.

3.14. The SA Poultry Master Plan

Poultry is an affordable source of protein for millions of households adding value to other crops like maize and soya as a major ingredient of poultry feed. The nature of the sector allows for low barriers to new producers and is providing jobs throughout South Africa. The Poultry Master Plan was developed against the background of various challenges facing the sector:

- The relatively high cost of feed in South Africa;

- The relatively small scale of production in South Africa makes the industry susceptible to imports;
- International segmentation of production leading to imports of specific portions into South Africa;
- Despite tariff-free access to Europe, sanitary and phyto-sanitary requirements makes exports extremely difficult for local producers; and
- Lack of sufficient transformation in the sector, specifically in terms of black ownership within the value chain.

3.15. The South African Sugar Value Chain Master Plan 2030

The sugar industry finds itself in a downward spiral threatening the long term sustainability and growth in the sector. This is driven by the accelerated decline in the industry over the past few years as a result of a number of factors that have combined to reduce local demand in the Southern African Customs Union (SACU) for sugar from 1.65 million to 1.25 million tonnes per annum and forcing increased exports into a global market where prices are below the local cost of production. Increased exports now mean the industry has to absorb losses of approximately R2 billion per year. This scenario can be attributed to distorted global prices, increasing volumes of low-priced tariff-free exports from q Eswatini into the SACU market (currently estimated at 500 000 tonnes per annum) and the Health Promotion Levy (or HPL), a tax on drinks containing sugar implemented on 1 April 2018. In the first year of implementation, 250 000 tonnes of sales were lost, with a forfeiture of at least R1.2 billion in industry revenue.

The South African Sugar Value Chain Master Plan 2030 makes firm commitments to ensure that the Sugar sub-sector is supported. These include:

- Restore the local market and offtake commitments;
- Producer price restraint and certainty;
- Strategic trade protection;
- Job retention and mitigation;
- Small-scale grower retention and support;
- Transformation and
- Managed industry restructuring plan.

3.16. The South African Economic Reconstruction and Recovery Plan

The South African Economic Reconstruction and Recovery Plan (ERRP) interventions are in pursuit of the National Development Plan goals of reducing unemployment, poverty and inequality. It is geared towards ensuring that, beyond just returning the economy to its pre-COVID-19 levels, it adds more GDP growth and jobs. The plan is anchored on a social compact aimed at ensuring that there is co-operation and collaboration towards growing the economy, protecting the poor and vulnerable, transforming the patterns of ownership in the economy and enhance competitiveness through the provision of quality services and infrastructure. Its success rests on the strength of the social compact and the associated mobilisation of resources. To support economic reconstruction and recovery, the following priority interventions will be implemented:

- **Infrastructure investment and delivery:** a large-scale infrastructure programme will boost aggregate demand, assist in reviving the construction industry and contribute to employment creation.
- **Industrialisation through localisation:** to kick-start a massive programme of industrialisation through localisation, certain local industries where localisation will be driven aggressively will be supported with special measures including strong links to infrastructure investment plans.
- **Energy security:** the implementation of the Integrated Resource Plan will ensure the diversification of South Africa's energy sources which also embraces new entrants and capacity into the energy space.
- **Gender equality and economic inclusion of women and youth:** the interventions that form part of the ERRP will be geared towards promoting greater participation by black people, women, youth and persons with disability at all economic levels.
- **Support for the recovery and growth of the tourism, cultural and creative industries:** the Department of Tourism will continue to work with sister departments to build on the work already done to increase ease of access into South Africa for the purposes of stimulating the international tourist market.
- **Green economy interventions:** the pursuit of green industrialisation and a green future is an important intervention not only in addressing the persistent challenges of inequality, poverty and unemployment, but also in offering a sustainable solution to climate vulnerability and driving economic competitiveness.
- **Mass public employment interventions:** the following agriculture-specific initiatives to boost mass employment creation will be implemented; 74 626 small-scale farmers

will be supported to expand production and access to markets, and 5 000 young entrepreneurs and micro-enterprises will be supported.

- ***Strengthening agriculture and food security***: the impact of proposed measures will ensure that close to 230 000 households are supported, thus directly addressing food security at a household level.
- ***Macroeconomic policy interventions***: effective coordination of fiscal and monetary policies as well as the mobilisation of other financing instruments to ensure that the plan is sufficiently funded while maintaining financial sustainability.

4. Relevant court rulings

On 16 October 2019, the Labour Appeal Court ruled in favour of Business Unity South Africa (BUSA) and set aside Regulation 4(4) as promulgated in the Government Notice 23 of 2016 that was published in the Government Gazette 39592 – and in terms of section 36 of the Skills Development Act (Act No. 97 of 1998). Regulation 4 (4) reduced the mandatory grant that an employer could claim back from 50% to 20% of the total levies paid by the employer.

In light of the Labour Appeal Court judgement of October 2019, Regulation 4(4) has been set aside and SETAs may no longer pay mandatory grants at 20% of the total levy paid by an employer. The potential impact of this court ruling will be a significant increase in mandatory grants and a reduction in discretionary grants.

As stated in Skills Development Circular No. 1/2020, the interpretation of the Department of Higher Education and Training is that, although it is still obligatory to pay mandatory grants, there is no specific percentage that SETAs should pay as mandatory grants to employers. DHET is of the view that in line with Regulation 4(1), it would be within the power of a SETA to decide what percentage of the levies would be paid back to the employer as a mandatory grant.

Part B: Our strategic focus

5. Vision

Enabling a skilled and prosperous agricultural sector.

6. Mission

To increase access to relevant skills that are impact driven through strategic partnerships and credible research leading to inclusive economic growth.

7. Values

- Transparent: ***See through us;***
- Responsible: ***I own it;***
- Unity: ***In diversity;***
- Service delivery: ***We are here to serve; and***
- Team work: ***Together we do more.***

“TRUST”

8. Situational analysis

While the AgriSETA’s Sector Skills Plan (SSP) aims to address a wide range of issues in the agricultural sector, in essence it captures the following important realities which have a direct impact on the process of development of such skills in the sector¹:

South Africa has a dual agricultural economy; spanning emerging, subsistence and commercial interests. Notwithstanding the fact that it derives the bulk of its income from a relatively small group of top levy payers, AgriSETA is required to serve both of these constituencies in a fair manner. The top levy payers’ contributions justify the need to cater for their skills needs, but there is also an equal democratic imperative to support subsistence farmers and rural development in order to improve livelihoods and food security.

Differing skills requirements are prevalent throughout the agricultural sector. Commercial farmers require high level technical skill for managerial positions, and improved AET and RPL for their unskilled workforce. Emerging farmers and co-operatives require partnerships (with big business, government departments, other SETAs and industry bodies) that are targeted at helping co-operatives develop into proper businesses with access to finance, Markets,

¹ A comprehensive situation analysis is available in the Sector Skills Plan attached as annexure A hereto.

corporate governance and business management skills. These should be provided in the form of mentorships, which fall beyond traditional SETA learnerships.

It appears that, as a result of the skills requirements mismatch in the agricultural sector, that neither of these constituents currently benefit fully from existing AgriSETA learnerships. There is a group of unskilled workers who are not eligible for lower level NQF AgriSETA learnerships because they do not have the requisite basic literacy and numeracy skills, or require RPL to be launched onto a career development path. This unskilled workforce spans commercial and subsistence farming. AgriSETA provides sufficient low to medium level NQF interventions, while agricultural colleges and higher education institutions provide medium to high level skills required by commercial enterprises.

8.1. External environmental analysis

8.1.1. Economic setting

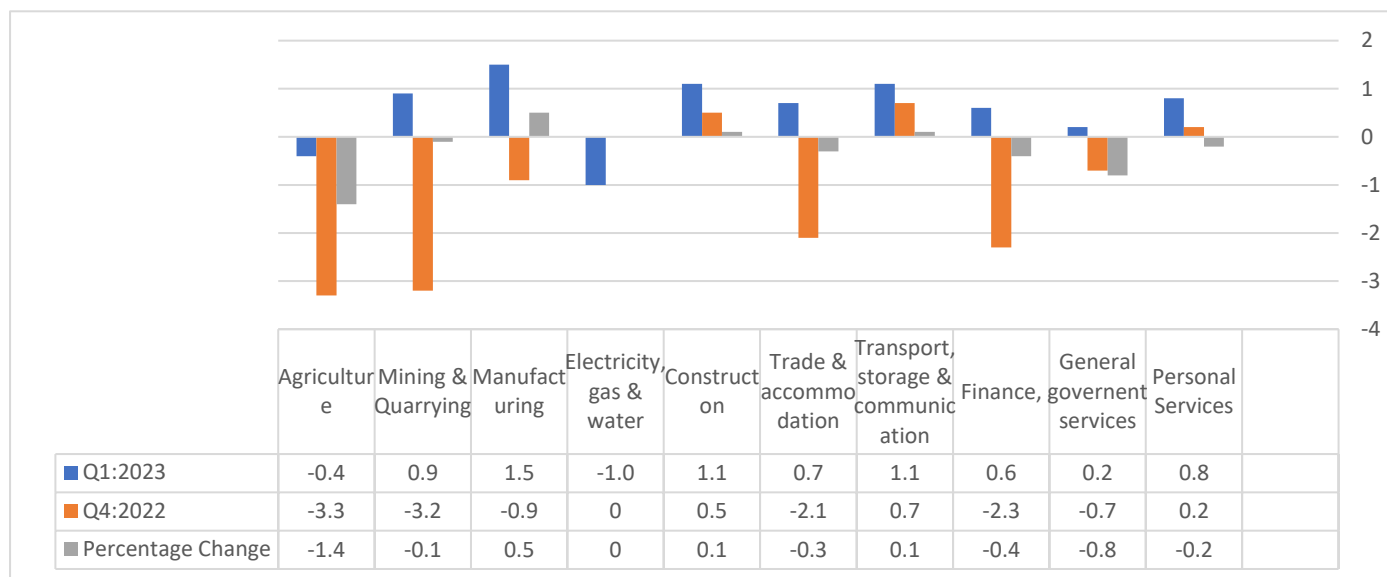
The agriculture, forestry and fishing industry has been historically one of the lowest contributors to South Africa's GDP and its yearly growth rate progressively dropping for several years (NDA, 2010). While in the midst of COVID-19 the sector emerged to be one of the positive contributors to economic growth, it could not maintain its positive contribution in Q4 2022, reporting a 3.3% decrease and shedding 0.1 of a percentage point off GDP growth, the largest decline among the various economic sectors (StatsSA, 2023). Another significant decline in the growth rate of the sector was recorded in the Q1 2023 when the sector's growth rate decreased 12.3%, stripping 0.4% from GDP (StatsSA, 2023). This was primarily due to decreased economic activities reported for field crops and animal products. BFAP (2023), states agriculture grew only 0.3% - substantially slower than the two preceding years. The perpetual loadshedding, volatile commodity prices resulting in high production costs, spreading livestock diseases and a challenging external environment all attributed to the sector's weak growth (StatsSA, 2023). The ongoing war between Russia and Ukraine has adversely affected the performance of the South African agricultural sector with increases in fuel and fertilizer costs and global trade disturbances (FAO, 2023)

South Africa's GDP grew 1.9% in the Q1 2022, representing a second consecutive quarter of growth. This is after a decrease of 1.7% in Q3 and 1.4% growth in Q4 2021 (StatsSA, 2022a). However, the same could not be said about the Q2 2022 where real GDP (measured by production) decreased 0.7% (Ibid, 2022). Seven industries including agriculture (7.7% contraction) recorded negative growth between the Q1 and Q2 2022. The other industries were manufacturing, mining and quarrying, trade, catering and accommodation. StatsSA (2022) reported eight industries recorded positive growth between Q2 and Q3 2022 leading to

a 1.6% GDP increase in Q3. However, the same could not be recorded for Q4 when the sector's contribution to GDP declined 3.3%.

Moreover, StatsSA (2023) stated South Africa's seasonally adjusted quarter-on-quarter GDP increased 0.4% in Q1 2023. Eight industries recorded growth between Q4 2022 and Q1 2023 (see Figure 1 below) and two industries recorded a negative growth in Q1 2023 including agriculture. The agriculture, forestry and fishing industry shaved off 0.4 of a percentage point from GDP growth (StatsSA, 2023).

FIGURE 1: CONTRIBUTION TO GDP BY SECTORS; Q4:2022 TO Q1 2023



Source: Stats SA, 2023

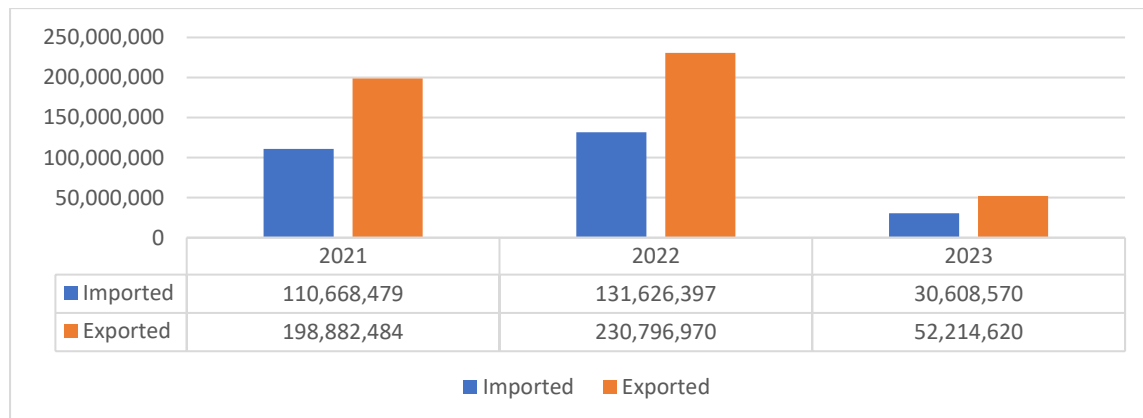
South Africa's real GDP reverted from a revised contraction of 1.1% in Q4 2022 to an expansion of 0.4% in the Q1 2023, despite intensified electricity loadshedding (SARB Quarterly Bulletin, 2023). Additionally, South Africa is increasingly vulnerable to water shortages as global average temperatures increase. This threatens the agricultural sector where most productive land is rain-fed and a mere 1% has the right climate and soil combination for rain-fed crops (Western Cape Government, 2023). The real gross value added by the secondary and tertiary sectors expanded while the primary sector contracted further. This contraction came from a sharp decrease in agricultural output due to the lower production of field crops and animal products, while the production of horticultural products increased. Intensified electricity loadshedding interrupted production activity, especially in the poultry industry (Ibid, 2023).

Further, the crop estimates committee (2023) reported the size of the expected commercial maize crop has been set at 16.354 million tons; 1.02% or 165725 tons more than the previous forecast of 16,188 million. The grains and oilseeds production conditions for the 2022/23 season also look positive. South Africa's 2022/23 summer grains and oilseeds production is expected at 19.3 million tons, up 3% from the previous season according to recent data from the crop estimates committee. If we consider the large crops like maize, soybeans and

sunflower seed, production is forecast at 15.6 million tons (up 1% year-on-year), 2.7 million tons (up 19% year-on-year) and 775260 tons (down 8% year-on-year) respectively. The crop estimates committee (2023) estimated maize crop is 5.71% or 884100 tons larger than the 2022 crop. As such, the three main maize producing areas, Free State, Mpumalanga and North West provinces, are expected to produce 83% of the 2023 crop.

Despite the persisting domestic and international challenges, some due to the ongoing conflict in the Ukraine, the South African agricultural industry still exported and imported products. Figure 2 shows that South Africa's agricultural exports fell 2% year-on-year in Q1 2023 to R52 214 620 billion (Sihlobo, 2023). However, when viewed quarterly, exports are up 5% from Q4 2022 (Ibid, 2023). The top exportable products were grapes, maize, apples and pears, wine, wool, apricots and peaches, sugar, fruit juices and soybeans. Agricultural imports amounted to R30 608 570 billion, down 9% year-on-year (but up 4% quarter-on-quarter) (Ibid, 2023). Imported products are primarily wheat, rice, palm oil, sunflower and poultry. The data presented above shows a deteriorating economic performance by the South African agricultural sector and can be attributed to several factors mentioned above (in 1.4.2).

FIGURE 2: VALUE OF AGRICULTURAL PRODUCTS IMPORTED AND EXPORTED BETWEEN 2021 AND 2023 (RAND)



Source: Agbiz, 2021, 2022; Agbiz, 2023

8.1.2. Sector environment

- **Labour**

The agricultural sector has an important role to play in South Africa's employment creation and poverty alleviation (World Bank, 2022). Unfortunately, mechanisation means declining employment in the commercial farming sector. Furthermore, employment has shifted from permanent to temporary employment, leaving farm workers and their households vulnerable and insecure (WWF, 2022). StatsSA released its first results of the QLFS for Q1 2023 that indicated employment increased 258000 following an increase of 169000 in Q4 2022 (StatsSA, 2023). Employment gains were observed in the agricultural sector, rising 27000 in Q1 2023 (Stats SA, 2023). In Q1 2023, about 888000 people were employed in South Africa's

primary agriculture, up 3% quarter-on-quarter and 5% year-on-year (Sihlobo, 2023). Compared to a year ago, total employment across all sectors increased by 1.3 million persons (or 8,6%). The number of unemployed persons increased 71000 (or 0.9%), while the number of persons not economically active decreased 778000 (or 4.5%) (StatsSA, 2023).

Moreover, South African employment has fluctuated in Q1 annually since 2017 with decreases observed in 2019, 2020 and 2021 and the balance experiencing increases. The results further confirm this was the sixth consecutive increase in employment since Q4 2021 (Stats SA, 2023).

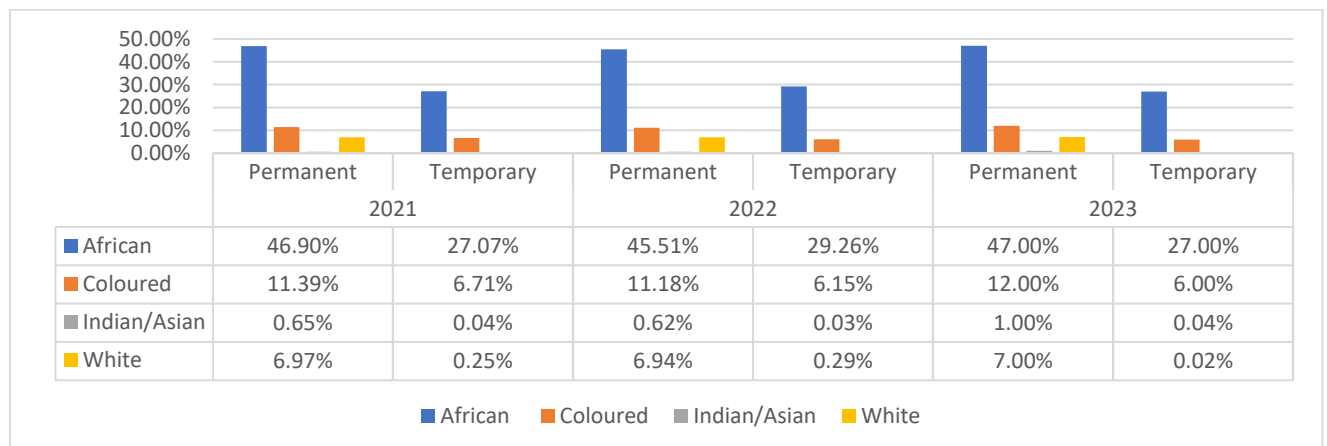
EMPLOYMENT BY INDUSTRY

The 2023 WSP submissions show there are 352610 employees of which 234566 (66%) are permanently employed and 118044 (34%) temporarily employed. The distribution of employees across the sub-sectors does not follow the same pattern as the distribution of entities (employers). The Horticulture sub-sector has most employees, both permanently (48.3%) and temporarily employed (84.13%). In contrast, the Pest Control and Tobacco sub-sectors have the least number of employees under both permanent and temporary employment.

- **Race**

Figure 3 shows the majority of employees are black Africans in both permanent (47%) and temporary (27%) employment. Coloured employees are the second-most employed in the sector, while Indian/Asian and white employees are less represented, according to the WSP submissions 2023. Poor representation of Indian/Asian and white employees has been evident throughout the period studied.

FIGURE 3: EMPLOYEES BY RACE



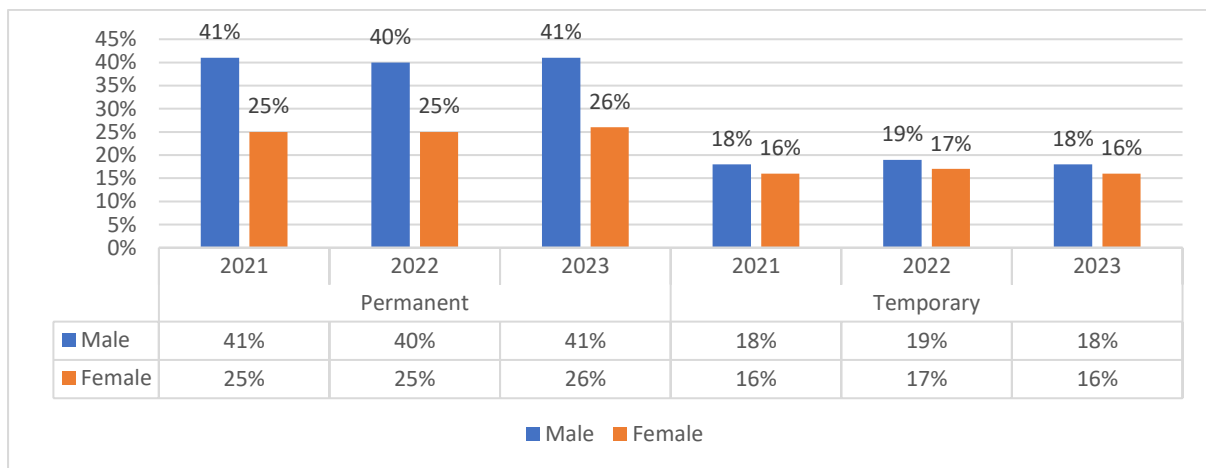
Source: AgriSETA WSP submissions, 2021 ,2022 and 2023

- **Gender**

Figure 4 shows how the sector has been performing as far as gender representation is concerned. The existing body of knowledge shows the composition of employees by gender has not changed significantly since 2021. Figure 4 clearly illustrates male dominance in the sector in both temporary and permanent employment with their percentage in permanent employment fluctuating between 40% and 41% between 2021 and 2023. Females accounted for 25% in 2021 and 2022 and increased to 26% in 2023.

Similar results were reported in temporary employment. In 2021 males employed in the sector amounted to 18% while females accounted for 16%. One percent growth for both genders was reported in 2022 to sit on 19% and 17% respectively. In 2023 a 1% decline in both genders was reported.

FIGURE 4: GENDER OF EMPLOYEES

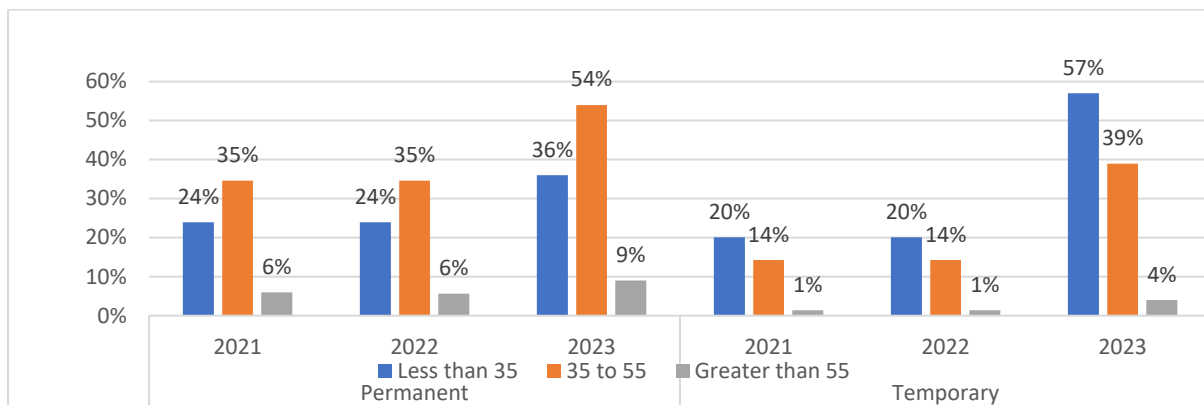


Source: AgriSETA WSP submissions, 2021, 2022 and 2023

- **Age**

The WSP submissions (2023) shows the greater proportion of permanent employees in the agricultural sector are aged 35 to 55 years followed by those below 35 as illustrated in Figure 5. Further, the figure shows the agricultural sector plays a pivotal role towards South Africa’s youth employment and reports a significant increase in employees below 35 (57%) in 2023 employed in the sector. This is a positive result given that youth unemployment is one of the contributing factors to poverty and food insecurity.

Figure 5: Age of employees in the agriculture sector



Source: AgriSETA WSP submissions, 2021, 2022 and 2023

AGRICULTURE EMPLOYEES LIVING WITH DISABILITIES

The WSP submissions for 2023 show, of the 352610 employees in the sector, only 1110 (0.3%) live with disabilities, a decrease from the previous year. The majority (75%) of these employees are permanently employed in the sector. This percentage falls short of the 4% target set by government. Consistent with this, the SETA must target, and fund projects aimed at increasing the number of people with disabilities in the sector. AgriSETA should focus on special schools where training might be provided to ensure people with disabilities have fair access to required skills. This can be achieved through funding mechanisms aimed at learners in special schools.

8.1.3. Performance Environment

The following change drivers were identified through a thematic synthesis of internal stakeholders' views (policy documents; existing research and stakeholder engagement; and pertinent current affairs issues reported in the media over time), and are expected to have an impact over the medium term:

- **International conflict**

The protracted Russian invasion of Ukraine that happened on 24 February 2022 has continued to negatively affect global value chains. Sector experts predicted Russia's war in Ukraine would exacerbate supply chain bottlenecks and inflationary pressures would result in rising interest rates; the compounding effect of which would negatively impact food prices, consumer spending, economic growth, employment and food security (IMF, 2022). Accordingly, SSC members reaffirmed the inputs of the previous year's submissions that the conflict has had a destabilising effect on the sector. Members noted production input costs, particularly fuel and diesel prices, continue to increase (SSCs, 2023). Increases in wheat, maize and sunflower oil prices, due to Russia and Ukraine being major exporters of the products, has led to susceptibility to food insecurity and reduced disposal income among consumers. Additionally, despite some recovery in late 2022, fertiliser prices remain high (Nwkarena, 2023). Previously, agricultural producers had cited a price increase of fertiliser from R7000 a ton in 2021 to R15000 in 2022 (IOL, 2022a); presently, the international fertiliser price per ton has decreased; urea, diammonium phosphate (DAP),

muriate of potash (MOP) and ammonia decreased 35.5%, 27.8%, 14.4% and 5.6% respectively. Furthermore, disruptions to trade and the effects of sanctions have negatively impacted on exports and imports (in terms of produce and machinery parts) by posing delivery and payment complications and employers having to explore alternative market opportunities (NAMC 2023). The Russian invasion of Ukraine has caused immense uncertainty and volatility, compounding multiple issues of inflation, increased production costs, higher interest rates, food insecurity and restricting markets access and output.

- **Technological advancement**

New technological advancements are imposing new demands on the sector through the challenges and opportunities presented by the Fourth Industrial Revolution (4IR), defined as the process in which technology advancements lead to increased efficiency, productivity, profits and competition due to the increase in the scope and number of innovative technologies (Noble, Mendle, Grewal & Parasuraman, 2022). The basic premise is humans should collaborate with technology to create optimal conditions for conscientious growth.

SSC members shared these sentiments and recognised the opportunities technologies bring in terms of productivity and efficiency but they were also wary of the seemingly exponential investment and capital required to obtain and maintain the hardware (machine parts) and software (applications, updates, cybersecurity) costs; the lack of human interaction fostered and the implications for employee wellness and lastly the difficulties in accommodating and integrating technology and people in the workplace given financial constraints in the market (SSC, 2023). Nonetheless, technologies like advanced weather stations that predict and forecast weather conditions for farmers; genome editing technologies to enable self-fertilising crops and microbial bio-stimulants that enable resistance to diseases and pests and climate resilient crops, infrared and imaging systems for precision farming and bio-informatics facilitated through cloud computing and big data analytics (Bayer, 2023; SSC Meeting, 2023) will impact on the kind of skills the sector will require and undoubtedly bring with it challenges of unemployment as it may reduce the demand for manual labour.

- **Energy crisis**

The agricultural sector largely depends on the national grid for export and local market processing. Farmers also rely on electricity to pump water for irrigation and prolonged disruptions in energy generation alongside electricity tariff increases (18% increase as of April 2023) are a cause of serious concern as it compounds the agricultural supply chain. The energy crisis – colloquially called loadshedding - is an activity whereby a power station cannot meet demand and the power is switched off to parts of the grid to protect power generating assets. Unfortunately, loadshedding has escalated in frequency and severity and the stress and instability it causes is characterised by:

- widespread reported cases of crop and storage failures;
- bottlenecks between suppliers, employers and consumers due to communication disruptions negatively impacting productivity and profits;
- livestock distress and death due to lack of electricity-dependent ventilation, lighting and temperature control;
- nullified security systems that have made properties vulnerable to theft and
- increased costs for alternative energy sources like diesel and solar panels, impacting on mark-ups in farmer debt and have threatened employment in the sector.
- The effect has led to elevated food prices, stalled agricultural growth and jeopardised food security in the country (SSC meeting, 2023) and the energy crisis is currently the most immediate threat to the sector as stakeholders grapple for stability, certainty and reform.

- **Environmental sustainability and environmental change**

Since the launch of the United Nations' green economy initiative (GEI) in 2008, the green economy concept has emerged as a strategic priority for governments and intergovernmental organisations in 65 countries including South Africa. Moreover, this initiative is informed by climate change that poses extensive risks to the environment and livelihoods due to the long-term alteration of temperature and typical weather patterns. The effect on farming becomes particularly difficult as expected temperature and rainfall levels can no longer be relied on (National Geographic, 2023). On one hand, the agricultural sector is especially vulnerable to unanticipated and extensive episodes of droughts, floods, decreased soil fertility, invasive crops, pests and diseases in everyday operations. On the other, agriculture plays a significant role in greenhouse gas emission as it contributes 19-29% of total gas emissions (World Bank, 2022).

The mandate informing the green economy is one safely operating safely within planetary environmental boundaries, notably with regards to a stable climate and healthy ecosystem biodiversity. According to the climate change performance index, South Africa is ranked 44th out of 63 countries as it scored low in renewable energy, low in climate policy and high in energy as it is among the nine countries responsible for 90% of global coal production (CCPI, 2023). Therefore, it has become critical to facilitate sustainability in productive processes within the sector.

Skendžić et al. (2021) reported environmental changes such as temperature fluctuation are the most important environmental factors contributing to pests, diseases, drought and floods. The inconsistent global climate and increased overwintering are contributing to the recent attacks by pests, diseases, and floods in South Africa.

Flooding

A national state of disaster was declared on 13 February 2023 to enable an intensive, coordinated response to the impact of the floods affecting Mpumalanga, Eastern Cape, Gauteng, KwaZulu-Natal, Limpopo, Northern-Cape and North -West provinces (The Presidency, 2023). This year's deluge has led to the infrastructure damage, livestock losses where in some reported instances cows drowned in feedlots, crops have been submerged, gullies formed leading to loss of productive land and pest control has been difficult to manage due to the wet conditions.

Pest and diseases

In the past three years the sector has years experienced varied pest control and disease management challenges from brown locust infestation, brucellosis (bang's disease) and foot and mouth disease outbreaks (AgriSETA SSC, 2022). Presently SSC members have raised concerns over threats of bluetongue disease, algal blooms (red tide), increased African swine fever (AFS) and avian influenza (AI) cases (SSC Meetings, 2023). Presently, AI has put pressure on the poultry industry as 1.6 million birds are already infected, the consequences of which have necessitated culling 420000 birds with more in sight as farmers accumulate massive revenue losses in Q1 2023. Due to the lack of a vaccine, the only response available to this current endemic disease is to eliminate the infected birds. Accordingly, this will raise chicken prices to an already embattled local industry that cannot meet demand and depends on imports to fill the supply gap (EWN, 2023).

- Land reform

South Africa’s land reform programme includes land restitution, land tenure reform and land redistribution to transform the sector and correct past injustices. The major factors affecting the sustainability of land reform projects are a lack of farming skills, lack of government support, participants resorting to farming on a temporary basis and participants’ inability to resolve farming challenges on their own (Manenzhe et. Al, 2016). The stakeholders in the secondary agricultural sub-sectors have reported the challenges they experienced due to small-scale land reform beneficiaries’ lack of necessary skills. These include inconsistencies in the supply of produce, poor quality products; insufficient quantities produced by the new entrants and failure to commit to market agreements, ruining other producers’ chances of securing an off-take agreement.

8.1.4. PESTEL

Table 1 below summarises the factors influencing skills development in the sector.

Table 1: PESTEL for agricultural sector

FACTOR	POSSIBLE IMPACT
Political	<p>The South African General elections are to take place next year. The outcome of the elections will result in the possibility of a new President, National Assembly and provincial legislatures in each province. The latter will directly affect national imperatives and policy we need to prioritise or respond to as a SETA.</p> <p>Secondly, the 15th BRICS Summit is taking place in South Africa in August 2023. The theme for this year is “Partnership for mutually accelerated growth, sustainable development and inclusive multilateralism.” The outcome of the summit has potential to affect the political and economic trajectory of the country. The latter will have to be considered in the policies the SETA needs to respond to going forth.</p> <p>Trade agreements within the BRICS and G20 formations will have an impact on local consumption and competitiveness.</p> <p>The war in Ukraine impacted the world economy specifically driving the cost of energy and agricultural exports of grain and animal feed products.</p> <p>Land reform is one of the key issues facing agribusiness. This calls for tight management of this sensitive matter. Failure to do so could be harmful to the South African agricultural economy and food security. AgriSETA is strategically positioned to play a leading role in the land reform process.</p> <p>The impact of the national minimum wage on employment and the expropriation of land without compensation in the sector is yet to be determined.</p>
Economic	World population growth and the resultant growth in demand for food hold a positive implication for the agricultural sector.

	<p>The sector is central to providing staple food and other food supply. However, the instability of the local currency has a negative effect on the ability to plan and manage imports and exports.</p> <p>If small-scale and communal farmers are to make a real contribution to production volumes, the yield of their production needs to be increased and the quality of their product improved.</p> <p>Market access for emerging farmers and full representation into the value chain remain a challenge. The impact of sugar tax on the sugar industries has resulted in consumer price increases and have a negative impact on demand. The difficulties faced by the industry resulted in the decision made by the Minister of Finance to keep the sugar tax unchanged for the next two years. ;.</p>
Social	<p>The results from SSP research reveal that the gender statistics within the agricultural sector are not balanced, as the sector is dominated by male employees.</p> <p>The attractiveness and opportunities within the sector need to be addressed and the perception of the sector changed to make it an occupation of choice.</p> <p>The availability of land and resulting cases of land grabs have a negative impact on the sector.</p> <p>Social ills resulting in crime and stock theft resulted in farmers either leaving their land or going into lower risk commodity options. The minimum wage exerts pressure on the bottom line of employers, resulting in some cases that cheaper foreign labour is preferred.</p>
Technological	<p>There is a need for research and development in the sector to facilitate the changing nature of consumer demands and the growing South African population.</p> <p>The mechanisation of farming operations means that the unskilled labour force is being replaced by a significantly smaller skilled labour force. For instance, satellites, aircraft, and unmanned aerial vehicle (UAV) systems, commonly known as drones are the aerial technologies used in more recent years in the agricultural industry. The awareness, access and affordability of the Fourth Industrial Revolution (4IR) within the sector, especially for small-scale farmers need to be addressed.</p> <p>This coupled with the impact of the Fourth Industrial Revolution on the workplace and other technological advancements happening within the sub-sector across the globe indicates that the sub-sector also needs to invest in research and development initiatives and promote mentoring and coaching youth into more technical positions within the sub-sector.</p> <p>The investment in research and development will further assist in finding innovative ways in dealing with climate change.</p>

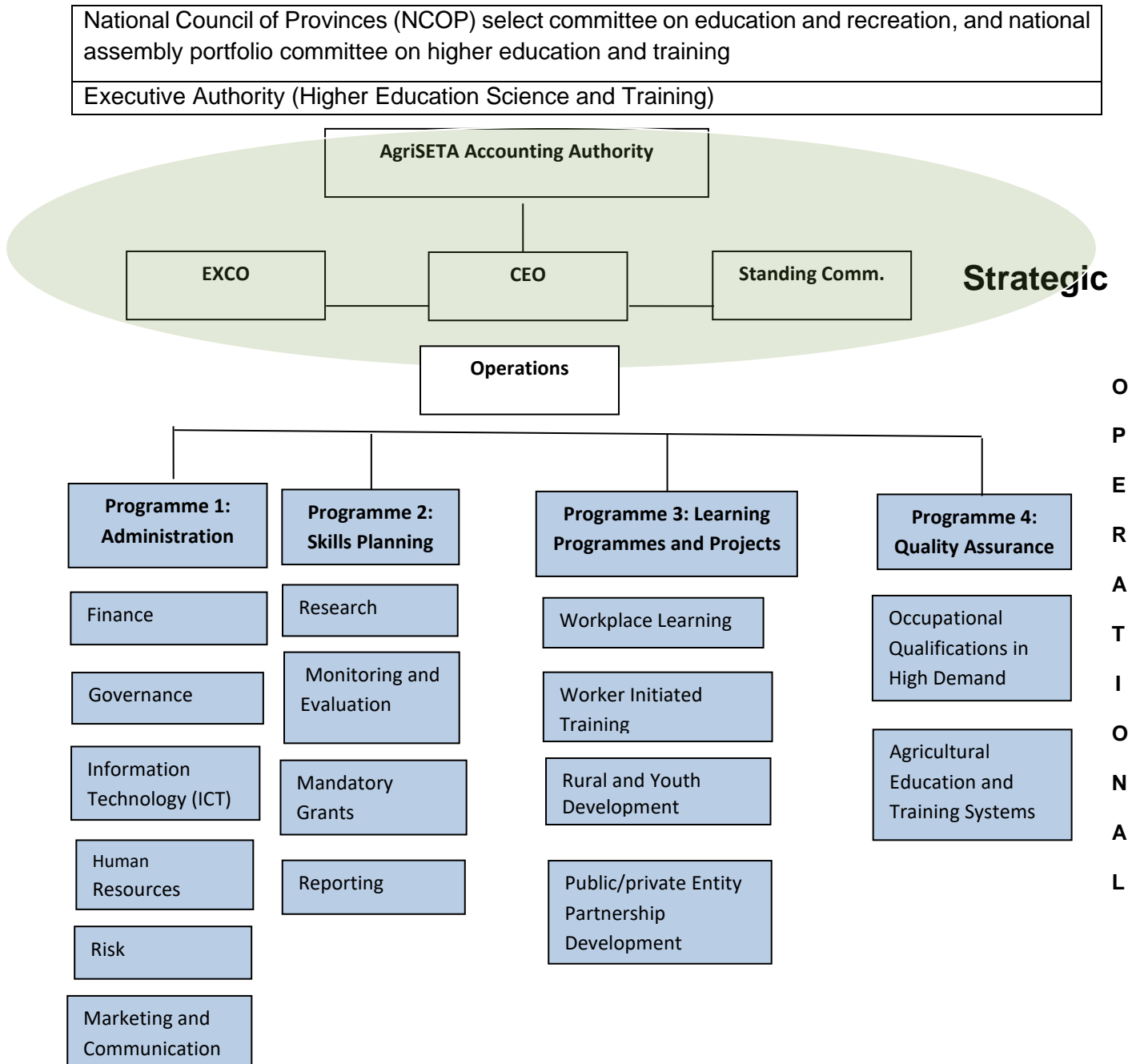
<p>Environment</p>	<p>The South African climate ranges from dry to moderate. The country can produce food in an array of climates, with maize one of the highest produced crops in South Africa. With rising temperatures and rainfall becoming more irregular and unpredictable in some parts of the country, the agricultural production in the country is expected to be severely affected. Floods in KwaZulu-Natal and Free State provinces severely affected production cycles in the sugar and maize production areas. South Africa's water supply is under pressure; rising temperatures means that ground and surface water will increasingly evaporate, leaving the soil salty, and limiting food production.</p> <p>Disease outbreaks and upsurges can cause major losses to the country's agricultural output. The most recent outbreak to hit the country is the foot-and-mouth disease outbreak. The South African Red Meat industry battled to contain this disease over the last few years. This has severely impacted all exports. The limitation on the movement of animals effectively brought operations in the dairy and feedlot industries to a standstill in parts of South African production areas. Unsustainable farming practices will have a longer-term negative effect on the sector.</p> <p>The use of alternative green energy sources with a low carbon footprint will play a significant role going forward</p>
<p>Legal</p>	<p>There are legal barriers which impact negatively on the industry. It is up to the industry to clearly identify, ring-fence and engage with those barriers to enable legislative and regulation changes.</p> <p>Legislation that addresses the registration of products is a time-consuming process which delays entry into the market which invariably hinders innovation in the sector.</p> <p>Legislation and new laws for inspection of maize, soya, wheat, tobacco, etc. bring additional cost to producers and eventually affects consumer prices. In addition, land tenure for small-scale farmers remains a challenge. The introduction of additional export quality requirements by the European Union impacted the citrus and fruit industry significantly and will in future impact the production costs to maintain the proposed increased time of the cold chain.</p>

8.2. Internal environmental analysis

8.2.1. AgriSETA organisational environment

AgriSETA's structure is well balanced and is entrenched from Accounting Authority level to the operational structure. Stability and extensive institutional knowledge exist due to the low labour turnover rate and the fact that appropriately qualified staff members are employed.

Figure 5: AgriSETA organisational structure



In terms of the organisational structure, the following can be noted:

- AgriSETA restructured its operations in the 2019/20 financial year and managed to recruit employees with the requisite experience and knowledge base. The re-establishment of AgriSETA until 2030 improved the ability of the organisation to recruit the talent needed in critical positions;
- AgriSETA currently has provincial representation in four provinces; and
- The predominance of small-sized employers in the sector and resulting lower levy base continues to put pressure on the availability of funding to deliver on the annual need for learning programmes.

AgriSETA is positioned within the agricultural sector, especially in terms of its provincial footprint, to allow for increased access and delivery to a predominately rural employer base, hence contributing to ensure food security and increased job creation. AgriSETA will continue to explore opportunities to expand its current footprint.

Table 2: Integrated fact-based SWOT analysis

<p>Strengths:</p> <ul style="list-style-type: none"> • Supply Chain Management system that is in line with PFMA and Treasury Regulations • Procurement of goods and services is conducted in a way that is fair, equitable, transparent, competitive and cost effective • Strong internal and external stakeholder relationships • Governance structures • Strong policy environment • Strong internal research capacity • Integrated performance management • Stability in revenue income • Skills and capabilities to drive organisational vision. 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Partnerships with universities, locally and internationally • Integrated marketing programme with other entities to strengthen the AgriSETA brand • Use of social media as a platform • Technology allows agriculture to become more attractive for the youth to enter the sector • The COVID-19 pandemic resulted in working remotely, virtual meetings, improved efficiencies and cost savings – remote operations will create opportunities to recruit new employees nationally • Digitisation of processes will allow for increased efficiencies in a paperless environment • Partnering for impact – more intentional strategic partnerships
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Insufficient marketing of the AgriSETA brand • Limited national footprint • Information systems not available to monitor implementation and analysis of data • Limited employer access to information • Inflexibility of funding processes • Measuring impact of learning interventions not fully matured 	<p>Threats:</p> <ul style="list-style-type: none"> • Limited monitoring and evaluation capacity • Not focusing on demand-led programmes • Lack of project management principles • The AgriSETA infrastructure is not conducive to the organisational structure in terms of accessibility, safety and a conducive environment • Low number of large employers • Cybercrime

- **Organisational systems**

AgriSETA has a well-established human resources and financial system to enhance its capacity to deliver on its mandate. Therefore, there are no factors that may have an impact on achievement of set institutional outcomes.

- **Organisational strategy**

AgriSETA is fully aligned to achieve the strategic goals set in the strategic planning documentation. The strategic and Annual Performance Plans are shared with all employees so that the short- and medium-term goals are internalised and collectively achieved.

- **Leadership style**

All management levels within the SETA are implementing a democratic and participatory management style. The oversight function of the AgriSETA Accounting Authority is effectively executed through functional sub-committees that ensure that the accounting authority is well informed of the AgriSETA's progress in implementing its mandate.

- **Shared values**

AgriSETA management and staff are constantly striving to serve the whole sector's interests. Actions are geared towards the interests of learners in terms of progression. Furthermore, AgriSETA prioritised its mandate in terms of discretionary and mandatory grants with a keen focus on rural development.

- **SETA landscape**

AgriSETA's licence was extended to 2030 and this provides further stability to the organisational structure. The NSDP was officially launched in February 2019 for implementation on 1 April 2020. AgriSETA implements strategies to ensure that the national footprint of the organisation is expanded and its mandate to link workplaces with learners is further strengthened.

- **Compliance with BBBEE Act**

AgriSETA is in full compliance with the Broad-Based Black Economic empowerment legislation.

- **Designated groups**

AgriSETA is prioritising marginalised groups and members from designated groups during recruitment and development activities.

8.2.2. Description of the strategic planning process

AgriSETA has taken a comprehensive and holistic approach to develop the SSP 2020-2024, and subsequently this Strategic Plan. The SSP has been developed in a participatory manner and followed several stages of consultation of key partners, feedback and refining of the end product.

Consultation with key partners

The stakeholder interviews and engagements leading to the preparation of the AgriSETA Strategic Plan (2020-2024) also endorsed the need for improved co-ordination within the sector, greater levels of trust and co-operation, alignment of skills development with strategic sector and sub-sector growth interventions and the achievement of more focused and effective human capital development.

Consultation to get inputs from the different departments within AgriSETA were conducted in order to identify the gaps and use the combined knowledge and experience of implementing on the ground to enrich this Strategic Plan. The Governance and Strategy Committee that comprises Board members from the employer, union representatives and ministerial appointees also interrogated the strategic plan at length. They gave their inputs and final recommendation to the Board.

Description of the strategic planning process

The AgriSETA uses the Theory of Change in developing its planning documents as per the Framework guiding the development of planning in the Public Sector. It follows the Results - Based Approach in developing the organisational strategy, together with the SWOT and PESTEL analysis as the tools used for planning to ensure that all factors contributing to the achievement of the intended results are taken into consideration.

Step 1: In July annually, AgriSETA commences with the strategic planning process, undertakes an environmental scan and reviews strategic goals, objectives and progress made towards their achievement. Results from annual tracer studies and research reports are discussed as well as key priorities emanating through the drafting of the Sector Skills Plan. Findings from the Monitoring and Evaluation activities are considered in the planning process.

Step 2: From the strategic review, management and the Accounting Authority identify high-level priorities to inform department-wide planning, through an intensive review process that includes external expertise.

Step 3 AgriSETA now undertakes detailed planning through departments to ensure that the priorities outlined are unpacked. This process has to be completed by mid-August, in preparation for submission of the first draft Strategic Plan and Annual Performance Plan.

Step 4: The final Strategic Plan becomes available from 30 November following approval by the Accounting Authority.

Part C: Measuring our performance

9. Institutional performance information

The Department of Higher Education and Training has called on the SETAs to align their strategic plans to the NSDP and Department of Planning, Monitoring and Evaluation. The current Board of the AgriSETA has echoed the need for the SETA to focus on rural development, co-operatives, youth development, green industry, and strengthening the functioning of agricultural colleges.

To bring about synergy in addressing the skills needs in the agricultural sector, it is appropriate for AgriSETA to also align its work with the plans and strategies of the line government department, the Department of Agriculture Land Reform and Rural Development. In that light, AgriSETA has modified its areas of focus, strategic goals and specific objectives.

AgriSETA within its mandate and available resources, strives to focus on, and achieve eight, broader strategic outcomes.

9.1. Impact

Impact Statement: Accessible, relevant and sustainable skills for the agricultural workforce.

Through the implementation of this strategy, AgriSETA will empower the agricultural sector. This will be achieved by responding to sector needs for increased access to relevant skills. Resulting in positively impacting on the sustainability and employability of agricultural workers, turning them into more productive participants in the South African economy.

This strategy will serve a dual economy in the agricultural sector focusing on commercial and small-scale farming enterprises. The intended service to such a wide constituency is further affected by AgriSETA's relatively low-income base and limited resources that need to be allocated accurately to achieve the intended impact. The capacity of the agricultural value chain will be strengthened through the implementation of various activities. Furthermore, this strategy aims to achieve the longer-term goals over a five-year period. However, progress will be monitored annually to assess results.

To ensure that the set strategies are achieved, AgriSETA will allocate financial and human capital resources. Various outcomes and outcome indicators were developed and set to ensure that all the strategic documentation of the organisation is aligned to the strategic outcomes. Moreover, the management of AgriSETA facilitated alignment between the Sector Skills Plan, the Strategic Plan and Annual Performance Plan. This approach ensures that all decisions are guided and informed by research.

The vast range of stakeholders within the agricultural environment requires AgriSETA to implement programmes in semi-urban and deep rural settings. This will require all support functions within the organisation to assist in broadening the footprint of AgriSETA within South Africa.

The management and Accounting Authority of AgriSETA is confident that this strategy will deliver the required outcomes intended because all information contained in the strategic documentation was verified through constant stakeholder engagements.

9.2. Outcomes

Table 3: Measuring outcomes

Strategic Outcome 1	Identified and increased production of occupations in high demand
Outcome Indicator	To establish and enhance a credible institutional mechanism for skills planning
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	1 credible mechanism
Strategic Outcome 2	Improved linkage between education and the workplace
Outcome Indicator	Increased exposure of beneficiaries to workplaces through PIVOTAL initiatives
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	10% annually up to 2024
Strategic Outcome 3	Improved level of skills in the South African workforce
Outcome Indicator	Increased workplace training of workers already in employment
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	10% annually up to 2024
Strategic Outcome 4	Increased access to occupationally directed programmes
Outcome Indicator	Access to occupationally-directed programmes increased

MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	5% annually up to 2024
Strategic Outcome 5	Increased growth of public colleges as a key provider of skills required for socio-economic development
Outcome Indicator	Increased enrolment of learners into the post-school system through the agricultural, TVET and CET colleges by 20%
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	20% by 2024
Strategic Outcome 6	Increased skills development support for entrepreneurship and co-operative expansion
Outcome Indicator	Increased access of unemployed, youth, women and people with disabilities to entrepreneurial and co-operative development by 20%
MTSF Priority	Outcome 7: Comprehensive rural development and land reform
Baseline	This is a new indicator
5-year target	20% by 2024
Strategic Outcome 7	Increased support for worker initiated training
Outcome Indicator	Increased worker training initiatives through trade unions and federations with 15%
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	15% by 2024
Strategic Outcome 8	Improved career development services
Outcome Indicator	Increased participation of Youth in Agriculture
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path Outcome 7: Comprehensive rural development and land reform
Baseline	This is a new indicator
5-year target	45% of AgriSETA beneficiaries are youth

9.3. Planned Performance for the next five-year period

The National Development Plan recognises the importance of agriculture to the economy and food security status of the country. The importance of skills development in the agricultural sector is considered by the NDP as pivotal to both primary and secondary agriculture. This calls for narrowing the gap between the demand for skilled labour and supply thereof, through sector interventions in building the pool of artisan skills.

The NSDP aims to ensure that South Africa has adequate, appropriate and high-quality skills which will contribute towards economic growth, employment creation and social development. AgriSETA, towards fulfilling its mandate, has aligned its performance targets to NSDP with an aim of improving access to occupations in high demand and priority skills (which is the NSDP mission). Further, the SETA prioritises the ERRP objectives and also implements programmes aligned to the Presidential Youth Employment Interventions (PYEI) as they are National Imperatives to be supported. Unemployment and entrepreneurship are also key areas the AgriSETA is responding to, to assist with the country's initiatives towards economic growth.

During the five years, AgriSETA has identified through its SSP, five strategic skills priorities which it responds to through its programmes. Further, the SETA strives to strengthen all support functions within the organisation. A clear focus will be to achieve and maintain an unqualified audit opinion. This will require strong financial discipline, especially in terms of SCM. The continuous development of governance structures will be prioritised to ensure that the Board and Board sub-committees implement sound governance principles aligned to accepted standards.

Internal and external information management remains critical in these five years. AgriSETA continues to prioritise the maintenance of infrastructure and the continuous improvement of information systems. The focus is on upgrading and maintaining IT systems. This function is now fully insourced in the period covered by this strategy.

AgriSETA strives to be a high performing organisation. Talent management is crucial for a high performing organisation to maintain high levels of performance. A key priority is the filling of vacancies and the management of new and existing talent. This includes a strengthened performance management system to ensure that all employees perform at the required level of performance.

Under the period covering this strategy research continues to be strengthened to assist with decision making in the organisation. The mandatory grant function is a vehicle to ensure that data collection increases in quality and quantity. The impact of programmes will continuously be monitored to ensure that resource allocation has the expected impact. Internal capacity will

be strengthened for the period under review to ensure that sub-sector committees' function optimally.

The establishment and strengthening of the monitoring and evaluation function has been prioritised. The implementation of the monitoring and evaluation framework for the organisation and the creation of internal capacity ensures that monitoring and evaluation of activities can be implemented organisation wide. AgriSETA considers the monitoring and evaluation function as a key element in measuring and understanding impact.

AgriSETA serves a diverse stakeholder group that resides mainly in rural areas within South Africa. The implementation of AgriSETA's integrated marketing and communication strategy will ensure that AgriSETA's service provision is broadened especially through strategic partnerships.

The availability of occupations that are in high demand continue to be prioritised over this planning period, through learnerships, bursaries and internships. AgriSETA will provide opportunities for the development of skills in the agricultural sector. Expenditure in the five years is geared towards support of government initiatives like Operation Phakisa to address critical implementation issues identified in the NDP. The development of numeracy and literacy skills is prioritised to improve these basic level skills for employees. The National Skills Development Plan identified the need for worker-initiated training. The implementation of projects through trade union federations and commodity organisations will develop worker skills through learnerships, skills programmes, graduate and internship programmes.

AgriSETA will continue to focus on the strengthening of and support to youth and co-operative structures to try and assist with the high levels of youth unemployment and improve food security. Through various interventions which include; learnerships and mentorship, capacity will be built to mentor new and upcoming farmers. This programme will again in this MTEF leverage on conditional grants to broaden the AgriSETA's impact in support of rural structures as well.

The development of occupational qualifications and the support to assessment quality partners in the implementation of new qualifications is expanded. Closer participation and strengthening relations with sector skills committees is harnessed to identify new or emerging occupations. The support to colleges of agriculture will continue to ensure that the base for learning programme delivery is broadened. The public college system is further strengthened and supported to improve the quality of the skills supply to the sector. Expenditure will continue

to broadly focus on TVET, agricultural and community colleges in the remainder of the planning period.

9.4. Key risks

Table 4: Risks and mitigation of risks

Outcome	Top risks identified	Planned mitigation
Outcomes 1-8	Delays in implementation of AgriSETA Board approved intervention programmes by employers	<ul style="list-style-type: none"> • DG policy to be reviewed to allow changes to be done through the addendum and taken to Grant Committee and Board for noting. • Due diligence to be conducted before projects are awarded to stakeholders for both funding windows. • Draft DG policy review process concluded to requesting Board to delegate approvals requesting change of scope by employers. Such approvals are for requests without financial implications.
Outcomes 1-8	Employers in breach of contracting terms in the learning programme	<ul style="list-style-type: none"> • Draft SOP on the process to recover funds where employers and training providers are found to be in breach of contract. (Draft policy and procedures awaiting further approval by the policy review committee and the Accounting Authority.
Outcomes 1-8	Non-compliance to OHS Act and Building and Maintenance Act	<ul style="list-style-type: none"> • Continuous monitoring and controlling of building maintenance. • Conduct feasibility study to redesign AgriSETA House to align to OHSA and Building and Maintenance Act standards.
Outcomes 1-8	Migration from the old system (AX) to SAGE ERP System	<ul style="list-style-type: none"> • Proper management of projects as data is transferred. • Project charter in place as a tool to ensure deliverables. • Data migration process in place, including access to the previous service provider. • Data checks and validation completed upon data take-on process.
Outcomes 1-8	All AgriSETA projects are not monitored effectively to determine demand and impact	<ul style="list-style-type: none"> • Procurement of additional resources to effect M&E within provinces. • Conduct satisfaction surveys to determine and monitor the impact of projects. • Accelerate the development of occupationally directed programmes through strategic partnerships with TVET Colleges and Institutions of Higher Education and Training

Part D: Technical Indicator Descriptions

**AGRICULTURAL SECTOR
EDUCATION AND TRAINING
AUTHORITY**



STRATEGIC PLAN

TECHNICAL INDICATOR DESCRIPTIONS

PERIOD: 2020/21 – 2024/25

Strategic Outcome 1: Identify and increase the production of occupations in high demand

Indicator Title	Identify and increase the production of occupations in high demand
Definition	To establish and enhance a credible institutional mechanism for skills planning
Source of Data	A developed SSP, SSC minutes
Method of Calculation or Assessment	The credibility of information is assessed through meetings conducted with sector skills committees
Assumptions	Research information is valid
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	1 credible mechanism
Indicator Responsibility	Executive Skills Planning Manager

Strategic Outcome 2: Improved linkages between education and the workplace

Indicator Title	Increased exposure of beneficiaries to workplaces through PIVOTAL initiatives
Definition	To increase exposure of beneficiaries to workplaces through PIVOTAL initiatives by 10% annually
Source of Data	Number of beneficiaries exposed to predetermined objectives
Method of Calculation or Assessment	$\text{=\%increase} = (\# \text{ workers in year one} - \# \text{ workers in year 5}) / \# \text{ workers in year 1}$
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Workers exposed to PIVOTAL initiatives increased by 10%
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic Outcome 3: Improving the level of skills in the South African workforce

Indicator Title	Increased workplace training of workers already in employment by 10% annually
Definition	To ensure that workers already in employment are exposed to learning opportunities
Source of Data	Number of workers counted that were exposed to learning opportunities

Method of Calculation or Assessment	=%increase =(# workers in year one-#workers in year 5) / # workers in year 1
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Yes
Indicator Responsibility	Workers exposed to workplace training increased by 10%
Indicator title	Executive Manager: Learning Programmes and Projects

Strategic Outcome 4: Increase access to occupationally directed programmes

Indicator Title	Access to occupationally directed programmes increased
Definition	The increase of access to programmes that will enhance intermediary skills levels of beneficiaries
Source of Data	Annual performance reports
Method of Calculation or Assessment	=%increase =(# beneficiaries in year 1 -#beneficiaries in year) 5 / # beneficiaries in year 1
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	5% increase annually up to 2024
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic Outcome 5: Increased growth of public colleges as a key provider of skills required for socio-economic development

Indicator Title	Increased enrolment of learners into the post-school system through the TVET and CET colleges by 20%
Definition	To ensure that the public TVET system inclusive of CET is capacitated and that the number of learners enrolling on these programmes is increased
Source of Data	Annual performance information
Method of Calculation or Assessment	Counting the numbers of beneficiaries to CET, TVET and ATVET Colleges =%increase =(# beneficiaries in year 1 - #beneficiaries in year 5) / # beneficiaries in year 1
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable

Spatial Transformation	Not applicable
Desired Performance	No
Indicator Responsibility	Access to TVET, CET inclusive of ATVET be increased by 20% be 2024
Indicator Title	Executive Manager ETQA

Strategic Outcome 6: Increased skills development support for entrepreneurship and co-operative development

Indicator Title	Increased access of unemployed, youth, women and people with disabilities to entrepreneurial and co-operative development by 20%
Definition	Support agricultural related rural development initiatives (co-operatives, NGOs, CBOs and Land Reform) through skills development to improve the skills levels of unemployed, youth, women and people with disabilities
Source of Data	Annual performance report
Method of Calculation or Assessment	$\text{=\%increase} = (\# \text{ beneficiaries in 2020} - \# \text{ beneficiaries in 2024}) / \# \text{ beneficiaries in 2020} * 100$
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	20% increase by 2024
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic Outcome 7: Increased support for worker-initiated training

Indicator Title	Increased worker training initiatives through trade unions and federations by 15%
Definition	Increased support to trade unions and federations to implement worker initiated training
Source of Data	Annual performance report
Method of Calculation or Assessment	$\text{=\%increase} = (\# \text{ beneficiaries in 2020} - \# \text{ beneficiaries in 2024}) / \# \text{ beneficiaries in 2020} * 100$
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable

Desired Performance	Annually
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic outcome 8: Improved career development services

Indicator Title	Increased participation of youth in agriculture
Definition	Expose young people to opportunities in agriculture and rural development initiatives
Source of Data	Annual performance report
Method of Calculation or Assessment	$\% = (\# \text{ youth registered with AgriSETA in year 1} / \# \text{ total number of youth registered with AgriSETA in year 5}) * 100$
Assumptions	Completed surveys are available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Annually
Indicator Responsibility	Executive Manager: Skills Planning and Research