

STRATEGIC PLAN

2020/21 -
2024/25

ACCOUNTING AUTHORITY STATEMENT

In developing the Strategic Plan for the 2020/21-2024/25 period, AgriSETA remained focused on the vision to enable a skilled and prosperous agricultural sector. It is important to note that the AgriSETA Strategic Objectives changed, in full alignment to the National Skills Development Plan (NSDP) and the National Treasury 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 alignment with the dynamic nature of AgriSETA's landscape and policy imperatives set by government.

The AgriSETA Strategic Plan is 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 Accounting Authority took note of a recent parliamentary decision to incorporate agricultural colleges within the Department of Higher Education and Training and the agricultural college sector will remain a pivotal part of the organisational strategy.

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.

In the midst of the COVID-19 pandemic, role players in the sector have predicted a positive future outlook despite the disruptions in trade activities. It has been predicted that the economic performance of the sector will continue to increase but the employment in the sector is anticipated to drop as social distancing regulations introduced at the end of March 2020 would have hampered farmers' and agribusinesses' efforts to increase employment, particularly of seasonal workers.

Through a thematic synthesis of stakeholder inputs, policy documents and research, the following change drivers were identified: the COVID-19 pandemic, the Fourth Industrial Revolution, environmental sustainability, pests and diseases, and land reform.

It is thus a sector in which development opportunities should be vigorously pursued and not overlooked. 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 10 times larger than the commercial sector (if the measurement of 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 to 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, 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 achieve the following:

- A balanced impact on both the under-resourced and commercial sectors;
- Playing a leading role in rural development which includes impacting on co-operatives and land reform projects;
- Systematic and continuous development of our provider sector (private and public), with specific reference to agricultural TVET colleges and a few TVET colleges; and
- Igniting sector participation in skills development and in that manner promoting increased investment in skills development, to ensure an increasing percentage of payrolls invested in human capital development.

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. Support towards Operation Phakisa will be prioritised to ensure that various implementation challenges experienced with the National Development Plan are overcome. Moreover, it sufficiently addresses the peculiar needs of the agricultural sector.



Ms Sharon Sepeng

Chairperson: Accounting Authority

Date: 30 November 2022

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.

It is against this background that the organisation reviewed its strategic focus to ensure that the vision and mission is fully aligned to the objectives of government. The strategic focus for the next five years will be on the eradication of poverty through job creation programmes that will benefit the South African youth, specifically within rural areas of South Africa.

AgriSETA is geared towards the full implementation of this strategy within the next five years. What's more, the organisation has the requisite commitment and institutional knowledge to implement the plan fully.



Innocent Sirovha (Dr)

Chief Executive Officer: AgriSETA

Date: 30 November 2022

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.



Mr Frikkie Fouche

Executive Manager: Skills Planning and Research



Ms Mogau Sebela

Chief Financial Officer



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Chief Executive Officer



Ms Sharon Sepeng

Chairperson: AgriSETA Accounting Authority

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ACRONYMS AND ABBREVIATIONS

| ABBREVIATION/ACRONYM | DESCRIPTION |
|----------------------|--|
| 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 |
| 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, which 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 the 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) National Treasury 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 |
| Marketing and communication | |
| 1. | Language Policy |
| 2. | Social Media Policy |
| Research policy | |
| 1. | Research Policy |
| Monitoring and evaluation | |
| 1. | Monitoring and Evaluation Policy |
| ETQA policies and procedures | |
| 1. | Provider Accreditation |
| 2. | Appeals |
| 3. | Research Policy |
| 4. | Management of Assessment |
| 5. | Quality Assurance and Monitoring |
| 6. | Institute of Sectorial or Occupational Excellence |
| 7. | Recognition of Prior Learning |
| Discretionary grant funding | |
| 1. | Discretionary Grant Funding Policy |
| 2. | Succession Plan Policy and Procedure |
| Mandatory grant disbursement | |
| 1. | Mandatory Grant Disbursement Policy |
| Human resources policies and procedures | |
| 1. | Human Resources Policies and Procedures |
| IT policies and procedures | |
| 1. | ICT User Access Policy and Procedures |
| 2. | Change Processes and Procedures |
| 3. | ICT Security Policy |
| Delegation of authority | |
| 1. | Delegation of Authority policy |
| 2. | Risk Management Policy |
| 3. | Board Remuneration 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.

Currently, the SETA landscape is being reviewed strategically and a proposed SETA landscape has been formulated. The business operations policies are guided and informed by the frameworks and national policies of 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 national list of occupations in high demand will be compiled and reviewed every two

years, to support planning processes in the post-school education and training sector, particularly in relation to enrolment planning, decision making on the prioritisation of resource allocation, qualification development and career information and advice.

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.

Workplace-based learning is expressly supported and promoted in various policies and strategies including, but not limited to, the Skills Development Act (SDA), the NSDS III, the NDP, the New Growth Path (NGP), the SETA Workplace-based Learning Programme Agreements Regulations, the National Skills Accord, the Youth Employment Accord, the Strategic Infrastructure Projects (SIPs), the National Youth Policy 2014–2019, the draft Turning the Public Sector into Training Space Strategy, the Public Service Human Resources Development Strategic Framework: Vision 2015 and the draft Higher Education Science and Technology Workplace-Based Learning Policy.

The alignment of planning and funding cycles of skills levy institutions will allow 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 can 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 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.

According to the Skills Supply and Demand in South Africa Report (2016), it is universally recognised that higher levels of educational attainment are associated with better health and wellbeing, higher employment rates, better labour opportunities and higher earnings. The report further notes that the education level of the employed population is on the rise.

The NGP calls for increased workplace training of workers already in employment in order 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 will be 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, will 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 NDP also identifies TVET colleges as critical pillars of the emerging post-school system and vital for social and economic development. The growth of stronger TVET colleges will expand the provision of mid-level technical and occupational qualifications. These will articulate directly into the world of work for the growing number of young people leaving the schooling system. A significantly expanded TVET type of institution will also relieve some of the pressure on the current system, already under strain due to lack of alternative opportunities elsewhere in the PSET system. TVET is a high priority for government.

The focus on this institutional type since the recapitalisation of public TVET colleges, and a range of intervention programmes since the creation of the department, including the turnaround strategy, have led to some positive changes. The TVET colleges are starting to show results, but the system has been asked to do too much, too fast, with too little support. This institutional type must build upon its existing strengths, but growth must be realistic. TVET colleges cannot be expected to improve capacity and quality without adequate planning, support and resourcing. Expansion has to be built on improved capacity and performance, both of which require significant new investment in a chronically underfunded area.

Countries with strong TVET colleges are characterised by good relationships between industry and the TVET colleges. In these systems, TVET colleges play a particularly important role in directly linking intermediate technical education to the labour market.

The South African system will benefit from a better understanding of skills needs for South African society and industry and the ability of TVET colleges to respond to social and economic needs, in particular those at the intermediate level in the labour market. Some labour market analyses show that job prospects for a TVET college graduate are comparable to those for a matriculant at 50%, but much higher for qualified artisans where a study showed a placement rate of 79%. This means that TVET colleges do not always add substantial value to the opportunities for prospective labour market entrants.

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 will 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 and develop sustainable livelihoods and progress into other education institutions, will be offered in CET colleges. They will also seek to assist community organisations, institutions, local government, individuals and local businesses to work together to develop their communities by building on existing knowledge and skills.

The NDP mandates the PSET system to expand the CET college system with a focus on improving quality. The NDP further proposes that CET colleges should reach an additional million learners by 2030. The National Skills Fund (NSF) will play a significant role in this institutional type as directed by the NSDP, targeting especially the unemployed and strengthening the capacity of this institutional type to deliver skills for socio-economic development.

- **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.

It is recognised that entrepreneurship and co-operative development is less about obtaining formal occupational qualifications and more about applied, peer and mentored learning and support. Research suggests a demand for short, modular, competency-based training which reduces time and, hence, the opportunity cost of training; that skills needs are similar at each stage of a business life cycle; and that bespoke support produces better results than programmes with set curriculum and timeframes for later stage businesses.

Support for co-operatives can play an important role, not just in the margins, but in the mainstream of the South African economy. There is compelling evidence of the success of co-operative models, particularly

internationally. Successful co-operatives operate more as a consortium of established small businesses providing complementary skills and specialist services. Co-operatives are intended to provide economic benefit through collaboration and economies of scale thereby reducing input, operational and distribution costs. Entrepreneurs that form, and/or join co-operatives, have similar needs to other businesses in terms of access to information, markets and finance. Skills levy institutions will actively support skills development needs of entrepreneurs and co-operatives within their sectors, with 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.

South Africa has a long history of worker education and training that needs to be supported and expanded. Worker-initiated education and training can contribute to a workforce that is better able to understand the challenges facing the economic sectors in which they operate. Skills levy institutions will play a crucial role in supporting and encouraging worker training initiatives. This will benefit the workplace, our economy as well as the developmental objectives of our country.

- **Support career development services**

SETAs must seek to build career guidance initiatives in their sectors and more generally as a key component of the NSDP. 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 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 for 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 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 on 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 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 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

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 business, 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 only replace the minimum wage in the sector the latter is less than the national minimum wage.

3.11. 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.

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.

The government's policy and procedure for land claims are based on the provisions of the Constitution and the Restitution of Land Rights Act (Act No. 22 of 1994). A restitution claim qualifies for investigation by the Commission on Restitution of Land Rights, provided that the claimant was dispossessed of a right in land after 19 June 1913, as a result of racially discriminatory laws or practices, or was not paid just and equitable compensation. Claims arising from dispossession prior to 1913 may be accommodated by the Minister in terms of preferential status in the land redistribution programme providing that claimants are disadvantaged and will benefit in a sustainable manner from the support.

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. Land expropriation without compensation

The land debate sparked debate on this highly emotional matter into two distinct corners. The ruling African National Congress (ANC) has openly announced its support for Constitutional amendments to accelerate land reform as a means of practical socio-economic redress. Socio-economic uneasiness marked the land issue perhaps due to uncertainty regarding the implementation and the vulnerability of private property laws. It seems likely that land expropriation will be introduced into the legislature of South Africa.

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.

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 relative high cost of feed in South Africa;
- The relative small scale of production in South Africa making 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 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 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. OUR VISION



Enabling a skilled and prosperous agricultural sector

6. OUR MISSION



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

7. OUR VALUES



- T Transparent**
See through us
- R Responsible**
I own it
- U Unity**
In diversity
- S Service delivery**
We are here to serve
- T Team work**
Together we do more

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 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, 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 South African agricultural sector emerged to be one of the positive contributors to economic growth despite all the negative impact of COVID-19. However, civil unrest and looting in KwaZulu-Natal and Gauteng provinces during the third quarter of 2021 harmed the agriculture sector's positive contribution to GDP growth. The unrest and looting resulted in the burning of some crop farms and factories, livestock theft, disruption of transport and closing of ports of imports and exports in Durban (Farmers weekly, 2021; Tatsvarei, 2021). This resulted in decreased production of crops and animal products, thus, the sector's contribution to GDP growth in the third quarter of 2021 decreased by 1.5% (Stats SA, 2021). The

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

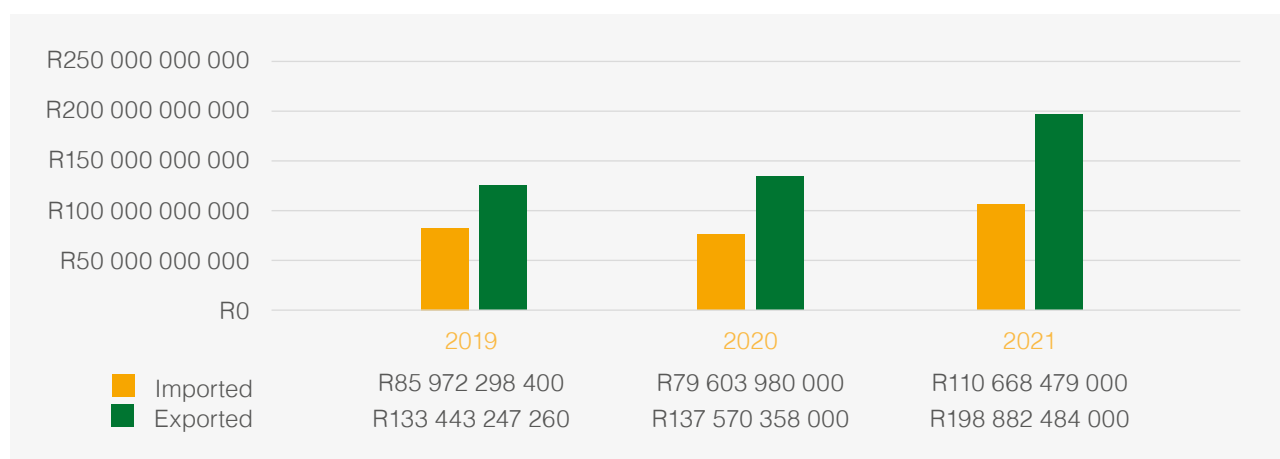
agricultural sector managed to bounce back in the fourth quarter of 2021, contributing 12.2% to GDP growth due to increased crop production and animal products after the political unrest and looting in the country (Stats SA, 2022a).

The ongoing war between Russia and Ukraine will adversely affect the performance of the agricultural sector in 2022 (FAO, 2022a; FAO, 2022b; Grain-SA, 2022; Nhemachena, 2022). DALRRD (2022) reported that the production of field crops for 2020/21 increased by 11% to 19 million tons as compared to the previous year. This is due to an increase in the production of summer, winter and oilseed crops. Horticultural production for 2020/21 increased by 2.4% to 3.1 million tons as compared to the previous year. This is also attributed to increases in the production of deciduous and citrus fruits. Animal production for 2020/21 increased by 0.7% to 2.9 million tons, mainly as a result of increases in the production of stock slaughtered (cattle and calves, pork and goats) and poultry meat for 2020/21 as compared to 2019/20. According to DALRRD (2022), the total gross value of agricultural production for 2020/21 was estimated at above R346 billion, an 11.6% increase as compared to R310 billion in the previous year. This increase was mainly

due to an increase in the value of crops. The gross value of animal products, horticulture products and field crops contributed 44.4%, 28.6 % and 27.4%, respectively, to the total gross value of agricultural production. The poultry meat industry made the largest contribution with 14.1%, followed by maize and cattle and calves slaughtered with both 11.8%. The gross income of producers increased by 20.4% to R369 418 million in the year 2020/21, compared to the previous year. This was mainly due to an increase in income from field crops by 68.5%, horticultural products by 7.8% and animal products by 7.2%.

Despite the logistical challenges posed by civil unrest and looting, severe rainfall and COVID-19, the South African agriculture, forestry and fishing industry was able to export and import products (USDA, 2021; Tatsvarei, 2021; FAO, 2022). Figure 1 below shows that the sector exported products to the value of R198.88 billion in 2021, which is a 45% increase from the previous year (Agbiz, 2022a). This was mainly due to higher commodity prices, increased demand for agricultural items and favorable rainfall which supported grazing conditions for livestock (BFAP, 2022a; Agbiz 2022b).

Figure 1: Value of agricultural products that were imported and exported between 2019 and 2021 (Rands)



Source: Agbiz, 2021; Agbiz, 2022a

8.1.2. Sector environment

• Labour

Employment is shifting from permanent to temporary employment, leaving farm workers and their households vulnerable and insecure (WWF, 2022). According to Stats SA (2022b), South Africa's unemployment rate has decreased by 0.8% to 34.5% in the first quarter of 2022. The number of unemployed persons decreased by 60 000 to 7.9 million, employment increased by 310 000 to 14.9 million and the labour force went up by 310 000 to 22.8 million.

The Stats SA (2022b) quarterly labour force report indicated that, during the first quarter of 2022, the agricultural sector employed 844 thousand employees, a 2.7% decrease. This might be due to decreased activities on farms in the first quarter of 2022 and high rain fall that devastated the sector (Sihlobo, 2022). The number of men and women actively involved in agriculture in the first quarter of 2022 was 595 thousand and 249 thousand, respectively. The provinces that recorded an increase in

employment were the Western Cape (14.3%), Northern Cape (20.5%), Free State (27.1%) and Limpopo (24.4%).

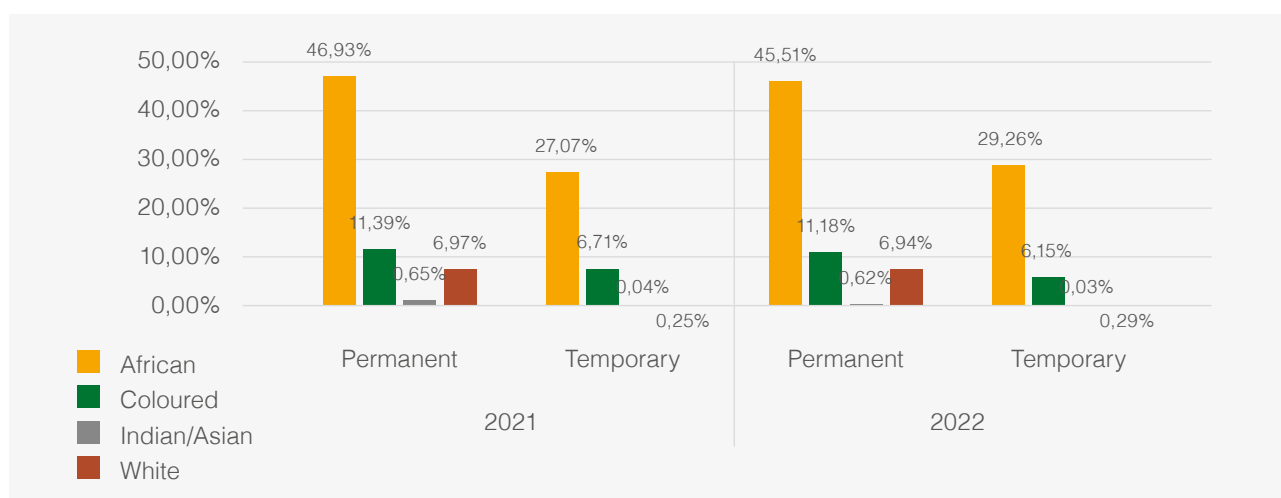
EMPLOYMENT BY INDUSTRY

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 the majority of employees, both permanently (48.91%) and temporarily employed (83.23%). In contrast, the Pest Control and Tobacco sub-sectors have the least number of employees under both permanent and temporary employment.

• Race

Figure 2 shows that the majority of employees are black Africans, under both permanent (45.51%) and temporary (29.26%) 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 2022.

Figure 2: Employees by race

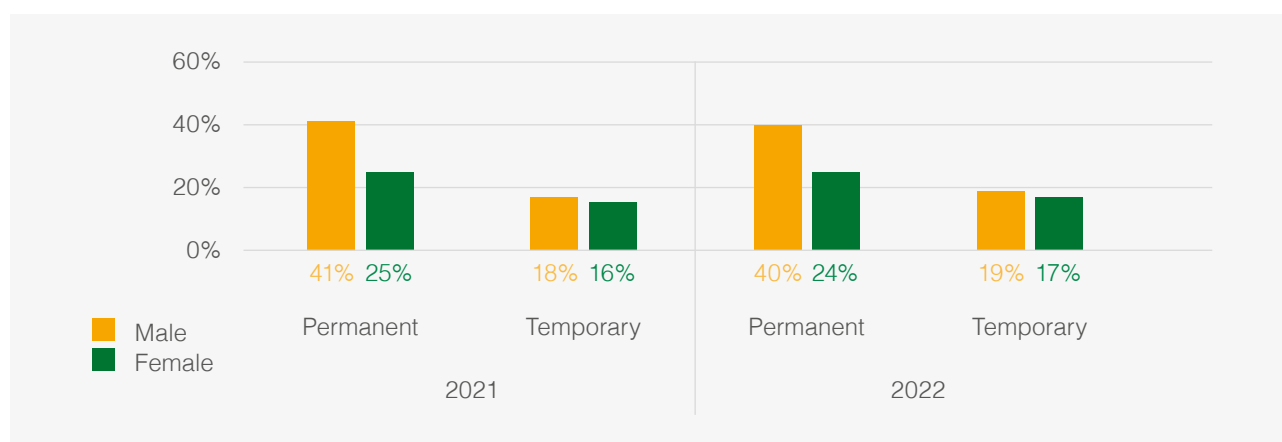


Source: AgriSETA WSP submissions, 2021 and 2022

• Gender

According to AgriSETA WSP submissions for 2022, there is a total of 363 198 employees with 233 411 (64%) employees that are permanently employed while 129 787 (36%) are temporarily employed. Figure 3 shows that the

composition of employees by gender is 59% male and 41% female. The composition of employees by gender has not changed as compared to 2021. This statistic is in line with the national statistics that male employees are more numerous than female employees in the agriculture sector (Stats SA, 2022).

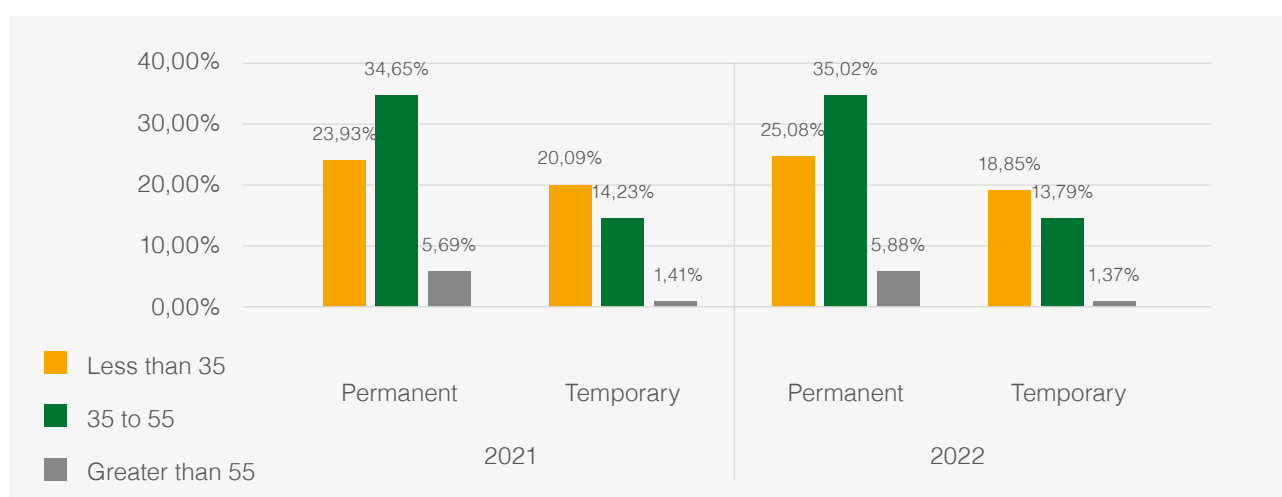
Figure 3: Gender of employees

Source: AgriSETA WSP submissions, 2021 and 2022

• Age

According to WSP submissions (2022), a greater proportion of employees in the agriculture sector is between the ages of 35 and 55 (48.88%), followed by those below the age of 35 (44.02%) as indicated in Figure

4. Only 7.1% of the employees are above 55 years of age. The young age of employees in the sector shows the significant role that the agricultural sector is playing towards youth employment in the country (given that youth unemployment is one of the contributing factors to poverty and food insecurity).

Figure 4: Age of employees in the agriculture sector

Source: AgriSETA WSP submissions, 2021 and 2022

AGRICULTURE EMPLOYEES LIVING WITH DISABILITIES

The WSP submissions for 2022 indicated that out of the 363 198 employees in the sector, only 1121 (0.3%) live with disability. The majority (67%) 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 continue to target and fund projects that are aimed at increasing the number of people with disabilities in the sector. AgriSETA should focus on special schools where training may be provided to ensure that people with disabilities have fair access to skills required in the sector.

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:

- **Civil unrest/uncertainty**

South African civil unrest: The civil unrest that peaked in several South African provinces in July 2021 put the nation's economy in a vulnerable position (Global risks insights, 2021). These riots and looting caused infrastructure damage and blockages of roads that disrupted supply chains, industrial output and demand of manufactured goods (Bloomberg, 2022). It was also reported that 20 warehouses and factories were severely damaged and many small local businesses suffered immense damage, agriculture included. According to the news reported by IOL (2022a), Sugarcane producers suffered a great loss as the protesters set cane crops alight, leading to loss of production of 430 000 tons of cane. The closure of the N3 freeway, fuel shortages, absenteeism of employees and disruptions at the Durban Port (for imports/exports) were among the biggest setbacks for the agricultural sector. The KwaZulu-Natal Midlands contributes 27% to total South African milk production. During riots, these farmers had to discard milk due to their inability to distribute it safely – while some also reported that they could not get access to feed for their cattle. The meat industry also reported losses as they had to sit with tons of meat in the freezers and day-old chicks that they couldn't distribute to buyers, costing them feed and electricity (Fin24, 2021).

International political unrest: The Russian invasion in Ukraine, which took place on 24 February 2022, did not only affect the countries involved. The impact of the war has been felt in some way by several countries, including South Africa. Sector experts predicted that Russia's war

in Ukraine would spark food and energy crises in South Africa. The SSC members were requested to point out the effects of this political unrest on the sector. They reported that there has been increased production input costs, increased fuel prices and disturbed imports and exports (SSCs, 2022). This is in line with agricultural producers that have cited the increase of fertiliser from R7 000 a ton in 2021 to R15 000 in 2022 (IOL, 2022a). Some industry bodies have indicated that the increase of prices since March, and the increase of cooking oil prices, as well as a whole food basket, is all attributed to the unrest and the sanctions imposed on Russia (Businesstech, 2022). This is because both Ukraine and Russia are major exporters of wheat and sunflower for oil to Africa (IOL, 2022b).

Fourth Industrial Revolution: The technological revolution will fundamentally change the way the agricultural sector operates. New technological advancements will impose new demands on the sector. The 4IR has the potential to have a positive impact on productivity and profitability in the agricultural sector as it will increase yields and lower costs. Some technologies that have been introduced include advanced weather stations that predict and forecast weather conditions for farmers. However, on the other hand, it poses a negative effect on the country's employment as it may reduce the demand for manual labour; technology that will eliminate the need for tractor operators and herd men, for example.

Environmental Sustainability: Since the launch of the Green Economy Initiative (GEI) in 2008 by the United Nations, the concept of the green economy has emerged as a strategic priority for many governments and intergovernmental organisations in 65 countries, including South Africa. Agriculture is one of the key sectors expected to drive SA's Green economy (DEFF, 2020). During AgriSETA's stakeholder engagements in 2022, it was acknowledged that the green economy continues to be a driver of change in the sector, as it is within the policy context of the country. South Africa views green economy as a sustainable development path, based on addressing the interdependence between economic growth, social protection. And a natural ecosystem (DEFF, 2020). Drought, floods, and pest and disease were identified by stakeholders as impacts of climate change and unsustainable use of the environment and resources.

Environmental changes: Skendžić et al. (2021) reported that 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 all contributing to the recent attacks by pests, diseases, drought, and floods in South Africa.

- **Pests and diseases:** In South Africa, pests and diseases affects both crop and livestock production.



Pests and diseases tend to change patterns and hosts due to environmental/climate change. The foot and mouth disease (FMD), African Swine Fever and Brucellosis (Bang's Disease) outbreaks in provinces such as Limpopo, KZN and the Eastern Cape (DAFF, 2020; DAFF, 2020) affected the international trade of red meat as reported by the Red Meat Producers Organisation (National Animal Health Forum, press release 31 May 2021). The first outbreak of Fall Army Worms in 2017 still lingers to date and affects maize and related host crops such as sorghum and sweet corn growers (DARDLR, Media Statement, 14 January 2021). During focus group discussions with small-scale farmers, it was reported that there was a brown locust outbreak in most provinces. Farmers' Weekly (2022) reported that the brown locusts could cause extensive damages to crops, with most of the damage caused to grazing veld where locust could be competing with sheep for forage.

- **Drought:** The National Disaster Management Centre declared a drought disaster due to the persistent drought conditions in the Northern Cape, Eastern Cape and Western Cape in July 2021 (Daily Maverick, 2021). AgriSA reported that the drought incident was the worst experienced in 100 years. The incidence of drought contributes to decreased agricultural output. Evidence has been noted on the estimated maize production for 2021/22 which dropped from 16.3 million tons to 14.7 million tons (SAGIS, 2022).
- **Floods:** South Africa is feeling the effects of climate change and the recent floods in KwaZulu-Natal and other provinces, bear testament to this. Over the past five years, KZN has experienced floods in 2018, in 2020 and in 2022, with each flood getting worse than the previous one (AgriSETA SSCs, March 2022; IOL, 2022a). While the most significant effect of the recent floods was the loss of more than 400 lives, the impact on the sector was also felt with damages to infrastructure (Mail & Guardian, 2022).

The damage to national and provincial roads disturbed the distribution of agriculture producers to market access (SA Government news agency, 2022). Irrigation infrastructures, fresh produce warehouses and farmers' markets were destroyed, besides crop lands also being washed away. An analysis to assess the impacts of floods on cropland in KwaZulu-Natal was performed using existing data, GIS and remote sensing (FAO, 2022). The report indicates that 1.6% of the total cropland in KZN was flooded and this included commodities such as sugarcane, orchards, pineapples and annual crops. The floods were also reported to have damaged infrastructure at the port of Durban where imports and exports take place (Mail & Guardian, 19 April 2022). This is said to have negatively affected imports and exports of agricultural produce and products and, in return, affecting economic performance (Bloomberg, 2022).

Land Reform: The Land Reform programme in South Africa speaks to land restitution, land tenure reform and land redistribution for the main benefit of people who previously did not own the land. The major factors affecting sustainability of land reform projects are 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, and insufficient quantities produced by these new entrants. Failure to commit to market agreements ruin other producers' chances of securing an offtake agreement to the markets.



8.1.4. PESTEL

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

Table 1: PESTEL for the agricultural sector

| FACTOR | POSSIBLE IMPACT |
|----------------------|---|
| Political | <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> <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. Increased strain within the BRICS formation as well as international pressure to implement sanctions against Russia also impacted negatively on the South African economy and food security as a whole.</p> |
| Economic | <p>World population growth and the resultant growth in demand for food hold a positive implication for the agricultural sector.</p> <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 will result in consumer price increases and have a negative impact on demand. The full impact of the COVID-19 pandemic is yet to be determined; however, the ERRP programme is aimed at restoring the South African Economy.</p> |
| Social | <p>The results from SSP research reveal that the gender balance within the agricultural sector is not well balanced, as the sector is dominated by male employees.</p> <p>The attractiveness of the sector needs 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.</p> <p>The minimum wage exerts pressure on the bottom line of employers, resulting in some cases that cheaper foreign labour is preferred.</p> <p>Social unrest in KZN and GP impacted the sector severely, specifically in terms of infrastructure, delays in exports and logistical disruptions of road transport of produce to and from harbours.</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 technology 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> |

| FACTOR | POSSIBLE IMPACT |
|--------------------|---|
| Environment | <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. However, access and associated costs might be a limiting factor.</p> |
| Legal | <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. International trade disputes between the US and China will ultimately have a negative impact on 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> |

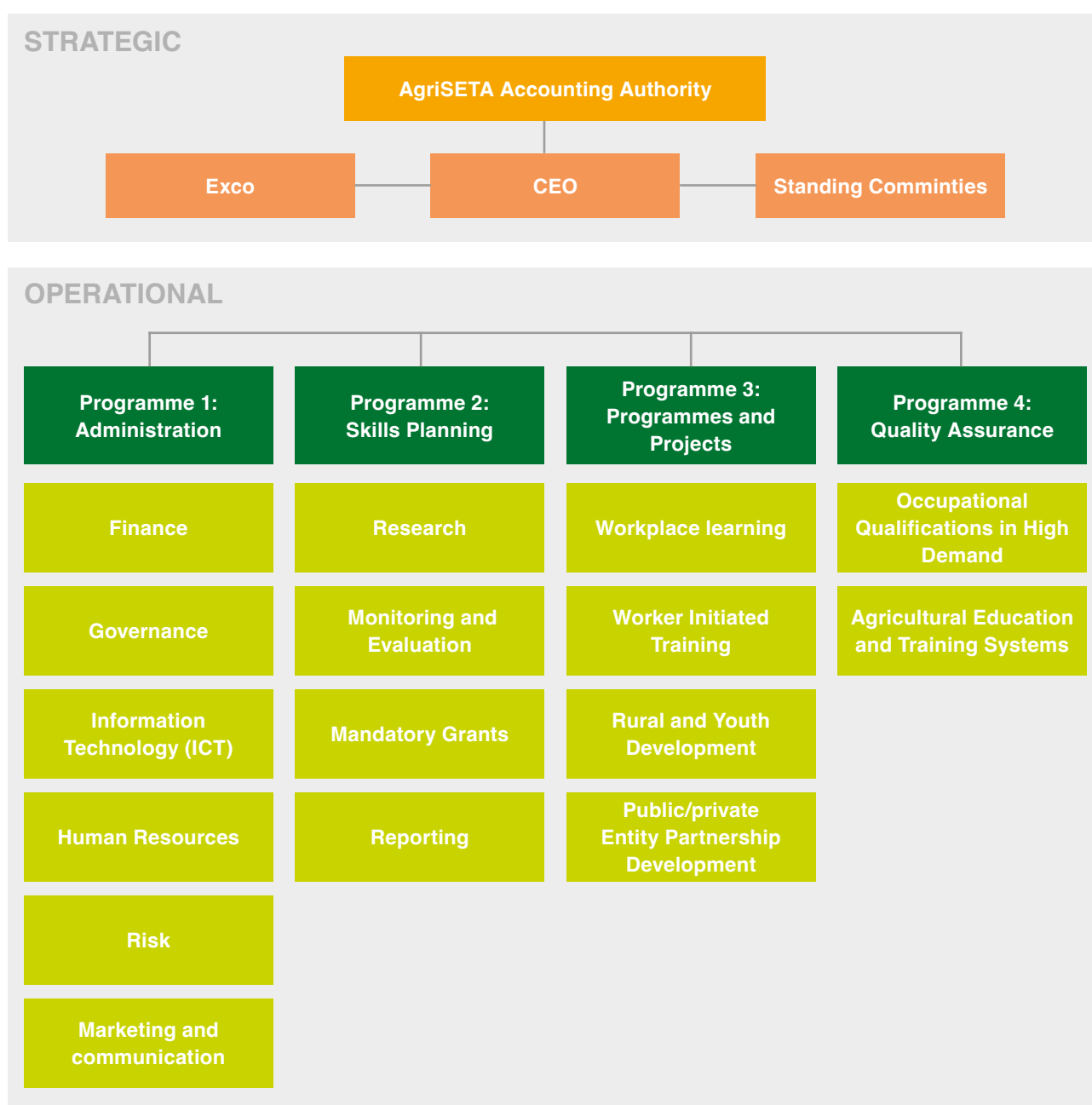
8.2. Internal environmental analysis

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

| |
|---|
| National Council of Provinces (NCOP) select committee on education and recreation, and national assembly portfolio committee on higher education and training |
| Executive Authority (Higher Education Science and Training) |



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



- **Organisational systems**

AgriSETA has a well-established human resources and financial system to enhance its capacity to deliver on its mandate

- **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 will implement strategies to ensure that the national footprint of the organisation is expanded and its mandate to link workplaces with learners is further strengthened. A new AgriSETA Board was appointed on 1 April 2020.

- **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





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 National Treasury framework. 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 Annual Performance Plan and Strategic 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: Impact statements and strategic outcomes

| Impact Statement | Increased supply of occupations in high demand in the agricultural sector |
|---------------------|---|
| Strategic Outcome 1 | Identify and increase the 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 |

| Impact Statement | An education system that is responsive to workplace skills needs |
|---------------------|--|
| 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% |

| | |
|----------------------------|--|
| Impact Statement | A capacitated agricultural workforce |
| Strategic Outcome 3 | Improving the 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% |

| | |
|----------------------------|--|
| Impact Statement | An agricultural sector that prioritise occupational learning |
| Strategic Outcome 4 | Increase 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 |

| | |
|----------------------------|--|
| Impact Statement | A responsive, capacitated agricultural college system |
| 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 |

| | |
|----------------------------|--|
| Impact Statement | A capacitated cohort of agricultural co-operatives |
| 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 |

| | |
|----------------------------|---|
| Impact Statement | An inclusive sector that makes provision for worker lead training |
| 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 |

| | |
|----------------------------|--|
| Impact Statement | Agriculture is promoted as a career of choice |
| 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).

During the next five years, AgriSETA will strive 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 will be critical in the next five years. AgriSETA will prioritise the maintenance of infrastructure and the continuous improvement of information systems. The focus will be on upgrading and maintaining IT systems. This function will be 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 will be the filling of vacancies and the management of new and existing talent. This will include a strengthened performance management system to ensure that all employees perform at the required level of performance.

Over the next five years research will be further strengthened to assist decision makers in the organisation. The mandatory grant function will be used as 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 further strengthened for the period under review to ensure that sub-sector committees function optimally.

The establishment and strengthening of the monitoring and evaluation function will be prioritised in the next five years. The implementation of the monitoring and evaluation framework for the organisation and the creation of internal capacity will ensure 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 will be prioritised over the next five years, through learnerships, bursaries and internships. AgriSETA will provide opportunities for the development of skills in the agricultural sector. Expenditure over the next five years will also be 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 will also be 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 improve food security. Through learnerships and mentorship skills, capacity will be built to mentor new and up-coming farmers. This programme will again in this MTEF leverage on conditional grants to broaden the AgriSETA's impact in support to rural structures.

The development of occupational qualifications and the support to assessment quality partners in the implementation of new qualifications will be further expanded in the next five years. Closer participation and strengthening relations with sector skills committees will be 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 will be further strengthened and supported to improve the quality of the skills supply to the sector. Expenditure will broadly focus on TVET, agricultural and community colleges.



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 | 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 | 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 | 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 old system (AX) to SAGE ERP System | Proper management of project 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 | Procurement of additional resources to effect M&E within provinces. |

PART D

TECHNICAL INDICATOR DESCRIPTIONS

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 | $\text{=\%increase} = (\# \text{ workers in year one} - \# \text{ workers in year 5}) / \# \text{ workers in year 1}$ |
| Assumptions | Data is available |
| Disaggregation of Beneficiaries (where applicable) | Not applicable |
| Spatial Transformation | Not applicable |
| Desired Performance | 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 | $\text{=\%increase} = (\# \text{ beneficiaries in year 1} - \# \text{ beneficiaries in year 5}) / \# \text{ beneficiaries in year 1}$ |
| 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 into 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 $\text{=\%increase} = (\# \text{ beneficiaries in year 1} - \# \text{ beneficiaries in year 5}) / \# \text{ beneficiaries in year 1}$ |
| 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% by 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 | $\text{=\%increase} = (\# \text{ beneficiaries in 2020} - \# \text{ beneficiaries in 2024}) / \# \text{ beneficiaries in 2020} \times 100$ |
| 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 | $\text{=\%increase} = (\# \text{ beneficiaries in 2020} - \# \text{ beneficiaries in 2024}) / \# \text{ beneficiaries in 2020} \times 100$ |
| 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 | $\% = (\# \text{ youth registered with AgriSETA in year 1} / \# \text{ total number of youth registered with AgriSETA in year 5}) \times 100$ |
| 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 |



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