



# Strategic Plan

2020/2021 - 2024/2025



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## FOREWORD BY THE MINISTER



The mandate of the Sector Education and Training Authorities is derived, in the main from the Skills Development Act 97 of 1998 as amended, which amongst others, directs SETAs to develop Sector Skills Plan (SSPs). In their Sector Skills Plans, SETAs must reflect and incorporate government priorities, especially those that address our priority developmental goals, that of tackling the triple challenges of poverty, unemployment and inequalities. The SSPs are intended to ensure that skills are not a constraint to the economic development of our country.

The mandate of the SETAs must be understood within our vision of the post-school education and training system of having an integrated, coordinated and articulated PSET system for improved economic participation and the social development of youth and adults. Critical to this vision is our challenge of addressing the plight of the youth that are Not in Education, Employment or Training (NEET), which is standing at over 3.4 million in the fourth quarter of 2022.

The White Paper for Post-School Education and Training (WPPSET) envisages the post-school education and training system as an important institutional mechanism that must be responsive to the needs of society. Critical to this, is our transformational and developmental imperatives which include amongst others: class, gender, race, geography and youth, which must be reflected at all materials times in our SETA interventions. The Ministry of Higher Education, Science and Innovation is among the leading ministries for the 2019–2024 Medium Term Strategic Framework (MTSF) Priority 3: Education, Skills and Health, and the following medium-term outcomes have been identified:

- An integrated and coordinated PSET system.
- Expanded access to PSET opportunities.
- Improved success and efficiency of the PSET system.
- Improved quality of PSET provisioning.
- A responsive PSET system

The President launched the Economic Reconstruction and Recovery Plan (ERRP) in October 2020 pointing out to skills development, science and innovation as enablers in driving South Africa's economic reconstruction and recovery, but also key in sustaining it. In support of this initiative, the Department working with social partners at the National Economic Development and Labour Council (NEDLAC) & the National Skills Authority, in the main developed the Skills Strategy to support the government's efforts to mitigate the impact of COVID-19 global health pandemic and the initiatives towards economic and social recovery.

The Economic Reconstruction and Recovery Plan Skills Strategy (ERRP SS) aims to support the Economic Reconstruction and Recovery Plan (ERRP), ensuring that it is not compromised by skills shortages. It is born out of the urgency for a well-coordinated strategy of skills development to support both the management of the COVID-19 global health pandemic and economic and social recovery. President Ramaphosa captured our determination to reset the South African economy when he said: "We are determined not merely to return our economy to where it was before the coronavirus, but to forge a new economy in a new global reality." As stated in the ERRP, South Africa is now on the threshold of an important opportunity to imaginatively, and with a unity of purpose, reshape its economic landscape.

The ERRP SS is located within the broader skills planning arsenal of the Post-School Education and Training (PSET) system, which promotes the use of labour market intelligence (including future work scenarios) to inform PSET provisioning. The Department of Higher Education and Training has identified skills needs in the form of the List of Occupations in High Demand, the Priority Skills List and the Critical Skills List (which it prepared on behalf of the Department of Home Affairs). The SETAs will continue to play a critical role in the implementation of the Skills Strategy to support Economic Reconstruction and Recovery Plan.

The National Skills Development Plan (NSDP) 2030 remains at the centre in directing how the skills development levy will be disbursed up to 31 March 2030. For this reason, the Sector Education and Training Authorities (SETAs) have been re-established until 2030, in alignment with the National Development Plan to ensure that the SETAs focus on skills required for our socio-economic development. For the financial year, we aim at expanding the participation of young people in skills development programs as well as workplace-based learning opportunities. We have surpassed the State of the Nation Address (SoNA) 10 000 Technical and Vocational Education and Training (TVET) target placements in 2022 leading to setting a target for 2023 of 20,000 TVET placements.

For the 2023/24 financial year, the entire SETA system has set itself the following targets, as part of expanding post-school opportunities:

- 107 000 workplace-based learning (WBL) opportunities;
- 148 000 learners registered in skills development programs;
- 22 000 learners entering artisanal programs;
- 20 500 learners passing artisanal trades;
- 31 300 learners completing learnerships; and
- 5 200 learners completing internships.

The SETA will enter into the Service Level Agreement with the Director-General of the Department and commit that 25% of all targets to be achieved on a quarterly basis, with 100% achievement in the last quarter of the financial year.

The SETA Annual Performance Plan (APP) provides a clear commitment to the delivery of our skills development priorities and targets for implementation during the 2023/24 financial year.

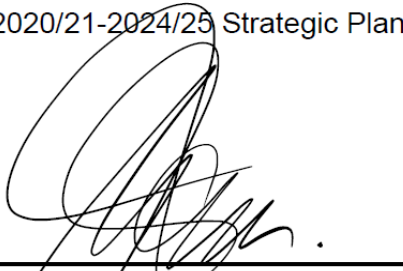


**Dr. BE Nzimande, MP**  
**Executive Authority of Higher Education, Science and Innovation**

## **Accounting Authority Statement**

The workforce of the food and beverages sector has been continually evolving over three decades during the implementation of the National Skills Development Strategy (i.e., Version One; Two and Three). This is evident through the skills needs that have emerged in the previous Sector Skills Plans (SSP) which informs the development and implementation of the Five-Year Strategic Plan. As we witnessed the replacement of the National Skills Development Strategy III by the National Skills Development Plan (NSDP) as from the 1<sup>st</sup> of April 2020, the Accounting Authority of the FoodBev SETA presented its 2020/21-2024/25 Strategic Plan aligned to the annual update of the Sector Skills Plan (SSP), as well as with government priorities emanating from various government plans and strategies.

This document provides guidance for the SETA over a period of five years as we implement programmes and projects that respond to our mandate. The SETA has considered relevant legislation and regulatory frameworks when developing this strategic planning document. The SETA's plan was guided by the different inputs received from the internal and external FoodBev stakeholders during the annual update of the SSP, as well as research reports conducted by the SETA to improve decision-making. The Accounting Authority will continue to provide direction on the implementation of the strategic priority actions as reported in the SSP. Furthermore, the Accounting Authority has endorsed the 2020/21-2024/25 Strategic Plan and commits to its successful implementation.



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**Mr. Alan Campbell**

**Chairperson of the Board**

**Date: 30 March 2023**

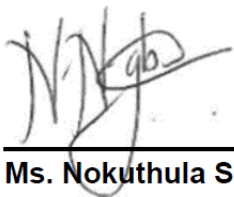


## **Chief Executive Officer Statement**

The SETA acknowledges to the National Skills Development Plan (NSDP) which was implemented on 01 April of 2020 after the policy shift from the National Skills Development Strategy (NSDS) III. The NSDP seeks to ensure that South Africa has adequate, appropriate, and high-quality skills that contribute towards economic growth, employment creation and social development. The goals of NSDP are reinforced by the milestones of the National Development Plan amongst other government plans.

The Five -Year Strategic Plan also find its roots from the priority actions as reported in the SSP. These priority actions involve addressing issues of transformation, artisan development, skills gap in the sector, and assisting the sector to boost innovation through research. These priority actions remain relevant with an increase of the scope covered under each. In addition, the SETA has a partnership with one of the universities focused on the Fourth Industrial Revolution (4IR) research. Furthermore, this partnership assist the SETA to navigate through the changes that came with the impact of Covid-19. Such partnerships will assist the FoodBev SETA to implement the relevant skills interventions needed by the employers. Some of the partnerships planned by the FoodBev SETA include business process integration and efficiency, partnership with entities to support people with disabilities, Department of Women, etc. Further, the SETA embarked on a process of strengthening its planning methodology which resulted in the review of some areas in the Strategy Plan to improve on the plans highlighted in the document.

As the Chief Executive Officer, I am confident that the institution is committed to the implementation of the Strategic Plan.



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**Ms. Nokuthula Selamolela**

**Chief Executive Officer**

**Date: 30 March 2023**

## Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the FoodBev SETA under the guidance of FoodBev SETA Accounting Authority
- Considers all the relevant policies, legislation and other mandates for which the FoodBev SETA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the FoodBev SETA will endeavor to achieve over the period 2020/21 to 2024/25.


Ms. Nokuthula Sibia  
Senior Manager: Research, Planning,  
Monitoring & Evaluation

Signature: 

Mr. Mogopodi Pule  
Senior Manager: Finance

Signature: 

Ms. Pretty Ngwasheng  
Senior Manager: Corporate Services

Signature: 

Mr. Ntokozo Lwandle  
Senior Manager: Quality Assurance

Signature: 

Mr. Magugu Maphiwa  
Chief Financial Officer

Signature: 

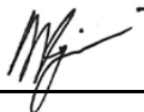
Ms. Makatseng Mokome  
Senior Manager: Stakeholder Relations

Signature: 


Mr. Siyabonga Dyosiba  
Senior Manager: ICT

Signature: 

b  
Mr. Sinaye Mgidi  
Senior Manager: Learning Projects  
and Strategic Projects

Signature: 

Ms. Nokuthula Selamolela  
Chief Executive Officer

Signature: 

Approved by:  
Mr. Alan Campbell  
Chairperson of the Board

Signature: 

## **PART A: OUR MANDATE**

### **1. Constitutional mandate**

FoodBev SETA's mandate is derived from the Constitution of the Republic of South Africa, which gives everyone the right to education. Section 29 (b) states that everyone has the right to further education, which the state, through reasonable measures, must make progressively available and accessible. This constitutional mandate is strengthened by Schedule 3A of the PFMA (as amended) and the following key pieces of legislation which are directly applicable to the FoodBev SETA:

- 1.1 National Development Plan (NDP)
- 1.2 National Skills Development Plan (NSDP)
- 1.3 The Skills Development Act of 1998 (Act No. 97 of 1998) (SDA) (as amended in 2008)
- 1.4 The Skills Development Levies Act of 1999 (Act No.9 of 1999)
- 1.5 The National Qualifications Framework Amendment Act of 2019
- 1.6 The Sector Education and Training Authorities SETAs Grant Regulations regarding monies received by a SETA and related matters;
- 1.7 The Public Finance Management Act (as amended); and
- 1.8 The National Treasury Regulations governing public entities

### **2. Legislative and Policy Mandates**

#### **Legislative mandate**

##### Skills Development Act 97 of 1998

The FoodBev SETA derives its mandate from the Skills Development Act (SDA) No. 97 of 1998 which was enacted for, amongst others, the purpose of:

- 2.1 Developing the skills of the South African workforce through-
  - a. Improving the quality of life for workers, their prospects of work and labour mobility,
  - b. Improving productivity in the workplace and competitiveness of employers,
  - c. Promoting self-employment,
  - d. Improving the delivery of social services.
- 2.2 Further, the SDA No. 97 of 1998 gives the following functions to the SETA-
  - a. Develop an SSP within the framework of the NSDP;
  - b. Establish and promote learnerships through:
    - i. identifying the need for a learnerships;
    - ii. developing and registering learnerships and facilitating in the conclusion of learnership agreements;
    - iii. identifying workplaces for practical work experience;
    - iv. supporting the development of learning materials; and
    - v. improving the facilitation of learning.
  - c. Collect and disburse the skills development levies in the sector, approving of workplace skills plans, pivotal plans and allocating grants in the prescribed manner to employers and learners;
  - d. Fulfil the functions of an ETQA as delegated by the QCTO; and
  - e. Monitoring education and training in the Sector



### The National Development Plan (NDP)

The National Development Plan (NDP) aims to eliminate poverty and inequality by 2030. The SETAs have an important role to play in contributing to the priorities set in the NDP. This strategic plan of the FoodBev SETA considers the need to contribute to these priorities. The core priorities of the NDP in line with this strategy include (i) raising employment through faster economic growth, (ii) improving the quality of education, skills development and innovation to radically transform the economy.

### Medium Term Strategic Framework 2019-2024 (MTSF)

The aim of the MTSF is to ensure unified and consistent policies across government. This includes coherence, alignment and coordination across government plans as well as alignment with budgeting processes. The purpose of the updated MTSF is to address the triple challenges of poverty, inequality and unemployment through the three (3) pillars of the National Development Plan. The FoodBev SETA has a responsibility to respond and contribute towards Priority 3: education, skills and health which addresses the following impact: A skilled and capable workforce to support an inclusive growth path. The FoodBev SETA enters into Strategic Partnerships with different stakeholders in the post-school arena to increase the uptake of learners trained to respond to the requirements of this policy directive.

### National Skills Development Plan

The scope of the SETAs has been amended as per the National Skills Development Plan published in the Government Gazette No 42290 dated 7 March 2019. This was in response to the White Paper on Post School Education and Training which observed that the mandate is too wide and that a streamlined focus will strengthen the SETAs. The revised scope includes only the below four elements:

- a. Understanding demand and signalling implications for supply.
- b. Steering the system to respond to skills supply.
- c. Supporting the development of the institutional capacity of public and private education and training institutions.
- d. Performing system support functions and managing the budgets and expenditure linked to SETA mandate.

SETAs are required to engage with a variety of stakeholders in understanding demand and to direct funding towards quality qualifications and workplace experience directed at the employed, pre-employed and unemployed. The qualifications and workplace experience funded programmes should support economic growth, encourage employment creation, and enable social development. It is expected that the SETAs should support the development of its service providers' institutional capacity to increase access to the identified programmes, particularly amongst public providers. The revised scope of the SETAs is clear from the eight specified outcomes in the NSDP and is thus the basis for this strategic plan.

The NSDP also expressly states that "quality assurance functions carried out by the SETAs including the workplace will be effectively integrated into the Quality Council for Trades and Occupations (QCTO)" (National Skills Development Plan, 2019:38). It is however understood that the quality assurance functions delegated by the QCTO under the Skills Development Act will be progressively revoked, but that an alternative delegation will be implemented for new occupational qualifications

under the Assessment Quality Partner (AQP) model. The exact nature, scope and requirements associated with such a revised delegation are not yet clear and may impact on strategic planning and performance. Where possible, this has been taken into consideration to pre-empt changes.

#### SETA Grant Regulations

The regulations dictate the percentages, allocation and use of skills levy resources for payment of mandatory and discretionary grants. Strategic plans and Annual Performance Plans are required to incorporate the prescriptions of the regulations in planning, budgeting and setting of outcome and output indicators.

#### Workplace Based Learning Programme Agreement Regulations, 2018

The regulations replaced the Learnership Regulations of 2007 which stipulated a template and procedures for registration of learnerships and learnership agreements with SETAs. Under this new regulation, the scope of applicability has been expanded to include other workplace-based programmes such as internships and candidacy. Employers are legally obligated to submit agreements according to a specified timeframe and format, and SETAs are legally mandated to process the registration of such agreements within specified timeframes.

#### Government-wide Framework for Monitoring and Evaluation

The Policy Framework for Government-wide Monitoring and Evaluation states that it is a statutory requirement that the chief executive officer of a public entity, such as FoodBev SETA, is required to establish a monitoring and evaluation system for the institution. Results from the FoodBev SETA M&E system are reported to the Department of Higher Education and Training as the Executive Authority. The results are therefore used within monitoring and evaluation of the broader Post-School Education and Training (PSET) sector. Skills and skills development are however also key factors in many other government initiatives such as infrastructure development, addressing unemployment and economic development. FoodBev SETA M&E objectives and results are therefore relevant and of importance to numerous government departments at all three spheres.

#### Economic Reconstruction and Recovery Plan and Skills Strategy (ERRP SS)

The goal of the ERRP is to create a sustainable, resilient, and inclusive economy. The plan has eight interventions, and the SETA responds to interventions 2,5, 6 and 7. Part of the recovery plan identified for the PSET sector includes:

- Building of the skills base for young people, women, and people with disabilities.
- Providing learners and workers with tools and training to be able to learn and work.
- Embracing digitalisation for and retraining of retrenched workers
- Workplace and industry training to be leveraged on to support the drive to build and strengthen the required skills base.
- Expanded provision of opportunities for the reskilling and retraining of workers

Therefore, the FoodBev SETA plans to continue to support the core interventions through its planned learning interventions (Bursaries and Apprenticeships) and special projects (focused on the youth, people with disability, women, unemployed and small businesses).

#### **Other policy mandates**

- a) NDP Five Year implementation plan
- b) Medium Term Expenditure Framework (MTEF)
- c) New Growth Path (NGP)
- d) Industrial Policy Action Plan (IPAP)
- e) National Skills Accord

- f) Integrated Growth and Development Plan
- g) Employment Equity Act, Labour Relations Act, Basic Conditions of Employment Act and Occupational Health and Safety Act
- h) Framework for Managing Programme Performance Information under National Treasury
- i) White Paper on Post School Education and Training (WP- PSET)
- j) Protection of Personal Information Act (POPIA)
- k) Government-wide Monitoring and Evaluation Framework
- l) Economic Reconstruction and Recovery Plan and Skills Strategy (ERRP SS)

### **3. Institutional Policies and Strategies over the five-year planning period**

The Strategy of FoodBev SETA is aligned to the Outcome 5 of the MTSF, mentioned above, and the National Skills Development Plan (NSDP) outcomes. The following NSDP outcomes were taken into consideration when developing the strategic goals of the SETA:

- 3.1 Identify and increase production of occupations in high demand
- 3.2 Linking education and the workplace
- 3.3 Improving the level of skills in the South African workforce
- 3.4 Increase access to occupationally directed programmes
- 3.5 Support the growth of the public college system
- 3.6 Skills development support for entrepreneurship and cooperative development
- 3.7 Encourage and support worker-initiated training
- 3.8 Support career development services

In addition to using the NSDP outcomes as the basis of the strategy, specific strategic priorities relevant to the sector were identified through the SSP process. These strategic priorities affect the allocation of funding to specific areas at a high level, and the criteria set for discretionary grants at a micro level. The SSP strategic priorities are linked to the NSDP outcome in table 4 of this document. The strategic priorities include:

- a. Address the Skills Gap in the sector
- b. Assist the sector to boost innovation through research
- c. Improving quality of provision of matriculants and graduates into the food and beverages manufacturing sector
- d. Transformation
- e. Addressing artisan shortage

The outcome indicators and targets presented in Part C of the Strategic Plan which have been compiled taking both the NSDP outcomes and the FoodBev SETA strategic priorities into account.

The implementation of plans will be monitored to measure progress towards the achievement of planned targets, and to use monitoring findings to improve performance, and future planning and budgeting. The Strategic Plan is supported by an associated Monitoring and Evaluation Plan to track and verify performance over the five-year period and will culminate in Mid-term and End-term review reports as required by the Draft Framework on Strategic and Annual Performance Plans.

#### **4. Relevant Court Ruling<sup>1</sup>**

The recent Labour Court Judgement on Regulation 4 (4) related to the increase of the Mandatory Grant from 20% to 50% of levy contributions poses a risk to FoodBev SETA's discretionary budget and ability to implement its strategy and annual plans.

### **PART B: OUR STRATEGIC FOCUS**

FoodBev SETA's strategic intent is to:

- provide skills development in the sector,
- provide good governance through the Board and its committees,
- possess the ability to plan and achieve targets as outlined in the Service Level Agreement with the DHET, and
- provide quality assurance that ensures the credibility of learner results.

FoodBev SETAs strategic profile is based on the following principles:

- Understanding the performance environment of the sector by analysing the demand and supply issues;
- Provide funding that is fit for purpose;
- Develop appropriate and effective communication including marketing strategies;
- Good leadership and governance for business continuity and compliance;
- Attract, retain, develop and appropriately reward people with the right skills, experience, commitment and energy who will proactively implement this strategy and continuously manage performance through the organisations defined performance management system.

The NSDP outcomes and sub-outcomes, delivery targets of government outcome 5, Department of Higher Education and Training programme 5 and the Sector Skills Plan informed the compilation of this Strategic plan. The strategic focus is on the creation of a “skilled and capable workforce to support an inclusive growth path” and the “building of relationships with workplaces and education and training institutions” which form the basis for the delivery focus of the five year period.

#### **5. Vision**

“To be the Accessible Driver, Enabler and Innovator of developing Quality Skills through Partnerships in the pursuance of a Transformed and Competitive Food and Beverage manufacturing sector”

#### **6. Mission**

Supporting the drive to:

- Increase Employability of Workforce Entrants;
- Enhance Greater Entrepreneurship; and
- Improve the competitiveness of the Industry.
- Maintain relevance of the SETA skills interventions to the sector.

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<sup>1</sup> Please note that the court ruling has not been officially communicated by the Department of Higher Education and Training.

**By**

- Facilitating Skills training; and
- Driving Investment in Human Capital Development

**Through:**

- Innovation and being the best at managing SETA Funds;
- Collaborating with Learning and Industry Partners; and
- Increasing visibility of what we do and what we can offer.

**7. Values**

As FoodBev SETA we believe in:

- Service Excellence (Delivery)
- Integrity
- Commitment
- Transparency
- Accountability

**8. Situational Analysis**

The Strategic Plan is the vehicle to address skills development interventions as outlined in the Food and Beverages Manufacturing Sector Skills Plan and the Annual Performance Plan (APP). In this regard, it is important to highlight the environment in which the FoodBev SETA operates. This entails providing a situational analysis of trends in both the external and internal environment of the SETA. Further, the internal environment, specific to the dynamics of the FoodBev SETA as an organisation is discussed, including a SWOT analysis of the SETA.

**8.1 External Environment Analysis**

Despite the unforeseen nature of COVID-19 pandemic, the FoodBev SETA acknowledges and plans to deliver on the commitments made at the Job Summit Agreement of 2018. Five commitments to increase employment in the country were highlighted together with the necessary interventions that are needed. As a SETA, the FoodBev commits to assist with the delivery of the commitments through funding and supporting more SMMEs over the five-year period; offer the youth more options that include both formal and informal education and skills training. As mentioned in the SSP, the future of entrepreneurial skills in the sector will need a rapid increase of hubs to support small businesses. Further, the SETA supports the Temporary Employer/Employee Relief Scheme through its Learnership programmes for elementary skills which are open to everyone including those who have not passed matric.

**PESTEL Analysis of South Africa**

This PESTEL analysis aims to address the political, economic, social, technological, environmental, and legal factors that currently affect the country. Below is a PESTEL analysis that was developed based on the South African Food and Beverages manufacturing sector trends.

**Political**

Since the sixth administration which saw the election of the new president who brought hope to the South African citizens and business confidence, the President has embarked on a journey to uproot fraud and corruption in government and in the implementation of consequence management. This is being done

through the State Capture Commission. The state capture era saw key institutions weakened or hollowed out, and severely diminished the ability of the state to perform its functions and deliver basic services to our people. The implementation of the State Capture Commission recommendations would be a considerable advance for good governance and attraction of foreign direct investment. Dealing with corruption which steals from the poor as it deprives them of the basic services they should get as citizens, will help with the delivery of the National Development Plan (NDP) priorities relating to eliminating poverty and reducing inequalities by 2030. As well as the development of 30 000 Artisans by 2030.

### Economic

According to Statistics South Africa the South Africa's economy grew by 1.9% in the first quarter of 2022, returning to pre-COVID-19 pandemic levels (Stats SA, 2022). The positive growth follows similar trends in 2021, with GDP growing by 1.2% in the fourth quarter of 2021, bringing the total growth for the first quarter of 2022 to 4.9% (contributing 0.6% of a percentage point to GDP). Eight of the ten industries recorded positive growth in the first quarter, with manufacturing the star performer. It is reported that the sharp increase in manufacturing output was mainly driven by a rise in the production of petroleum and chemicals, food and beverages, and metals and machinery (Trading Economics, 2022).

The Food and Beverages manufacturing industry is a major force in the South African economy, providing employment and income to thousands of households and making a substantial contribution to government tax revenue and export earnings for South Africa. According to Stats SA (2022), seven of the ten manufacturing divisions reported a growth rate of 4.9% in the first quarter of 2022 which included the food and beverages sector as indicated above. The reported annual consumer price inflation (CPI) was 5.9% in March 2022, up from 5.7% in February 2022 (Statistics SA, 2022) the increase had an impact on food and beverage prices. Food and non-alcoholic beverages increased by 6.2% year-on-year, and contributed 1.1% points to the total CPI annual rate of 5.9% (Statistics SA, 2022). The food and beverages manufacturing sector employee numbers increased from 179 239 in 2020 to 190 221 in 2021. The growth of the sector might be impacted by prolonged load shedding, Russian invasion of Ukraine and the recent devastating floods in KwaZulu Natal (KZN) Province.

A closer examination of the data indicates that between 2015 and 2021 South Africa has been experiencing an increase in trade in the food and beverages sector but has been losing global market share. The loss in global market share is attributed to the poor regulations of the industry in South Africa, competition and evolution of consumption (SA Market entry -book, 2021; Chitonge, 2021). Between 2017 to 2021, exports to Africa have generated the largest global export revenue, ranging from 61% (highest in 2017) to 56% (lowest in 2020). Revenue from exports to Africa spiked from 18% to 74% in 2021 (Agbiz, 2021), which may be due to the ease of doing business in Africa as compared to the rest of the world. Significant trading between Africa and Asia as such the revenue from exports to Asia was increasing from 2017 to 2019, however, it decreased in 2021. African and Asian populations are growing and are expected to reach 7.82 billion by 2050. As a result, it is critical to gain an understanding of the food demands in these regions. Asia is projected to be an alternative market to the contracting global market.

### Social

Unemployment remains the biggest concern in South Africa despite the official unemployment rate decreasing from a record high of 35.3% in the fourth quarter of 2021 to 34.5% in the first quarter of 2022 (Stats SA, 2022). It is a common knowledge that South Africa has among the highest rates of unemployment in the world. South African youth continue to bear the burden of unemployment with unemployment rate of the youth being 66.5% (Stats SA, 2022).



The slow growth in the GDP and economy demands on skilled and experienced work-seekers. Furthermore, the technological advancement makes the industry to be more mechanised and results in emerging skills that are limited in the labour market. This makes job opportunities to be more limited and makes it difficult for people in the country to find employment, which ultimately results in some losing hope of ever finding a job (thereby becoming discouraged work-seekers). One of the FoodBev SETA's priorities is to upskill the sector's labour force while also contributing to the country's low unemployment rate. To increase employment, the SETA is constantly collecting information on scarce skills, emerging or new skills, and hard-to-fill vacancies in the sector, so that those limited skills can be prioritised. The SETA is also allocating funds for graduate placement and work-integrated learning to help candidates gain relevant experience that will eventually lead to employment. Moreover, the SETA assists SMMEs in becoming commercialized and creating jobs.

Therefore, the lack of education and skills among the youth in SA also plays a part in the escalating unemployment rate and crime. In the manufacturing sector, this has been worsened by advances in manufacturing technology that are increasingly demanding high-level skills. Empirical evidence has suggested that skill development is a promoter of economic growth and job creation and by extension can help reduce unemployment among the youth. The SETA needs to offer skills interventions that respond to the challenges of unemployment as well as the skills gap that come with 4IR.

#### Technological

Technology remains one of the leading change drivers for food and beverages manufacturers. Studies reveal that the Fourth Industrial Revolution (4IR) technologies such as artificial intelligence, cloud, algorithms, robots used in production and machines communicating among themselves are transforming the dynamics of the food industry. These technologies are also impacting significantly on the nature of work in sector. Job roles are being redesigned, with fewer manual tasks and greater focus on managing operational efficiencies and customer experiences. Accelerated by the COVID-19 pandemic, automation is enabling manufacturers to achieve optimized, reliable, and efficient processes. While the 4IR technologies are benefiting the sector, owing to innovation and technological progress, most SMEs are lagging far behind when it comes to adopting new technologies. (Serumaga-Zake and van der Poll, 2021). The top three barriers to new technology adoption are skills gaps in the local market, inability to attract specialised talent and skills gap in organisations leadership. Given the rise of technology and automation both reskilling and upskilling need to be introduced in sector. There is a strong need to improve the quality of industry-relevant education and training courses to ensure stronger alignment with the skills demanded by employers.

#### Environmental

Food and beverages manufacturing companies are exposed to a range of direct and indirect risks that have the potential to disrupt the quality, demand, business continuity and ultimately profit. Environmental factors such as climate change and water shortages impact on the food and beverages manufacturing value chain. High frequency and intensity of precipitation due to climate change impacts negatively on food availability, including food chain activities from production to process, storage, distribution, and trade. The pollution caused by non-biodegradable packaging such as plastic and polystyrene has a direct impact on the environment. The global increase in consumption of ready-made meals and fast-food results in increased packaging waste generated. Understanding risks associated with climate change can help unlock innovative ways to build resilience and increase long term-profitability.

#### Legal

Other than the business laws in South Africa, businesses in the country adhere to certain legislation and regulations including Foodstuffs, Cosmetics and Disinfectant Act ,1972 (FCD Act), National Health Act

and Value Added Tax (VAT). Other taxes to consider in South Africa: Stamp duty, Customs and excise duties, Transfer duty, Capital gains tax, Skills development levy and fuel levy tax.

### **Demographic and Sub Sector Trends**

There are 4 410 companies who are operating in the food and beverages manufacturing sector (FoodBev SETA Levy Database, 2022). The small companies comprise 87.3% of the sector, followed by medium companies at 7.2% and large companies at 5.5%. The distribution of companies per chamber is as follows: Manufacture of Food Preparation Products Chamber at 47.6%; Production, Processing and Preservation of Meat Fish, Fruit, Vegetables, Oils and Fats Chamber at 30.8%; Manufacture of Beverages Chamber at 15%; Manufacture of Dairy Chamber at 6.2%, and the Manufacture of Breakfast Products Chamber at 0.4% (WSP 2022/23).

The sector employs a total of 188 896 (178 335 in 2021) personnel (WSP 2020/21/22). The Manufacture of Food Preparation Products Chamber has the highest share of employees at 46%, Manufacture of Dairy Products at 10%, Production, Processing and Preservation of Meat, Fish, Fruit, Vegetables, Oil and Fats at 27%, Manufacture of Beverages at 17%, and Manufacture of Breakfast Products at 0.25%.

In terms of gender, the sector is male dominated representing 59% of the workforce. White males are dominant at the manager level, but the 4-year trends indicated a decrease of 0.9 to 9% in white employees overall. Africans (both male and female) encompassed 33.6% (of employees in the managerial occupational category, an increase of 1.3% from 2021, compared to 44.6% of Whites (both male and female), an increase of 1.8% from 2021. The trend of Africans occupying elementary occupations relative to management occupations continues.

FoodBev SETA received a total of 806 WSP/ATR submissions, with the Manufacture of Food Preparation Products Chamber having the highest submissions at 48%. People with disability comprise 0.66% (0.61% in 2021) of total employed.

The age breakdown of the sector reveals that 35-55 age group has the highest number of employees followed by the less than 35 years age group, and lastly the greater than 55 years. The 35-55 age group representation increased to 50% in 2022 from 47% in 2017, while the less than 35 age group decreased to 43% in 2022 from 46% in 2017. The decrease in representation in the less than 35 years age group is a concern. A lack of information and visibility of the sector to school leavers could be a contribution, hence interventions are required in terms of informing grade 10 to 12 learners of the career opportunities within the sector. The older than 55-year age group representations are consistent at approximately 7% across the 2017 to 2022 period. Consequently, there is a pipeline within the 35-55 years age category to replace those approaching retirement in the sector.

The racial distribution of the sector shows that the largest racial group employed in the Food and Beverages Manufacturing Sector are Africans, representing 70.4% of the sector in 2022, an increase approximately 6% from 2017 (64.5%). All others race groups have been in decline, with Coloureds having the largest decrease of 2.9% from 20.7% in 2017 to 17.8% in 2022. White representation decreased by 2.3% from 11.2% in 2017 to 8.9% in 2022, while Asians decreased by 0.7% from 3.6% in 2017 to 2.9% in 2022. Africans are predominant in all categories except Managerial, where whites are more prevalent at 45% in 2022. The number of African managers has increased from 3 555 in 2017 to 4 713 in 2022, while the number of white managers has decreased from 6 349 in 2017 to 6 251 in 2022. The professional category demonstrates the most significant growth across the 6 years period, with the females increasing from 2.6% in 2017 to 8% in 2022 and males increasing from 10.7% in 2017 to 16.0% (FoodBev SETA, 2022).



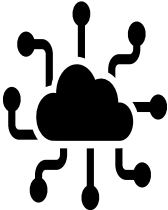

Looking at disability, for the 2017 to 2022 period, the representation of persons with disabilities varied between 0.39% (lowest) in 2018 to 0.66% (highest) in 2022 of total employment in the sector. This falls far short of the 4% target set by government. The technical and associate occupations decreased from 47% in 2021 to 38% in 2022 which can be attributed to the upskilling and reskilling of persons living with disabilities. It is also noteworthy that the percentages for elementary and manager occupations have increased on year to year this could be due to new entrants for elementary and promotions for managerial positions. The elementary occupations increased from 15% in 2021 to 22% in 2022, while the manager occupations increased from 4% in 2021 to 7% in 2022. These figures should be treated with a degree of circumspection because some employees do not disclose their disability status as mentioned by the stakeholders during the interviews conducted. The FoodBev SETA must continue to target and fund projects that are aimed at increasing the number of people with disabilities in the sector towards achieving the target of 4%.

**Factors Affecting Skills Demand and Supply in the Food and Beverages Manufacturing Sector**

The SSP as a foundation of the FoodBev SETA Strategic Plan and Annual Performance Plan has identified change drivers in the sector that influences the type of skills required.

**Change Drivers in the Sector**

The landscape of the supply and demand of skills in the sector is influenced by various long-term drivers which directly impact skills planning initiatives. Below are the long-term drivers of change:

	<p><b>Health and Nutrition</b></p> <p>Among the drivers of change in the Food and Beverages Manufacturing industry is the rising demand for healthy and nutritious food among the global population (Pérez-Rodrigo et al., 2021). According to participants there is a continued shift in consumer consumption patterns towards natural, organic and healthy eating driven primarily by the need to preserve and enhance their health and appearance.</p>
	<p><b>Food Safety</b></p> <p>Food safety the most fundamental compliance issue that continues to pose a challenge for the industry. Hazards associated with food include microbiological pathogens, naturally occurring toxins, allergens, intentional and unintentional additives, modified food components and agricultural chemicals.</p>
	<p><b>Technological Advancements</b></p> <p>Application of 4IR technologies is impacting significantly on the nature of work in sector. Simply put, talents in the future will be more valued than working capital, and this will give rise to a job market where high-skilled workers are paid more compared to low-skilled workers aggravating social tension (Serumaga-Zake and van der Poll, 2021). Advances in technology is stimulating the need for data analysts and scientists, Artificial Intelligence and machine learning specialists and process automation specialists.</p>
	<p><b>Globalisation (Competitiveness and Urbanisation)</b></p> <p>The phenomenon of globalization is having a major impact on food systems around the world is expected to keep increasing and changing food system. Research indicates that The food industry has been facing rapid and constant changes resulting from global socio-economic trends such as population growth, urbanization, increasing incomes, market liberalization and foreign direct investment (Franc and Kujevac, 2021; FAO, 2022).</p>



### Climate Change

Climate change drives short-term shocks, such as extreme weather events, and generates slow-onset stresses, such as higher temperatures and loss of biodiversity. Shocks have immediate impact, while stresses are slow processes that gradually undermine the capacity of systems to cope with change and which render them more vulnerable. Agri-food systems' components and actors are exposed to shocks and stresses of various types and intensity and because components are interlinked, disruption in any of them can spread quickly throughout systems.

## Summative Analysis: Change drivers and impact on skills planning

The change drivers identified are likely to have several implications for skills demand and supply in the sector for the foreseeable future. As the world transitions to these new ways of working, questions arise about the skills companies will require to improve their performance and competitiveness. The skills and competencies needed within the food industry will rise across virtually all occupations (Akyazi et al., 2020). The food industry is influenced by Industry 4.0 trends which are re-engineering business models (Franc and Kujevac, 2021; Rawboon et al., 2021) and increasing demand for highly skilled and adaptive workforce. Key skills groups requirements up to 2025 include critical thinking and analysis, problem solving and self-management skills such as active learning, stress tolerance and flexibility (World Economic Forum, 2020). The demand for social and emotional skills, especially advanced communication and negotiation, leadership and strategic management, team management and adaptability will also increase rapidly at senior level. Higher cognitive skills such as creativity, critical thinking, teamwork, problem, decision making, and life-long learning will be crucial as workers will become responsible for more complex tasks (FAO, 2022). The SETA will need to encourage a culture of lifelong learning for the sector to reach its full potential. As food safety continues to shape the sector, the industry is expected to experience an increased demand for occupations such as Food Scientists, Food Technologists and Food Safety and Hygiene Specialists to ensure improved food safety operations and processes. Basic food handling and hygiene skills will need to be developed for workers at the lower occupation level. The skills implications of global trends include international trade, new product development and logistics skills. Expertise is also required in fields of research and development, material science engineering and packaging technology to deal with issues related to climate change and nutrition.

## 8.2 Internal Environment Analysis

It is important to identify the strengths of the organisation and to reflect on the areas of weaknesses that need to be improved on to deliver the FoodBev SETA mandate effectively and efficiently. Below is a table that reflects the organization's strengths, weaknesses, opportunities and threats.

**Table 1: SWOT Analysis of the FoodBev SETA**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Financial stability</li> <li>Institutional knowledge</li> <li>Financial and audit compliance</li> <li>Stable, coherent and strategic focused Accounting Authority</li> <li>Ability to conduct day to day business remotely as a result of COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient SMME support and participation</li> <li>Inadequate stakeholder management</li> <li>Allocation of funds not focused on skills gap within the sector</li> <li>Insufficient and inadequate automated systems and processes</li> <li>Inadequate business integration model</li> <li>Poor or untimely submission of registration and completion documents for programmes leading to programme completion delays.</li> <li>Lack of uptake of SETA programmes such as Centres of Specialization</li> </ul>

Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>▪ Large cancellation of approved grants by employers and training providers</li> <li>▪ Large termination of registered programmes due to high learner migration</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ SARS and DHET broad database</li> <li>▪ The evolution of the 4th Industrial Revolution</li> <li>▪ Government-Wide Monitoring and evaluation capability</li> <li>▪ Evolution of Operators and Artisans</li> <li>▪ Support TVET colleges with accreditation of FoodBev SETA programmes</li> <li>▪ Availability of SMME in need for skills development support</li> <li>▪ The evolution of social media, such as Facebook and tweeter etc.</li> <li>▪ 10-year SETA license</li> <li>▪ Internet of things (IoT) (e-learning)</li> <li>▪ Increasing visibility of the organisation and opening of offices within the TVET office space in other regions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Keeping up with technology and 4IR impact on people and skills</li> <li>▪ Non-alignment of TVET college curriculum to industry needs</li> <li>▪ Additional global skills alignment (should we design differently)</li> <li>▪ Non-compliance to laws and regulations</li> <li>▪ Cyber security threat</li> <li>▪ World economic downturn/ depression</li> <li>▪ Inadequate uptake and completion of training due to the impact of the COVID-19 pandemic</li> </ul>

The FoodBev SETA's Board is responsible for governance and providing strategic direction and leadership to the organisation.

Executive Committee, Finance and Remuneration Committee, Governance and Strategy Committee, and Audit and Risk Committee oversees the management of the SETA, monitors and reinforces the effectiveness of both the internal control systems and functions and performs all functions delegated by the Board to ensure that the organisation meets the requirements of the PFMA and SDLA Acts as well as Treasury regulations.

The Board is responsible for ensuring that FoodBev SETA achieves its mandate by reviewing organisational performance, corporate strategy and monitoring compliance. The Chief Executive Officer is responsible for the strategic leadership of the organisation assisted by Executives and Senior Managers. FoodBev seeks to improve its IT environment with regards to the updating of policies to align to latest regulatory changes and technological advancement, streamlining and optimisation of business processes, and automation of the areas that are still manual. The SETA strives to comply with the Broad-Based Black Economic Empowerment Act 53 of 2003 as amended by Act 46 of 2013 ("the BBBEE Act") with respect to the following elements:

- Management control - the overall black African representation stands at 90%, which is significantly above the Gauteng EAP target of 78%, of which 62% of these are female and 4% are people with disability.
- Skills development – FoodBev SETA grant programmes place much emphasis towards women, youth and learners with disabilities in the sector in order to promote inclusivity. Employers are also encouraged to consider training and development of more black people, particularly females and those with disability to enable them to have access to occupations at all levels of organisations.
- Enterprise and supplier development – FoodBev aim to be a key contributor to socio-economic change in the country, and therefore prioritizes procurement from businesses certified at B-BBEE levels 1 and 2. In addition, preference is given to companies that are at least 51% black-owned and at least 30% black women owned.

Lastly, because the FoodBev SETA uses the Conservative Budgeting approach when preparing the budget, it is always able to fund and execute its mandate as required. Revenue is projected using historical information coupled with known sector changes and then apply an expected increase in sector salaries.

Expenditure is based on the projected levy revenue which is apportioned in accordance with SETA grant regulations into mandatory grant, discretionary grants and administration (including QCTO allocation) expenditure. Discretionary grant expenditure is further broken in terms of the APP performance indicators, while administrative budgets is allocated in terms of historical data and known changes. It should be noted that the SETA does not budget for surplus or deficit.

## **PART C: MEASURING OUR PERFORMANCE**

### **9. Institutional Performance Information**

It is mandatory for SETAs to produce a five-year Strategic Plan that illustrates the plans, goals and objectives they have in place to help them deliver on their mandate. For this reason, a strategic planning session was arranged with the Board, Executives and Management of FoodBev SETA. The session included a review of the previous strategy plan, a discussion of findings raised around the 2022/23 Annual Performance targets.

The work outlined in this Strategic Plan forms part of a long-term objective of an inclusive education system and relevant skills which must continue to shape the vision of the future. The method followed in developing this plan included a SWOT analysis exercise as well as the analysis of the SWOT of the organisation. The methodology pursued Pains-Enabler's process to compile a priority list which led to the identified outcomes.



## 9.1 Measuring the Impact

<b>Impact statement</b>	A capable workforce that contributes to self-employment, economic growth and quality of life.
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## 9.2 Measuring Outcomes

**Table 2: Outcomes and Strategic Priorities for 2020 to 2025**

NSDP Outcomes	FoodBev SETA Outcomes	SSP Priority Action	Outcome indicator	Outcome indicator from 2020 Baseline <sup>2</sup>	5-year target
NSDP Outcome 1: Identified and increased production of occupations in high demand	FoodBev SETA Outcome 1: Identified occupations in high demand and Sectorial Priority Occupation list (SPOL).	Address the Skills Gap in the sector  Assist the sector to boost innovation through research  Addressing Artisan shortage	1. Percentage of the Discretionary Grant budget allocated to develop high level skills.	35,86%	40%
	FoodBev SETA Outcome 2: Relevant Programmes that address hard to fill vacancies (through PSET).		2. Percentage of the Discretionary Grant budget allocated to develop intermediate level skills.	63,71%	50%
			3. Percentage of the discretionary grant budget allocated to develop elementary level skills.	0,43%	10%
			FoodBev SETA Outcome 6: Improved research reports	4. Number of research reports developed and approved.	6
	FoodBev SETA Outcome 1: Identified occupations in high demand and Sectorial Priority Occupation list (SPOL).		5. Number of research articles published in a journal	1	3
			6. Percentage of discretionary grant funding allocated in response to priority occupations.	86%	86-90%

<sup>2</sup> Some Outcome Indicator Baselines are based on one-year information due to the limited availability of the required, relevant data.

NSDP Outcomes	FoodBev SETA Outcomes	SSP Priority Action	Outcome indicator	Outcome indicator from 2020 Baseline <sup>2</sup>	5-year target
<b>NSDP Outcome 2:</b> Linked education and the workplace	<b>FoodBev SETA Outcome 1:</b> Identified occupations in high demand and Sectorial Priority Occupation list (SPOL).  <b>FoodBev SETA Outcome 7:</b> Established Partnerships with Stakeholders to address national imperatives (e.g., learning institutions, foundations, NGO's, Public Sector Institutions)	Improving quality of provision of matriculants and graduates into the food and beverages manufacturing sector	7. Percentage of total discretionary grant funding directed towards work-based learning (WBL) programmes for the unemployed.	77%	77% - 80%
<b>NSDP Outcome 3:</b> Improved skills level in the South African workforce	<b>FoodBev SETA Outcome 8:</b> Supported and transformed sector with a focus on: <i>Youth/Women/People with Disability /TVET and Community Colleges/Rural / Townships</i>  <b>FoodBev SETA Outcome 7:</b> Established Partnerships with Stakeholders to address national imperatives (e.g., learning institutions, foundations, NGO's, Public Sector Institutions).	Transformation	8. Percentage of discretionary grant funding for management development programmes allocated to designated groups in support of sector transformation.	69%	80% - 90%
			9. Percentage of learners with disabilities funded on skills development interventions.	4.26%	4.5%-6%
			10. Percentage of female learners funded on skills development interventions.	46.16%	46-55%
			11. Percentage of youth funded on skills development interventions.	76.74%	80%
<b>NSDP Outcome 4:</b> Increased access to occupationally directed programmes.	<b>FoodBev SETA Outcome 2:</b> Relevant Programmes that address hard to fill vacancies (through PSET).  <b>FoodBev SETA Outcome 1:</b> Identified occupations in high	Address skills gap in the sector	12. Number of industry experts consulted to confirm priority occupations.	New indicator	10

NSDP Outcomes	FoodBev SETA Outcomes	SSP Priority Action	Outcome indicator	Outcome indicator from 2020 Baseline <sup>2</sup>	5-year target
	demand and Sectorial Priority Occupation list (SPOL).				
	<b>FoodBev SETA Outcome 2:</b> Relevant Programmes that address hard to fill vacancies (through PSET).		13. Number of artisans produced towards meeting the target of the NDP.	753	800 – 100
			14. Number of Qualifications/ Part Qualifications/ Skills Programmes submitted to the QCTO for registration.	7	13
<b>NSDP Outcome 5:</b> The growth of the public college system supported	<b>FoodBev SETA Outcome 2:</b> Relevant Programmes that address hard to fill vacancies (through PSET).	Address skills gap in sector	15. Number of public TVET Colleges supported to offer occupational programmes.	3	7
			16. Number of public CET Colleges supported to offer learning programmes relevant to their communities.	0	3
<b>NSDP Outcome 6:</b> Entrepreneurs and cooperatives supported with skills development needed for their growth	<b>FoodBev SETA Outcome 3:</b> Addressed national imperatives through FoodBev SETA offerings (i.e., support for job creation, ERRP and SMMEs).  <b>FoodBev SETA Outcome 9:</b> Relevant and focused interventions that respond to the challenges of unemployment which include entrepreneurship skills, learnerships, skills programmes, training on	Address skills gap in sector	17. Percentage of discretionary grant funding directed towards training interventions that support the development of entrepreneurs and training interventions that support skills development of entrepreneurs, small businesses (business owner/s and/or	0,4%	1.5%-5%

NSDP Outcomes	FoodBev SETA Outcomes	SSP Priority Action	Outcome indicator	Outcome indicator from 2020 Baseline <sup>2</sup>	5-year target
	localisation and optimisation etc.  <b>FoodBev SETA Outcome 10:</b> Established and improved Customer Services.		learners) and cooperatives.  18. Percentage of stakeholder satisfaction rating /level.	78%	88%-90%
<b>NSDP Outcome 7:</b> Encouraged and supported worker-initiated training	<b>FoodBev SETA Outcome 7:</b> Established Partnerships with Stakeholders for national imperatives (e.g., learning institutions, foundations, NGO's, Public Sector Institutions).  <b>FoodBev SETA Outcome 10:</b> Established and improved Customer Services.	Address skills gap in sector	19. Percentage of discretionary funding directed towards the support of trade unions through relevant training interventions.	0%	2%
<b>NSDP Outcome 8:</b> Supported career development services	<b>FoodBev SETA Outcome 5:</b> Increased awareness of FoodBev SETA offerings.  <b>FoodBev SETA Outcome 8:</b> Supporting the transformation of the industry with a focus on: <i>Youth/Women/People with Disability /TVET and Community Colleges/Rural / Townships</i>	Address skills gap in the sector	20. Percentage of career events supported in rural and township areas on occupations in high demand.	12%	30%
N/A	<b>FoodBev SETA Outcome 11:</b> Performing system support functions and managed budgets and expenditure that are linked to the SETA mandate	N/A	21. Unqualified audit outcome achieved per annum.  22. Percentage of Grants payout ratio.	2  83%	5  85% - 90%

### 9.3 Explanation of Planned Performance over the Five-year Planning Period

The FoodBev SETA has identified strategic Priorities that it plans to implement as the focus performance areas over the five year period. These priorities are also identified in the Sector Skills Plan for the period of 2020-2025. The identified performance areas are:

#### a. Addressing Artisan Shortages and Development

The SETA continues to support the training of artisans, more specifically Millwrights as they remain an important need as one of the hard to fill vacancies in the sector. The demand for Fitter and Turners as well as Electricians has slightly decreased in the Food and Beverages Manufacturing Sector, but the demand remains high within the entire manufacturing sector. A multi-prolonged strategy to alleviate the scarcity of artisans in the Food and Beverage Sector continues to be implemented.

#### b. Improving Quality of Provision of Matriculants and Graduates into the Food and Beverages Manufacturing Sector

It is recommended that the FoodBev SETA promotes and funds significantly more bursaries for the sector.

The SETA must target varsity students who have performed remarkably well, particularly in Maths and Science to enter the Food Science and Technology learning programmes (including analyst, AI and data science).

Currently, there is very little emphasis placed on bursaries for matriculants' to get into tertiary education. Placing more emphasis on bursaries into Food Science and Technology could potentially produce more industry specific occupations in the long run.

#### c. Transformation

Transformation is a strategic focus area for the FoodBev SETA. The FoodBev SETA will consider increasing the allocation of bursaries for relevant post-graduate studies targeted at African females. An increase in bursary allocations for post-graduate studies will ensure a pipeline of highly skilled females who have the necessary skills to occupy higher positions.

In addition, the FoodBev SETA will focus on equipping middle and senior management in food and beverage companies with the requisite managerial skills through other forms of training interventions. In relation to disability, the FoodBev SETA will continue to set aside a special grant ring fenced for the training needs of people with disabilities to augment their presence in the Food and Beverage Manufacturing Sector. Small Businesses will also be a key priority area under the transformation target as the SETA has realised that it has neglected medium-to-small entities in the sector although they are the main stakeholders for the FoodBev SETA.

#### d. Assist the Sector to Boost Innovation through Research

The FoodBev SETA plans to continue awarding bursaries towards master's and PhD studies in research and innovation to encourage innovation in the sector. International and National Conferences/Seminars as well as Webinars which the SETA strives to boost innovation in the sector. Participation in the latter helps FoodBev SETA keep abreast of any new developments in the sector. Further, the need for innovation in sector is reinforced by the current impact of the COVID-19 pandemic. More partnerships local and international will be identified to help boost innovation in the sector. In addition, the Research Agenda over the reporting period will also focus on SMMEs development, RPL programmes to align with global practices.

**e. Skills Gaps in the Sector**

Generic management skills, numeracy, literacy, computer Literacy, soft skills and industry specific knowledge skills will be prioritised as well due to the significant skills gaps highlighted in the sector. The SETA has various training interventions that will be implemented to address management skills, industry specific knowledge and some soft skills. The SETA plans to create an awareness of the available programmes it offers and will therefore ensure that employers are knowledgeable about the programmes the SETA funds. Further, it will form partnerships that are linked to the skills that emerge from the change drivers highlighted by the sector. The SETA will keep the sector abreast of the learning programmes it funds.

**f. Career Guidance**

Career guidance has emerged as an issue expressed by stakeholders in the broader sector as a reason for graduates not entering the Food and Beverages Manufacturing Sector which results in a shortage of suitable recruits for the sector in tertiary institutions. More aggressive marketing needs to be undertaken by tertiary institutions, industry and the FoodBev SETA. Career exhibitions, that also include areas of study that support the identified skills as a result of changed drivers need to reach matric learners to allow informed decisions regarding the courses chosen at tertiary level. In this way, the FoodBev SETA jointly with industry could highlight core and scarce occupations in the Food and Beverages Manufacturing Sector, as well as showcase the differences.

**g. Emerging Strategic Priorities**

The FoodBev SETA Accounting Authority has identified emerging priorities that need to be considered in the five-year period. These priorities are supported by national policies and findings of research that was conducted by the SETA. Below are the two emerging priorities:

**i. Unemployment**

In addition to the partnership the SETA has with the Unemployment Insurance Fund (UIF), it plans to help address the challenges of unemployment, especially for the youth, through relevant and focused interventions that respond to the challenges of unemployment which include but are not limited to entrepreneurship skills, learnerships, skills programs, training on localisation and optimisation.

**ii. Customer Services**

The SETA continues to seek opportunities to improve on the service it provides to its stakeholders and partners. Thus, it has embarked on an BPM project with the aim to reduce manual intervention that results in reoccurring human error. Additionally, it will establish and improve customer services through the development of a Client Relations Management (CRM) system and a Communication Strategy.

**iii. Capacitated TVET Colleges**

The FoodBev SETA responds and contributes towards Priority 3. The SETA enters strategic partnerships in the area of post-school education and training to increase the uptake of learners which contribute to the expansion of the PSET system as per the purpose of Priority 3 mentioned above. The SETA will identify partnerships that will focus on the capacitation of career development practitioners, educators, TVET capacitation, placement of graduates in TVET colleges and placement of lecturers in the industry and capacitating them at higher education institutions. FoodBev SETA will support TVET colleges through strategic projects/ partnerships.



## 9.1 Key Risks

**Table 3: FoodBev SETA Risks**

Strategic Outcome	Key Risks	Mitigation Procedures/Controls
Performing system support functions and managing the budgets and expenditure linked to the SETA mandate	Inability to provide adequate support functions to FoodBev SETA's core mandate	<ul style="list-style-type: none"> <li>▪ On-going review, development and implementation of policies and procedures</li> <li>▪ Revised SETA budget and programme deliverables (i.e., indicators and targets) in response to COVID-19 pandemic</li> <li>▪ Develop and implement individual development plans and allocation of sufficient staff development budget</li> <li>▪ Develop risk and compliance framework and report quarterly on risk and compliance to Audit and Risk Committee</li> <li>▪ Compliance monitoring by Fraud Risk &amp; Compliance Management Committee</li> <li>▪ On-going training in supply chain management as well as relevant legislative instruments</li> <li>▪ Business Continuity Plan</li> <li>▪ Digital platform for scanning and storage of documents</li> <li>▪ Update SCM and Finance Policies</li> <li>▪ FoodBev SETA subscribes to e-learning and blended learning QCTO policy which allows for e-learning.</li> <li>▪ Develop annual organizational plans (2023/24)</li> <li>▪ Communicate and implement organizational plans (2022/23)</li> <li>▪ Enhance and modify job profiles and re-grading of jobs to attract scarce skills</li> <li>▪ Review and update Reward and recognition policy</li> <li>▪ Continuous review of SCM SOPs</li> <li>▪ Adhere to turnaround times set out in the SCM SOPs with regards to quotations and tenders (SCM)</li> <li>▪ Information security review and enhancements</li> <li>▪ Implementation of Patch Management System</li> <li>▪ Review and update of ICT policies</li> <li>▪ Implementation of IT Strategy and Plan which includes prevention, detection and resolution of cyber security threats (ICT)</li> <li>▪ Building of records management capacity (Sourcing skilled resources)</li> </ul>

Strategic Outcome	Key Risks	Mitigation Procedures/Controls
		<ul style="list-style-type: none"> <li>▪ Development of File Plan, approved by National Archives</li> <li>▪ Implement a fully automated MIS and ERP system</li> <li>▪ Provide adequate support to departments through proactive, efficient and effective implementation of Procurement Plans</li> <li>▪ Provide adequate support to departments through proactive, efficient and effective contract management</li> <li>▪ Provide adequate support to departments through proactive, efficient and effective filling of vacant post</li> <li>▪ Provide adequate support to departments through proactive, efficient and effective commitment register management</li> </ul>
<p>Identified and increased production of occupations in high demand Linked education and the workplace</p>	<p>FoodBev SETA not meeting sector skills requirements</p>	<ul style="list-style-type: none"> <li>▪ Fully capacitated research unit</li> <li>▪ Research chair has been appointed</li> <li>▪ Continuous stakeholder engagements</li> <li>▪ Quarterly chamber meetings</li> <li>▪ Online survey system in place</li> <li>▪ Participation on research forums with other SETAs</li> <li>▪ Training for stakeholders on the requirements of the WSP/ATR and how to populate it</li> <li>▪ Conduct workshops targeting small businesses with regards to the importance of participating in skills development initiatives</li> <li>▪ Annual sector skills research</li> <li>▪ Ongoing engagement with QCTO</li> <li>▪ Continuous engagement with stakeholders</li> <li>▪ Consultation with chambers</li> <li>▪ Lecturer industry exposure through TVET lecturer placement in FoodBev SETA companies</li> <li>▪ Form partnerships with universities</li> <li>▪ Enhancement of WSP/ATR template and/or system</li> <li>▪ Engage stakeholders for increased contributions towards research initiatives through Combined Chamber meetings</li> <li>▪ Perform stakeholder database clean-up and enhance quality of information contained in the stakeholder database</li> </ul>

Strategic Outcome	Key Risks	Mitigation Procedures/Controls
		<ul style="list-style-type: none"> <li>▪ Establishment of subject matter expert's forum to provide relevant inputs in the curriculum.</li> <li>▪ QA officials to attend conferences where industry research output is presented.</li> </ul>
Improved skills level in the South African workforce	Failure to achieve APP targets resulting in large cash reserves surplus to requirements	<ul style="list-style-type: none"> <li>▪ Grants Funding Policy</li> <li>▪ Service provider appointed to deal with DG window opening up to learner contracting stage</li> <li>▪ Compliance learning programmes implementation checklists</li> <li>▪ Re-allocation process</li> <li>▪ External moderators for interval and exit moderation</li> <li>▪ Continuous research and implementation of responsive occupational programmes</li> <li>▪ Quarterly monitoring and reporting of project implementation</li> <li>▪ Grant funding policy and procedures</li> <li>▪ Periodic stakeholder engagements / capacitation workshops</li> <li>▪ Newly developed qualifications</li> <li>▪ Open DG window in Q3 of preceding year of grants</li> <li>▪ Monitor appointed service provider to complete evaluation process by 30 June 2022</li> <li>▪ Conduct dedicated stakeholder capacitation workshops to discuss DG learner registration processes</li> <li>▪ Start re-allocation process by Q2</li> <li>▪ Include Project implementation as part of LPSP Coordinator Performance Management agreements</li> <li>▪ Conduct project management training for LPSP Coordinators</li> <li>▪ Identify and capacitate struggling accredited training providers on facilitation of training, assessments and internal moderations</li> <li>▪ Implement a project tracking tool for managing grants implementation to ensure timely terminations and processing of grant payments</li> <li>▪ Implement proactive, efficient and effective moderation of programmes, and engaging and escalation on other SETA accredited programmes</li> <li>▪ Quarterly engagement with the QCTO</li> </ul>

Strategic Outcome	Key Risks	Mitigation Procedures/Controls
		<ul style="list-style-type: none"> <li>▪ Develop FoodBev SETA requirements for quality assurance for funding of new occupational programmes implementation</li> <li>▪ M&amp;E to update SoPs to include process dealing with management of learning programmes</li> <li>▪ On the job training and capacitation of M&amp;E unit</li> <li>▪ Establishment of internal controls and standard operating procedures to verify SETMIS and POE data prior to submissions</li> <li>▪ Continued engagement with the Department of Higher Education and Training to ensure compliance with and alignment to comprehensive report rules (SETMIS)</li> <li>▪ Implement desktop monitoring template (a project management tool designed and sent to stakeholders to report on the project progress on a quarterly basis.</li> <li>▪ SIMS Project Management Module - develop and implement a learner alert notification both to the employer, provider and QA.</li> <li>▪ Review DG SoP to include a centralised contracting process and assign dedicated personnel to manage end to end contract management.</li> <li>▪ Customised project management programme for administrators and coordinators.</li> <li>▪ Increased Marketing Efforts (Marketing &amp; Comms) - (Marketing of SMEs, Trade Unions etc.) - social media announcements etc.</li> </ul>
Increased access to occupationally directed programmes	Inability to grow public college system & TVET Colleges not delivering occupational programmes	<ul style="list-style-type: none"> <li>▪ Established TVET colleges forum</li> <li>▪ Signed MoUs with 4 TVET Colleges</li> <li>▪ Lecturer capacitation programme</li> <li>▪ Evaluate public TVET College capacity prior to initiating assistance for accreditation</li> <li>▪ Sign 4 MoUs with TVET Colleges</li> <li>▪ Capacitation of TVET College administration staff on implementation of FBS programmes</li> <li>▪ Attend and present at TVET Colleges CEO's associations quarterly meetings</li> </ul>

Strategic Outcome	Key Risks	Mitigation Procedures/Controls
Entrepreneurs and cooperatives supported with skills development needed for their growth	Inability of the SETA to support and contribute to the growth of entrepreneurs and cooperatives	<ul style="list-style-type: none"> <li>▪ SME partnerships indicator Controls</li> <li>▪ Research on SMMEs needs</li> <li>▪ Stakeholder engagements</li> <li>▪ Develop a database for SMMEs and cooperatives operating in our sector.</li> <li>▪ Conduct targeted workshops to capacitate SMMEs and cooperatives on FoodBev SETA offerings</li> <li>▪ Identify SMME's and Cooperatives that will be assisted by FoodBev SETA to do needs analysis</li> <li>▪ Conduct study on the transformation of SMMEs through exploring the value chain of the sector</li> <li>▪ Identify incubators involved in the sector that will be assisted by FoodBev SETA to do a needs analysis</li> </ul>
Encouraged and supported worker-initiated training	Insufficient Worker initiated training	<ul style="list-style-type: none"> <li>▪ APP target to train trade unions</li> <li>▪ Expression of interest to provide capacitation of trade unions</li> <li>▪ Advocacy engagements with Trade Unions within the FoodBev SETA to draw the interest of trade unions in the SETAs offerings.</li> <li>▪ Open scope of support beyond Constitution recognised trade unions</li> </ul>
Supported Career development services	Limited access to the target market	<ul style="list-style-type: none"> <li>▪ Career guidance exhibitions</li> <li>▪ Developed career guides</li> <li>▪ Partnership with other career guidance agencies and government departments</li> <li>▪ Sufficient budgetary allocation for outreach activities</li> <li>▪ Host own career expos and career guidance initiatives</li> <li>▪ Encourage stakeholders to host open plant tours</li> <li>▪ increase virtual (video and animation) career guidance and expos</li> <li>▪ Partnership with other organs of state with respect to career guidance</li> </ul>

## PART D: Technical Indicator Description (TID)

<b>1. Indicator Title</b>	Percentage of the Discretionary Grant budget allocated to develop high level skills.
<b>Definition</b>	Discretionary Grant refers to levy resources available for skills development initiatives. High level skills refer to programmes at NQF level 5 to 10 (skills development of managers, professionals and associated professionals employed in the sector).
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total amount allocated towards high level skills divided by the total discretionary funding amount. The final figure is presented as a percentage
<b>Assumptions</b>	SETA Grant regulations will not be updated in the period, or if amended will not affect the SETAs discretion in budget allocation
<b>Disaggregation of Beneficiaries</b>	Women: 55-80% of 5-year target Youth: 80-100% of 5-year target People with disabilities: 1-2% of 5-year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired Performance</b>	Exceed the planned five-year target within (40%).
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>2. Indicator Title</b>	Percentage of the Discretionary Grant budget allocated to develop intermediate level skills.
<b>Definition</b>	Discretionary Grant refers to levy resources available for skills development initiatives. Intermediate level skills refer to programmes at NQF level 3 to 4 (skills development of technicians and administrators employed in the sector).
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total amount allocated towards intermediate level skills divided by total discretionary funding amount the final figure is presented as a percentage
<b>Assumptions</b>	SETA Grant regulations will not be updated in the period, or if amended will not affect the SETAs discretion in budget allocation
<b>Disaggregation of Beneficiaries</b>	Women: 55-65% of 5-year target Youth: 80-100% of 5-year target People with disabilities: 1-2% of 5-year target Unemployed and employed Learner target
<b>Spatial performance</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (50%).
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects



<b>3. Indicator Title</b>	Percentage of the Discretionary Grant budget allocated to develop elementary level skills.
<b>Definition</b>	Discretionary Grant refers to levy resources available for skills development initiatives. Elementary level skills refer to programmes at NQF level 1 or lower. (skills development of elementary workers employed in the sector).
<b>Source of data</b>	FoodBev SETA database
<b>Method of calculation / Assessment</b>	Total amount allocated towards elementary level skills divided by total discretionary funding amount the final figure is presented as a percentage
<b>Assumptions</b>	SETA Grant regulations will not be updated in the period, or if amended will not affect the SETAs discretion in budget allocation
<b>Disaggregation of Beneficiaries</b>	Women: 60-80% of 5-year target Youth: N/A People with disabilities: N/A
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (10%).
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>4. Indicator Title</b>	Number of research reports developed and approved.
<b>Definition</b>	Refers to research reports developed based on a rigorous and systematic enquiry and analysis into a particular subject matter or subject matters that may be empirical or theoretical, quantitative, or qualitative applied or basic in nature, leading towards an outcome. Research topics will be as per board approved research agenda including any adhoc research topics from the sector. The research reports will inform skills planning in the sector.
<b>Source of data</b>	Resolution as per meeting minutes indicating approval of Research reports by the Board or delegate.
<b>Method of calculation / Assessment</b>	A simple count of approved Research Reports
<b>Assumptions</b>	The Board or delegate will approve the research reports
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Increase the number of research reports produced to be at least 6 reports.
<b>Indicator responsibility</b>	Senior Manager: Research, Planning and M & E

<b>5. Indicator Title</b>	Number of research articles published in a journal.
<b>Definition</b>	Refers to published articles, based on a rigorous and systematic enquiry and analysis into a particular subject matter or subject matters that may be empirical or theoretical, quantitative, or qualitative applied or basic in nature, leading towards an outcome. which have been reviewed against a criteria and standards set for journal publication. The published articles will emanate from the approved research reports and approved by the board.
<b>Source of data</b>	Confirmation of publication
<b>Method of calculation / Assessment</b>	A simple count of published articles.
<b>Assumptions</b>	Compliance with the Journals criteria and standards
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Biennial
<b>Desired performance</b>	Increase number of published research articles to be at least (3) publications .
<b>Indicator responsibility</b>	Senior Manager: Research, Planning and M & E

<b>6. Indicator Title</b>	Percentage of discretionary grant funding allocated in response to priority occupations.
<b>Definition</b>	Discretionary funding refers to funds allocated at the discretion of the SETA to be spend on the priority occupations including the extended list identified in the SETA SSP.
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total amount allocated towards the extended priority occupations list divided by the total discretionary grant funding amount presented as a percentage
<b>Assumptions</b>	SETA Grant regulations will not be updated in the period, or if amended will not affect the SETAs discretion in budget allocation.
<b>Disaggregation of Beneficiaries</b>	Women: 55-65% of 5-year target Youth: 80-100% of 5-year target People with disabilities: 1-2% of 5-year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (86%-90%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>7. Indicator Title</b>	Percentage of total discretionary grant funding directed towards work-based learning (WBL) programmes for the unemployed.
<b>Definition</b>	Refers to funds allocated at the discretion of the SETA to be spend on WBL programmes (learnerships, graduate placement, internships including student internship, apprenticeships, candidacy etc).
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total amount allocated towards WBL programmes list as defined divided by total discretionary funding amount presented as a percentage
<b>Assumptions</b>	SETA Grant regulations will not be updated in the period, or if amended will not affect the SETAs discretion in budget allocation
<b>Disaggregation of Beneficiaries</b>	Women: 55-80% of 5-year target Youth: 80-100% of 5-year target People with disabilities: 1-2% of 5-year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (77%-80%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>8. Indicator Title</b>	Percentage of discretionary grant funding for management development programmes allocated to designated groups in support of sector transformation.
<b>Definition</b>	Refers to discretionary grant funds allocated at the discretion of the SETA for management development programmes targeted at designated groups. Designated groups mean black people (African, Coloured and Indian), women and people with disabilities and the youth.
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total amount allocated towards management development programmes for designated groups divided by total discretionary funding amount for management development programmes presented as a percentage
<b>Assumptions</b>	Achievement of a management development programme will result in promotion or career advancement or transformation in the sector.
<b>Disaggregation of Beneficiaries</b>	Designated groups: 100% of 5 -year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (80%-90%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>9. Indicator Title</b>	Percentage of learners with disabilities funded on skills development interventions.
<b>Definition</b>	Refers to a percentage of all learners with disabilities funded on skills development interventions.
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total number of learners with disabilities funded divided by total number of all learners on funded skills development interventions presented as a percentage
<b>Assumptions</b>	Skills development increases the employability of people with disability.
<b>Disaggregation of Beneficiaries</b>	People with disabilities: 100% of 5-year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (4.5%-6%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>10. Indicator Title</b>	Percentage of female learners funded on skills development interventions.
<b>Definition</b>	Refers to a percentage of female learners funded on skills interventions.
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total number of female learners divided by total number of all learners on funded skills development interventions
<b>Assumptions</b>	The SETA will receive and approve applications for female applicants
<b>Disaggregation of Beneficiaries</b>	Women: 100% of 5-year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (46%- 55%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>11. Indicator Title</b>	Percentage of youth funded on skills development interventions.
<b>Definition</b>	Refers to a percentage of youth funded on skills development interventions.
<b>Source of data</b>	FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Total youth divided by total number of all learners on funded skills development interventions.
<b>Assumptions</b>	The SETA will receive and approve applications for youth applicants
<b>Disaggregation of Beneficiaries</b>	Youth: 100% of 5-year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Skills development increases the employability of the youth in SA.
<b>Desired performance</b>	Exceed the planned five-year target within (80%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>12. Indicator Title</b>	Number of industry experts consulted to confirm priority occupations.
<b>Definition</b>	Refers to the number of industry experts consulted on priority occupations. Industry experts may be captains of industry, thought leaders and influencers of the industry; they add meaningful value to the industry.
<b>Source of data</b>	Minutes of meetings with industry experts.
<b>Method of calculation / Assessment</b>	A count of ten industry experts consulted.
<b>Assumptions</b>	Experts are willing to be consulted and participate.
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target (10)
<b>Indicator responsibility</b>	Senior Manager: Research, Planning, Monitoring & Evaluation/Quality Assurance

<b>13. Indicator Title</b>	Number of artisans produced towards meeting the target of the NDP.
<b>Definition</b>	Artisans refers to learners who are qualified in programmes associated with the official list of trades. Foodbev SETA strives to contribute immensely towards the NDP national target of 30 000 artisan target as at 2030.
<b>Source of data</b>	Artisans who have successfully completed as per the FoodBev SETA MIS database
<b>Method of calculation / Assessment</b>	Number of artisans completed / Artisan target in NSDP. Final figure presented as a percentage
<b>Assumptions</b>	The target as specified in NSDP is credible and valid
<b>Disaggregation of Beneficiaries</b>	Youth: 70-100% of 5-year target
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target (800-1100)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>14. Indicator Title</b>	Number of qualifications/part qualifications/skills programme submitted to the QCTO for registration.
<b>Definition</b>	The curriculum review of legacy qualifications or development of new identified programmes for the purposes of alignment with occupational qualifications criteria which are submitted to QCTO.
<b>Source of data</b>	Legacy qualifications re-aligned, or new identified programmes submitted to the QCTO for registration.
<b>Method of calculation / Assessment</b>	Simple count of re-aligned legacy qualifications or new identified qualifications submitted to the QCTO for registration (Proof of submission to the QCTO)
<b>Assumptions</b>	The QCTO policy on qualification development will allow FoodBev SETA to submit qualifications/part qualification/skills programme for registration.

<b>14. Indicator Title</b>	Number of qualifications/part qualifications/skills programme submitted to the QCTO for registration.
<b>Disaggregation of Beneficiaries</b>	Women: N/A Youth: N/A People with disabilities: N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Exceed the planned five-year target (13)
<b>Indicator responsibility</b>	Senior Manager: Quality Assurance

<b>15. Indicator Title</b>	Number of public TVET Colleges supported to offer occupational programmes.
<b>Definition</b>	Public TVET Colleges as classified by the Department of Higher Education and Training funded on different learning programmes that are relevant to the food and beverage manufacturing sector.
<b>Source of data</b>	Agreements between FoodBev SETA and public TVET Colleges
<b>Method of calculation / Assessment</b>	Number of public TVET Colleges funded on different programmes
<b>Assumptions</b>	TVET colleges will apply for available funding
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target (7)
<b>Indicator responsibility</b>	Senior Manager: Quality Assurance

<b>16. Indicator Title</b>	Number of public CET Colleges supported to offer learning programs relevant to their communities.
<b>Definition</b>	Public CET Colleges as classified by the Department of Higher Education and Training funded on learning programs which address community needs.
<b>Source of data</b>	Agreements between FoodBev SETA and public CET Colleges
<b>Method of calculation / Assessment</b>	Number of public CET Colleges funded
<b>Assumptions</b>	TVET colleges will apply for available funding
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target (3)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>17. Indicator Title</b>	Percentage of discretionary grant funding directed towards training interventions that support the development of entrepreneurs and training interventions that support skills development of small businesses (business owner/s and/or learners) and cooperatives.
<b>Definition</b>	Small businesses (business owner/s and/or learners) /cooperatives funded to offer relevant programmes within food and beverages manufacturing sector. Small businesses refer to sole proprietors and businesses employing fewer than 50 people who are or wish



	to operate in the food and beverage manufacturing sector Relevant programmes may include skills development interventions that will assist small businesses and cooperatives with growth or sustainability.
<b>Source of data</b>	Agreements between FoodBev SETA and small businesses or cooperatives or learner agreement or attendance register
<b>Method of calculation / Assessment</b>	Amount of funding awarded to small businesses/cooperatives in the sector divided by total amount of discretionary funding the final figure is presented as a percentage
<b>Assumptions</b>	Small Business/cooperatives will apply for funding on different programmes relative to the food and beverages manufacturing sector
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target (1.5%-5%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>18. Indicator Title</b>	Percentage of stakeholder satisfaction rating / level
<b>Definition</b>	Stakeholder satisfaction refers to the official independent survey outcome used to assess and measure stakeholder experience and perceptions of FoodBev service offerings. .
<b>Source of data</b>	Approved stakeholder satisfaction report by EXCO
<b>Method of calculation / Assessment</b>	Percentage in the overall stakeholder satisfaction
<b>Assumptions</b>	Improved service delivery will result in stakeholder satisfaction
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Every Second Year
<b>Desired performance</b>	Exceed the planned five-year target (88%-90%)
<b>Indicator responsibility</b>	Senior Manager: Stakeholder Relations

<b>19. Indicator Title</b>	Percentage of discretionary funding directed towards the support of trade unions through relevant training interventions.
<b>Definition</b>	Refers to recognised associations of workers in a trade, group of trades, or profession, formed to protect and further their rights and interests as defined in the SETA constitutions.
<b>Source of data</b>	Agreements signed between FoodBev SETA and a trade union
<b>Method of calculation / Assessment</b>	Total amount allocated towards trade union interventions divided by total discretionary funding amount presented as a percentage
<b>Assumptions</b>	There is appetite from the trade unions to participate in skills development planning and intervention design
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target (2%)
<b>Indicator responsibility</b>	Senior Manager: Learning Programmes & Strategic Projects

<b>20. Indicator Title</b>	Percentage of career events supported in rural and township areas on occupations in high demand.
<b>Definition</b>	This refers to careers activities that are designed to explore and guide a person's career development choices, by helping the person to make an informed career decision, through available career development services such as material accessibility, exhibitions, expos.
<b>Source of data</b>	Proof of meetings and career guide events attendance
<b>Method of calculation / Assessment</b>	Number of career guidance events supported in rural and urban areas divided by total number of career guidance events supported final figure is presented as a percentage
<b>Assumptions</b>	That once the beneficiaries have received the career information, they will choose relevant careers in the sector and ultimately address identified the skills gaps
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	Nationally
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target (30%)
<b>Indicator responsibility</b>	Senior Manager: Corporate Services

<b>21. Indicator Title</b>	Unqualified audit outcome achieved per annum
<b>Definition</b>	An audit opinion on the financial statements, reporting on performance objectives or noncompliance with legislation, that is free from unadjusted material misstatements.
<b>Source of data</b>	Annual Audit Report issued by AGSA
<b>Method of calculation / Assessment</b>	Simple perusal of the signed Audit Report to identify audit outcome per financial year
<b>Assumptions</b>	Unchanged audit strategy Changes in legislation are properly communicated to the SETA No external audit finding from Executive Authority or National Treasury or other related parties which the SETA has no control of.
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Achievement of unqualified audit outcome with no material findings
<b>Indicator responsibility</b>	CEO and Management



<b>22. Indicator Title</b>	Percentage of Grants payout ratio
<b>Definition</b>	Percentage of Grants payout ratio is defined as the total amount of actual grant expenditure relative to the actual levy income received for the year.
<b>Source of data</b>	Statement of Financial Performance in the Audited Annual Financial Statements
<b>Method of calculation / Assessment</b>	Total grant expenditure divide by total grant income
<b>Assumptions</b>	Receipt of sufficient, compliant grant application Timeous approval of DGs Timeous submission of grant claim forms Effective monitoring
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Exceed the planned five-year target within (85%- 90%)
<b>Indicator responsibility</b>	CFO and Learning Programmes and Strategic Projects Management



7 Wessel Road, Rivonia, 2128  
South Africa



+27 11 253 7300 / +27 11 253 7333



**FoodBev**  
Manufacturing SETA