



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

November 2020

## Accounting Authority Statement

In developing the Strategic Plan for the 2020/21-2024/25 period AgriSETA remained focussed on the vision to “Enable a Skilled and Prosperous Agricultural Sector”. It is important to note that AgriSETA’s Strategic Objectives changed in full alignment to the National Skills Development Plan (NSDP) and the National Treasury Framework for Strategic and Annual Performance Plans. The SETA is focused on eight Strategic Objectives that are highlighted in the NSDP and imperatives identified through various strategic planning processes. This will ensure that the strategic plans of AgriSETA are in alignment with the dynamic nature of AgriSETA’s landscape and policy imperatives set by Government.

This Strategic plan is fully aligned to National Imperatives, Acts and relevant legislative frameworks. This includes the NDP 2030, the various legislative frameworks applicable to schedule 3A entities. Various Institutional policies and strategies of the Organisation were also included in this Strategic document. The Accounting Authority took note of a recent parliamentary decision to incorporate Agricultural Colleges within the Department of Higher Education Science and Technology, the Agricultural College Sector will remain a pivotal part of the Organisational Strategy.

The Agricultural Sector has not grown as fast as other sectors over the past few decades, but remains a critical sector for employment and food security, among the country’s rural poor in particular. The outlook for the sector remains positive despite environmental challenges such as climate change, pests and diseases. In the midst of the COVID-19 pandemic, the role players in the sector have predicted a positive future outlook despite the disruptions in trade activities. It has been predicted that the economic performance of the sector will continue to increase but the employment in the sector is anticipated to drop as social-distancing regulations introduced at the end of March would have hampered farmers and agribusinesses from increasing employment, particularly of seasonal workers.

Through a thematic synthesis of stakeholders inputs, policy documents and research the following change drivers were identified: the COVID 19 Pandemic, the Fourth Industrial Revolution, Environmental Sustainability, Pest and Diseases and Land Reform.

It is thus a sector in which development opportunities should be vigorously pursued and not overlooked. The sector is highly dualistic with a small yet strong commercial sector (approximately 70 000 commercial farmers). These are some of the most resilient farmers in the world who adapt well to challenges of the environment (climate), politics (laws) and economic realities (e.g. fluctuating currencies). On the other side of the spectrum is a large, poorly defined developing sector estimated to be at least 10 times larger than the commercial sector (if the measurement of number of farmers is applied). This developing sector is referred to as emerging, subsistence, small-scale or as new farmers. At AgriSETA, this sector is generally referred to as the under-resourced sector.

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

- Agriculture and rural development need more focused attention;
- The land restitution process;

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

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

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

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

This Strategic Plan (and its supporting planning documents) is aligned with the National Skills Development Plan, the New Growth Path as well other sector-specific strategic frameworks. Support towards Operation Phakisa will be prioritised to ensure that various implementation challenges experienced with the National Development Plan is unblocked. Moreover, it sufficiently addresses the peculiar needs of the agricultural sector.




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Ms. G.S. Sepeng  
Chairperson: AgriSETA Accounting Authority

### **Accounting Officer Statement**

AgriSETA, a section 3(a) public entity in terms of the PFMA, was established in terms of the Skills Development Act 97 of 1998 Chapter 3, Section 9. The mandate of the Organisation is to be a catalyst for capacitating the Agricultural sector to ensure that the South African economy grow as a whole and to ensure that food security is enhanced.

It is against this background that the Organisation reviewed its strategic focus to ensure that the vision and mission is fully aligned to the objectives of Government. The strategic focus for the next 5 years will be on the eradication of poverty through job creation programmes that will benefit the South African youth specifically within rural areas of South Africa.

AgriSETA is geared towards the full implementation of this strategy within the next 5 years. What's more, the Organisation has the requisite commitment and institutional knowledge to implement the plan fully.



Mr. Zenzele Myeza- CEO AgriSETA

16 November 2020

Date

## Official sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of AgriSETA under the guidance of the AgriSETA Accounting Authority;
- Takes into account all the relevant policies, legislation and other mandates for which AgriSETA is responsible; and
- Accurately reflects the strategic outcome-orientated goals and objectives which AgriSETA will endeavour to achieve over the period 2020-2025



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## Acronyms and abbreviations

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

## **Part A: Our Mandate**

### **1. Constitutional Mandate**

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

Everyone has the right

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

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

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

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

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

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

### **2. Legislative Mandates**

AgriSETA is listed under Schedule 3 Part A of the PFMA as a public entity. The entity was enacted through the Skills Development Act 97 of 1998 Chapter 3, Section 9.

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

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

- 5) Public Finance Management Act, 1999 (Act No.1 of 1999)(PFMA);
- 6) All related regulations;
- 7) National Treasury Regulations; and
- 8) National Treasury Frameworks for Strategic Plans (SP) and Annual Performance Plans (APP)

### 3. Institutional Policy and Strategies

- Institutional Policies

Name of Policy	
<b>Finance Policies and Procedures</b>	
1.	Finance Policy
<b>Supply Chain Management Policies &amp; Procedures</b>	
1.	Supply Chain Management
<b>Marketing and Communication</b>	
1	Language Policy
2	Social Media Policy
<b>Research Policy</b>	
1.	Research Policy
<b>Monitoring and Evaluation Policy</b>	
1.	Monitoring and Evaluation Policy
<b>ETQA Policies and Procedures</b>	
1.	Provider Accreditation
2.	Appeals
3.	Research Policy
4.	Management of Assessment
5.	Quality Assurance and Monitoring
6.	Institute of sectorial or occupational excellence
7.	Recognition of Prior Learning
<b>Discretionary Grant Funding Policy</b>	
1.	Discretionary Grant Funding Policy
2.	Succession Plan Policy and Procedure
<b>Mandatory Grant Disbursement Policy</b>	
1.	Mandatory Grant Disbursement
<b>Human Resources Policies and Procedures</b>	
1.	Human Resources Policies and Procedures
<b>IT Policies and Procedures</b>	

Name of Policy	
1	ICT User Access Policy and Procedure
2.	Change Processes And Procedures
3.	ICT Security Policy
Delegation of Authority Policy	
1.	Delegation of Authority
1.	Risk Management Policy
2.	Board Remuneration Policy

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

### **3.1. Alignment with Sector-specific and National Strategic Frameworks**

The Sector Skills Plan (SSP) from which this Strategic Plan is drawn, has been guided by the national imperatives as outlined in different National Strategic Frameworks, such as the National Skills Development Plan, New Growth Path , Industrial Policy Action Plan (IPAP) and the White Paper on Post-School Education and Training, in addition to sector-specific strategic documents, such as the Integrated Growth and Development Plan (IGDP) for Agriculture, Forestry and Fisheries for the period 2011 – 2031.

Currently, the SETA landscape is being reviewed strategically and a proposed SETA landscape has been formulated. The business operations policies are guided and informed by the frameworks and national policies of Government listed below.

### **3.2. The National Skills Development Plan**

Section 10(1)(a) of the Skills Development Act (SDA) Act 97 of 1998, as amended, requires that each Sectoral Education and Training Authority (SETA) develop a Sector Skills Plan (SSP). In accordance with the Act. AgriSETA developed its Sector Skills Plan to respond to the National Skills Development Plan. The broader purpose of the NSDP is to ensure that South Africa has adequate, appropriate and high quality skills that will contribute towards economic growth, employment creation and social development.

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

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

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

The primary aim of determining occupations in high demand is to improve the responsiveness of the post-school education and training system to the needs of the economy and to the broader developmental objectives of the country. The national list of occupations in high demand will be compiled and reviewed every two years, to support planning processes in the post-school education and training sector, particularly in relation to enrolment planning, decision making on the prioritisation of resource allocation, qualification development, and career information and advice.

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

- **Linking education and the workplace**

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

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

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

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

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

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

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

The NGP calls for increased workplace training of workers already in employment in order to improve productivity and the overall growth and development of our economy. To address this challenge, the Mandatory Grant, Discretionary Grant and Administration budgets of the SETAs will be reviewed as SETAs are required to support employed workers. SETAs must support the training of employed workers and encourage employers to expand such training in order to improve the economy's overall productivity, achieve transformation and address skills imbalances in our workforce in particular and the labour market in general.

- **Increase access to occupationally directed programmes**

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

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

- ***Support the growth of the public college institutional type as a key provider of skills required for socio-economic development***

- ***Technical and Vocational Education and Training Colleges***

The WP-PSET describes TVET colleges as the cornerstone of the post-school education and training system for South Africa and proposes an expansion of this institutional type to absorb the largest enrolment growth in the post-school system. The NDP also identifies TVET colleges as critical pillars of the emerging post-school system and vital for social and economic development. The growth of stronger TVET colleges will expand the provision of mid-level

technical and occupational qualifications. These will articulate directly into the world of work for the growing number of young people leaving the schooling system. A significantly expanded TVET institutional type will also relieve the higher education institutional type which is already under strain from high demand driven by student aspirations for post-school education and a lack of alternative and attractive opportunities elsewhere in the PSET system. TVET is a high priority for Government.

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

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

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

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

- **Community Education and Training Colleges**

The NSDP acknowledges the role to be played by the Community Education and Training (CET) institutional type in expanding skills development in the country. The CET colleges will cater for the knowledge and skills needs of the large numbers of adults and youth requiring education and training opportunities, unemployed people, and those employed but in low or semi-skilled occupations. The aim, therefore, is to create a differentiated institutional type that caters to the varied needs of communities, individuals and society. Programmes that are

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

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

- ***Skills development support for entrepreneurship and cooperative development***

The inability of the youth to engage in economic activity and find employment suggests that young people may not be receiving the necessary skills and work experience to drive the economy forward. This situation cannot be allowed to persist. The challenge of inculcating a culture and spirit of entrepreneurship and self-employment lies not only in making funding available, but also in developing the skills and competencies of the youth and potential entrepreneurs in general. It is recognised that entrepreneurship and cooperative development is less about obtaining formal occupational qualifications and more about applied, peer and mentored learning and support. Research suggests a demand for short, modular, competency-based training which reduces time and, hence, the opportunity cost of training; that skills needs are similar at each stage of a business life cycle; and that bespoke support produces better results than programmes with set curriculum and timeframes for later stage businesses.

Support for the cooperatives can play an important role, not just in the margins, but in the mainstream of the South African economy. There is compelling evidence of the success of cooperative models, particularly internationally. Successful cooperatives operate more as a consortium of established small businesses providing complementary skills and specialist services. Cooperatives are intended to provide economic benefit through collaboration and economies of scale thereby reducing input, operational and distribution costs. Entrepreneurs that form, and or join, cooperatives, have similar needs to other businesses in terms of access to information, markets and finance. Skills levy institutions will actively support skills development needs of entrepreneurs and cooperatives within their sectors, with particular focus on the unemployed, youth, women and people with disabilities.

- **Encourage and support worker initiated training**

Trade unions and their education programmes, as well as other worker-initiated training programmes, play an important role in the skilling of workers in broader sectoral policy and capacity to effectively engage in the workplace and broader economy. Trade unions and

worker education and training initiatives are able to use the critical networks of their organisations (e.g. shop stewards and union officials) to educate their members and other workers to suit their needs in a manner that is also beneficial to the economy as a whole.

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

- **Support career development services**

SETAs must seek to build career guidance initiatives in their sectors and generally as a key component of the NDSP. The preamble to South Africa's Constitution notes the importance of 'freeing the potential of each person' whilst the NDP talks about the need for every individual to 'embrace their potential'. This embracing and freeing up of potential is critical to the nations' socio-economic development. Career development services, therefore, do not just aim to provide quality career and study related information and counselling services, but also to contribute to the larger goal of assisting our people to 'embrace' and 'fulfil' their potential. One of the most important milestones in an individual's life is to make a career choice. The decision an individual makes will have a significant impact on the rest of his or her personal and professional life. There has been limited emphasis, particularly at a school level, on career and vocational guidance for our youth. The result is that young people may opt for a programme because it is marketed well or there is financial aid. There is a lack of guidance to direct young people to programmes for which they have an aptitude, and which will provide training in areas needed in the economy.

### **3.3. White Paper for Post-School Education and Training**

The White paper on post-school education and training provides a framework that brings together in a coherent and articulated manner three major components of post-school E&T: education and training, skills development and employment. The following key implications for skills development can be deduced:

- Development of occupationally-directed programmes that address real skills needs;
- Emphasis on skills development within Government departments including Department of Agriculture, Land Reform and Rural Development (DALRRD), Department of Environment, Forestry and Fisheries (DEFF), Department of Trade, Industry and Competition (DTIC) and DRDLR. Inter-departmental skills programmes are ideal. *[Note: departments were merged and renamed in June 2019 and these are their new names];* and

- Expansion of the role played by public colleges and universities in the provision of occupational skills to the sector.

### **3.4. NDP 2030**

The plan sets out six interlinked priorities:

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

### **3.5. Operation Phakisa**

- **Aquaculture**

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

- The growth of the aquaculture sector's revenue from about half a billion rand to almost R1.4 billion in 2019;
- The creation of an enabling regulatory environment; and
- Increasing funding support, increasing the skills pool, awareness and improving access to markets.

- **Agriculture**

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

This programme is driving two broad objectives:

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

As enabling milestones, specific objectives have been identified:

- Devise interventions for economic growth of priority commodities;
- Determine markets and improve access for commercial and emerging farmers' infrastructure;

- Address fragmented and low impact of financial and non-financial support provided to producers;
- Improve productivity by balancing mechanisation and job creation;
- Stimulate development of rural economies;
- Reduce the environmental impact of agricultural production; and
- Devise improvements in water management in agriculture and rural areas.

### **3.6. New Growth Path and the National Skills Accord**

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

- To expand the level of training using existing facilities more fully;
- To make internship and placement opportunities available within the workplace;
- To set guidelines of ratios for trainees to artisans as well as across the technical vocations in order to improve the level of training;
- To improve funding of training and the use of funds available for training and incentives on companies to train;
- To set annual targets for training in State Owned Enterprises;
- To improve SETA governance and financial management as well as stakeholder involvement;
- To align training to the New Growth Path and improve Sector Skills Plans; and
- To improve the role and performance of TVET colleges.

### **3.7. Industrial Policy Action Plan**

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

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

- The skills deficits and mismatches challenges hinder industrial and technological development, as the economy is not producing the skills required by the manufacturing sector.

### **3.8. Integrated Growth and Development Plan for Agriculture, Forestry and Fisheries**

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

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

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

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

***Environmental Sustainability:*** This objective calls for a concerted approach to natural resource management, including protection of scarce resources such as water, soil and marine life, the

management of ecosystems, and generally improved risk management. Climate change will be monitored and managed and early warning systems developed. Research and the promotion of alternative production methods are envisaged, as well as improved regulations and enforcement.

**Governance:** There will be specific focus on clarifying responsibilities and achieving improved accountability. Inter-departmental and cross-departmental processes will be put in place and a comprehensive monitoring and evaluation system developed. Knowledge and information management will be a new focus to support effective governance.

### **3.9. National Minimum Wage**

The national minimum wage came into effect on 1 January 2019 and no worker in South Africa may be paid below the national minimum wage. The coming into effect of the minimum wage is an achievement for a young democracy like South Africa which is striving to overcome a legacy of poverty and severe inequality. The minimum wage of R20 an hour translates to R 3 500 a month. The design of the minimum wage took into consideration the context and difficulties that different types of business whether large or small face as well their ability to afford the minimum wage.

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

### **3.10. Land expropriation without compensation**

The ruling African National Congress (ANC) has openly announced its support of Constitutional amendments to accelerate land reform as a means of practical socioeconomic redress. Socioeconomic uneasiness marked the land issue perhaps due to uncertainty regarding the implementation and the vulnerability of private property laws. It seems likely that land expropriation without compensation will be introduced into the legislature of South Africa.

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

### **3.11. Disaster Management Act No. 57 of 2002**

On 23 March 2020, the State President of the Republic of South Africa, His Excellency Cyril Ramaphosa, announced that the country will be on a nationwide lockdown for 21 days between 26 March 2020 – 16 April 2020. This was extended to 30 April to allow additional time to flatten the infection curve of COVID 19 infections. The COVID 19 pandemic caused

havoc on international markets with extreme fluctuations of local and international markets. The lockdown and subsequent risk-based approach to opening the economy negatively affected all sectors within the economy especially employers that import and export goods and services. Government announced a 4-month skills levy holiday that will have a significant impact on SETA's to implement skills development programmes within the financial year.

#### **4. Relevant court rulings**

On 16 October 2019, the Labour Appeal Court ruled in favour of Business Unity South Africa (BUSA) and set aside Regulation 4(4) as promulgated in the Government Notice 23 of 2016 that was published in the Government Gazette 39592 – and in terms of section 36 of the Skills Development Act 97 of 1998. The potential impact of this court ruling will be a significant increase in Mandatory Grants and a reduction in Discretionary Grants.

## Part B: Our Strategic Focus

### 5. Vision

ENABLING A SKILLED AND PROSPEROUS AGRICULTURAL SECTOR.

### 6. Mission

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

### 7. Values

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

**“TRUST”**

### 8. Situational Analysis

While AgriSETA’s Sector Skills Plan (SSP) aims to address a wide range of issues in the agricultural sector, in essence it captures the following important realities which have a direct impact on the process of development of such skills in the sector<sup>1</sup>:

- South Africa has a dual agricultural economy; spanning emerging, subsistence and commercial interests. Notwithstanding the fact that it derives the bulk of its income from a relative small group of top levy payers AgriSETA is required to serve both these constituencies in a fair manner. The top levy payers’ contributions justify the need to cater for their skills needs, but there is also an equal democratic imperative to support subsistence farmers and rural development in order to improve livelihoods and food security;
- Differing skills requirements are prevalent throughout the Agricultural sector. Commercial farmers require high level technical skill for managerial positions, and improved AET and RPL for their unskilled workforce. While emerging farmers and co-operatives require partnerships (with big business, Government Departments, other SETAs and industry bodies) that are targeted at helping co-operatives develop into proper businesses with access to finance, corporate governance and business

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

management skills. These should be provided in the form of mentorships which fall beyond traditional SETA learnerships;

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

## **8.1. External Environmental Analysis**

### **8.1.1. Economic Setting**

The agricultural sector has historically, been one of the lowest contributors to the country's GDP and its annual growth rate has been declining steadily with no significant change for a number of years. Since 2010, the sector's maximum contribution to the GDP was 2,3%. It is important to highlight that while many sectors' economic performance declined during the first quarter of 2020, due to the outbreak of the COVID-19 pandemic, the agricultural sector showed a positive growth in the GDP value add. The contribution to the South African GDP from Agriculture increased by 27,8% from R 67 423,54 million recorded in the fourth quarter of 2019 to R71 694 million in the first quarter of 2020 (Statistics South Africa: GDP, Q1 2020; Trading Economics, 2020).

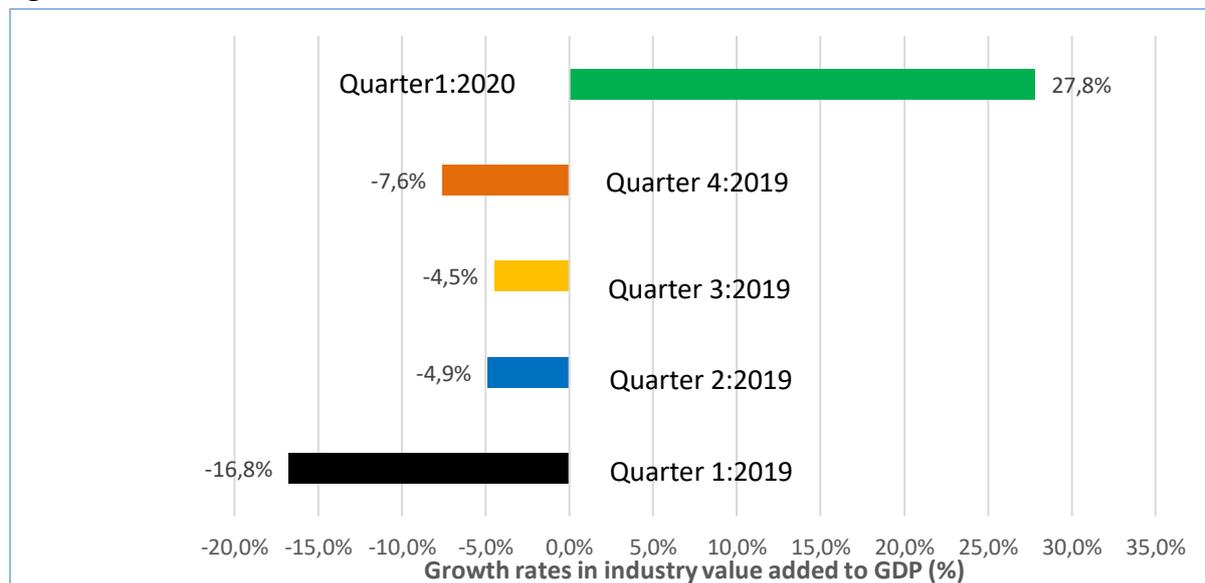
The increase in the contribution of the sector to the GDP is also in line with the predictions made by BFAP (2020) that the improved South African weather conditions in 2019, and an increase in horticulture harvest and summer crops would lead to higher yields for 2019/20. IDC (2020) forecasts that all this will boost South Africa's economic growth in 2020 by 1.2%.

Despite the growth in GDP in the first quarter of 2020, and, as illustrated in Figure 1 below, the agricultural sectors contribution to the GDP declined in the previous year. The decline resulted from challenges such as the drop in crop harvests because of poor planting of summer and horticultural crops caused by drought. Furthermore, the outbreak of foot-and-mouth disease in the Limpopo province led to temporary suspension of sale of cloven-hoofed animals, animal products and wool exports until recently (AgriSA, 2020).

Moreover, industry role players projected a positive growth trajectory for the Agricultural sector and an increase in contribution to the GDP (Agbiz, 2020). It is important to note that the majority of the sub-sectors were able to participate in economic activities as they provide essential goods and services. However, sub-sectors such as Tobacco and Horticulture (ornamental and wine) remained unable to participate in the market due to trade-related

lockdown regulations.

Figure 1: Growth rates in industry value added to GDP Q1-Q1:2019 and Q1:2020 in the agriculture sector



Source: StatsSA, 2020, Q1 Gross Domestic Product

According to AgriSA (2020), the total gross value of agricultural production was estimated at R 281 191 million in 2019 compared to R 277 078 million reported for 2018. This good performance can be attributed to the recovery of major industries in agriculture, such as field crops, the fruit industry and the livestock industry despite the outbreak of foot-and-mouth disease in November 2019 and the disruption to trade and auctions.

Despite the COVID-19 disruptions, the positive outlook for both the summer crops and winter grains, oil seeds and citrus is anticipated to yield an increase in the gross value of agricultural production in 2020 (Farmers Review, 2020). Small-scale farmers received support worth R 1,5bn from the Department of Agriculture, Land Reform and Rural Development (DALRRD), during the COVID 19 pandemic. An increase in production and total value of agricultural production is expected even during this pandemic (The Africa Report, 2020).

The South African agricultural sector exported products to the value of R 180 373 900 000 in 2019. This is an unexpected increase of 8% from the previous year (Trade map, 2019). Owing to the drought, agricultural production data for 2019 showed a notable decline in a number of exportable commodities. In 2019, Netherlands, United Kingdom, Mozambique and China were the main destinations of agricultural products exported by South Africa.

The top exportable agricultural products for 2019 included citrus (R 19 969 million), grapes, apples and pears (R 7 451 million), sugar (R 4 353 million), macadamia nuts (R 5 685 million) (DAFF, 2019). The temporary ban on exports of livestock products and wool in 2019, following

the outbreak of the foot-and-mouth disease at the start of the year, contributed to the decline in exports of livestock products. In 2019, litres of wine exported were 412 million valued at R12 293 million (US\$662 million) (GAIN, 2020).

The wine industry reported losses of R650 million (US\$35 million) in 2020 due to the restrictions on exports during the first three weeks of the lockdown as the result of COVID-19 pandemic (GAIN, 2020). The Bureau for Food and Agricultural Policy (BFAP, 2020) forecasts that South African wine exports could decrease cumulatively between 41% and 72% in the next three years due to these export restrictions.

Despite the outbreak of COVID-19, the citrus industry is expected to export more than 140 million tonnes of citrus in the 2020 season, compared to 127 million tonnes in 2019 (AgriSA,2020). During the marketing year 2018/2019, the majority of agricultural products imported by the country included meat and edible poultry offal (R 6 616, 2 million), rice (R 6 436, 3 million) as well as wheat and muslin (R 4 978, 3 million) (Economics and Trade, 2019; DAFF, 2019). Thailand, Brazil and Argentina were the countries that a majority of imported agricultural products came from during this season (Economics and Trade, 2019). The value of imported products increased from 2016 to 2018 and decreased in 2019. It is anticipated that the closure of 35 land borders and two seaports in South Africa as a result of COVID-19 will have a negative impact on imports of agricultural inputs such as seeds, fertilisers, and insecticides.

The outlook for the sector remains positive despite environmental challenges such as climate change, pests and diseases. These dynamics will have an impact on the economic performance of the sector. In the midst of the COVID-19 pandemic, the role players in the sector have predicted a positive future outlook despite the disruptions in trade activities. It has been predicted that the economic performance of the sector will continue to increase but the employment in the sector is anticipated to drop as social-distancing regulations introduced at the end of March would have hampered farmers and agribusinesses from increasing employment, particularly of seasonal workers.

The changing dynamics of agricultural product markets and evolving product standards globally remain critical to maintaining competitiveness of selected South African agricultural product exports and improving the competitiveness of South African agricultural exports in these markets.

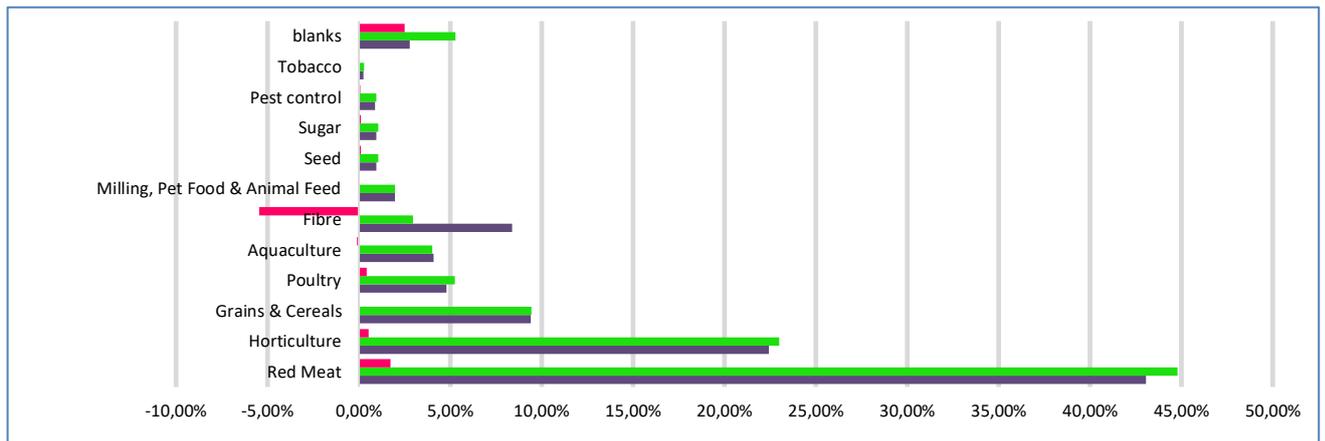
## **8.1.2. Sector Environment**

### **8.1.2.1. Labour**

Figure 2 below indicates the number of agriculture entities per sub-sector as registered with SARS in 2019. The Red Meat sub-sector remains the biggest on the AgriSETA's employer database for 2019 with 12 308 entities (44,78%) as it was in 2018. While there was a slight

percentage change increase in composition of sub-sectors between 2018/19, it is noteworthy that the Fibre sub-sector showed a significant drop of 5% to 812 entities. The lowest numbers of employers are found in Milling, PET food & Animal Feed (2, 0%), and Pest Control, Seed, Sugar (1, 0%) and Tobacco (0, 3%) for the past two years.

Figure 2: Distribution of Agricultural Entities Registered with AgriSETA Employer Database by Sub-sector: 2018 and 2019



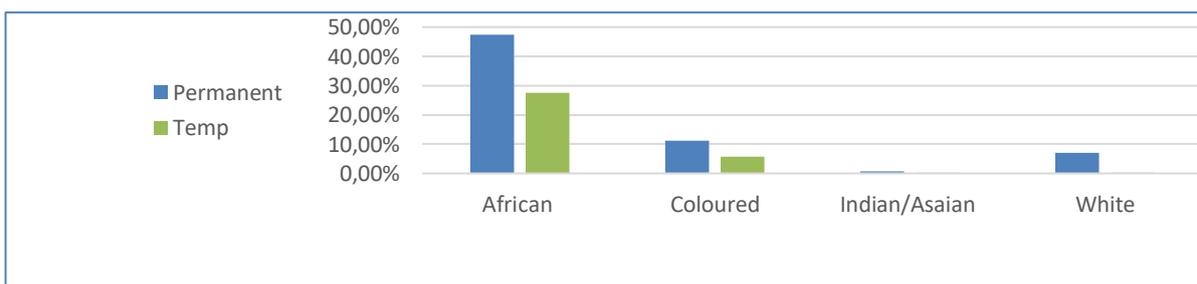
Source: AgriSETA Employer Data, 2018-2019

AgriSETA generates its revenue from skills development levies. In the year 2019, the employer database indicated that only 27% of agricultural entities registered with AgriSETA pay a skills development levy to AgriSETA. This means that just below a third of farming units are contributing towards skills development in the sector, and this places a fair degree of strain on available resources. The notable effect on skills development is that the SETA will have less money allocated to discretionary grants, which will result in fewer skills development interventions. In order for skills development interventions to reach a broader base, multiple resources need to be channelled into skills development interventions.

### 8.1.2.2. Race

As shown in Figure 3, the majority of employees within the sector are black Africans, followed by Coloured employees. This includes permanent (47,50%) and temporary (27,61%) employees. It is also noted from the results that Indian/Asian and White employees are less represented according to the WSP submissions.

Figure 3: Employees by race

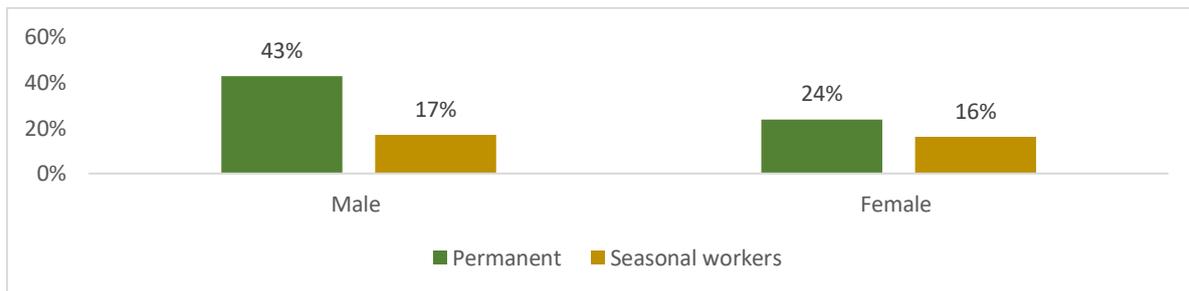


Source: AgriSETA WSP Submissions, 2020

### 8.1.2.3. Gender

According to the 2020 WSP submissions, there is a total of 357 533 employees and 237 438, (66%) of them are permanently employed while 120 095(34%) are temporarily employed. As shown in Figure 4, the composition of employees by gender is 60% male and 40% female. This statistic is in line with the national statistics which indicate that the percentage of male employees is higher than that of female employees in the agricultural sector (StatsSA, QLFS, Q3:2019; StatsSA, QLFS, Q4:2019).

Figure 4: Gender of Employees by Agriculture Entities



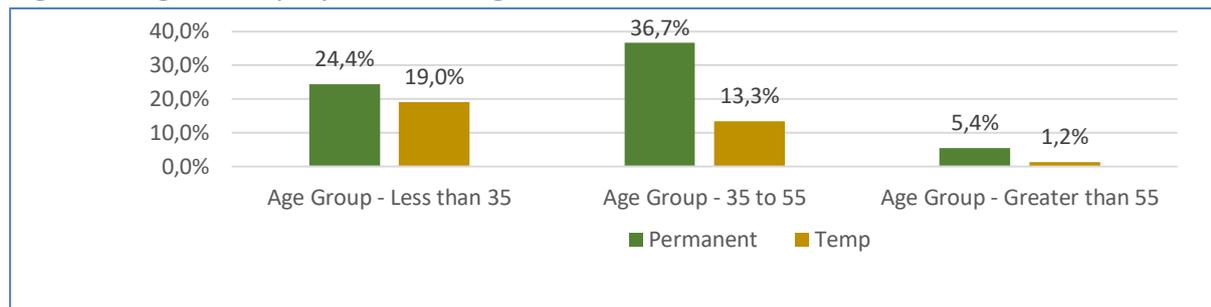
Source: AgriSETA WSP Submissions, 2020

Stats SA (2019) reported that, by the end of 2019, and out of the 885 000 agricultural employees in South Africa, only 34% of them were females. Furthermore, the results on Figure 4 indicate that, while the percentages of male and female who are seasonal workers is relatively similar, there is a higher percentage of males employed permanently compared to females.

### 8.1.2.4. Age

According to the International Labour Organisation (ILO) the average working age group is between the ages 15 and 65. A greater proportion of employees in the agriculture sector by employers are below the age of 35 (43,4 %), followed by those between the ages 35 and 55 (WSP, 2020). Only 6,6% of the employees are above 55 years of age as shown in Figure 5 below. The relatively young age of employees in the sector also shows the significant role the agricultural sector is playing towards youth employment in the country where youth unemployment is one of the contributing factors to poverty and food insecurity

Figure 5: Age of employees in the agricultural sector



Source: AgriSETA WSP Submissions, 2020

### 8.1.3. Performance Environment

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

#### 1. COVID-19

The outbreak of the novel Coronavirus, also known as COVID-19, has become the biggest driver of change relating to key skills in the South African agriculture sector in 2020. Thus far, many sub-sectors within the agriculture sector have lost millions of Rands as a result of banned exports due to the COVID-19 pandemic (Arndt et al., 2020; Troskie, 2020). To understand the impact of COVID 19 in the agricultural sector, AgriSETA commissioned a research study that targeted all the agricultural entities in the sector.

Analysis of studies conducted by AgriSETA demonstrated that 56% of the respondents were not able to market their produce/products, both locally and internationally, which led to the retrenchment of , on average, 33% of employees in order to reduce costs. The study also showed that to continue successfully with business amidst the pandemic employees need to be trained for skills such as, among others, health and safety; information technology; communication; and ,strategic planning .

#### 2. Fourth Industrial Revolution

Technological changes and dynamic will fundamentally continue to change and disrupt the way the agriculture sector operates, imposing new demands in the sector. The Fourth Industrial Revolution has the potential to have a positive impact on productivity and profitability in the agriculture sector as it will increase yield and lower costs. However, on the other hand, it poses a negative effect on the country's employment as it may reduce the demand for labour. Worldwide technology is used to monitor, plant and harvest with greater precision than ever before reducing the cost of production continuously. Emerging technology, such as drones and autonomous robots, will force agricultural organisations to upskill farm workers with hydroponics operation, computer skills and data analysis skills, among others, for the sector to remain competitive.

### **3. Environmental Sustainability**

The transition into a green economy requires changes within all the sectors of an economy. In the agricultural sector, this refers to the use of environmentally sustainable farming practices. Various sub-sectors within agriculture rely on industry specific training interventions to establish green knowledge. These interventions include the upskilling of farm workers in energy-efficient methods, resource sustainability, agro-processing and other green technologies. To ensure successful planning for skills towards green economy, the SETA is currently undertaking a research to study the skills needed by the sector to implement green economy practices.

Changes in temperature, atmospheric carbon dioxide and the frequency and intensity of extreme weather could have a significant impact on crop yields, animal fertility, milk production and diseases. Agri- SA (2019/20) reported that drought conditions from the year 2013 to 2019 have left many farmers in challenging situations. Skills interventions to deal with the migration of workers, the incorporation of the latest innovations and technologies and natural disaster management should be offered to farmers as skill interventions.

### **4. Pest and Diseases**

The prevention and control of new pests and diseases in the agriculture sector is a challenge. However, good biosecurity practices assist in recognising the emerging pest and disease threat, and they also minimise the occurrence of disease outbreaks making it easier and less costly to control new pests and diseases. For instance, in 2020, Foot-and-Mouth Disease (FMD) and African Swine Fever broke out in some areas of South Africa such as Limpopo and Eastern Cape (DAFF, 2020). In 2017 an unknown armyworm was identified as the force behind the damage of maize plants on farms in the Limpopo and North West provinces. The armyworm was later identified as Fall Armyworm *Spodoptera frugiperda* by ARC-PPRI, Biosystematics Division (DAFF, 2017). To ensure control of pest and diseases in South African agriculture, the sectors' skills planning needs to initiate training interventions on animal and plant health, animal handling skills, pest surveillance skills and pest quarantine skills.

### **5. Land Reform**

The Land Reform programme in South Africa speaks to land restitution, land tenure reform and land redistribution for the main benefit of people who previously did not own the land. It has been reported widely in the media that the land reform farms are failing in the hands of the new owners. The major factors affecting sustainability of land reform projects are lack of farming skills, lack of Government support, participants resorting to farming on a temporary basis and participants' inability to resolve farming challenges on their own (Manenzhe *et al*, 2016). The skills implication is that during skills planning, the skills needed by land reform beneficiaries need to be prioritised to ensure sustainable use of the farms so that they continue being productive as they did with the previous landholder.

#### 8.1.4. PESTEL

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

TABLE 1:PESTEL FOR SECTOR

FACTOR	POSSIBLE IMPACT
<b>Political</b>	<p>The agricultural sector is mainly guided by the standards set out by the Department of Agriculture, Land Reform, Rural Development and industry. The Department ensures ongoing development and maintenance of uniform standards for South African inspection and weighing procedures for grain. Grading regulations promote fair business practices and a competitive marketing environment for grain and oilseeds . With the correct application of these grading regulations, the sector can promote fair and competitive trading practices for the overall benefit of consumers and agricultural industry. Land reform is one of the key issues facing the agribusiness.</p> <p>This calls for tight management of this sensitive matter, failure to do so could be harmful to the South African agricultural economy and food security. AgriSETA is strategically positioned to play a leading role in the Land Reform process.</p> <p>The impact of the national minimum wage on employment and the expropriation of land without compensation in the sector is yet to be determined.</p> <p>Trade agreements within the BRICS and G20 formation will have an impact on local consumption and competitiveness</p>
<b>Economic</b>	<p>World population growth and the resultant growth in demand for food hold a positive implication for the agricultural sector.</p> <p>The sector is central to providing staple food and other food supply. However, the instability of the local currency has a negative effect on the ability to plan and manage imports and exports.</p> <p>If small-scale and communal farmers are to make a real contribution to production volumes, the yield of their production needs to be increased and the quality of their product improved.</p> <p>Market access for emerging farmers and full representation into the value chain remain a challenge. The full impact of the COVID-19 pandemic is yet to be determined; however, the closing of borders and markets impacted several sectors negatively.</p> <p>The impact of sugar tax on the sugar industries will result in consumer price increases and have a negative impact on demand.</p>

<p><b>Social</b></p>	<p>The results from SSP research reveal that gender equity is not well balanced, as the sector is dominated by male employees.</p> <p>The attractiveness of the sector needs to be addressed and the perception of the sector changed to make it an occupation of choice.</p> <p>The availability of land and resulting cases of land grabs has a negative impact on the sector.</p> <p>Social ills resulting in crime and stock theft resulted in farmers either leaving their land or going into lower risk commodity options</p> <p>The minimum wage exerts pressure on the bottom line of employers, resulting in some cases that cheaper foreign labour is preferred</p> <p>The migration of the rural workforce and availability of resources in rural areas</p>
<p><b>Technological</b></p>	<p>There is a need for research and development in the sector to facilitate the changing nature of consumer demands and the growing South African population.</p> <p>The mechanisation of farming operations means that the unskilled labour force is being replaced by a significantly smaller skilled labour force. For instance, satellites, aircraft, and unmanned aerial vehicle (UAV) systems, commonly known as drones are the aerial technologies used in more recent years in the agricultural industry. These technologies allow for the use of remote sensing to identify certain production trends, taking out the human factor of decision-making in this regard (Farmers Weekly, 2016).</p> <p>This coupled with the impact of the 4<sup>th</sup> Industrial Revolution on the workplace and other technological advancements happening within the sub-sector across the globe indicates that the sub-sector needs to also invest in research and development initiatives, and promote mentoring and coaching youth into more technical positions within the sub-sector.</p> <p>The investment in research and development will further assist in finding innovative ways in dealing with climate change.</p> <p>The awareness, access, and affordability of technology for small scale farmers need to be addressed.</p>
<p><b>Environment</b></p>	<p>The recent drought is said to be the worst to hit the country since 1992, and has shifted the domestic maize market into a net important situation (BMI, 2016, Grain). The South Africa climate range from dry to more moderate. The country can produce food in an array of climates, with maize one of the highest produced crops in South Africa. With that said, the rising temperatures and with rainfall becoming more irregular and unpredictable in some parts of the country, the production of agriculture in the country is expected to be severely affected. South Africa's water supply is under pressure, rising temperatures means that ground and</p>

	<p>surface water will increasingly evaporate, leaving the soil salty, limiting food production.</p> <p>Disease outbreaks and upsurges can cause major losses to the country’s agricultural output. The most recent outbreak to hit the country is the foot-and-mouth disease outbreak. The virus, which causes lameness and reluctance to eat in affected animals, was detected in Limpopo earlier this year, and in January, the World Organization of Animal Health (OIE) suspended South Africa's status as a foot-and-mouth disease free zone.</p> <p>Disease outbreaks and upsurges can cause major losses to the country’s agricultural output. The most recent outbreak to hit the country is the foot-and-mouth disease. The virus, which causes lameness and reluctance to eat in affected animals, was detected in Limpopo earlier this year, and in January, the World Organization of Animal Health (OIE) suspended South Africa's status as a foot-and-mouth disease free zone. Unsustainable farming practices will have a longer-term negative effect on the sector.</p> <p>The use of alternative green energy sources with a low carbon footprint will play a significant role going forward, however access and associated costs might be a limiting factor</p>
<b>Legal</b>	<p>There are legal barriers which impact negatively on the industry – it is up to the industry to clearly identify, ring-fence and engage with those barriers to enable legislative and regulation changes.</p> <p>Legislation that addresses the registration of products is a time consuming process which delays entry into the market which invariably hinders innovation in the sector.</p> <p>Legislation and new laws for inspection of maize, soya, wheat, tobacco etc. bring additional cost to producers and eventually affects consumer prices. In addition, land tenure for small-scale farmers remains a challenge.</p> <p>Restrictions on travelling and exports due to the COVID 19 had a major impact on the sector.</p> <p>International trade war between the US and China will ultimately have an negative impact on the sector.</p>

## 8.2. Internal Environmental Analysis

### 8.2.1. AgriSETA Organisational Environment

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

National Council of Provinces (NCOP) select committee on education and recreation & national assembly portfolio committee on higher education and training

Executive Authority (Higher Education Science and Technology)

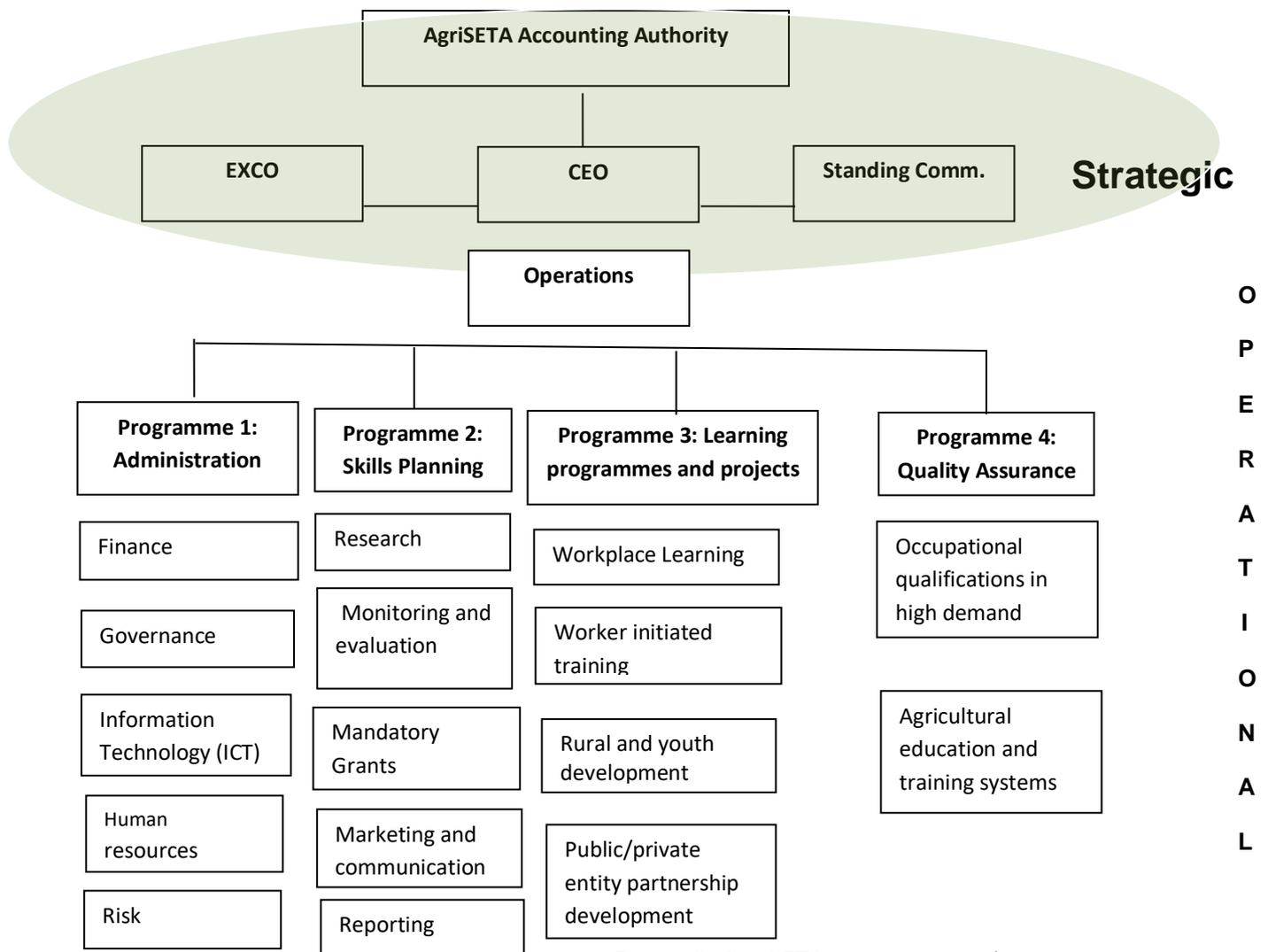


Figure 2: AgriSETA organisational structure

In terms of the Organisational structure the following can be noted:

- AgriSETA restructured its operations in the 2018/19 financial year and managed to recruit employees with the requisite experience and knowledge base. The re-establishment of AgriSETA to 2030 improved the ability of the Organisation to recruit the talent needed in critical positions;
- AgriSETA has provincial representation in 4 provinces currently;
- The predominance of small-sized employers in the sector and resulting lower levy base continues to place pressure on the availability of funding to deliver on the annual need for learning programmes.

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

TABLE 2: INTEGRATED FACT BASED SWOT ANALYSES

Strengths:	Opportunities:
<p>Supply Chain Management system that is in line with PFMA and Treasury Regulations</p> <p>Procurement of goods and services is conducted in a way that is fair, equitable, transparent, competitive, and cost effective.</p> <p>Internal and External Strong Stakeholder relationship</p> <p>Good Governance structures are place Improvement in the policy environment</p> <p>Strong internal research capacity</p> <p>Integrated performance management</p> <p>Stability in revenue income</p>	<p>Partnerships with Universities locally and internationally</p> <p>More efficient data capturing system: Implementation of an online capturing mechanism</p> <p>Integrated marketing programme with other entities</p> <p>Use of social media as a platform</p> <p>Forging linkages with other partners in other sectors to promote skills development.</p> <p>Encouragement of youth to take agriculture as a career.</p> <p>Support from stakeholders to implement learning Programmes.</p> <p>COVID-19 pandemic resulted in working remotely, virtual meetings, improved efficiencies and cost savings</p> <p>Remote operations will result in opportunity to recruit new employees nationally</p> <p>Improved efficiencies through automation and paper less environment</p>
Weaknesses:	Threats:
<p>Limited marketing of the AgriSETA brand.</p> <p>Limited national footprint</p> <p>Information systems not available to: Monitor implementation and analysis of data</p> <p>Limited employer access to information</p> <p>Access to workplaces remain challenging</p> <p>Flexibility of funding processes</p> <p>Measuring impact of learning interventions not fully matured</p>	<p>Limited Research and Monitoring and Evaluation capacity</p> <p>Not focusing on demand-led programmes.</p> <p>Not meeting APP targets.</p> <p>Lack of project management principles.</p> <p>No effective stakeholder management.</p> <p>The AgriSETA infrastructure is not conducive to the organisational structure in terms of accessibility, safety and a conducive environment</p>

- **Organisational Systems**

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

- **Organisational Strategy**

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

- **Leadership Style**

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

- **Shared Values**

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

- **SETA Landscape**

AgriSETA's licence was extended to 2030, this provides further stability to the Organisational structure. The NSDP was officially launched in February 2019 for implementation on 1 April 2020. AgriSETA will implement strategies to ensure that the national footprint of the Organisation is expanded and the mandate of the Organisation to link workplaces with learners is further strengthened. A new AgriSETA Board was appointed on 1 April 2020.

- **Compliance to the BBBEE Act.**

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

- **Designated Groups**

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

### **8.2.2. Description of the strategic planning process**

AgriSETA has taken a comprehensive and holistic approach to develop the SSP 2020-2024, and subsequently this Strategic Plan. The SSP has been developed in a participatory manner

and followed several stages of consultation of key partners, feedback and refining of the end product.

#### ***8.2.2.1. Consultation of key partners***

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

Consultation and input from the different departments within AgriSETA were also sourced in order to identify the gaps and use the combined knowledge and experience of implementing on the ground to enrich this Strategic Plan. The Governance and Strategy Committee that comprises Board members from the Employer, Union Representatives and Ministerial Appointees sides also interrogated the Strategic Plan at length. They gave their inputs and final recommendation to the Board.

#### ***8.2.2.2. Description of the Strategic Planning Process***

**Step 1:** In July, AgriSETA commences with the strategic planning process, undertakes an environmental scan and reviews strategic goals, objectives and key priorities through the drafting of the Sector Skills Plan.

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

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

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

## **Part C: Measuring our performance**

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

The Department of Higher Education Science and Technology has called on the SETAs to align their Strategic Plans to the NSDP and National Treasury framework. The current Board of the SETA has echoed the need for the SETA to focus on rural development, cooperatives, youth development, green industry as well strengthening the functioning of Agricultural Colleges.

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

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

#### **9.1. Impact:**

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

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

This strategy will serve a dual economy in the agricultural sector focusing on the commercial and small-scale farming enterprises. The intended service to such a wide constituent is further affected by AgriSETA's relative low income base and limited resources that need to be allocated accurately to achieve the intended impact. The capacity of the agricultural value chain will be strengthened through the implementation of various activities. Furthermore, this strategy aims to achieve the longer term goals over a 5-year period, however progress will be monitored annually to assess achievements.

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

The vast range of stakeholders within the agricultural environment requires the SETA to implement programmes in semi-urban and deep rural settings. This will require all support

functions within the Organisation to assist in broadening the footprint of AgriSETA within South Africa.

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

## 9.2. Outcomes

<b>Impact Statement</b>	<b>Increased supply of occupations in high demand in the agricultural sector</b>
<b>Strategic Outcome 1</b>	<b>Identify and increase the production of occupations in high demand</b>
Outcome Indicator	To establish and enhance a credible institutional mechanism for skills planning
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	1 credible mechanism
<b>Impact Statement</b>	<b>An education system that is responsive to workplace skills needs</b>
<b>Strategic Outcome 2</b>	<b>Improved linkage between education and the workplace</b>
Outcome Indicator	Increased exposure of beneficiaries to workplaces through PIVOTAL initiatives
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	10%
<b>Impact Statement</b>	<b>A capacitated Agricultural workforce</b>
<b>Strategic Outcome 3</b>	<b>Improving the level of skills in the South African workforce</b>
Outcome Indicator	Increased workplace training of workers already in employment
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	10%
<b>Impact Statement</b>	<b>An agricultural sector that prioritise occupational learning</b>
<b>Strategic Outcome 4</b>	<b>Increase access to occupationally directed programmes</b>
Outcome Indicator	Access to occupationally-directed programmes increased
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	by 5% annually up to 2024.
<b>Impact Statement</b>	<b>A responsive , capacitated agricultural college system</b>
<b>Strategic Outcome 5</b>	<b>Increased growth of public colleges as a key provider of skills</b>

	<b>required for socio-economic development</b>
Outcome Indicator	Increased enrolment of learners into the post-school system through the agricultural, TVET and CET colleges by 20%.
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5-year target	20% by 2024.
<b>Impact Statement</b>	<b>A capacitated cohort of agricultural cooperatives</b>
<b>Strategic Outcome 6</b>	<b>Increased skills development support for entrepreneurship and cooperative expansion</b>
Outcome Indicator	Increased access of unemployed, youth, women and people with disabilities to entrepreneurial and cooperative development by 20%
MTSF Priority	Outcome 7: Comprehensive rural development and land reform
Baseline	This is a new indicator
5-year target	20% by 2024
<b>Impact Statement</b>	<b>An inclusive sector that makes provision for worker lead training</b>
<b>Strategic Outcome 7</b>	<b>Increased support for worker initiated training</b>
Outcome Indicator	Increased worker training initiatives through trade unions and federations with 15%.
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	This is a new indicator
5 year target	15% by 2024
<b>Impact Statement</b>	<b>Agriculture is promoted as a career of choice</b>
<b>Strategic Outcome 8</b>	<b>Improved career development services</b>
Outcome Indicator	Increased participation of Youth in Agriculture
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path Outcome 7: Comprehensive rural development and land reform
Baseline	This is a new indicator
5 year target	45% of AgriSETA beneficiaries are youth

### 9.3. Planned Performance for the next 5-year period

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

The NSDP's aim is to ensure that South Africa has adequate, appropriate and high quality skills which will contribute towards economic growth, employment creation and social development. AgriSETA, towards fulfilling its mandate, has aligned its performance targets to NSDP with an aim of improving access to occupations in high demand and priority skills which is the NSDP mission

During the next 5 years AgriSETA will strive to strengthen all support functions within the Organisation. A clear focus will be to achieve and maintain an unqualified audit opinion, this will require strong financial discipline especially in terms of SCM. The continuous development of governance structures will be prioritised to ensure that the Board and Board sub-committees implement sound governance principles aligned to accepted standards.

Internal and external information management will be critical in the next 5 years. AgriSETA will prioritise the maintenance of infrastructure and the continuous improvement of information systems. The focus will be on upgrading of IT infrastructure and the maintenance of IT systems. This function will be fully insourced in the period covered by this strategy.

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

Over the next five years research will be further strengthened to assist decision makers in the Organisation. The mandatory grant function will be used as a vehicle to ensure that data collection increases in quality and quantity. The impact of programmes will continuously be monitored to ensure that resource allocation has the expected impact. Internal capacity will be further strengthened for the period under review to ensure that sub-sector committees function optimally.

The establishment and strengthening of the monitoring and evaluation function will be prioritised in the next 5 years. The implementation of the monitoring and evaluation framework for the Organisation and the creation of internal capacity will ensure that monitoring and evaluation of activities can be implemented organisation-wide. AgriSETA considers the monitoring and evaluation function as a key element in measuring and understanding impact

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

The availability of occupations that are in high demand will be prioritised over the next 5 years, through Learnerships, Bursaries and Internships. AgriSETA will provide opportunities for the development of skills in the Agricultural sector. Expenditure over the next 5 years will also be geared towards support of Government initiatives like operation Phakisa to address critical implementation issues identified in the NDP. The development of numeracy and literacy skills will also be prioritised to improve these basic level skills for employees. The National Skills Development Plan identified the need for worker initiated training. The implementation of projects through trade unions federations and commodity organisations will develop worker skills through learnerships, skills programmes, graduate and internship programmes.

AgriSETA will continue to focus on the strengthening of and support to youth and co-operative structures to improve food security. Through learnerships and mentorship skills, capacity will be built to mentor new and up-coming farmers. This programme will again in this MTEF leverage on conditional grants to broaden the AgriSETA's impact in support to Rural structures.

The development of occupational qualifications and the support to assessment quality partners in the implementation of new qualifications will be further expanded of the next 5 years. Closer participation and strengthening relations with Sector Skills Committees will be utilised to identify new or emerging occupations. The support to Colleges of Agriculture will continue to ensure that the base for learning programme delivery is broadened. The public college system will be further strengthened and supported to improve the quality of the skills supply to the sector. Expenditure will broadly focus on TVET, Agricultural and Community colleges.

#### 9.4. Key Risks

Outcome	Top Risks Identified	Planned Mitigation
Outcome 1-8	Poor financial management	<ul style="list-style-type: none"> <li>Consider Combined Assurance Reports.</li> <li>Tracking system to ensure that legislative changes and directives issued by Treasury are promptly noted and policies and procedures updated promptly.</li> <li>Use and application of the most up-to-date policies and procedures must be ensured through version control.</li> </ul>
Outcome 1-8	Loss of Revenue due to COVID-19 implications (including the 4 months Levy Holiday)	<ul style="list-style-type: none"> <li>The submission to revise the 2020/21 budget has been drafted and is awaiting approval. The budget close monitoring to ensure not spending frivolously.</li> <li>Await further guidelines from National Treasury and DHEST on adjustment of APP targets of 2020/21 which will align to the reduced revenue stream.</li> <li>Request utilisation of the surplus funds from National Treasury.</li> </ul>
Outcome 1-8	Poor performance management system	<ul style="list-style-type: none"> <li>Review the current PMDS to eliminate gaps and establish a transparent and participatory approach, and ensure KPI's and the revised and approved policy are communicated to all staff.</li> <li>Training on: <ul style="list-style-type: none"> <li>a) Continuous performance management by managers.</li> <li>b) Ensure transparent performance assessments.</li> <li>c) Implement performance improvement plans(PIP) for underperforming staff.</li> </ul> </li> </ul>
	Non-compliance to OHS Act and Disaster Management Act	<ul style="list-style-type: none"> <li>The OHS policy is still in draft. It must be approved and communicated throughout the Organisation.</li> <li>Installation of the Fire system in line with the Department of Employment and Labour OHS checklist such as fire sensors, heat and smoke detectors and fire siren.</li> <li>Continuous monitoring and reporting of non-compliance incidents to the CEO.</li> </ul>

Outcome 1-8	'Delays in implementing planned ICT projects.	<ul style="list-style-type: none"> <li>• Prioritisation of core components of the ERP Project implementation .</li> <li>• Project Management Services Component included on all new contracts entered into.</li> <li>• Develop Project Management Framework.</li> </ul>
	Exposure to cyberattacks.	<ul style="list-style-type: none"> <li>• Conduct regular Cyber Security Awareness Campaigns.</li> <li>• Implement two-factor authentication on the mobile device management system to provide added verification.</li> </ul>
Outcome 1-8	AgriSETA not meeting virtual demand within the industry.	<ul style="list-style-type: none"> <li>• New SSC model to be implemented.</li> <li>• Ensure broader industry participation in SSC meetings.</li> <li>• To increase the research scope and obtain more data to ensure a representative sample is obtained.</li> </ul>
Outcome 1-8	AgriSETA may not effectively implement the vision to assist organisations to fill critical skills gaps within the sectors.	<ul style="list-style-type: none"> <li>• Develop implementation plan to increase the number of WSP and ATR submissions.</li> <li>• Conduct training to SDFs (Skills Development Facilitator) during mandatory grant road shows.</li> <li>• Induction of new employers paying SDL to AgriSETA.</li> </ul>
Outcome 8	Limited visibility of AgriSETA intervention programmes.	<ul style="list-style-type: none"> <li>• The Implementation of the approved integrated marketing and communication strategy.</li> </ul>
Outcome 1-8	Poor Organisational Performance Information, reporting, monitoring and evaluation.	<ul style="list-style-type: none"> <li>• Provide training to relevant staff to ensure an adequate level of knowledge, skill and competence to make optimal use of the monitoring, evaluation and reporting tools provided.</li> <li>• Proactively manage performance through continuous feedback and engagement sessions.</li> </ul>
Outcome 3	Non implementation of AgriSETA planned	<ul style="list-style-type: none"> <li>• Effective planning, monitoring and evaluation of projects. Monitor Window 1 controls during the first quarter.</li> </ul>

	intervention programmes by employers.	<ul style="list-style-type: none"> <li>• Mentorships and Commodities monitoring will be done quarterly.</li> <li>• Learnerships, Bursaries, Internship and Artisan monitoring will be at year end.</li> </ul>
Outcome 3	Funds provided to employers by AgriSETA not used for the intended purpose.	<ul style="list-style-type: none"> <li>• Improve monitoring and evaluation at implementation of project to confirm that approved learning programme is implemented as per two party contract.</li> </ul>
Outcome 1	Ineffective implementation of RPL and Capacity building projects within the Agriculture Colleges	<ul style="list-style-type: none"> <li>• Draft a MOU with the Department of Agriculture since it is the reporting structure for all colleges. This will help align priorities and improve performance.</li> </ul>

**Part D: Technical Indicator Descriptions**

**AGRICULTURAL SECTOR  
EDUCATION AND TRAINING AUTHORITY**



**STRATEGIC PLAN**

**TECHNICAL INDICATOR DESCRIPTIONS**

**PERIOD: 2020/21 – 2024/25**

Date revised – August 2020

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

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

**Strategic Outcome 2: Improved linkages between education and the workplace**

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

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

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

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

#### Strategic Outcome 4: Increase access to occupationally directed programmes

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

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

<b>Indicator Title</b>	Increased enrolment of learners into the post-school system through the TVET and CET colleges by 20%.
<b>Definition</b>	To ensure that the public TVET system inclusive of CET is capacitated and that the number of learners enrolling into these programmes be increased
<b>Source of Data</b>	Annual Performance Information
<b>Method of Calculation or Assessment</b>	Counting the numbers of beneficiaries to CET, TVET and ATVET Colleges =%increase =(# beneficiaries in year 1 -#beneficiaries in year 5 / # beneficiaries in year 1
<b>Assumptions</b>	Data is available
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation</b>	Not applicable
<b>Desired Performance</b>	No

<b>Indicator Responsibility</b>	Access to TVET, CET inclusive of ATVET be increased by 20% by 2024
<b>Indicator Title</b>	Executive Manager ETQA

### Strategic Outcome 6: Increased skills development support for entrepreneurship and cooperative development

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

### Strategic Outcome 7: Increased support for worker-initiated training

<b>Indicator Title</b>	Increased worker training initiatives through trade unions and federations with 15%.
<b>Definition</b>	Increased support to trade unions and federations to implement worker initiated training
<b>Source of Data</b>	Annual Performance Report
<b>Method of Calculation or Assessment</b>	$\text{=\%increase} = (\# \text{ beneficiaries in 2020} - \# \text{ beneficiaries in 2024}) / \# \text{ beneficiaries in 2020} * 100$
<b>Assumptions</b>	Data is available
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation</b>	Not applicable
<b>Desired Performance</b>	Annually
<b>Indicator Responsibility</b>	Executive Manager: Learning Programmes and Projects

**Strategic outcome 8: Improved career development services**

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