ANNUAL STRATEGIC PLAN 2025/26-2029/30

2026

AgriSETA

FOREWORD BY THE MINISTER

The mandate of the Sector Education and Training Authorities is derived, in the main, from the Skills Development Act (Act No. 97 of 1998) as amended, which amongst others, directs the SETAs to develop Sector Skills Plans (SSPs). In their SSPs, the SETAs must reflect and incorporate government priorities, especially those that address our priority developmental goals, that of tackling the triple challenges of poverty, unemployment, and inequalities. The SSPs are intended to ensure that skills are not a constraint on our country's economic development.

The mandate of the SETAs must be understood within our vision of the post-school education and training system of having an integrated, coordinated and articulated PSET system for improved economic participation and the social development of youth and adults. Critical to this vision is our challenge of addressing the plight of the youth not in Education, Employment or Training (NEET), standing at over 3.6 million in the second quarter of 2024.

The White Paper for Post-School Education and Training (WPPSET) envisage the post-school education and training system as an important institutional mechanism that must be responsive to the needs of society. Critical to this are our transformational and developmental imperatives, which include, amongst others, class, gender, race, geography, and youth, and must always be reflected in our SETA interventions. Though the MTDP has three strategic priorities, which link well with the White Paper for Post-School Education and Training and the National Development Plan, such as:

- Inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living and
- Building a capable, ethical, and developmental state.

The National Plan for Post-School Education and Training (NPPSET) will play a central role in ensuring that the Medium-Term Development Plan (MTDP) is not constrained by the skills development, which is framed within the broader goals and priorities of the National Development Plan (NDP), foregrounding the national efforts to address the triple challenges of unemployment, inequality, and poverty (and gender-based violence). The National Plan for Post-School Education and Training have six goals, which are the drivers for the system as referred to below:

1. An integrated, coordinated, and articulated PSET system;
2. Expanded access to PSET opportunities;
3. A responsive PSET system with an appropriate size and shape;
4. Improved relations between education and training institutions and the world of work;
5. Improved quality of PSET provision and
6. Improved efficiency and success of the PSET system.

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

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

The National Skills Development Plan (NSDP) 2030 remains at the centre in directing how the skills development levy will be disbursed up to 31 March 2030. For this reason, the Sector Education and Training Authorities (SETAs) have been re-established until 2030, in alignment with the National Development Plan to ensure that the SETAs focus on skills required for our socio-economic development. For the financial year, we aim to expand the participation of young people in skills development programs and workplace-based learning opportunities.

For the 2025/26 financial year, the entire SETA system has set the following targets as part of expanding post-school opportunities:

- 200 300 workplace-based learning (WBL) opportunities;
- 155 500 learners registered in skills development programmes;
- 37 000 learners entering artisanal programmes;
- 28 000 learners passing artisanal trades;
- 56 000 learners completing learnerships; and
- 11 770 learners completing internships.
- 130 960 learners completing skills programmes

The SETA will enter into the Service Level Agreement with the Department's Director-General and commit to achieving 75% of all targets (especially related to learning programs) by the end of December, with the remaining 25% achieved in the last quarter of the financial year.

The SETA Annual Performance Plan (APP) clearly commits to implementing our skills development priorities and targets during the 2026/27 financial year.

Mr BK Manamela, MP
Executive Authority of Higher Education and Training

ACCOUNTING AUTHORITY STATEMENT

In developing the Strategic Plan for the 2025/26 - 2029/30 period, AgriSETA remained focused on its vision, which is ‘to enable a skilled and prosperous agricultural sector’. The AgriSETA’s strategic objectives have changed and are in alignment with the National Skills Development Plan (NSDP) and the Department of Planning, Monitoring and Evaluation (DPME) Framework for Strategic and Annual Performance Plans. The SETA is focused on eight strategic objectives highlighted in the NSDP and on imperatives identified through various strategic planning processes. This approach will ensure that AgriSETA’s strategic plans are fully aligned with the dynamic nature of its landscape and the government’s policy imperatives.

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

The agricultural sector has not grown as fast as other sectors over the past few decades. Still, it remains a critical sector for employment and food security, particularly among the country’s rural poor. The outlook for the sector remains positive despite environmental challenges such as climate change, pests and disease.

The sector is highly dualistic with a small yet strong commercial sector and a large developing sector, referred to as emerging, small-scale or ‘new’ producers as well as subsistence farmers who produce for own consumption. The commercial sector, comprising approximately 36 000 farmers, is one of the most resilient sectors in the world and adapts well to challenges of the environment (climate), politics (laws), and economic realities (e.g., fluctuating currencies). On the other side of the spectrum is the large, poorly defined developing sector, estimated to be at least ten times larger than the commercial sector if measured by the number of farmers. At AgriSETA, this group is generally referred to as the ‘under-resourced’ sector.

Key characteristics of the agricultural sector which influence our thinking as facilitators of skills development are summarised below and discussed in detail in the Skills Sector Plan (Annexure A):

- The focused attention on agriculture and rural development,
- The land restitution process,
- The low participation of youth in agricultural development,
- The need to make agriculture more accessible to women,
- The need for an improved supply of primary and secondary skills to meet ever-increasing demand,
- The reality that agricultural colleges are not producing enough graduates with the skills and knowledge required by the labour market,
- The challenge that many other tertiary agricultural qualifications are not aligned with the occupations and skills needs of the agricultural economy,
- The heavy reliance of agriculture on unskilled and semi-skilled workers,
- The struggle by under-resourced farmers to enter the formal market,
- The imperative to revitalise green industries in response to the changing agricultural climate and environment, and changes in customer behaviour, and
- The announced minimum wage, which is expected to have a significant impact in the medium- to long-term.

This Strategic Plan is focused on addressing these unique challenges in agriculture, while also capacitating available resources, such as agricultural TVET colleges. The allocation of funds entrusted to AgriSETA, as well as allocations from the NSF, which is limited given the sector's vast and dire needs, has been carefully planned to respond to the identified needs.

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

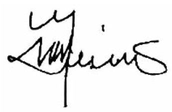
Ms. Stella Mtembu
Acting Chairperson: AgriSETA Accounting Authority

ACCOUNTING OFFICER STATEMENT

AgriSETA, a Section 3(A) public entity in terms of the Public Finance Management Act (PFMA), was established through the Skills Development Act (Act no. 97 of 1998), Chapter 3, Section 9. The organisation's mandate is to be a catalyst for strengthening the agricultural sector, ensuring that the South African economy grows as a whole and enhancing food security.

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

AgriSETA is geared towards the full implementation of this strategy and national priorities, which will be responded to during this period. The organisation is in a robust state and has the requisite commitment and institutional knowledge to implement the plan entirely.



Mr. Fanny Phetla
ACEO: AgriSETA

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-oriented goals and objectives which AgriSETA will endeavour to achieve over the period 2025/26–2029/30.

Mr. Frikkie Fouche
Executive Manager: Skills Planning and Research

Mr. Clema Mangwato
Chief Financial Officer

Mr. Fanny Phetla
Acting Chief Executive Officer

Ms. Stella Mthembu
Interim Board Chairperson:
AgriSETA Accounting Authority

CONTENTS

ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
AAMP	Agricultural and Agro Processing Master Plan
AET	Adult Education and Training
CEO	Chief Executive Officer
CET	Community Education and Training
CIO	Chief Information Officer
ETQA	Education and Training Quality Assurance
HR	Human Resources
HRDS	Human Resources Development Strategy
IPAP	Industrial Policy Action Plan
IT	Information Technology
NDP	National Development Plan
NGP	National Growth Plan
NSDP	National Skills Development Plan
PFMA	Public Finance Management Act
PYEI	Presidential Youth Employment Interventions
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PFMA	Public Finance Management Act (Act No. 1 of 1999)
PSET	Post School Education and Training
QCTO	Quality Council for Trades and Occupations
RPL	Recognition of Prior Learning
SIHIPs	SETA Integrated High Impact Programmes
SETA	Sector Training and Education Authority
SWOT	Strengths, Weaknesses, Opportunities, Threats
TVET	Technical and Vocational Education and Training
WP-PSET	White Paper on Post-School Education and Training

PART A

OUR MANDATE

1. Constitutional mandate

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

Everyone has the right:

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

Everyone has the right to receive education in the official language or languages of their choice in public educational institutions where that education is reasonably practicable. 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 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 as a public entity under Schedule 3 Part A of the PFMA. It was enacted through the Skills Development Act (Act No. 97 of 1998) Chapter 3, Section 9.

Applicable legislation in the SETA's business operations include the:

1. Higher Education Act (Act No. 101 of 1997) (HE Act),
2. National Student Financial Aid Scheme Act (Act No. 56 of 1999) (NSFAS Act),
3. National Qualifications Framework Act (Act No. 67 of 2008) (NQF Act),
4. Skills Development Levies Act (Act No. 9 of 1999) (SDL Act),
5. Public Finance Management Act (Act No. 1 of 1999) (PFMA),
6. Continuing Education and Training Act (Act No. 16 of 2006).
7. All related regulations,
8. National Treasury Regulations, and
9. Department of Planning, Monitoring and Evaluation Frameworks for Strategic Plans (SPs) and APPs.

3. Institutional policy and strategies

3.1. Institutional strategic policies

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

All AgriSETA policies are reviewed annually to address changes or new service delivery requirements.

3.2. Alignment with sector-specific and national strategic frameworks

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

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

3.3. The National Skills Development Plan

AgriSETA developed its SSP in response to the NSDP.

The NSDP is derived from the NDP 2030, which identified various challenges, including a critical skills shortage, a complex intergovernmental system, high levels of corruption, weak lines of accountability, inadequate legislative oversight, and a long history of blurred lines between party and State. Its broader purpose is to ensure that South Africa has adequate, appropriate, and high-quality skills that contribute to economic growth, employment creation, and social development.

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

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

The primary aim of identifying high-demand occupations is to improve the Post-School Education and Training (PSET) system's responsiveness to the needs of the economy and to the broader developmental objectives of the country.

The NSDP starts by understanding and determining the demands of the labour market and national priorities, which can be translated into interventions by education and training institutions through their planning processes on the supply side.

Outcome 2: Linking education and the workplace

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

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

The linkage to the workplace and labour market is critical to ensuring graduates are placed in high-demand and priority occupations. The SETAs facilitate and broker the linkages between the labour market, employers, and sectors, as well as the education and training institutional supply.

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

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

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

Outcome 4: Increase access to occupationally directed programmes

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

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

Outcome 5: Support the growth of the public college institutions as a key provider of skills required for socio-economic development

Technical and Vocational Education and Training (TVET) Colleges

The WP-PSET describes TVET colleges as the cornerstone of South Africa's PSET system and proposes expanding TVET institutions to absorb enrolment growth in the post-school system. This will entail the delivery of alternative options and an increase in mid-level technical and occupational qualifications.

Where this is practically possible, centres of specialisation will be promoted as the mode of delivery for identified occupational programmes. This mode of delivery places the employer at the centre of the skills-delivery model, alongside other stakeholders, including SETAs, and will be encouraged, promoted, and expanded within TVET institutions. The role of social partners remains central to the success of this methodology.

Community Education and Training (CET) Colleges

The institutions in expanding skills development in the country. CET colleges are to cater to 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, develop sustainable livelihoods, and progress into other education institutions will be offered in CET colleges. SETAs are to support the CET colleges with programmes that will help respond to the latter.

Outcome 6: Skills development support for entrepreneurship and co-operative development

The youth's inability 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 youth and potential entrepreneurs.

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

Outcome 7: 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 skilling workers, strengthening broader sectoral policy, and building capacity to engage in the workplace and wider economy. Trade unions and worker education and training initiatives can leverage their organisations' critical networks, such as shop stewards and union officials, to educate members and other workers in ways that benefit the broader economy.

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

Outcome 8: Support career development services

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

One of the most important milestones in an individual's life is to make a career choice. Yet, 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 well marketed or because there is financial aid. There is a lack of guidance to direct young people to programmes for which they have an aptitude and those that will provide training in areas needed in the economy.

3.4. White Paper for Post-School Education and Training (WP-PSET)

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

- Development of occupationally directed programmes that address fundamental skills needs,
- Emphasis on skills development within government departments, including the Department of Agriculture (DOA), Department of Land Reform and Rural Development (DLRRD)[1], Department of Forestry, Fisheries and the Environment (DFFE), and the Department of Trade, Industry and Competition (DTIC), with emphasis placed on inter-departmental skills programmes, and
- Expansion of the role played by public colleges and universities in the provision of occupational skills to the sector.

[1] *In July 2024, President Ramaphosa announced that the Department of Agriculture, Land Reform and Rural Development (DALRRD) would be split into the Department of Agriculture (DOA) and the Department of Land Reform and Rural Development (DLRRD)*

3.5. National Development Plan (NDP) 2030

The NDP 2030 sets out six interlinked priorities:

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

3.6. Operation Phakisa

Aquaculture

Aquaculture accounts for almost half of the global fish supply, but less than 1% in South Africa. The sector offers significant potential for rural development, especially for marginalised coastal communities. Since the launch of Operation Phakisa over eight years ago, aquaculture farm production under this initiative has shown steady growth, despite some fluctuations. In 2022, production saw a slight increase of 4.09%, rising from 4 794 tons to 4 991 tons year-on-year, with Operation Phakisa farms contributing 65% of South Africa's total aquaculture production that year. This work stream has identified eight initiatives that would focus on the following:

- Increasing sector revenue from R0.67 billion to R3 billion between 2019 and 2024, building on the previous growth from approximately half a billion rand to almost R1.4 billion in 2019.
- Boosting production by an additional 27 020 tons.
- Creating 6 560 direct jobs and enhancing participation to support transformation in the sector.
- The creation of an enabling regulatory environment; and
- Increasing funding support, increasing development of the skills pool, awareness, and improving access to markets.

Agriculture

This programme is led by DALRRD (now the DOA) and DFFE, and supported by the Department of Planning, Monitoring and Evaluation (DPME). The programme drives two broad objectives:

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

As enabling milestones, the following specific objectives have been identified:

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

3.7. Industrial Policy Action Plan (IPAP)

The role of industrial policy is to unleash private investment and accelerate economic growth and inclusion. This is an essential part of building investor confidence and the platform for job creation. The next phase of industrial policy development will strategically focus on aligning South Africa with the global green economy and technology revolutions.

The IPAP for 2018/19-2023/24 identifies the following priorities:

- Economic and other policy coordination,
- Energy security, which plays a pivotal role in attracting investment and fostering a conducive environment for industrial expansion and innovation,
- Scaling up or accelerating the implementation of master plans,
- Innovation, including sharpening the impact of export support through South African embassies,
- Improving intergovernmental coordination, alignment, and planning around industrial policy,
- Development of skills in terms of advancement in digital technology, including artificial intelligence, and green industrialisation, impacting production and manufacturing priorities, and
- Responding to change, including the major global economic shifts that are expected to accelerate in the coming years.

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

The IGDP, as defined by the Department of Agriculture, 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 the following four overarching strategic objectives, which AgriSETA understands as "sector objectives":

Equity and Transformation: This looks broadly at equity and transformation in employment, management, skills development, preferential procurement, enterprise development, and socio-economic development. It also seeks to address 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 (B-BBEE) as a critical strategy to support skills development,
- *Gender* - women are vulnerable and often unable to access some of the most prestigious and rewarding occupations and must thus be empowered to change this,
- *Youth aged 15-35 years* - too many young people leave school with few prospects of finding decent work, and thus 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* - which is eroding our efforts and 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 and exploring export opportunities, reducing import dependencies, and reducing input and transaction costs to enable the development and strengthening of viable, sustainable agricultural enterprises. Envisioned are public-private partnerships as well as partnerships between large successful commercial farms and emerging farms in common interest areas like extension services and mentoring.

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

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

3.9. National Minimum Wage Act 9 OF 1998 (amended in 2018)

The National Minimum Wage Act, which came into effect on 1 January 2019, ensures that no worker in South Africa may be paid below a set level. This was a significant achievement for a young democracy like South Africa, striving to overcome a legacy of poverty and severe inequality. As of 1 March 2025, the minimum wage has increased from R27.58 to R28.79 per hour. At this new rate, an 8-hour workday yields a monthly wage of R4 989.88, while a none-hour workday yields R5 613.62 per month. The updated minimum wage also specifies rates for various sectors: farm and domestic workers will receive a minimum in line with the rate, whereas workers in expanded public works programs will earn a lower rate of R15.83 per hour. This adjustment wage requirements.

3.10. White Paper on Land Reform

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

Land redistribution

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

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

Land restitution

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

Restitution can take the form of:

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

Land tenure reform

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

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

3.11. The Expropriation Bill [B23-2020]

The President established a joint Constitutional Review Committee (CRC). Following Parliament's support, the final report advocating amendments to Section 25 of the Constitution was officially gazetted. The Bill defines new protocols relating to land expropriation and outlines the legal basis for Constitutional amendments. The main objective of this Bill is to ensure that expropriation laws comply with the Constitution of South Africa.

3.12. The South African Agricultural and Agro-Processing Master Plan

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

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

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

The AAMP aims to address these challenges by means of:

- Adopting the Theory of Change to support mass production and industrialisation linked to markets;
- Policies to identify farmers and agri-preneurs, guided by comprehensive producer support, farm register, beneficiary selection, and land allocation;
- The operationalisation of the District Development Model (DDM) to facilitate and drive growth in the sector, create jobs, and promote rural development;
- Targeting households, smallholder farmers and SMMEs (mainly women, youth and vulnerable groups);
- Providing required support to commercial farmers and large businesses; and
- Aligning sector skills plans for relevance and value to the AAMP.

3.13. The South African Poultry Master Plan

Poultry is an affordable source of protein for millions of households and adds value to other crops like maize and soya, which are major ingredients in poultry feed. The nature of the sector allows for low barriers to entry for new producers and provides jobs throughout South Africa. The South African Poultry Master Plan was developed against the background of various challenges, namely:

- The relatively high cost of feed in South Africa,
- The relatively small scale of production in South Africa, which makes the industry susceptible to imports,
- International segmentation of production leading to imports of specific portions into South Africa,
- Despite tariff-free access to Europe, sanitary and phyto-

- sanitary requirements that make exports extremely difficult for local producers, and
- Lack of sufficient transformation in the sector, specifically in terms of black ownership within the value chain.

3.14. The South African Sugar Value Chain Master Plan 2030

The sugar industry finds itself in a downward spiral that threatens the long-term sustainability and growth of the sector. This is driven by the accelerated decline in the industry over the past several years due to reduced demand in the Southern African Customs Union (SACU) zone from 1.65 million to 1.25 million tonnes of sugar per annum, forcing increased exports into a global market where prices are below the local production cost. The industry now must absorb losses of approximately R2 billion per year due to distorted global prices; increasing volumes of low-priced, tariff-free exports from eSwatini into the SACU of approximately 500 000 tonnes per annum; and the Health Promotion Levy (or HPL), a tax on sugar-containing drinks implemented on 1 April 2018. In the first year of the HPL, 250,000 tonnes of sales were lost, equating to R1.2 billion in industry revenue.

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

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

3.15. The Economic Reconstruction and Recovery Plan (ERRP)

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

- **Infrastructure investment and delivery:** a large-scale infrastructure programme will boost aggregate demand, assist in reviving the construction industry, and contribute to employment creation.
- **Industrialisation through localisation:** to kick-start a massive programme of industrialisation through localisation, specific local industries where localisation will be driven aggressively will be supported with special measures, including strong links to infrastructure investment plans.
- **Energy security:** The implementation of the Integrated Resource Plan will ensure the diversification of South Africa's energy sources, which also embraces new entrants and capacity into the energy space.
- **Gender equality and economic inclusion of women and youth:** the interventions that form part of the ERRP will be geared towards promoting greater participation by black people, women, youth and persons with disability at all economic levels.
- **Support for the recovery and growth of the tourism, cultural, and creative industries:** the Department of Tourism will continue to work with sister departments to build on the work already done to increase ease of access into South Africa for the purposes of stimulating the international tourist market.
- **Green economy interventions:** the pursuit of green industrialisation and a green future is a critical intervention not only in addressing the persistent challenges of inequality, poverty and unemployment, but also in offering a sustainable solution to climate vulnerability and driving economic competitiveness.
- **Mass public employment interventions:** agriculture-specific initiatives will be undertaken to boost mass employment creation, including support for up to 74,626 small-scale farmers to expand production and access to markets, and 5 000 young entrepreneurs and microenterprises.
- **Strengthening agriculture and food security:** the impact of proposed measures will ensure that close to 230 000 households are supported, thus directly addressing food security at a household level.
- **Macroeconomic policy interventions:** effective coordination of fiscal and monetary policies as well as the mobilisation of other financing instruments to ensure that the plan is sufficiently funded while maintaining financial sustainability.

3.16. Medium Term Development Plan (MTDP) 2024–2029 aligned to the Government of National Unity (GNU) strategic priorities

The 2024-2029 MTDP, approved by Cabinet on 26 February 2025, outlines the strategic approach that would guide government actions and priorities under the Seventh Administration. The plan seeks to place South

Africa on a path of inclusive growth and development, aligned with the goals set out in the GNU's statement of intent and the National Development Plan (NDP) through three main priorities, namely, 1) driving inclusive economic growth and job creation; 2) reducing poverty and tackle the high cost of living; and 3) building a capable, ethical and developmental state. The SETA remains committed to contributing to the implementation of these priorities through targeted skills development interventions.

3.17. The District Development Model

The District Development Model (DDM) was approved as an operational model for improving cooperative governance, aimed at building a capable, ethical developmental state, including strengthening Local Government. The model identifies the following five objectives, which the SETA will address through priority interventions.

- Managing rural/urban migration, as well as sustainable growth and development.
- Determining and/or supporting local economic drivers.
- Determining and managing spatial form, land release, and land development.
- Determining infrastructure investment requirements and ensuring long-term infrastructure adequacy to support integrated human settlements, economic activity, and provision of basic services, community and social services.
- Institutionalising long-term planning whilst addressing 'burning' short-term issues.

3.18. Reconceptualised Human Resources Development Strategy for South Africa 2024-2033

The Human Resources Development Strategy (HRDS) is informed by the economic and social development goals of the country and seeks to respond to the goals set out in the NDP 2030 and the MTSF. The HRDS is based on the notion that human resource development can achieve economic and social development priorities by building a capable developmental state.

The HRDS recognises and encompasses the entire education and training value chain and its diverse range of institutions, including formal education and training, early childhood development (ECD), basic education (schooling) and PSET institutions, funded by the fiscus, and training funded by the SETAs and the NSF. The strategy aims to identify the challenges that require focus over the next five years towards human resource development. This is to assist with the availability of human resources needed for South Africa's society and economy, and to address the imbalances of skills supply and demand in the country.

The reconceptualised HRD strategy should be read in conjunction with the Master Skills Plan and has four priority areas:

1. Improving early learning and schooling outcomes,
2. Improving the employability of youth who are not in Employment, Education and Training,
3. Improving the responsiveness of the PSET system to skills demand, and
4. Improving governance, leadership, and management in the public sector.

3.19. SETA Integrated High Impact Programmes (SIHIPs)

During a SETA skills summit held in April 2024, SETA Integrated High Impact Programmes (SIHIP), a strategic initiative designed to accelerate skills development for mass impact, was launched. Six programmes were identified for implementation collaboratively among SETAs until the 2029/30 financial year. These programmes are strategically aligned with the National Development Plan and the National Skills Development Plan, targeting crucial areas such as infrastructure development, workplace-based learning, entrepreneurial and cooperative growth, and Fourth Industrial Revolution-related advancement. AgriSETA has, through collaboration, prioritised initiatives to respond to the following SIHIPs:

- Infrastructure Development and Public Sector Institutional Delivery Capacitation: This programme focuses on supporting public sector institutions with infrastructure, training, and development to enhance their service delivery. Collaboration with TVET colleges and other educational institutions will ensure the effective use of the developed infrastructure for skills development.
- **Reduction of Unemployment Through Skills for Jobs:** Aimed at addressing the high unemployment rate, this initiative provides direct experience and pathways for learners to be absorbed into the workforce. It targets unemployed graduates and equips individuals with practical skills needed in the job market.
- **Sustainable Entrepreneurship and SME Development:** Supporting SMEs and cooperatives, this programme imparts skills to current and emerging entrepreneurs, fostering long-term sustainability. The NDP envisions that 90% of the 11 million jobs to be created by 2030 will come from these sectors.
- **Digitisation and Technological Advancement:** SETAs will collaborate with digital innovation labs, equipping participants with modern technology infrastructure and software tools. This programme encourages experimentation with emerging technologies and collaboration on real projects.

- **Shared ICT Services and Learner Information Management:** A centralised system for efficient learner information management will be developed, preventing duplication and ensuring alignment with the post-school education vision.
- **Rural Development for Community Impact:** Focused on alleviating unemployment and poverty in rural areas and townships, this programme aims to retain skilled individuals in these communities by providing demand-led skills interventions.

3.20. Just Energy Transition Implementation Plan 2023–2027

The Just Energy Transition (JET) Implementation Plan (IP) 2023–2027, hosted by the Presidential Climate Commission (PCC), which the President of the country chaired, was launched on 4 November 2022 and endorsed by the cabinet in November 2023. The JET IP outlines a roadmap for a just transition to a low-carbon, climate-resilient economy. It seeks to enable South Africa to make targeted progress towards meeting its decarbonisation commitments in a way that delivers just outcomes for communities affected by the energy transition, while contributing to inclusive economic growth, energy security, and employment. Within the plan, 'Skills portfolio' is identified as one of the six key portfolios of the JET IP, and this is where the SETA is committed to align with the plan's priorities. Five flagship interventions under this portfolio, which require financing support, include:

- Establishment of a three-tier JET skills ecosystem to coordinate and align skills activities across multiple institutions and stakeholders, in alignment with the Department of Higher Education and Training's (DHET) National Skills Masterplan 2030.
- Creation of Skills Development Zones (SDZs) – local learning networks focused on three core value chains: Mpumalanga (renewable energy and transmission), Eastern Cape (new energy vehicles), and Northern Cape (green hydrogen), anchored in local education institutions and developed in partnership with business to support community and local economic development initiatives.
- JET skills need assessments for each of the three core value chains, with implications for curriculum design and programme offerings at tertiary education institutions.
- Capacity development for government and key public institutions to effectively manage and implement JET-related initiatives.
- Support for foundational skills development, including the upskilling of teachers and the integration of sustainable energy concepts into school curricula.

4. Relevant court rulings

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

As stated in Skills Development Circular No. 1/2020, the Department of Higher Education and Training interprets that, although it is still obligatory to pay mandatory grants, there is no specific percentage that SETAs must pay to employers as mandatory grants. DHET is of the view that, in line with Regulation 4(1), it would be within a SETA's power to determine the percentage of levies to be paid back to the employer as a mandatory grant. In 2023 BUSA re-enforced its position on the payment of Mandatory Grants in the submission of comments on the proposed changes to grant regulations.

PART B

OUR STRATEGIC FOCUS

5. Vision

Enabling a skilled, transformed and prosperous agricultural sector.

6. Mission

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

7. Values

- **T**ransparent: ***See through us***
- **R**esponsible: ***I own it***
- **U**nity: ***In diversity***
- **S**ervice delivery: ***We are here to serve***
- **T**eamwork: ***Together we do more***

"TRUST"

8. Situational analysis

AgriSETA's Sector Skills Plan (SSP) captures the following vital realities, which have a direct impact on the process of development of such skills in the sector[2]:

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

Differing skills requirements are prevalent throughout the agricultural sector. Commercial farmers require high-level technical skills for managerial positions, and improved AET and RPL for their unskilled workforce. Emerging farmers and co-operatives require partnerships with big business, government departments, other SETAs, and industry bodies that are targeted at helping co-operatives develop into proper companies with access to finance, markets, corporate governance and business management skills. These should be provided through mentorships that fall beyond traditional SETA learnerships.

It appears that, because of the skills requirements mismatch in the agricultural sector, neither of these constituents currently benefits fully from existing AgriSETA learnerships. There is a group of unskilled workers, spanning commercial and subsistence farming, who are not eligible for lower-level NQF AgriSETA learnerships because they do not have the requisite basic literacy and numeracy skills or because they require RPL to be launched onto a career development path. 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.

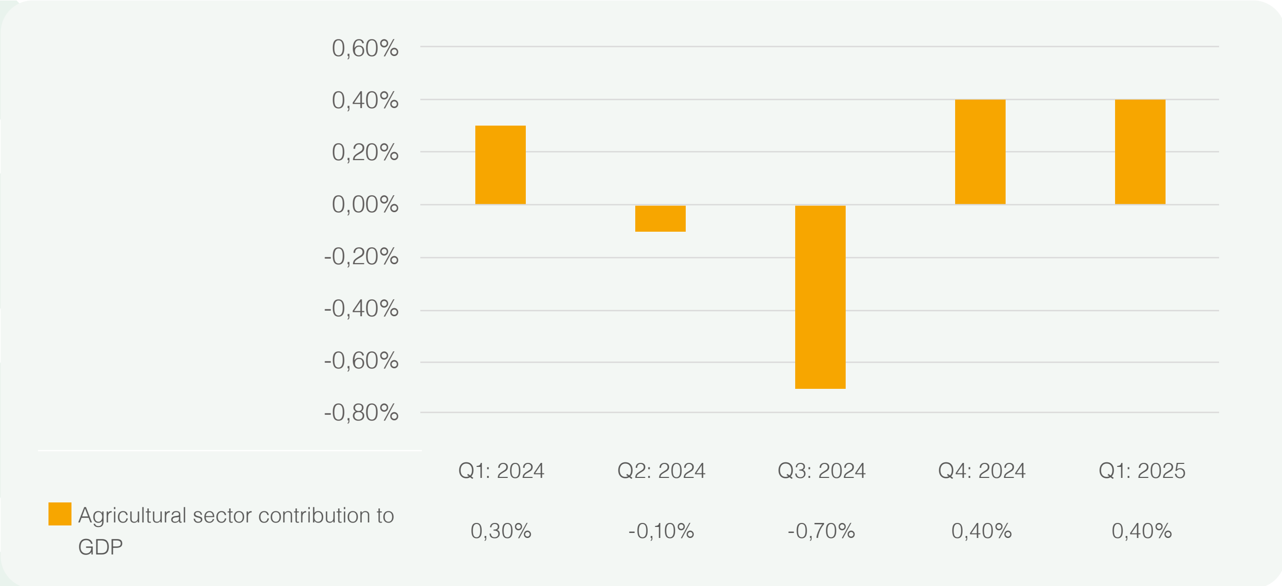
8.1. External environmental analysis

8.1.1. Economic setting

The agricultural sector's economic performance in 2024 was marked by significant volatility, reflecting its sensitivity to climate and market conditions. In Q1, the sector expanded by 13,5%, contributing 0,3 percentage points to GDP growth, driven primarily by increased horticultural activity (Stats SA, 2024a; Stats SA, 2024b). However, this momentum reversed in Q2, with a contraction of 2,1% and a negative contribution of 0,1 percentage points to GDP (Stats SA, 2024c). Q3 saw a significant downturn, with the sector shrinking by 28,8% and detracting 0,7 percentage points from GDP growth, primarily due to decreased activity in field crops (Stats SA, 2024d). Encouragingly, the sector rebounded in Q4, growing by 17,2% and contributing 0,4 percentage points to GDP growth, driven by increased activity in field crops and animal products (Stats SA, 2024e). The upward trajectory continued in the first quarter of 2025, with the sector recording a positive contribution, growing by 15.8% and adding 0.4 percentage points to GDP growth (Stats SA, 2025). These fluctuations are illustrated in Figure 1 and highlight the sector's vulnerability to environmental factors as well as the need for climate-resilient strategies to sustain its economic contribution.

[2] *A comprehensive situation analysis is available in the Sector Skills Plan attached as annexure A hereto.*

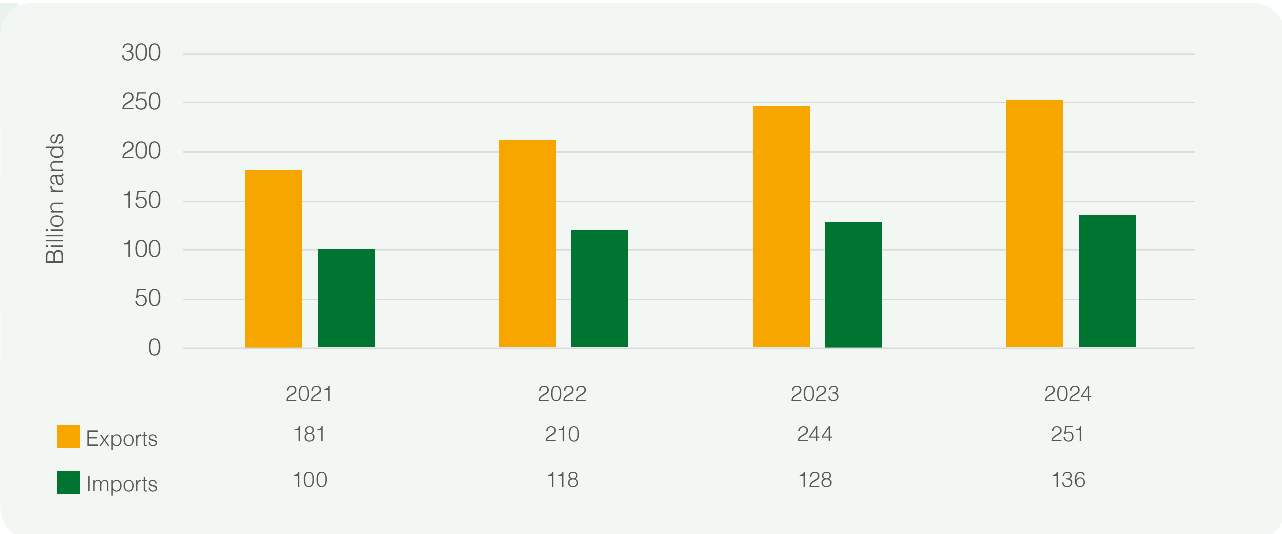
Figure 1: Agriculture, forestry and fishing sector contribution to GDP (quarter to quarter)



Source: Stats SA (2024) and Stats SA (2025)

Figure 2 illustrates South Africa's trade from 2021 to 2024. Throughout this period, the agricultural exports steadily increased from 181 billion rands in 2021 to 251 billion rands in 2024, reflecting strong growth in the sector. Imports also increased from 100 billion to 136 billion rand over the same period, but at a slower pace. The country maintained a positive trade balance, with exports consistently exceeding imports, indicating South Africa's status as a net agricultural exporter. According to NAMC (2025), the rise in export revenues can be attributed to multiple factors, including improved grain prices, higher volumes of various products, and advances in seed genetics, which have enhanced product quality notably for new farmers in the raisin industry. On the import side, rice was South Africa's most imported agricultural product in 2024, followed by wheat, sugar, and sunflower oil.

Figure 2: Value of agricultural products imported and exported between 2021 and 2024 (rand)



Source: ITC (2025)

8.1.2. Sector environment

Labour

The agricultural sector plays an important role in South Africa's employment creation and poverty alleviation (World Bank, 2022). The Quarterly Labour Force Survey (QLFS) offers valuable insights into South Africa's labour market dynamics. The QLFS results for Q1 2025 indicate that the official unemployment rate increased by 1,0 percentage points, reaching 32,9% in the first quarter of 2025. This marks an increase from the fourth quarter of 2024. The QLFS results for Q1 2025 indicate that the working-age population increased by 130 000 (0,3%) from Q4 2024 (Stats SA, 2025). Between Q4 of 2024 and Q1 of 2025, employment increased in five sectors, with agriculture among them. The agricultural sector saw an increase of 6,000 (0,7%) employees, bringing total employment in the sector to 930 000. However, this employment growth was uneven by gender. In Q1 of 2025, the number of women employed in agriculture decreased by 17 000 (-5,7%), while the number of men increased by 23 000 (3,7,1%) compared to Q4 2024. Provincially, the most significant increases in agricultural employment were recorded in Gauteng (0,4%) and KwaZulu-Natal (0,3%) (Stats SA, 2025). Over the past five years, employment in the sector during the first quarter has generally shown a steady, year-on-year increase. This trend reflects the sector's important role in providing jobs, particularly in rural areas. However, in 2025, this upward trajectory experienced a slight setback, with a marginal decline in the number of people employed in agriculture compared to previous years.

Employment by Industry

According to the 2025 Workplace Skills Plan (WSP) submissions, there was a total of 365 723 employees reported, which is a 2.3% increase from the previous year. Further analysis of the data shows that majority of the employees reported hold permanent positions. Horticulture accounts for most of the employees reported in the sector, followed by Red Meat, Poultry, and Grains and Cereals. Further analysis shows that Aquaculture, Horticulture, Milling, pet food and animal feed, Pest Control and Sugar sub-sectors reported an increase in the number of permanent employees in 2025. In terms of the number of employees that hold temporary employment, the sub-sectors that saw a decrease in the number of employees reported include Aquaculture and Fibre sub-sectors. The overall increase in the number of employees reported in 2025 can be attributed to the notable increase in the Horticulture subsector, resulting in increased activity under field crops and citrus fruits during Q4 of 2024.

Table 1: Employee distribution by sector

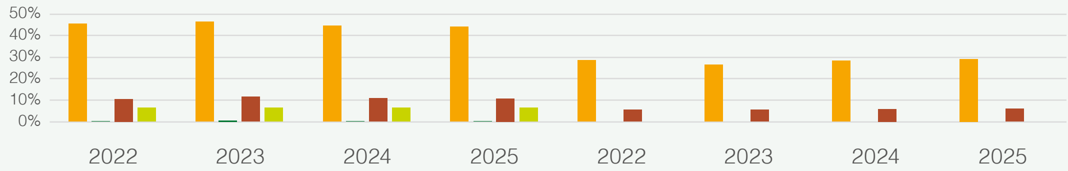
	Employees 2025			
	Permanent Employees		Temporary Employees	
Sub-sector	Number	%	Number	%
Aquaculture	2 041	0.88%	58	0.04%
Fibre	1 323	0.57%	202	0.15%
Grains and cereals	26 322	13.34%	7 424	5.56%
Horticulture	110 113	47.43%	106 801	79.97%
Milling, pet food and animal feed	7 715	3.32%	298	0.22%
Pest Control	1 051	0.45%	27	0.02%
Poultry	32 891	14.17%	2 440	1.83%
Red Meat	37 059	15.96%	10 074	7.54%
Seed	2 364	1.02%	610	0.46%
Sugar	10 485	4.52%	5 617	4.21%
Tobacco	808	0.3%	0	0.00%
Total	232 172	100%	133 551	100%
Grand total	**365 723**			

Source: AgriSETA WSP submission, 2022-2025

Race

The figure below shows the distribution of employees by race from 2022 to 2025. African workers make up the highest percentage of permanent and temporary employees (45%-47% in permanent employment, 27-30% in temporary) by a significant margin over any other racial grouping. Coloured employees form the next largest group, accounting for 11-12% of permanent positions and 6% of temporary roles throughout the 2022 to 2025 period, while Indian/Asian and White employees have a marginal presence, particularly in temporary roles. It is clear from the data that the workforce remains primarily African in its composition with little racial diversity, particularly the temporary workforce.

Figure 3: Employees by race



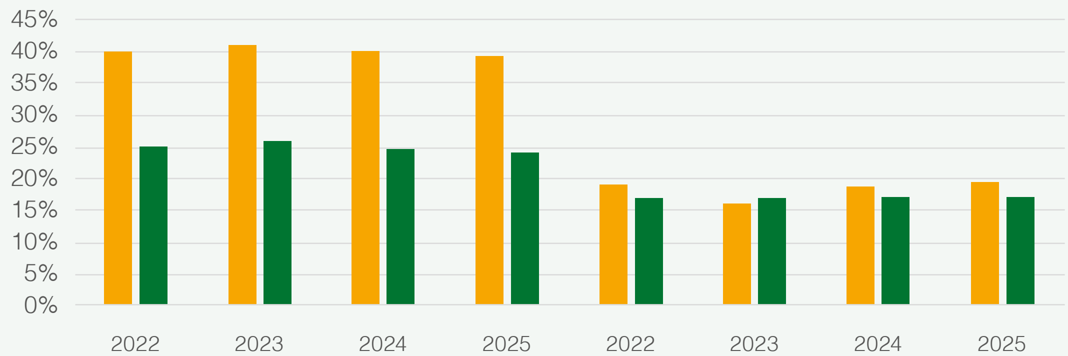
	Permanent				Temporary			
	2022	2023	2024	2025	2022	2023	2024	2025
African	46%	47%	45%	45%	29%	27%	29%	30%
Asian	0,62%	1%	0,6%	0,6%	0,03%	0,04%	0,04%	0,05%
Coloured	11%	12%	11%	11%	6%	6%	6,49%	6,40%
White	7%	7%	7%	7%	0,29%	0,02%	0,33%	0,29%

Source: AgriSETA WSP submissions, 2022, 2023, 2024, and 2025

Gender

The graph below illustrates the gender distribution in permanent and temporary agricultural employment between 2022 and 2025. The gender distribution among both permanent and temporary employees shows that males make up a higher proportion of the workforce, with permanent male employees accounting for an average of 40% and females accounting for 23% average. Further analysis of the data shows that the gender distribution saw a change \in 2025; the percentage of both permanent male and female employees dropped, percentage for temporary employees, male representation increased to 20% in 2025, while temporary female employees remained at 17% in 2025.

Figure 4: Gender of employees



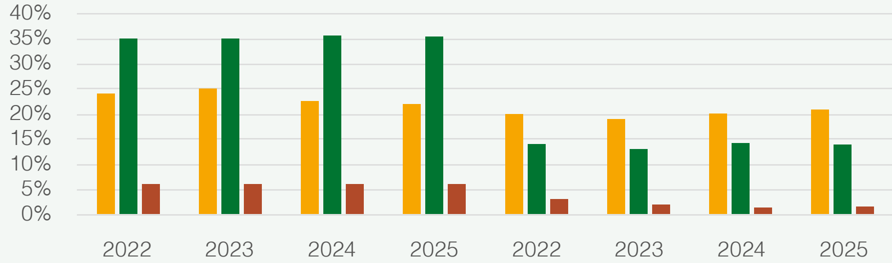
	Permanent				Temporary			
	2022	2023	2024	2025	2022	2023	2024	2025
Male	40%	41%	40%	39%	19%	16%	19%	20%
Female	25%	26%	25%	24%	17%	17%	17%	17%

Source: AgriSETA WSP submissions, 2022, 2023, 2024, and 2025

Age

The figure below shows the age distribution of employees in the agriculture sector between 2022 and 2025. The analysis reveals that of permanent employees are aged between 35 and 55, accounting for 35% to 36% of the workforce during this period. In contrast, in temporary employment, a higher proportion of the workforce is younger (under 35), ranging from 19% to 21%, with a modest increase over time. Employees over 55 consistently had the least representation overall, with permanent roles at a steady 6% and temporary roles not exceeding 3%.

Figure 5: Age of employees in the agricultural sector



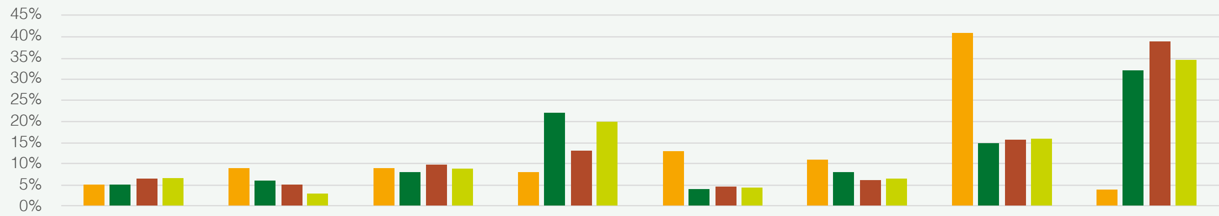
	Permanent 2022	Permanent 2023	Permanent 2024	Permanent 2025	Temporary 2022	Temporary 2023	Temporary 2024	Temporary 2025
Age Group - Less than 35	24%	25%	23%	22%	20%	19%	20%	21%
Age Group - 35 to 55	35%	35%	36%	35%	14%	13%	14%	14%
Age Group - Greater than 55	6%	6%	6%	6%	3%	2%	1%	2%

Source: AgriSETA WSP submissions 2022, 2023, 2024 and 2025

Employees Living with Disabilities

The WSP submissions for 2025 showed that out of 365 723 employees in the agriculture sector, only 1138 (approximately 0.3%) were reported as being persons with disabilities. These employees are represented across the eight occupational categories; however, there is a noticeable concentration in the elementary and clerical categories. While there has been a modest increase in representation within management positions, the representation in professional and skilled occupations has declined. This distribution highlights the need for targeted skills development initiatives to expand career opportunities and promote greater inclusion of people living with disabilities within the agricultural sector.

Figure 6: Occupational categories by employees living with disabilities



	Managers	Professionals	Technicians and associate professionals	Clerical support workers	Services and sales workers	Skilled Agricultural, Forestry, Fisheries, Craft and related trades workers	Plant and machine operators and assemblers	Elementary occupations
2022	5%	9%	9%	8%	13%	11%	41%	4%
2023	5%	6%	8%	22%	4%	8%	15%	32%
2024	7%	5%	10%	13%	5%	6%	16%	39%
2025	7%	3%	9%	20%	4%	7%	16%	35%

Source: AgriSETA WSP data 2022, 2023, 2024, and 2025

8.1.3. Performance Environment

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

Energy and water crisis

The agricultural sector in South Africa is grappling with a dual challenge: an ongoing energy crisis and worsening water scarcity. The energy crisis, marked by rising electricity tariffs and power outages, poses an immediate threat to the sector's stability and productivity. The sector is largely dependent on the national grid to power essential production processes, including irrigation systems, animal feeding equipment, cold storage units and grading and packing facilities. Although there has been some relief, the recurring power cuts continue to disrupt farming operations, adding to the uncertainty faced by producers who are already under immense pressure (Agri News, 2025). Furthermore, the electricity tariffs have steadily increased over recent years, threatening the profitability and competitiveness of farms and agribusinesses. The increases in tariffs present substantial economic risks, particularly to operations that rely extensively on electricity (Agri SA,2024; NAMC, 2025). South Africa is among the 30 driest countries in the world; however, this problem is worsened by the unpredictable climate changes that tend to bring hotter and drier conditions, poor infrastructure, and the chronic mismanagement of water systems (engineering news 2024). For agriculture, in particular, these water constraints impact crop irrigation, livestock management, and overall production capacity. Together, the ongoing energy instability and worsening water scarcity present profound challenges to South Africa's agricultural sector, highlighting the need for coordinated strategic interventions.

Addressing these intertwined crises requires relevant specialist skills. There is a growing need for expertise in renewable energy technologies, particularly solar-related skills, alongside skills in change management, strategic planning, and innovation. Given South Africa's water scarcity, specialist skills in irrigation management, water conservation techniques, and sustainable farming practices are equally essential to support the sector's adaptation and long-term viability.

Environmental sustainability and the green economy

The agricultural sector in South Africa is increasingly affected by environmental sustainability challenges, with climate change and the green economy playing critical roles in shaping its future. Climate change exposes the sector to unanticipated and widespread episodes of drought, flooding, decreased soil fertility, invasive pests, and diseases in everyday operations. According to Nhemachena et al. (2020), climate change and variability influence agricultural food supply, local food systems, and demand, thereby jeopardising efforts to achieve food security. IOL (2025) highlights that the ongoing droughts have severely affected key crops like maize, wheat, and sunflower.

Aligned with tackling these challenges, the green economy has emerged as a strategic priority for South Africa's agricultural sector. Stakeholders emphasized the importance of utilising the environmental, social, and governance (ESG) approach to increase the sector's focus on sustainable and ethical practices (SSC meeting, 2025). Climate-smart agriculture (CSA) skills must be adopted, including sustainable irrigation, water management, soil conservation, and bioenergy, alongside other renewable energy skills. The integration of these skills supports a transition toward resilient, low-carbon agricultural practices that enhance productivity while reducing environmental impact.

Technology

The main purpose of implementing new technologies in agriculture is to increase yields, shorten harvest cycles, and reduce environmental impact. Supply chain management is streamlined, and more effective production processes are supported when cutting-edge technologies are incorporated into agricultural operations (Radic et al., 2021). During the focus group discussions, stakeholders emphasized that businesses need to adopt and integrate technological solutions to remain competitive in the changing market (SSC, 2025). To keep pace with rapid technological developments, upskilling employees is essential, particularly in areas such as computer literacy, digital literacy, big data analysis skills, and research and innovation skills.

Geopolitics

For the context of this plan, geopolitics refers to an assessment of how geography influences power in international relations, which includes strategic behaviour, relationships between countries, policy, etc. (Mackinder et. al. 2025). The effects of the latter have affected the agriculture sector in various ways, including trade agreements, investment opportunities, export logistics (the 30% tariff order imposed by the USA on key SA exports as of 01 August 2025), and increased production input costs needed by some of the sub-sectors that import certain products. To build resilience against geopolitical risks, it is crucial to upskill and empower both commercial and small-scale farmers. This includes enhancing their capacity to produce critical agricultural inputs, such as seeds and fertilizers, domestically, thereby reducing dependency on imports. Mentoring and skills development support of land reform beneficiaries to increase their ability to be the leading producers of the commodities that South Africa depends on from other countries. Advanced negotiation and marketing skills are needed to strengthen and open export opportunities for farmers. As well as Research and innovation skills.

Regulatory environment

Legislation & Policies:

South Africa's economy still relies heavily on agriculture, which generates jobs, ensures food security, and boosts GDP. However, laws and policy directives that seek to correct historical injustices to increase production, food safety, advance sustainability, and improve resilience to climate change have various implementation challenges that impact the sector. These policies affect small-scale and commercial farmers differently depending on their needs and available resources. (DALRRD, 2020).

Compliance obligations:

The factors impacting compliance in the sector are the administrative burden and related compliance expenses. These issues inflate business expenses, complicate correspondence, and demand continuous adjustment to evolving regulations. Stakeholders have identified additional industry-specific regulations that offer opportunities and pose challenges for skills development. They include, among others, adherence to food safety and phytosanitary (measures that control plant disease and pests) standards, animal welfare, effect on production, and trade and exports.

To navigate this complex regulatory landscape, the sector requires a diverse set of skills, including agricultural production skills, land use and resource management, business, people management and financial management skills, and the capacity to facilitate the import and export of products as well as training interventions that involve government officials concentrating on compliance awareness and consultations on SARS compliance issues.

8.1.4. PESTEL

Table 2 below summarises the factors influencing skills development in the sector.

Table 2: PESTEL for agricultural sector

Factor	Possible impact
Political	The recent national elections held on May 29, 2024, in South Africa have ushered in significant political changes impacting the agriculture sector. The formation of the Government of National Unity (GNU) and the subsequent cabinet reshuffle have resulted in the splitting of the Department of Agriculture, Rural Development, and Land Reform into two separate ministries: the Ministry of Agriculture and the Ministry of Land Reform and Rural Development. This restructuring may lead to policy shifts, changes in priorities, and potentially altered regulatory frameworks affecting agricultural practices, land ownership, and rural development initiatives. As the new ministries find their footing, farmers, agribusinesses, and industry stakeholders may face uncertainty regarding future policy directions, funding allocations, and support programs, potentially influencing investment decisions, operational planning, and overall sector growth. The latter will directly affect national imperatives and policies we need to prioritise or respond to as a SETA. Secondly, the 15th BRICS Summit took place in South Africa in August 2023. The theme for this year was "Partnership for mutually accelerated growth, sustainable development and inclusive multilateralism." The outcome of the summit has the potential to affect the political and economic trajectory of the country. The latter will have to be considered in the policies the SETA needs to respond to going forward. Trade agreements within the BRICS and G20 formations will affect local consumption and competitiveness. The war in Ukraine impacted the global economy, particularly by driving up energy and agricultural export prices for grain and animal feed products. Land reform is one of the key issues facing agribusiness. This calls for tight management of this sensitive matter. Failure to do so could be harmful to the South African agricultural economy and food security. AgriSETA is strategically positioned to play a leading role in the land reform process.
Economic	World population growth and the resulting demand for food have positive implications for the agricultural sector. The sector is central to providing staple food and other food supplies. However, the instability of the local currency negatively affects the ability to plan and manage imports and exports. If small-scale and communal farmers are to make a real contribution to production volumes, their yields need to be increased and the quality of their products improved. Market access for emerging farmers and full representation into the value chain remain a challenge. The impact of the sugar tax on the sugar industries has resulted in consumer price increases and harm demand. The difficulties faced by the industry resulted in the decision made by the Minister of Finance to keep the sugar tax unchanged for the next two years on condition that the industry finds alternative ways to respond to the current policy changes.
Social	The results from SSP research reveal that the gender statistics within the agricultural sector are not balanced, as the sector is dominated by male employees. The attractiveness and opportunities within the sector need to be addressed, and the sector's perception needs to be changed to make it an occupation of choice.

Table 2: PESTEL for agricultural sector *continued*

Factor	Possible impact
Social *continued*	The availability of land and resulting cases of land grabs hurt the sector. Social ills resulting in crime and stock theft resulted in farmers either leaving their land or going into lower-risk commodity options. The minimum wage exerts pressure on the bottom line of employers, resulting in some cases where cheaper foreign labour is preferred.
Technological	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. 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, have been used in recent years in the agricultural industry. The awareness, access, and affordability of the Fourth Industrial Revolution (4IR) within the sector, especially for small-scale farmers, need to be addressed. This, coupled with the impact of the Fourth Industrial Revolution on the workplace and other technological advancements happening within the sub-sector across the globe, indicates that the sub-sector also needs to invest in research and development initiatives and promote mentoring and coaching for youth into more technical positions within the sub-sector. The investment in research and development will further assist in finding innovative ways to deal with climate change.
Environment	The South African climate ranges from dry to moderate. The country can produce food across a range of climates, with maize among the most widely grown crops in South Africa. With rising temperatures and rainfall becoming more irregular and unpredictable in some parts of the country, agricultural production is expected to be severely affected. The effects of climate change affect the production cycles in the sugar and maize production areas. South Africa's water supply is under pressure; rising temperatures mean that ground and surface water will increasingly evaporate, leaving the soil salty and limiting food production. Disease outbreaks and upsurges can cause significant losses to the country's agricultural output. The most recent outbreak to hit the country is the foot-and-mouth disease outbreak. The South African red meat industry battled to contain this disease over the last few years. This has severely impacted all exports. The restriction on animal movement effectively brought operations in the dairy and feedlot industries to a standstill in parts of South Africa's production areas. Unsustainable farming practices will have a longer-term adverse effect on the sector. The use of alternative green energy sources with a low carbon footprint will play a significant role going forward.
Legal	There are legal barriers that negatively impact the industry. It is up to the industry to clearly identify, ring-fence, and engage with those barriers to enable legislative and regulatory changes. Legislation that addresses the registration of products is a time-consuming process that delays entry into the market, which invariably hinders innovation in the sector. Legislation and new laws for the inspection of maize, soya, wheat, tobacco, and other products bring additional cost to producers and eventually affect consumer prices. In addition, land tenure for small-scale farmers remains a challenge. The introduction of additional export quality requirements by the European Union impacted the citrus and fruit industry significantly and will, in the future, affect the production costs to maintain the proposed increased time of the cold chain.

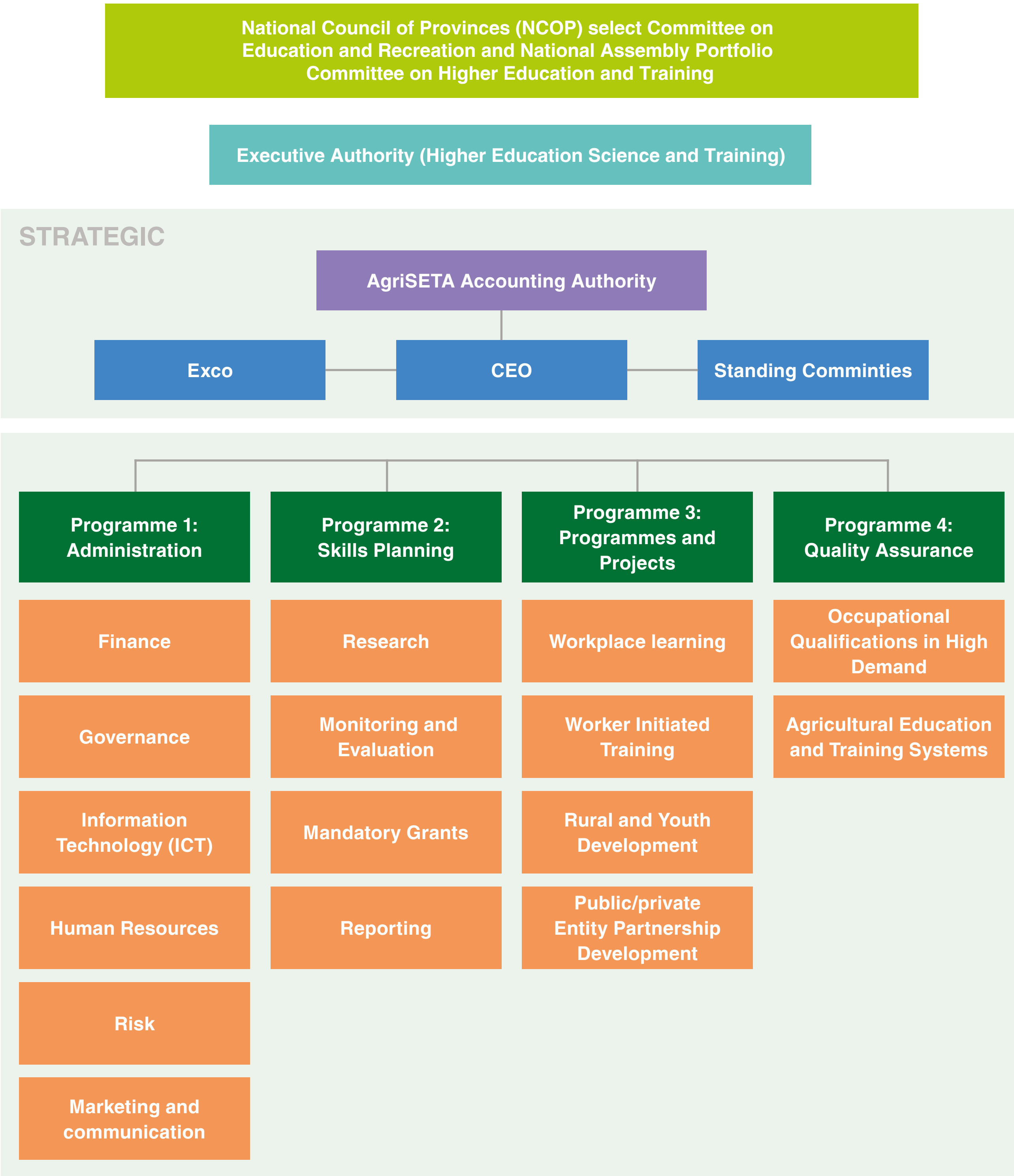
8.2. Internal environmental analysis

8.2.1. AgriSETA organisational environment

AgriSETA's structure is well-balanced and is entrenched from the Accounting Authority level to the operational structure. The Internal Audit function is now fully insourced and capacitated to ensure that the SETA gets value from its activities. Stability and extensive institutional knowledge are maintained by the low labour turnover rate and the employment of appropriately qualified staff. AgriSETA will embark on an organisational restructuring to ensure it remains responsive.

The organogram below illustrates AgriSETA's management structure.

Figure 7: AgriSETA organisational structure



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

- The re-establishment of AgriSETA until 2030 improved the ability of the organisation to recruit the talent needed in critical positions;
- Following the restructuring that took place in the 2019/20 financial year, a further organisation redesign was conducted and approved by the Board in 2024/25 to be implemented from 2026-2030.
- AgriSETA currently has provincial representation in four provinces; and
- The predominance of small-sized employers in the sector and the resulting lower levy base continues to put pressure on the availability of funding to deliver on the annual need for learning programmes.

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

Table 3: Integrated fact-based SWOT analysis

Strengths:	Opportunities:
• Effective internal controls • Effective and reliable internal audit services • Strong marketing and communication capacity • High-performance culture • Governance structures • Strong policy environment • Strong internal research capacity	• Expansion of eLearning • Growing national footprint • Collaborations with other SETAs • Policy changes on accreditation function – QCTO • Artificial Intelligence
Weaknesses:	**Threats:**
• Limited adaptability to ICT/Limited ICT systems and infrastructure • Silo mentality • Measuring the impact of learning interventions is not fully matured • Visibility in rural areas	• Regulatory changes • Untimely adjustments of targets • Climate change • Cybersecurity • The AgriSETA infrastructure is not conducive to the organisational structure in terms of accessibility, safety and a conducive environment • Limited monitoring and evaluation capacity

Organisational systems

AgriSETA has a well-established human resources and financial system to enhance its capacity to deliver on its mandate. The insourcing and capacitation of Internal Audit was finalised to ensure that the SETA gets value from its activities. Therefore, there are no factors that may affect the achievement of the set institutional outcomes.

Organisational strategy

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

Leadership style

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

Shared values

AgriSETA's management and staff are constantly striving to serve the interests of the whole sector. Actions are geared towards learners' 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, providing further stability to the organisational structure. The NSDP was officially launched in February 2019, with implementation scheduled for 1 April 2020. AgriSETA implements strategies to expand the organisation's national footprint and further strengthen its mandate to link workplaces with learners.

Compliance with the B-BBEE Act

AgriSETA is fully compliant with B-BBEE 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 2025-2030, and subsequently, this Strategic Plan. The SSP has been developed in a participatory manner and followed several stages of consultation with key partners, feedback, and refining of the end product.

Consultation with key partners

The stakeholder interviews and engagements leading to the preparation of the AgriSETA Strategic Plan (2025-2030) also endorsed the need for improved coordination within the sector, greater levels of trust and co-operation, alignment of skills development with strategic sector and sub-sector growth interventions, and the achievement of more focused and effective human capital development.

Consultations to get inputs from the different departments within AgriSETA were conducted 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, which comprises Board members from the employer, union representatives, and ministerial appointees, also interrogated the strategic plan at length. They gave their inputs and final recommendation to the Board.

Description of the strategic planning process

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

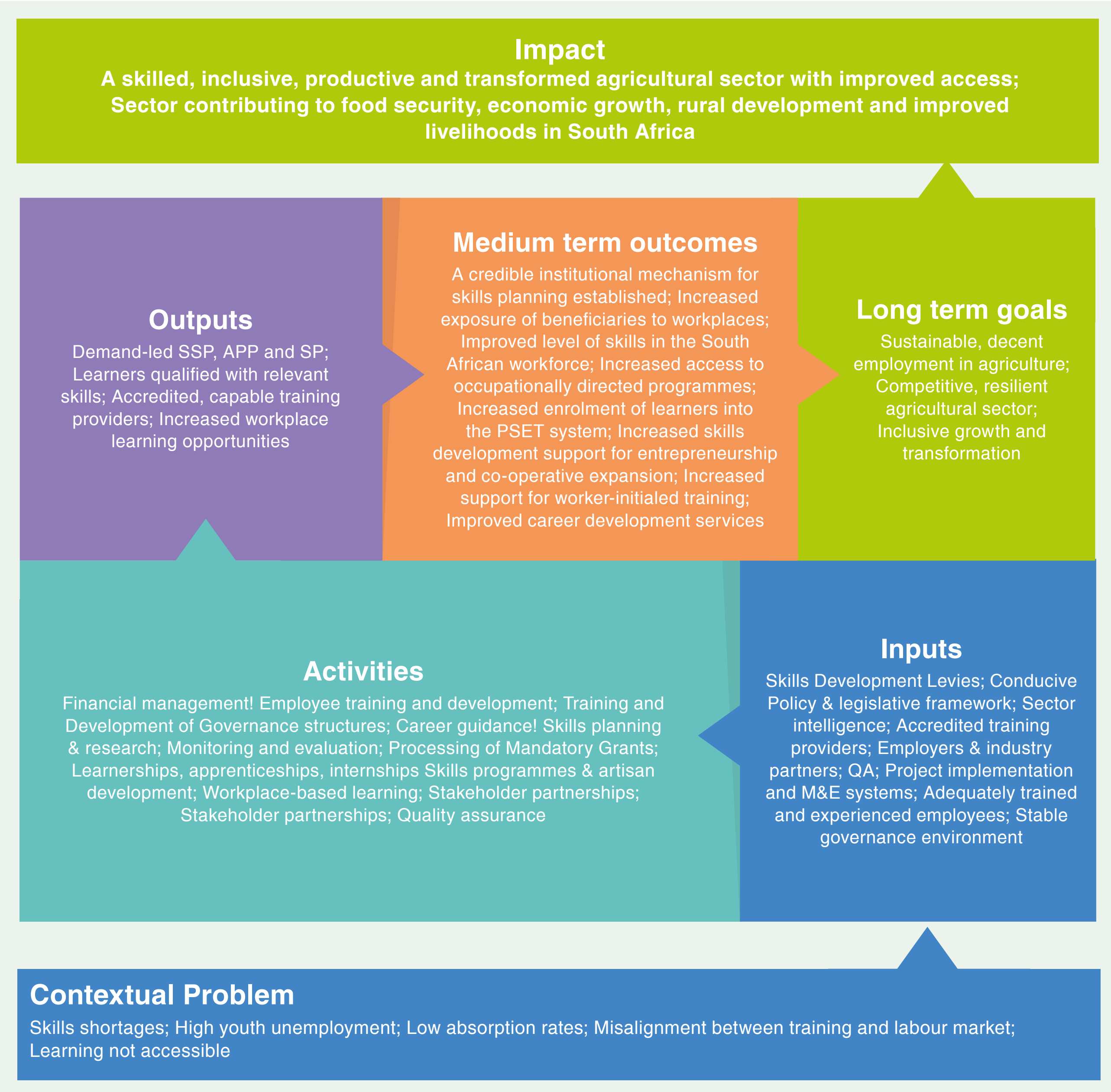
Step 1: Annually, AgriSETA commences with the strategic planning process, undertakes an environmental scan, and reviews strategic goals, objectives, and progress made towards their achievement. Results from annual tracer studies and research reports are discussed, as well as key priorities emanating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

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

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

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

8.2.3. High level theory of change diagram



PART C

MEASURING OUR PERFORMANCE

9. Institutional performance information

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

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

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

9.1. Impact

Impact Statement: Accessible and relevant skills for the agricultural workforce

By implementing this strategy, AgriSETA will empower the agricultural sector. This will be achieved by responding to sector needs for increased access to relevant skills. The intended result is a positive impact on the sustainability and employability of agricultural workers, turning them into more productive participants in the South African economy.

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

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

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

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

9.2. Outcomes

Table 4: Measuring outcomes

Strategic Outcome 1	Identified and increased production of occupations in high demand
Outcome Indicator	To establish and enhance a credible institutional mechanism for skills planning
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	1 credible mechanism
5-year target	1 credible mechanism
Strategic Outcome 2	**Improved linkage between education and the workplace**
Outcome Indicator	Increased exposure of beneficiaries to workplaces through PIVOTAL initiatives
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	6,58%
5-year target	10% increase

Table 4: Measuring outcomes *continued*

Strategic Outcome 3	**Improved level of skills in the South African workforce**
Outcome Indicator	Increased workplace training of workers already in employment
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	-10%
5-year target	5% increase
Strategic Outcome 4	**Increased access to occupationally directed programmes**
Outcome Indicator	Access to occupationally directed programmes increased
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	-5.76%
5-year target	5% increase
Strategic Outcome 5	**Increased growth of public colleges as a key provider of skills required for socio-economic development**
Outcome Indicator	Increased enrolment of learners into the post-school system through the agricultural, TVET, and CET colleges, and capacitated TVET and CET institutions
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	252,5%
5-year target	20% increase
Strategic Outcome 6	**Increased skills development support for entrepreneurship and co-operative expansion**
Outcome Indicator	Increased access of the unemployed, youth, women, and people with disabilities to entrepreneurial and co-operative development
MTSF Priority	Outcome 7: Comprehensive rural development and land reform
Baseline	169%
5-year target	20% increase
Strategic Outcome 7	**Increased support for worker-initiated training**
Outcome Indicator	Increased worker training initiatives through trade unions and federations
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	150%
5-year target	15% increase
Strategic Outcome 8	**Improved career development services**
Outcome Indicator	Increased participation of youth in Agriculture
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path Outcome 7: Comprehensive rural development and land reform
Baseline	43%
5-year target	45% of AgriSETA beneficiaries are youth

9.3. Planned Performance for the next five-year period

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

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

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

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

AgriSETA strives to be a high-performing organisation, for which talent management is crucial. A key priority is the filling of vacancies and the management of new and existing talent. This includes a strengthened performance management system to ensure that all employees perform at the required level of performance, as well as the implementation of the succession plan/policy.

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

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

AgriSETA serves a diverse stakeholder group residing mainly in rural areas of 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 continues to be prioritised over this planning period through learnerships, bursaries, and internships. AgriSETA will provide opportunities for skills development in the agricultural sector. Expenditure over the five years is geared towards supporting government initiatives such as Operation Phakisa and the reconceptualised HRD strategy to address critical implementation issues identified in the NDP. The development of numeracy and literacy skills is prioritised to improve these basic-level skills for employees. The NSDP identified the need for worker-initiated training. The implementation of projects through trade union federations and commodity organisations will develop worker skills through learnerships, skills programmes, graduate and internship programmes.

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

The development of occupational qualifications and the support for assessment quality partners in the implementation of new qualifications is expanded. Changes made by QCTO pertaining to accreditations and legacy qualifications as of 30 June 2024 will be responded to in the current five-year period. Closer participation of, and strengthening relations with, sector skills committees will be harnessed to identify new or emerging occupations. Support for colleges of agriculture will continue to ensure that the base for learning programme delivery is broadened. The public college system is further strengthened and supported to improve the quality of the skills supply to the sector. Expenditure will continue to broadly focus on TVET, agricultural and community colleges.

9.4. Key risks

Table 5: Risks and mitigation of risks

Outcome	Top risks identified	Planned mitigation
Outcomes 1-8	Financial commitments: Poor project management of Discretionary Grant (DG) funded projects	• The SETA must institute recovery determination before paying the next tranche or recovery of funds if all tranches are fully paid. • LPP project managers should monitor invoice payments and must be accountable if they do not request the training providers to repay the money or deduct it from the next invoice. • LPP managers should report to the finance division and communicate where finance is needed to process credit notes.
Outcomes 1-8	Non-compliance with OHS Act and the Building and Maintenance Act	• Continuous monitoring and maintenance of the building by Assistant Manager: Facilities. • Implementation of the feasibility study recommendations, which are to redesign and refurbish the AgriSETA House as well as get temporary accommodation. In contrast, the building is refurbished so that it complies with the OHS and Building Regulations by 31 March 2026. • The tender to refurbish AgriSETA House is to be published in Q2 to ensure the building is compliant with the building standards.
Outcomes 1-8	Stakeholder Expectation	• The new Mandatory Grant system development is behind schedule; currently, preparations are underway to prepare for UAT testing. • A scaled-down WSP/ATR document has been circulated to all NLPE. • Compliance with MG processes will be included in the DG application and contracting.
Outcomes 1-8	Employers are in breach of contracting terms in the Learning Programme	• A legal opinion has been provided on cases that qualify for the recovery of funds.

PART D
TECHNICAL INDICATOR DESCRIPTIONS

Strategic Outcome 1: Identify and increase the production of occupations in high demand	
Indicator Title	Identify and increase the production of occupations in high demand
Definition	To establish and enhance a credible institutional mechanism for skills planning
Source of Data	A developed SSP, SSC minutes
Method of Calculation or Assessment	The credibility of information is assessed through meetings conducted with sector skills committees
Assumptions	Research information is valid
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	1 credible mechanism by 2029/30
Indicator Responsibility	Executive Manager: Skills Planning Manager

Strategic Outcome 2: Improved linkages between education and the workplace	
Indicator Title	Increased exposure of beneficiaries to workplaces through PIVOTAL initiatives
Definition	To increase the exposure of beneficiaries to workplaces through PIVOTAL initiatives.
Source of Data	Number of beneficiaries exposed to predetermined objectives
Method of Calculation or Assessment	%increase =Baseline-((Number of beneficiaries through PIVOTAL programmes on year 1-5)/ 5)*100)/Baseline
Assumptions	Data are available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Workers exposed to PIVOTAL initiatives increased by 10% by 2029/30
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic Outcome 3: Improving the level of skills in the South African workforce	
Indicator Title	Increased workplace training of workers already in employment
Definition	To ensure that workers already in employment are exposed to learning opportunities
Source of Data	The number of workers counted who were exposed to learning opportunities
Method of Calculation or Assessment	%increase = (Baseline-(Average % of workers on year 1-5)/ Baseline) *100
Assumptions	Data are available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Workers exposed to workplace training increased by 5% by 2029/30
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic Outcome 4: Increase access to occupationally directed programmes	
Indicator Title	Access to occupationally directed programmes increased
Definition	The increase in access to programmes that will enhance the intermediary skills levels of beneficiaries
Source of Data	Annual performance reports
Method of Calculation or Assessment	%increase = (Baseline-(Average % of workers on year 1-5)/ Baseline) *100
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	5% increase by 2029/30
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic Outcome 5: Increased growth of public colleges as a key provider of skills required for socio-economic development	
Indicator Title	Increased enrolment of learners into the post-school system through the TVET and CET colleges and capacitated TVET and CET institutions
Definition	To ensure that the public TVET system, inclusive of CET, is capacitated and that the number of learners enrolling on TVETs and CET programmes is increased
Source of Data	Annual performance information
Method of Calculation or Assessment	Counting the number of beneficiaries to CET, TVET and ATVET Colleges =%increase = (# beneficiaries in year 1 to year 5) /5
Assumptions	Data are available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Access to TVET, CET and ATVET be increased by 20% by 2029/30
Indicator Responsibility	Executive Manager: Education and Training Quality Assurance

Strategic Outcome 6: Increased skills development support for entrepreneurship and co-operative development	
Indicator Title	Increased access of the unemployed, youth, women, and people with disabilities to entrepreneurial and co-operative development
Definition	Support agricultural-related rural development initiatives (co-operatives, NGOs, CBOs, and Land Reform) through skills development to improve the skills levels of unemployed, youth, women, and people with disabilities
Source of Data	Annual performance report
Method of Calculation or Assessment	%increase = (Baseline-(Average % of workers on year 1-5)/ Baseline) *100
Assumptions	Data are available

Strategic Outcome 6: Increased skills development support for entrepreneurship and co-operative development *continued*	
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	20% increase by 2029/30
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic Outcome 7: Increased support for worker-initiated training	
Indicator Title	Increased worker training initiatives through trade unions and federations
Definition	Increased support to trade unions and federations to implement worker-initiated training
Source of Data	Annual performance report
Method of Calculation or Assessment	%increase = (Baseline-(Average % of workers on year 1-5)/ Baseline) *100
Assumptions	Data are available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	15% increase by 2029/30
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

Strategic outcome 8: Improved career development services	
Indicator Title	Increased participation of youth in agriculture
Definition	Expose young people to opportunities in agriculture and rural development initiatives
Source of Data	Annual performance report
Method of Calculation or Assessment	%increase = (Baseline-(Average % of workers on year 1-5)/ Baseline) *100
Assumptions	Completed surveys are available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	45% of AgriSETA beneficiaries are youth by 2029/30
Indicator Responsibility	Executive Manager: Skills Planning and Research

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