AgriSETA

STRATEGIC PLAN
2025/26–2029/30

Agriculture Sector Education and Training Authority

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AgriSETA

STRATEGIC PLAN FOR 2025/26–2029/30

AgriSETA

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Foreword by the Minister

The mandate of the Sector Education and Training Authorities is derived, in the main from the Skills Development Act (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 to the economic development of our country.

The mandate of the SETAs must be understood within our vision of the post-school education and training system of having an integrated, coordinated and articulated PSET system for improved economic participation and the social development of youth and adults. Critical to this vision is our challenge of addressing the plight of the youth 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) envisages the post-school education and training system as an important institutional mechanism that must be responsive to the needs of society. Critical to this 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. 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 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 has 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 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, pointing out skills development, science, and innovation as enablers in driving South Africa's economic reconstruction and recovery, but also key in sustaining it. In support of this initiative, the Department, working with social partners at the National Economic Development and Labour Council (NEDLAC) & the National Skills Authority, developed the Skills Strategy to support the government's efforts to mitigate the impact of COVID-19 and initiatives towards economic and social recovery.

The ERRP Skills Strategy 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 itself the following targets as part of expanding post-school opportunities:

- 200 300 workplace-based learning (WBL) opportunities;
- 155 500 learners registered in skills development programs;
- 37 000 learners entering artisanal programs;
- 28 000 learners passing artisanal trades;
- 56 000 learners completing learnerships;
- 11 770 learners completing internships; and
- 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 2025/26 financial year.

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DR. NP NKABANE, 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 full alignment to 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 that are highlighted in the NSDP and imperatives identified through various strategic planning processes. This approach will ensure that the strategic plans of AgriSETA are in full alignment with the dynamic nature of AgriSETA's landscape and the policy imperatives set by the government.

The AgriSETA Strategic Plan provides guidance to the SETA for the planning period as it continues to implement programmes and projects that respond to the 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 institutional policies and strategies of the organisation were also included in this strategic document.

The agricultural sector has not grown as fast as other sectors over the past few decades but remains a critical sector for employment and food security, 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 subsitence farmers who produce for own consumption. The commercial sector, comprising approximately 40 000 farmers, are some of the most resilient farmers in the world and adapt well to challenges of the environment (climate), politics (laws) and economic realities (e.g. fluctuating currencies). On the other side of the spectrum is 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, it is 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 agriculture climate and environment and changes in customer behaviour, and
- The announced minimum wage, which is expected to have a significant impact over 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 considering the vast and dire needs of the sector, has been carefully planned to respond to the identified needs.

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

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MS SHARON SEPENG
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 mandate of the organisation is to be a catalyst for capacitating the agricultural sector to ensure that the South African economy grows as a whole and to enhance food security.

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

DR INNOCENT SIROVHA
Chief Executive Officer – AgriSETA
Date: 31 January 2025

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of AgriSETA under the guidance of the AgriSETA Accounting Authority,
- Takes into account all the relevant policies, legislation and other mandates for which AgriSETA is responsible, and
- Accurately reflects the strategic outcome-orientated goals and objectives which AgriSETA will endeavour to achieve over the period 2025/26–2029/30.

Mr Frikkie Fouche
Executive Manager: Skills Planning and Research

Signature:________________________

Ms Mogau Sebela
Chief Financial Officer

Signature:________________________

Dr Innocent Sirovha
Chief Executive Officer

Signature:________________________

Ms Sharon Sepeng
Chairperson: AgriSETA Accounting Authority

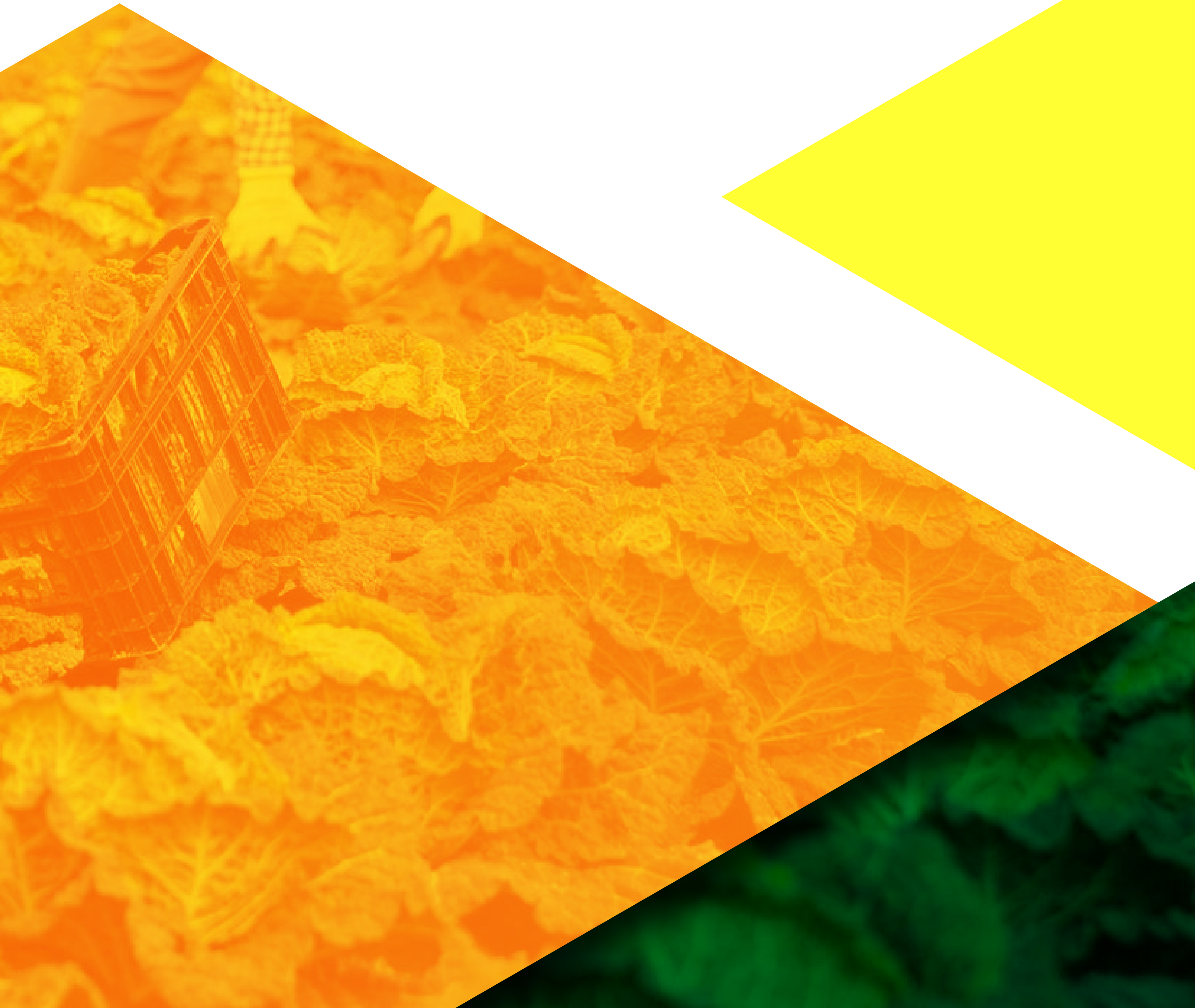
Signature:PP________________________

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, Environment, 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



AgriSETA

PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates

1.1. 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) practicality, 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 policies

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

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

3.2. Alignment with sector-specific and national strategic frameworks

The AgriSETA Sector Skills Plan (SSP), from which this Strategic Plan is drawn, has been guided by national imperatives as outlined in 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 masterplans 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 shortage of skills, a complex intergovernmental system, high levels of corruption, weak lines of accountability, inadequate legislative oversight and a long history of blurred lines between party and State. 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 determining occupations in high demand is to improve the responsiveness of the Post-School Education and Training (PSET) system to the needs of the economy and to the broader developmental objectives of the country.

The NSDP starts with understanding and determining the demands of the labour market and national priorities that 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 policy objectives of the PSET system. The WP-PSET is unequivocal that the main purpose of TVET colleges is to prepare students for the world of work, a position that is in line with international 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 realising the placements of graduates in the labour market to address occupations in high demand and priority occupations. The SETAs facilitate and broker the linkages between the labour market, employers, and sectors, 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, as well as the slow transformation of the labour market and a lack of mobility of the workforce, largely as a result of inadequate, quality-assured training for those already in the labour market.

The New Growth Path (NGP) calls for increased workplace training of workers already in employment to improve productivity and the overall growth and development of our economy. To address this challenge, the mandatory grant, discretionary grant and administration budgets of the SETAs were reviewed to ensure that the SETA's 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, new occupational qualifications were developed by the Quality Council for Trades and Occupations (QCTO). These qualifications require significant work experience for certification. Although there may be some flexibility in the design of different qualifications, there is no doubt that the system requires better and more systematic arrangements for workplace-based learning in order for the programmes to inspire confidence among employers and to improve employment outcomes for students. Skills levy institutions, through their funding, play an important role in supporting the increased production of occupationally-directed programmes.

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

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

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

Skills levy institutions actively support 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 in broader sectoral policy and capacity building to engage in the workplace and broader economy. Trade unions and worker education and training initiatives can use their organisations' critical networks, such as shop stewards and union officials, to educate members and other workers to suit their needs in a beneficial manner to 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 as well as 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 marketed well or there is financial aid. There is a lack of guidance to direct young people to programmes for which they have an aptitude and those which 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 real 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.

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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 contributes almost half of the global fish supply but less than 1% of the fish supply 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.
- 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 economic growth of priority commodities,
- Determine markets and improve access to commercial and emerging farmers' infrastructure,
- Address fragmentation and low impact of financial and non-financial support provided to producers,
- Improve productivity by balancing mechanisation and job creation,
- Stimulate the development of rural economies,
- Reduce the environmental impact of agricultural production, and
- Devise improvements in water management in agriculture and rural areas.

3.8. 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 manufacturing priorities, and
- Responding to change, including the major global economic shifts that are expected to accelerate in the coming years.

3.9. 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

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)

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 the aspect of access to markets and information, financial support, extension services and equipment. There is a specific focus on the beneficiaries of land reform. Equity is understood to include attention to:

- **Class** - addressing the unequal nature of society and the economy, and deliberately setting out to empower poor and unemployed people through skills development,
- **Race** - Broad-Based Black Economic Empowerment (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 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 possibilities, reducing import dependencies, and reducing input and transaction costs to enable the development and strengthening of viable and 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 developed. Research and the promotion of alternative production methods are envisaged, as well as improved regulations and enforcement.

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

3.10. National Minimum Wage Act 9 of 1998 (amended 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, 2024, the minimum wage has increased from R25.42 to R27.58 per hour. At this new rate, an 8-hour workday translates to a monthly wage of R4,779.38, while a 9-hour workday results in R5,377.29 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 R15.16 per hour. This adjustment considers the diverse challenges faced by different types of businesses and their capacity to meet the wage requirements.

3.11. White Paper on Land Reform

The three key elements of South Africa’s comprehensive land reform programme contained in the White Paper on Land Reform include 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 to improve their livelihoods. The government provides a single, yet flexible, redistribution mechanism which can embrace the wide variety of land needs of eligible applicants.

Land redistribution is intended to assist the urban and rural poor, farm workers, labour tenants, as well as emergent farmers. The land redistribution programme enables eligible individuals and groups to obtain a settlement/land acquisition grant to a maximum of R15 000 per household for the purchase of land directly from willing sellers, including the state. The redistribution projects will give priority to the following:

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

Land restitution

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

Restitution can take the form of:

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

Land tenure reform

Tenure reform involves interests in land and the form that these interests should take. In South Africa, tenure reform must address 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, a number of measures have been introduced to deal with urgent and pressing matters.

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

3.12. The Expropriation Bill [B23-2020]

A joint Constitutional Review Committee (CRC) was established by the president. The final report advocating for amendments to Section 25 of the Constitution, following the support by Parliament, amendments for the Expropriation Bill were officially gazetted. The Bill defines new protocols relating to land expropriation and outlines the legal basis for Constitutional amendments. The main objective of this Bill is to ensure that expropriation laws are in line with the Constitution of South Africa.

3.13. The 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 was registered in completing the Master Plan, much work is still to be completed. The plan aims to address various challenges within the agricultural sector. These include:

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

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

The 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 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.

3.14. 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 of entry to 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 which 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.

3.15. 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 in 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 has to absorb losses around R2 billion per year owing 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.

3.16. The Economic Reconstruction and Recovery Plan (ERRP)

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

- ***Infrastructure investment and delivery:*** a large-scale infrastructure programme will boost aggregate demand, assist in reviving the construction industry and contribute to employment creation.
- ***Industrialisation through localisation:*** to kick-start a massive programme of industrialisation through localisation, certain local industries where localisation will be driven aggressively will be supported with special measures including strong links to infrastructure investment plans.
- ***Energy security:*** the implementation of the Integrated Resource Plan will ensure the diversification of South Africa's energy sources which also embraces new entrants and capacity into the energy space.

- ***Gender equality and economic inclusion of women and youth:*** the interventions that form part of the ERRP will be geared towards promoting greater participation by black people, women, youth and persons with disability at all economic levels.
- ***Support for the recovery and growth of the tourism, cultural and creative industries:*** the Department of Tourism will continue to work with sister departments to build on the work already done to increase ease of access into South Africa for the purposes of stimulating the international tourist market.
- ***Green economy interventions:*** the pursuit of green industrialisation and a green future is an important intervention not only in addressing the persistent challenges of inequality, poverty and unemployment, but also in offering a sustainable solution to climate vulnerability and driving economic competitiveness.
- ***Mass public employment interventions:*** 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.

3.17 The 2024 Opening of Parliament Address

The Opening of Parliament Address delivered by President Cyril Ramaphosa on 18 July 2024, highlighted critical, priority initiatives including:

- Endeavours to increase training for young people in digital skills.
- Expansion of vocational and technical training in post-school institutions and a demand-led approach to skills development to ensure production of the skills our economy needs.
- Expansion and institutionalisation of initiatives under the Presidential Youth Employment Intervention programmes through internships and graduate placement so that more young people can participate in employment and skills development.
- Promotion of an efficient freight rail network to carry agricultural produce and manufactured goods to market to drive inclusive growth through supporting logistic related qualifications.

3.18 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 improving and enhancing the state of Local Government. The model identifies the following five objectives, which the SETA will respond to with 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 ensure 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.

3.19 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 result in the achievement of economic and social development priorities through the construction of 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 SETA's and the NSF. The strategy aims to identify the challenges which 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.

3.20 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 effective use of 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.

4. Relevant court rulings

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

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

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 important 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. Notwithstanding the fact that the agricultural sector derives the bulk of its income from a relatively small group of top levy payers, AgriSETA is required to serve both of these constituencies in a fair manner. The top levy payers' contributions justify the need to cater for their skills needs, but there is also an equal democratic imperative to support subsistence farmers and rural development to improve livelihoods and food security.

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

It appears that, as a result of the skills requirements mismatch in the agricultural sector, neither of these constituents currently benefit 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

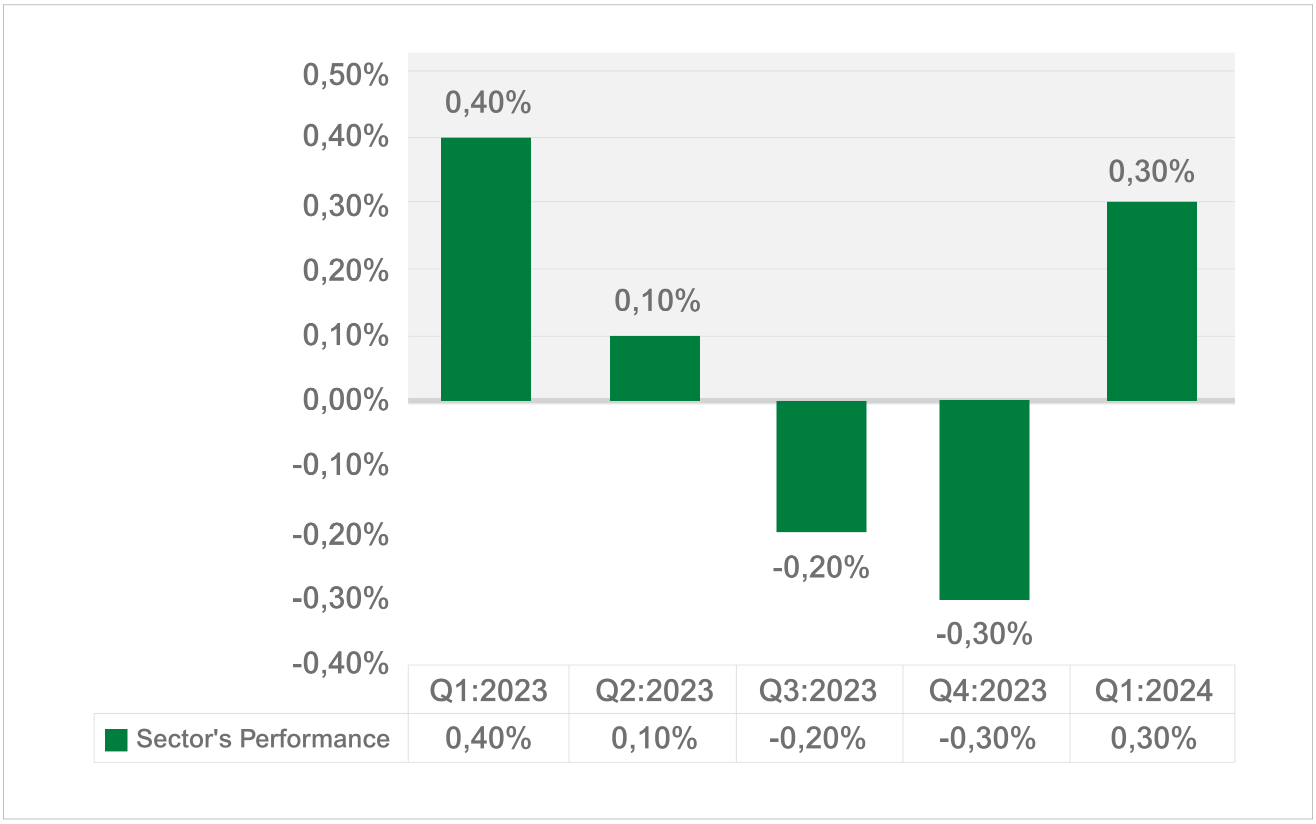
The agriculture, forestry and fishing industry has experienced a series of fluctuations over the past years. In Q1 of 2023, the industry experienced a significant contraction of 12,3%, contributing -0,4 of a percentage point to GDP growth, which in turn had a negative impact on overall GDP. This sharp decline was primarily driven by the decrease in economic activities related to field crops and animal products, highlighting vulnerabilities in these sub-sectors. Despite this early setback, the sector showed resilience in the second quarter of 2023, increasing output by 4,2% with the sector contributing 0,1 percentage points to GDP growth. However, Q3 of 2023 marked another decrease of 9,6% leading to a -0,3 percentage point contribution to GDP growth. The trend continued into Q4 of 2023, with the sector decreasing by 9,7%. This marked the highest consecutive quarterly decline, with the sector contributing -0,2 of a percentage point to GDP growth (StatsSA, 2023).

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

The sector made a significant recovery in Q1 of 2024, with growth of 13,5%, contributing 0,3 percentage points to GDP growth. This was primarily due to increased economic activities reported for horticulture products (StatsSA, 2024).

The instability in the sector, as illustrated in Figure 1, is attributed to seasonality, fluctuating crop prices, the impact of avian flu, and a robust horticulture sector in early 2024.

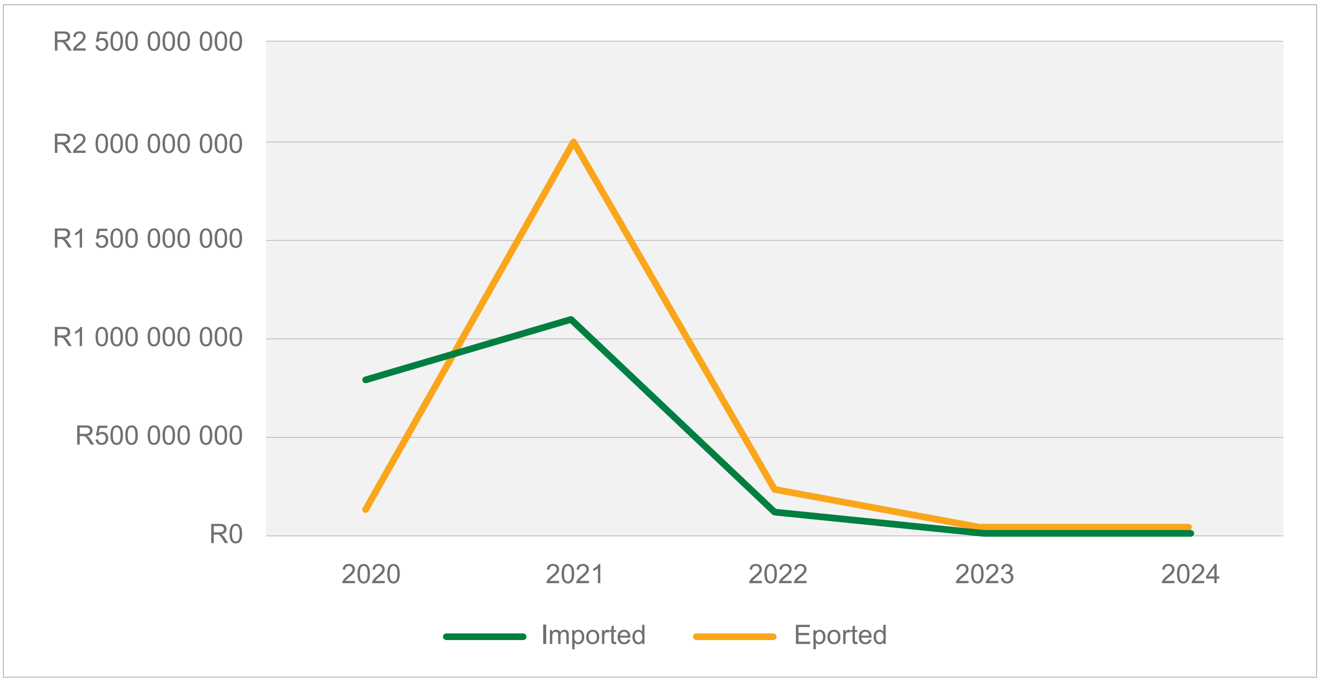
Figure 1: The agriculture, forestry and fishing sectors contribution to GDP (quarter to quarter)



Source: StatsSA, 2023 (a); StatsSA, 2024(b)

Despite persistent domestic and international challenges, including the ongoing conflict in the Ukraine, South Africa has maintained significant trade in agricultural products. Figure 2 shows South Africa's trade volumes from 2020 to 2024, illustrating a sharp decline in exports from 2020 to 2023. Export growth accelerated in late 2023, with agri exports increasing in Q1 2024 to R60.1 billion (Agbiz, 2024). This is attributed to an increase in the production of grapes, apples, pears, maize, wine, apricots, sugar, wool, fruit juices, plums and peaches (Ibid, 2024). Industry experts also cite the impact of effective collaboration between Transnet, organised business, and agriculture sector stakeholders to improve the efficiency at South African ports. South Africa imported agricultural products worth R30 billion during the same period, marking a 4% decrease from the previous year. This reduction is attributed to lower volumes and rising prices for major imports such as wheat and rice (Agbiz, 2024). Africa remains the largest market for South African agricultural products, absorbing 42% of exports (International Trade Council, 2024). The European Union (EU) is the second-largest market (23%), followed by Asia and the Middle East (19%), the America's (6%), and the rest of the world (10%) (Ibid, 2024).

Figure 2: Value of agricultural products imported and exported between 2020 and 2024 (Rand)



Source: Agbiz, 2020, 2021, 2022; 2023, 2024

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 sector faced significant challenges at the start of the year, particularly due to El Niño-induced drought conditions. Despite these difficulties, the employment landscape remains positive with the sector demonstrating resilience in maintaining its workforce (Agbiz, 2024). According to StatsSA (2024) the agricultural sector experienced an increase of 21 000 jobs in Q1 of 2024 compared to Q4 of 2023, bringing the total employment in the sector to 941,000 in Q1 2024 (StatsSA, 2024). However, this increase was followed by a significant decline, with 45,000 jobs losses, reducing the total number of employed individuals to 896 000 in Q2 of 2024 (StatsSA, 2024). The decrease affected both male and female employees, with male employment decreasing by 19 000 and female employment by 26 000. Despite these fluctuations, the sector has maintained employment levels well above the long-term average dating back to Q1 of 2021 (Bizcommunity, 2024). This resilience shows that the sector can handle economic pressures and adapt to changes. However, its future growth and ability to create jobs depend on overcoming several key challenges. These include enhancing biosecurity measures to protect crops and livestock, improving roads and rail infrastructure to facilitate the efficient transport of goods, and upgrading ports infrastructure to boost export capabilities. Furthermore, improving the efficiency of municipal services is crucial for supporting agricultural operations, particularly in remote areas where service delivery is often lacking (FANEWS, 2024; Agbiz, 2024).

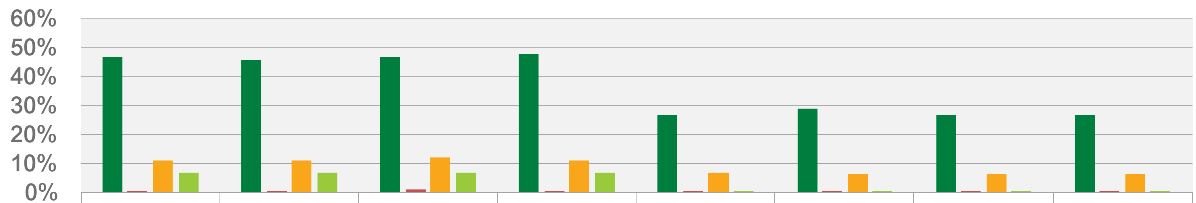
Employment by Industry

According to the 2024 Workplace Skills Plan (WSP) submissions, there were 432 048 employees within WSP compliant companies, of which 302 220 (70%) are permanently employed and 127 828 (30%) are temporarily employed. The labour market profiles within the sector show that the distribution of employees across sub-sectors does not follow the same pattern as the distribution of entities (employers). Horticulture remains the leading employer, both for the permanent (47.96%) and temporarily employed (81.51%). The Pest Control and Tobacco sub-sectors continue to have the fewest employees, while a small number of employees are not assigned to a sub-sector.

Race

Figure 3 shows the racial distribution of workers reported in the WSPs. Black Africans continue to dominate the workforce in the agriculture sector, constituting 75% of employees across permanent and temporary roles. The share of Black Africans in permanent employment grew by 1% from 2023 to 2024, while their share in temporary employment fell by 3% over the same period. Coloured employees are the second-most employed in the sector, followed by Whites and Indians/Asians. The low representation of Indian/Asian and White employees is in line with the overall population composition.

Figure 3: Employees by race



	Permanent 2021	Permanent 2022	Permanent 2023	Permanent 2024	Temporary 2021	Temporary 2022	Temporary 2023	Temporary 2024
African	47%	46%	47%	48%	27%	29%	27%	27%
Asian	0,65%	0,62%	1%	0,58%	0,04%	0,03%	0,04%	0,03%
Coloured	11%	11%	12%	11%	7%	6%	6%	6%
White	7%	7%	7%	7%	0,25%	0,29%	0,02%	0,02%

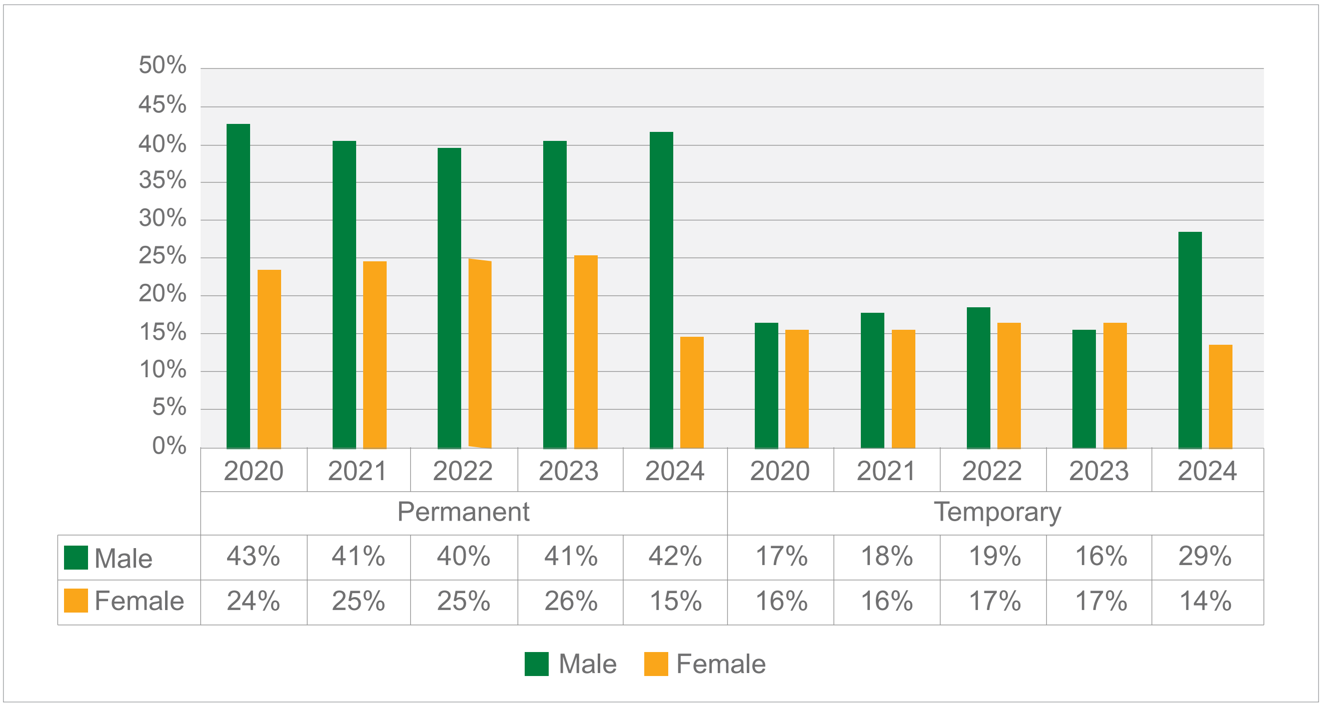
African Asian Coloured White

Source: AgriSETA WSP submissions 2021, 2022, 2023 and 2024

Gender

Gender composition in the agricultural sector, as determined through the WSP, is illustrated in Figure 4. There has been no significant change in gender representation within the sector since 2020. Employment in the sector continues to be predominantly male, for both permanent and temporary employees. The data shows that male representation in permanent employment has fluctuated between 43% and 40% since 2020 to 2023. Further, a 1% increase was recorded in 2024, whereby male employees grew from 41% in 2023 to 42% in 2024. On the other hand, females accounted for 24% of permanent agriculture employment in 2020, increasing by 1% between 2021, 2022 and another 1% increase in 2023. However, the increase that was recorded in the previous year could not be maintained as a decrease of 11% was recorded in 2024 among permanent female employees.

Figure 4: Gender of employees



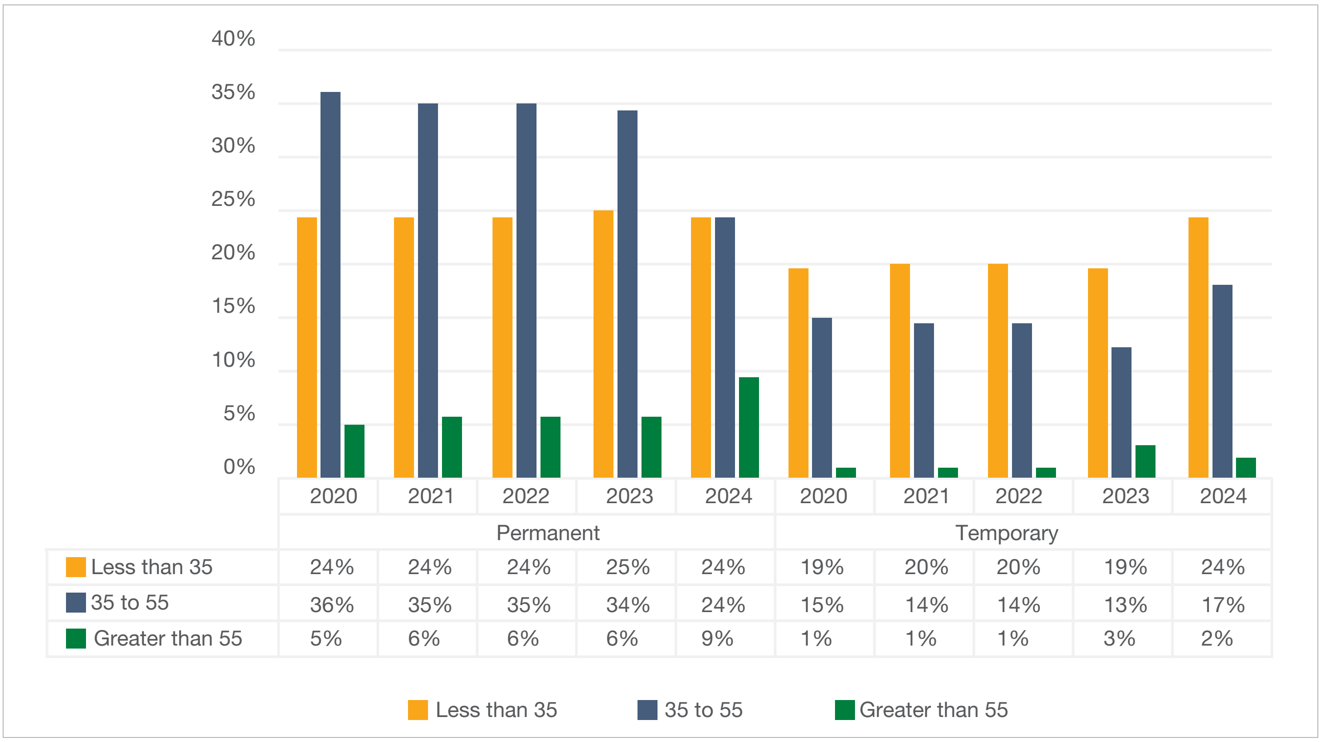
	Permanent					Temporary				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Male	43%	41%	40%	41%	42%	17%	18%	19%	16%	29%
Female	24%	25%	25%	26%	15%	16%	16%	17%	17%	14%

Source: AgriSETA WSP submissions, 2021, 2022, 2023, 2024

Age

The WSP submissions (2024) shows that the greatest proportion of permanent employees in the agricultural sector are aged 35 to 55, followed by those who are less than 35, with the smallest category being those who are more than 55 years old. Figure 5 shows a stable age distribution among permanent employees under 35 years, while the 35 to 55 age group has seen a slight decline, and those over 55 have gradually increased.

Figure 5: Age of employees in the agriculture sector



	Permanent					Temporary				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Less than 35	24%	24%	24%	25%	24%	19%	20%	20%	19%	24%
35 to 55	36%	35%	35%	34%	24%	15%	14%	14%	13%	17%
Greater than 55	5%	6%	6%	6%	9%	1%	1%	1%	3%	2%

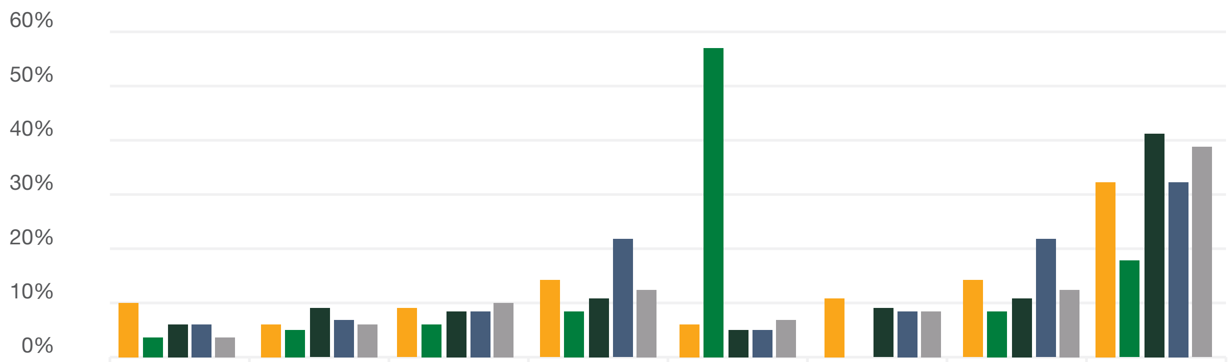
Source: AgriSETA WSP submissions 2020, 2021, 2022, 2023 and 2024

Employees Living with Disabilities

The WSP submissions for 2024 revealed that, of the 432 048 employees in the sector, only 1 390 (0.03%) live with disabilities, a slight increase from the previous year but far less than the 4% target set by government. The majority (88%) of employees living with disabilities are permanently employed in the sector. The AgriSETA will target and fund projects aimed at increasing the number of people with disabilities in the sector, and continue to focus on special schools to provide training.

Figure 6 shows the occupational categories of employees living with a disability. Over the five-year period from 2020 and 2024 there was a significant decline in the proportion of people with disabilities in every category, except elementary occupations.

Figure 6: Occupational categories of employees living with a disability.



	Managers	Professionals	Technicians and Associate Professionals	Clerical Support Worker	Service and Sale Workers	Skilled Agriculture, Forestry, Fisheries, Craft and Related Trades Workers	Plant and Machine Operators and Assemblers	Elementary Occupations
2020	10%	5%	9%	14%	5%	11%	14%	32%
2021	3%	4%	5%	8%	57%	0%	8%	17%
2022	5%	9%	8%	11%	4%	9%	11%	41%
2023	5%	6%	8%	22%	4%	8%	22%	32%
2024	3%	5%	10%	13%	6%	8%	13%	39%

2020 2021 2022 2023 2024

Source: AgriSETA WSP data 2020, 2021, 2022, 2023 and 2024

8.1.3. Performance environment

Energy crisis

Electricity is fundamental to high energy farming activities such as horticulture, dairy, poultry, grains and agro-processing (ASC, 2024). The complexity of the energy crisis and routine occurrence of power cuts has a severe impact on agriculture supply chains, operational costs, water supply, oxygenation, irrigation, and livestock distress and death. Loadshedding has reduced growth and increased vulnerability in the agriculture sector (SSC meetings, 2024). In response to this challenge, the sector must support crucial skills, including adaptability, time management, problem-solving, planning, change management, and strategic decision-making. These skills are pivotal to ensure sustainability and growth of the sector amidst the crisis. AgriSETA has recently concluded a research project with the University of South Africa (UNISA) to evaluate the suitability and potential of bioenergy as an energy alternative, which requires an understanding of the necessary skills.

Environmental sustainability and green economy

Climate change, including weather related occurrences such as drought, floods, unseasonal frost, and destructive storms and veld fires can lower agricultural production. The ability to sustain animal and plant production levels depends on the sectors adaptability, which is constrained by financial and technical resources, especially in rural areas (SSC Meetings, 2024). Research on new climate-tolerant seed cultivars, climate smart agriculture, the development of cropping systems, and the use of technology, can improve productivity under extreme environmental conditions and help farmers to anticipate and respond to climate change (FAO, 2024; SSC meetings, 2024; Zwane, 2019).

A green economy is one that operates safely within environmental boundaries. Development of the green economy has been identified as a strategic priority in South Africa, with agriculture playing an important role. Stakeholders emphasised the importance of utilising the environmental, social, and governance (ESG) approach to increase the sector's focus on sustainable and ethical practices (SSC Meetings, 2024). As well as a focus on "Green" farming practices and technologies, including the use of natural and sustainable nutrient inputs, diversified crop rotations, livestock-crop integration, environmentally friendly pest and weed management practices and waste reduction by using postharvest storage and processing facilities (Shanka et al., 2020). The adoption of sustainable farming practices, including climate-smart agriculture, should be strongly supported to mitigate the adverse effects of climate change. Additionally, the sector requires enhanced skills in crop and animal production, firefighting, and renewable energy, such as bioenergy, to ensure resilience and sustainability.

Technological advancement

The opportunities associated with modern technology include improved efficiencies and higher production levels. During the Sub-Sector Committee (SSC) focus groups (2024), members expressed similar ideas and acknowledged these opportunities to maximise productivity. Access, the high associated cost, and the technical acumen needed to use new technology are all factors that employers must consider before making a capital investment. Continuous investment in human capital, both for new and existing employees, is essential to ensure that these technological investments deliver maximum value. The skills implications include digital literacy, research and analytical capabilities, inspection and monitoring proficiency, and computer skills. Developing these skills is critical for obtaining the full potential of technological advancements in the agricultural sector.

Pest and disease management

Pests and diseases have both domestic and export consequences, with some countries closing their borders to certain South African exports. The biotic stress caused by viruses, bacteria and fungi contributes to crop and livestock vulnerability and outbreaks, as well as diseases like African swine fever, fall armyworm, cyst nematodes, and bacterial wilt, which cause major losses in the sector (DALRRD, 2023; Ngxabi et al., 2023).

During the SSC focus groups, members raised concerns over the risk of red tides (algae blooms) found in aquatic ecosystems, foot and mouth disease (contamination), and verticillium blite caused by waterlogging, aphids, and avian influenza, resulting in animal and crop losses (SSC Meetings, 2024).

The recent outbreak of influenza A (H7N6) (avian flu) has affected poultry farms and non-poultry birds in South Africa. The breakout resulted in the culling of millions of birds due to the unavailability of a vaccine to limit the spread of the disease. This placed pressure on the supply of hatching eggs by 30%, resulting in sharp increases in the costs of poultry products to consumers (Poultry World, 2023).

Regulatory environment

Land Reform: Land restitution, land tenure reform and land redistribution are the three pillars of land reform in South Africa. The major factors affecting the sustainability of land reform projects are the lack of farming skills, lack of government support, participants resorting to farming on a temporary basis and participants' inability to resolve farming challenges on their own (Mokwena et al., 2020). Land reform beneficiaries' limited skills exacerbate the challenges faced by stakeholders in the secondary agricultural sub-sectors, including food supply inconsistencies, reduced product quality, and low production quantities by new entrants (SSC meetings, 2024).

Other legislation: Stakeholders also mentioned policies specific to their industries which give rise to challenges and opportunities for skills development. These include changes in labour and tax related compliance, changing dynamics in the import and export markets, and a demand for people who can function in global markets. To navigate these regulatory shifts, the sector requires a robust set of skills, including agricultural production, land use and resource management, business acumen, people management, financial management, and expertise in facilitating the import and export of agricultural products.

8.1.4. PESTEL

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

Table 1: PESTEL for agricultural sector

FACTOR	POSSIBLE IMPACT
Political	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 has 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 policy 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 potential to affect the political and economic trajectory of the country. The latter will have to be considered in the policies the SETA needs to respond to going forth. Trade agreements within the BRICS and G20 formations will have an impact on local consumption and competitiveness. The war in Ukraine impacted the world economy specifically driving the cost of energy and agricultural exports of 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 resultant growth in demand for food hold a positive implication for the agricultural sector. The sector is central to providing staple food and other food supplies. However, the instability of the local currency has a negative effect on the ability to plan and manage imports and exports. If small-scale and communal farmers are to make a real contribution to production volumes, the yield of their production needs to be increased and the quality of their product improved. 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 have a negative impact on demand. The difficulties faced by the industry resulted in the decision made by the Minister of Finance to keep the sugar tax unchanged for the next two years 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 perception of the sector changed to make it an occupation of choice. The availability of land and resulting cases of land grabs have a negative impact on 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 that cheaper foreign labour is preferred.

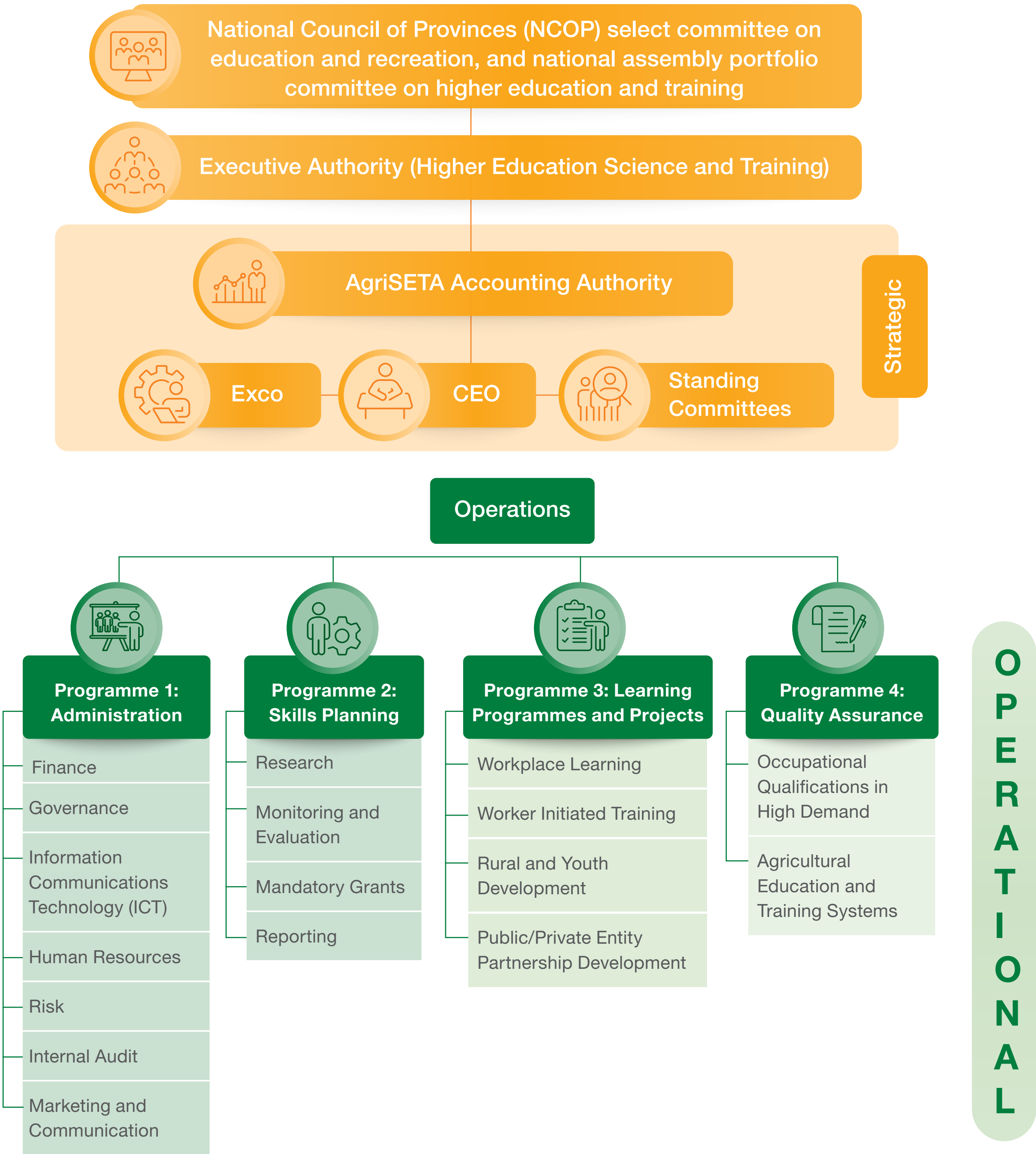
FACTOR	POSSIBLE IMPACT
Technological	There is a need for research and development in the sector to facilitate the changing nature of consumer demands and the growing South African population. The mechanisation of farming operations means that the unskilled labour force is being replaced by a significantly smaller skilled labour force. For instance, satellites, aircraft, and unmanned aerial vehicle (UAV) systems, commonly known as drones are the aerial technologies used in more recent years in the agricultural industry. The awareness, access and affordability of the Fourth Industrial Revolution (4IR) within the sector, especially for small-scale farmers need to be addressed. 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 in dealing with climate change.
Environment	The South African climate ranges from dry to moderate. The country can produce food in an array of climates, with maize being one of the most produced crops in South Africa. With rising temperatures and rainfall becoming more irregular and unpredictable in some parts of the country, the agricultural production in the country is expected to be severely affected. Floods in KwaZulu-Natal, Free State and Eastern Cape provinces and the devastating tornado in KwaZulu-Natal severely affected production cycles in the sugar and maize production areas. South Africa's water supply is under pressure; rising temperatures means that ground and surface water will increasingly evaporate, leaving the soil salty, and limiting food production. Disease outbreaks and upsurges can cause major losses to the country's agricultural output. The most recent outbreak to hit the country is the foot-and-mouth disease outbreak. The South African red meat industry battled to contain this disease over the last few years. This has severely impacted all exports. The limitation on the movement of animals effectively brought operations in the dairy and feedlot industries to a standstill in parts of South Africa's production areas. Unsustainable farming practices will have a longer-term negative 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 which impact negatively on the industry. It is up to the industry to clearly identify, ring-fence and engage with those barriers to enable legislative and regulation changes. Legislation that addresses the registration of products is a time-consuming process which delays entry into the market which invariably hinders innovation in the sector. Legislation and new laws for inspection of maize, soya, wheat, tobacco, and other products bring additional cost to producers and eventually affects consumer prices. In addition, land tenure for small-scale farmers remains a challenge. The introduction of additional export quality requirements by the European Union impacted the citrus and fruit industry significantly and will in future impact the production costs to maintain the proposed increased time of the cold chain.

8.2. Internal environmental analysis

8.2.1. AgriSETA organisational environment

AgriSETA's structure is well balanced and is entrenched from Accounting Authority level to the operational structure. 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 exist due to the low labour turnover rate and the fact that appropriately qualified staff members are employed. AgriSETA will embark on an organisational restructuring process to ensure that the organisation remains responsive.

Figure 7: AgriSETA organisational structure



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

- AgriSETA restructured its operations in the 2019/20 financial year and recruited employees with the requisite experience and knowledge base. The re-establishment of AgriSETA until 2030 improved the ability of the organisation to recruit the talent needed in critical positions.
- AgriSETA currently has provincial representation in four provinces.
- The predominance of small-sized employers in the sector and resulting lower levy base continues to put pressure on the availability of funding to deliver on the annual need for learning programmes.
- AgriSETA is well-positioned within the agricultural sector, especially in terms of its provincial footprint, to allow for increased access and delivery to a predominately rural employer base, hence contributing to ensure food security and increased job creation. AgriSETA will continue to explore opportunities to expand its current footprint.

Table 2: Integrated fact-based SWOT analysis

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 SETA's • Policy changes on accreditation function – QCTO • Artificial Intelligence
Weaknesses:	**Threats:**
• Limited adaptability to ICT/Limited ICT systems and infrastructure • Silo mentality • Measuring impact of learning interventions 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 have an impact on achievement of set institutional outcomes.

Organisational strategy

AgriSETA is fully aligned to achieve the strategic goals set in the strategic planning documentation. The Strategic 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 that the accounting authority is well informed of the AgriSETA's progress in implementing its mandate.

Shared values

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

SETA landscape

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

Compliance with the B-BBEE Act

AgriSETA is in full compliance 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 of key partners, feedback and refining of the end product.

Consultation with key partners

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

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

Description of the strategic planning process

The AgriSETA uses the Theory of Change in developing its planning documents as per the Framework guiding the development of planning in the Public Sector. It follows the Results -Based Approach in 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 through the drafting of the Sector Skills Plan. Findings from the Monitoring and Evaluation activities are considered in the planning process.

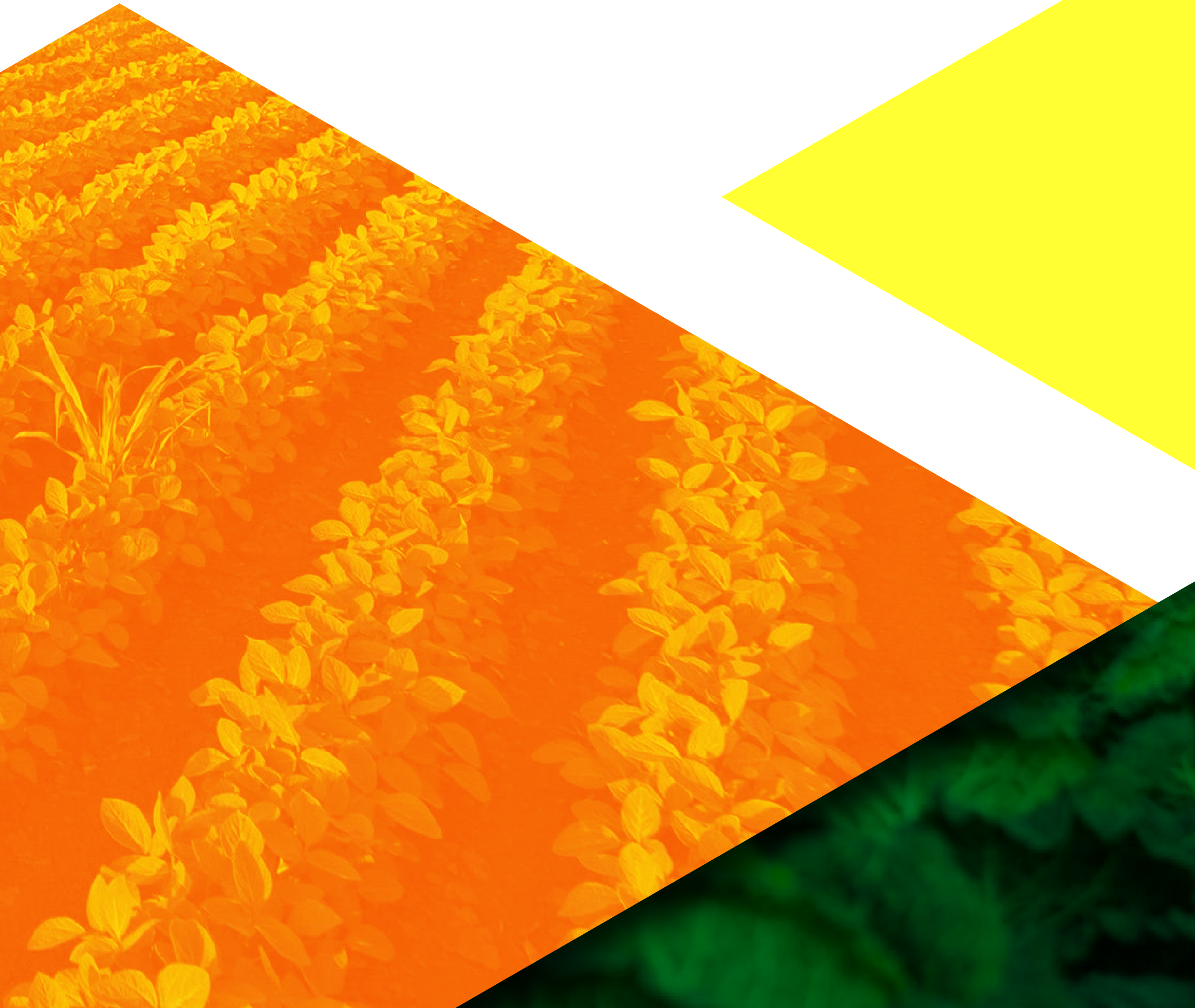
Step 2: From the strategic review, management and the Accounting Authority identify high-level priorities to inform department-wide planning, through an intensive review process that includes external expertise.

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

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

PART C

MEASURING OUR PERFORMANCE



PART C: MEASURING OUR PERFORMANCE

9. Institutional performance information

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

To bring about synergy in addressing the skills needs in the agricultural sector, it is appropriate for AgriSETA to also align its work with the plans and strategies of the line government department, the Department of Agriculture. 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.

Through the implementation of this strategy, AgriSETA will empower the agricultural sector. This will be achieved by responding to sector needs for increased access to relevant skills. 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 that need to be allocated accurately to achieve the intended impact. The capacity of the agricultural value chain will be strengthened through the implementation of various activities. Furthermore, this strategy aims to achieve the longer-term goals over a five-year period. 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 Annual Performance Plan. This approach ensures that all decisions are guided and informed by research.

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

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

9.2. Outcomes

Table 3: Measuring outcomes

Strategic Outcome 1	**Identified and increased production of occupations in high demand**
Outcome Indicator	To establish and enhance a credible institutional mechanism for skills planning
MTSF Priority	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Baseline	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
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 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 food security status of the country. The importance of skills development in the agricultural sector is considered by the NDP as pivotal to both primary and secondary agriculture. This calls for narrowing the gap between the demand for skilled labour and supply thereof, through sector interventions in building the pool of artisan skills.

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

During the five year period, AgriSETA has identified through its SSP, five strategic skills priorities which it responds to through its programmes. Further, the SETA strives to strengthen all support functions within the organisation. A clear focus will be to achieve and maintain an unqualified audit opinion. This will require strong financial discipline, especially in terms of 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 these five years. AgriSETA continues to prioritise the maintenance of infrastructure and the continuous improvement of information systems. The focus is on upgrading and maintaining IT systems. This function is now fully insourced in the period covered by this strategy.

AgriSETA strives to be a high performing organisation, 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 that resides mainly in rural areas within South Africa. The implementation of AgriSETA's integrated marketing and communication strategy will ensure that AgriSETA's service provision is broadened especially through strategic partnerships.

The availability of occupations that are in high demand continue to be prioritised over this planning period through learnerships, bursaries and internships. AgriSETA will provide opportunities for the development of skills in the agricultural sector. Expenditure in the five years is geared towards support of government initiatives like Operation Phakisa 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 the strengthening of and support to youth and co-operative structures to address the high levels of youth unemployment and improve food security. Through various interventions, which include learnerships and mentorship, capacity will be built to mentor new and upcoming farmers. This programme will again in this MTEF leverage on conditional grants to broaden the AgriSETA's impact in support of rural structures as well.

The development of occupational qualifications and the support to assessment quality partners in the implementation of new qualifications is expanded. Changes made by QCTO pertaining accreditations and legacy qualifications as of 30 June 2024 will be responded to in the current 5-year period. Closer participation of, and strengthening relations with, sector skills committees will be harnessed to identify new or emerging occupations. The support to colleges of agriculture will continue to ensure that the base for learning programme delivery is broadened. The public college system 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.

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9.4. Key risks

Table 4: 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 to OHS Act and 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 while the building is refurbished so that it complies with the OHS and Building Regulations by 31 March 2025. • The tender to refurbish AgriSETA House is to be published in Q2 to ensure the building is compliant with the building standards. • Deviation process to lease a building for 2 years to address space planning by 30 November 2024.
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 will be circulated to all NLPE. • Compliance with MG processes will be included in DG application and contracting
Outcomes 1-8	Employers in breach of contracting terms in the Learning Programme.	• A legal opinion has been provided on cases that qualify for recovery of funds.

PART D

TECHNICAL INDICATOR DESCRIPTIONS

STRATEGIC PLAN
TECHNICAL INDICATOR DESCRIPTIONS

PERIOD: 2025/26 – 2029/30

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

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 is 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	Number of workers counted that were exposed to learning opportunities
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	Workers exposed to workplace training increased by 5% by 2029/30
Indicator Responsibility	Executive Manager: Learning Programmes and Projects

AgriSETA

Strategic Outcome 4: Increase access to occupationally directed programmes

Indicator Title	Access to occupationally directed programmes increased
Definition	The increase of access to programmes that will enhance intermediary skills levels of beneficiaries
Source of Data	Annual performance reports
Method of Calculation or Assessment	%increase = (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 numbers of beneficiaries to CET, TVET and ATVET Colleges =%increase = (# beneficiaries in year 1 to year 5) /5
Assumptions	Data is available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation	Not applicable
Desired Performance	Access to TVET, CET inclusive of 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 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 is available
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 is 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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