



**STRATEGIC PLAN
FOR
2015/16 – 2019/20**

November 2018

Foreword

This is the updated version of the AgriSETA Strategic Plan for the 2015/16 – 2019/20 period. It is important to note that AgriSETA Strategic Objectives remain unchanged; the SETA is still focusing on the seven Strategic Objectives that it has been focusing on during the previous planning cycle. The main aim of this exercise is therefore to align the Strategic Plan to National Treasury Framework for Strategic Plans and Annual Performance Plans, review the progress made, provide an update on the work done thus far, introduce the new developments and forecasting and fore sighting on a new AgriSETA landscape.

The agricultural sector has not grown as fast as other sectors over the past few decades, but remains a critical sector for employment and food security among the country's rural poor in particular, and is thus a sector in which development opportunities should be vigorously pursued and not overlooked. The sector is highly dualistic with a small but strong commercial sector (approximately 70 000 commercial farmers). These are some of the most resilient farmers in the world who adapt well to challenges of the environment (climate), politics (laws) and economic realities (e.g. fluctuating currencies). On the other side of the spectrum is a large, poorly defined developing sector estimated to be at least 10 times larger than the commercial sector (if the measurement of number of farmers is applied). This developing sector is referred to as emerging, subsistence, small scale or as new farmers. At AgriSETA, this sector is generally referred to as the under resourced sector.

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

- Agriculture and rural development needs more focussed attention.
- The process of land reform is slow and many land reform projects fail.
- The youth do not participate as expected in agricultural development.
- Whilst 40% of workers are below the age of 35, there is no stable skills supply pipeline.
- Agricultural high schools deliver few matriculants with focused agricultural qualifications.
- Agricultural Colleges are not producing enough graduates with the skills and knowledge required by the labour market.
- Many other tertiary agricultural qualifications are not aligned to occupations and the needs of the agricultural economy.
- Agriculture relies heavily on unskilled and semi-skilled workers.
- Under-resourced farmers struggle to enter the formal market.
- Agro-processing (such as rurally based grain milling operations, inland fisheries and processing of rooibos and honeybush tea) needs to be exploited to a much larger extent and so is the need to re-open discussions on green industries.
- AgriSETA has approximately 595 accredited and approved providers (mostly small private providers), there are 42 agricultural schools and 11 Agricultural Colleges. Some of these Agricultural Colleges offer both Higher Education and Further Education and Training (TVET) band and are registered with the Council on Higher Education (CHE).
- The impact of the newly announced minimum wages is still to be seen.

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

This strategic plan is focussed on addressing these unique challenges in agriculture but at the same time capacitating potentially excellent resources which are available (such as Agricultural Colleges). The allocation of funds entrusted to the AgriSETA, which is limited when considering the vast and dire needs of the sector, have been planned carefully in order to achieve the following:

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

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



Mr C. van der Rhee
Chairperson: AgriSETA Accounting Authority

Official sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the AgriSETA under the guidance of the AgriSETA Accounting Authority.
- It takes into account all the relevant policies, legislation and other mandates for which the AgriSETA is responsible.
- Accurately reflects the strategic outcome orientated goals and objectives which the AgriSETA will endeavour to achieve over the period 2019-2020



Mr. R.M. Sebela
Chief Financial Officer



Mr F. J Fouche
Acting CEO: AgriSETA



Mr C van der Rhee
Chairperson: AgriSETA Accounting Authority

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Part A: Strategic overview

1. Vision

ENABLING A SKILLED AND PROSPEROUS AGRICULTURAL SECTOR.

2. Mission

AgriSETA will:

Provide credible and quality learning programmes;

Build true and sincere relationships;

Always be results and impact driven;

Be leading by example as the core of our culture;

Champion career growth and professionalism;

Ensure our clients remain our key asset.

Always Govern ethically

Ensure that actions are driven by research

3. Values

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

4. Legislative and other mandates

4.1. Constitution

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

Everyone has the right

a. to a basic education, including adult basic education; and

b. to further education, which the state, through reasonable measures, must make progressively available and accessible.

Everyone has the right to receive education in the official language or languages of their choice in public educational institutions where that education is reasonably practicable. In order to ensure the effective access to, and implementation of, this right, the state must

consider all reasonable educational alternatives, including single medium institutions, taking into account

- a. equity;
- b. practicability; and
- c. the need to redress the results of past racially discriminatory laws and practices.

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

- a. do not discriminate on the basis of race;
- b. are registered with the state; and
- c. maintain standards that are not inferior to standards at comparable public educational institutions.

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

4.2. Legislative mandates

AgriSETA is listed under Schedule 3 Part A of the PFMA as a public entity. The entity is enacted through the Skills Development Act of 1997 Chapter 3, Section 9

Various Legislations are also applicable in the business operations of the SETA, such as the following:

- 1) Higher Education Act, 1997 (Act No. 101 of 1997) (HE Act)
- 2) National Student Financial Aid Scheme Act, 1999 (Act No. 56 of 1999) (NSFAS Act)
- 3) National Qualifications Framework Act, 2008 (Act No. 67 of 2008) (NQF Act)
- 4) Skills Development Levies Act, 1999 (Act No.9 of 1999) (SDL Act)
- 5) Public Finance Management Act
- 6) All related Regulations of this Acts
- 7) National Treasury Regulations
- 8) National Treasury Frameworks for Strategic Plans (SP) and Annual Performance Plans (APP)

4.3. Policy mandates

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

4.3.1. Alignment with sector specific and national strategic frameworks

The Sector Skills Plan (SSP) from which this strategic plan is drawn has been guided by the national imperatives as outlined in different national strategic frameworks, such as the National Skills Development Strategy III 2011-2016, New Growth Path , Industrial policy Action Plan (IPAP) and the White Paper on Post-School Education and Training, in addition

to sector-specific strategic documents, such as the Integrated Growth and Development Plan (IGDP) for Agriculture, Forestry and Fisheries for the period 2011 – 2031.

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

4.3.2. The National Skills Development Strategy III (2011-2016)

In accordance with the Skills Development Act (SDA) Act (1997) as amended, section 10(1)(a) each Sectoral Education and Training Authority (SETA) is required to develop a Sector Skills Plan (SSP) within the framework of the National Skills Development Strategy (NSDS). NSDS III is a sub-component of and run concurrently with the Human Resource Development Strategy of South Africa (HRDSSA II). The NSDS III places great emphasis on relevance, quality and sustainability of skills training programmes to ensure that they impact positively on poverty reduction and inequality (p11).

The NSDS III outlines eight (8) goals, each with its outcomes and outputs. The goals are listed as:

Goal 1: Establishing a credible institutional mechanism for skills planning – This goal aims to address the challenges of lack of institutional mechanisms that provide credible information and analysis of the supply and demand for skills, thus informing the skills planning and delivery processes. It also looks at the gap in terms of the capacity to conduct and coordinate professional research, and the dissemination of information.

Goal 2: Increasing access to occupationally-oriented programmes – This goal focuses on the need to develop middle level skills (e.g. artisans), high-level professional qualifications as well as relevant research and innovation capacity in specific sectors. The goal calls for the stakeholders to address the challenge of low number of national senior certificate holders and high school graduates and the need to develop bridging programmes to expand opportunities for post-school education.

Goal 3: Promoting the growth of public FET college system that is responsive to sector, local, regional and national skills and priorities – This goal is about the transformation of FET college system with emphasis on the integration of education and training with the skills needs of the country. The aim is to strengthen the capacity of the FET colleges to provide quality vocational training in partnership with different stakeholders, including the private sector. Moreover, academic staff must be capacitated to deliver relevant education and training of required quality.

Goal 4: Addressing the low level of youth and adult language and numeracy skills to enable additional training – This goal aims at providing young people leaving school with an

opportunity to engage in training or work experience and improve their employability. It also seeks to address the high level of adult literacy.

Goal 5: Encouraging better use of workplace based skills development – Training of employed workers is at the core of this goal. The aim is to improve productivity and economic growth, and enabling the workforce to adapt to changes in the labour market.

Goal 6: Encouraging and supporting cooperatives, small enterprise, worker-initiated, NGO and community training initiatives – NSDS III puts emphasis on developing the capacity of people to create opportunities to make their own living. Supporting cooperative development and small enterprises is seen as an important activity in bridging the gaps in South African economy. It also put emphasis on the support for NGOs and community-based education programmes, as well as measuring their impact and reporting on it.

Goal 7: Increasing public sector capacity for improved service delivery and supporting the building of a developmental state – This goal puts emphasis on the need to increase the skills levels of the public service managers, officials and workers.

Goal 8: Building career and vocational guidance – This goal calls for the necessary resources to support career and vocational guidance. This involves mapping career paths and communicating this information effectively. The ultimate aim is to improve the relevance of training, and job greater mobility and progression.

4.3.3. White Paper for Post-School Education and Training

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

- Development of occupationally directed programmes that address real skills needs.
- Emphasis on skills development within government departments including DAFF, DEA, DTI and DRDLR. Inter-departmental skills programmes are ideal.
- Expansion of the role of public colleges and universities in the provision of occupational skills to the sector

4.3.4. NDP 2030

The plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.

- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

Operation Phakisa

Operation Phakisa is an initiative driven by the South African government, it was designed to fast track the implementation of some of the issues highlighted in the in the National Development Plan (NDP) 2030, these issues include poverty, unemployment and inequality. Operation Phakisa is in essence an implementation vehicle to ensure that priority programmes are implemented faster and more effectively. Operation Phakisa is focussed on results through clear plans and targets, and on-going monitoring of progress against the set objectives.

4.3.5. Proposed SETA revised Landscape

The following key implications/changes to the SETA landscape can be deduced from the proposal:

- SETAs support functions will be absorbed into the Department of Higher Education & Training but constituted as Specialised Delivery Units and will be called Sector Education and Training advisory boards (SETABs) with a key focus of linking employers and beneficiaries of learning;
- SETABs will become permanent structures, rather than have 5 year renewable life-spans
- SETABs will be clustered into five synergistic groupings;

4.3.6. New Growth Path and the National Skills Accord

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

- To expand the level of training using existing facilities more fully
- To make internship and placement opportunities available within the workplace
- To set guidelines of ratios for trainees to artisans as well as across the technical vocations in order to improve the level of training
- To improve funding of training and the use of funds available for training and incentives on companies to train
- To set annual targets for training in state owned enterprise
- To improve SETA governance and financial management as well as stakeholder involvement

- To align training to the New Growth Path and improve Sector Skills Plans
- To improve the role and performance of FET colleges

4.3.7. Industrial Policy Action Plan (IPAP)

The 2010/2011 – 2012/2013 Industrial Policy Action Plan (IPAP) identifies five structural challenges that existed in the South African economy before the global economic downturn, and which have been exacerbated by the recent economic crisis. These challenges were evident even during the time South Africa was experiencing relatively high growth rates between 2005 and 2007 and have continued during the recession. These challenges are:

- Structural imbalances in the growth path including growth that is lagging behind other medium and low income countries.
- Uneven performance of the manufacturing sector with some divisions like the automotive sector experiencing exponential growth while other sectors have stagnated.
- Employment growth being sustained by credit extension and consumption rather than by productive sectors, leading to a large current account deficit.
- Low profitability of manufacturing.
- Low savings and investment from financial sector growth. Only 5.2% of private credit was extended to fixed investment in 2008.

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

The IGDP as defined by the National Department of Agriculture Forestry and Fisheries (DAFF) aims at creating an enabling environment wherein all stakeholders can work towards a set of goals which, when achieved, will result in increased equity, growth and sustainability. The IGDP sets out four overarching strategic objectives, which AgriSETA understands as “sector objectives”. These are:

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

Class (addressing the unequal nature of society and the economy, and deliberately setting out to empower poor and unemployed people through skills development); *Race* (broad-based black economic empowerment as a critical strategy to support with skills development); *Gender* (women are vulnerable and not able to access some of the most prestigious and rewarding occupations, and must be empowered to change this); *Youth aged 15-35 years* (far too many young people leave school with few prospects of finding decent work. Skills development, including induction to work, is a vital bridge from youth into productive and satisfying adulthood); *Older people* (who need to remain

economically active if rural economies are to be built); *Disability* (removing barriers to persons with disabilities and enabling them to access meaningful work and income); *HIV and AIDS* (HIV/AIDS is eroding our efforts and it must be confronted, inter alia in skills development interventions).

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

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

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

4.4. Relevant court rulings

The Executive Authority being the DHET has commenced a process of reviewing the SETA landscape and a draft proposed SETA landscape has been developed. Which will have a material and structural impact on the business and its operations?

Name of court case: High court of RSA, the litigation by (business Unity of SA against the DHET) on the reduced mandatory grant allocation to employers

5. Situational analysis

Whilst the AgriSETA Sector Skills Plan (SSP) aims to address wide range of issues in the agricultural sector, in essence it captures the following important realities which have a direct impact on the process of development of such skills in the sector¹;

- South Africa has a dual agricultural economy spanning subsistence and commercial interests. AgriSETA is required to fairly serve both these constituencies despite deriving the bulk of its income from top levy players who are a minor proportion of

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

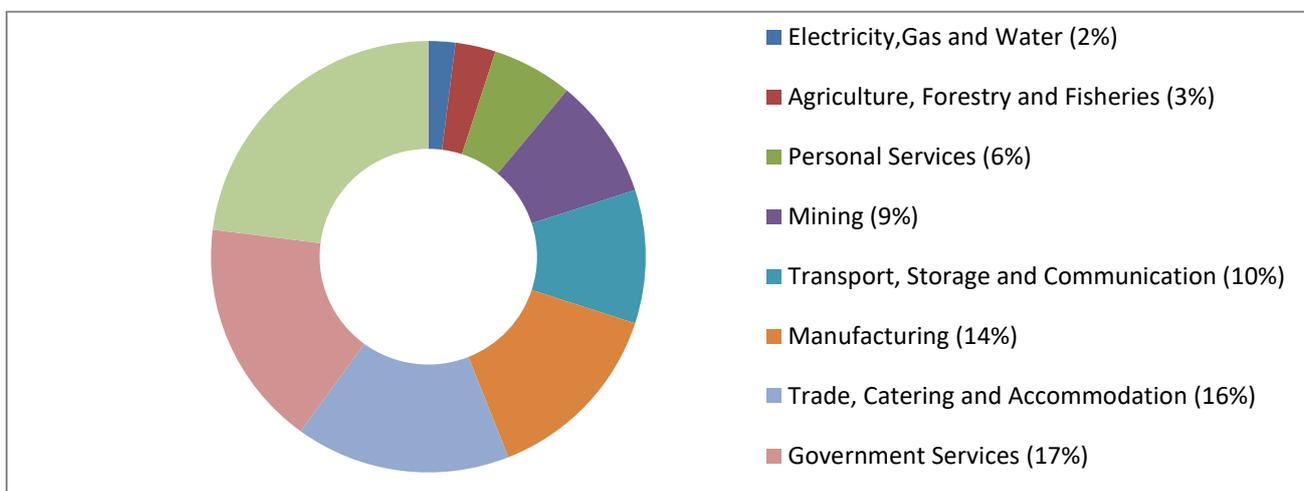
the sector as a whole. The top levy payers' contributions justifies their skills needs be catered for, but there is also an equal democratic imperative to support subsistence farmers and rural development for the sake of improved livelihoods and food security.

- These two constituencies have differing skills requirements. Commercial farmers require high level technical skill for managerial positions, and improved AET and RPL for their unskilled workforce. While co-operatives require partnerships (with big business, government departments, other SETAs and industry bodies) that are targeted at helping co-operatives develop into proper businesses with access to finance, corporate governance and business management skills. These should be provided in the form of mentorships which fall beyond traditional SETA learnerships.
- It appears that the skills mismatch in the agricultural sector is that neither of these constituents currently fully benefits from existing AgriSETA learnerships. There is a group of unskilled workers who are not eligible for lower level NQF AgriSETA learnerships because they do not have the requisite basic literacy and numeracy skills, or require RPL to be launched onto a career development path. This unskilled workforce spans commercial and subsistence farming. AgriSETA provides sufficient low to medium level NQF interventions, while agricultural colleges and higher education institutions provide medium to high level skills required by commercial enterprises.

5.1. Economic setting

Agriculture accounts for 2.4% of **gross domestic product** (GDP) and 4.4% of total employment (IRR, 2016). The contribution by sector for the fourth quarter of 2017 is shown in Figure 2 with Agriculture, Forestry and Fishing industry, the largest positive contributor to growth in GDP, an increase of 37.5% and a contribution of 0.8% to overall SA GDP growth in the quarter; this was largely as a result of higher production of animal products. Similarly, the agricultural industry recorded one of the largest growth in employment, accounting for 39 000 employment in the 4th quarter of 2017 (STATSSA, 2017).

Figure 1: CONTRIBUTION TO GDP BY SECTOR, Q4 2017



Source: StatsSA, 2017, Gross Domestic Product

The value of primary agriculture production in South Africa accounted for R273 million in 2016/17, compared to R243 million in the previous year – an increase of 12.5%. The increase can be attributed to an increase in the value of field crops and animal products. Overall, income from all agricultural products increased by 10.2% from R242 million in 2015/16 to R267 million in 2016/17. Similarly, the increase can be attributed to field crops which increased by 24.2% to R64 million for the year ended June 2017 (DAFF, 2017). Maize remains the most prominent field crop in South Africa. The maize industry contributes 0.4% to the national GDP and the industry is interlinked with many industries in the manufacturing sector.

The gross value of animal products, horticulture products and field crops contributed 46.5%, 27.7% and 25.8%, respectively to the total value of gross value agricultural products. The poultry meat industry made the largest contribution, followed by cattle and calves slaughtered, with 12.5% and maize with 10.7%.

One of the key factors underlying consumer trends has been the growth of disposable income in South Africa. This is reflected in the increase of red meat product consumption over the last couple of years. However, given the highest unemployment levels since the 2008-09 recession (in excess of 27 percent in the second quarter of 2017), a weak rand and the worst drought in 23 years, and a weaker commodity prices have converged to decreased overall consumer spending. With that said, Business Monitor International (July, 2016) holds a mixed outlook for the South African agricultural market. This is due to the effects of the drought and El Niño on corn and wheat. The weak rand, weather volatility and falling farm incomes are forecast to exert downward pressure on the market. However, in the longer term it is predicted that revenue in the sector will be boosted by a growth of about 40% from food consumption due to the growth of the middle class and disposable incomes. BMI estimates that annual food consumption revenue will reach over R609 billion in 2018.

The agricultural sector contributed approximately 12% to South Africa's total export earnings in 2016/17 (Export.gov, 2017). South Africa imported \$7 billion in agricultural and food products between 2016 and 2017. The major agricultural products imported by the country included rice (\$424 million) and wheat (\$367 million). Due to the severe drought in the 2015/16 season, which decreased production by almost 50%, imports of more than three million tons of maize were needed to fulfil local demand (Export.gov, 2017).

The mohair industry reportedly to be the largest in the world, accounting for 53% of total global production in 2016 (NDA, 2016). All mohair produced is exported. Similarly, the majority of the annual wool clip and cotton lint is also exported. South Africa also produces 20% of the total meat produced on the African continent, accounting for 1% of global meat production. South Africa is also by far the largest pet food manufacturer in the Middle East and Africa, accounting for more than half of the sales of the region (Global Pets, 2016). Euromonitor International forecast that value sales of pet food in South Africa will expand by 12% at 2015 prices, between 2015 and 2020.

In the 2015/2016 financial year corn production was expected to decline by 38.8% and sugar production to decline by 20.2% due to the severe drought and El Niño. However, poultry production will increase by 1.2% and pork production will rise by 2.1%. Until two years ago, the poultry industry was one of the largest agricultural sectors in South Africa, with an estimated value of R51 billion a year (Willemse, 2017). The decline in the poultry in more recent years can be largely attributed to the enormous volumes of below-cost poultry being imported into the country. (Willemse, 2017).

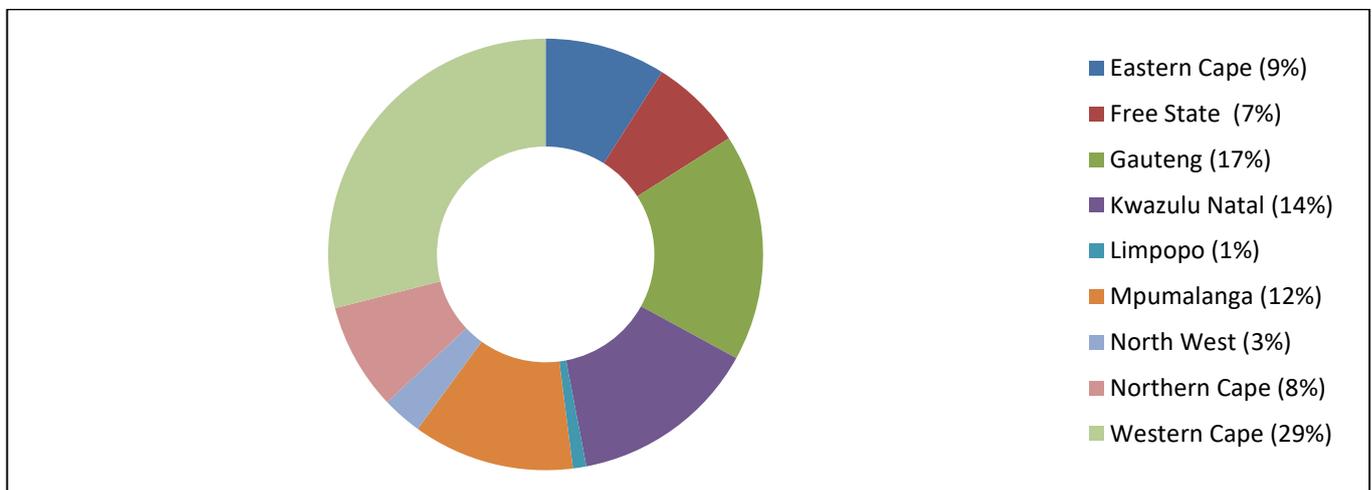
5.2. Sector Environment

5.2.1. Labour

The AgriSETA members’ database includes some 19,803 employers. A total of 17,118 employers are categorised as small, (1-49 employees), 1,601 are medium (50-149 employees) while only 653 members are categorised as large (more than 149 employees). Among registered employers, there were 13,946 employers in the primary sector, most of them small companies. The primary sector constitutes 70 % of all registered employers, followed by fibre (11%) and red meat (6 %). The sugar, coffee/tea and tobacco subsectors have the fewest registered employers, jointly accounting for about 1% of all registered employers in the sector.

The provincial distribution of employers registered with AgriSETA is reflected in the pie chart below, with provincial distribution by employer size in the figure below.

Figure 2:PROVINCIAL DISTRIBUTION OF EMPLOYERS REGISTERED WITH AGRISETA



Source: AgriSETA members’ database (WSP 2017/18 & ATR 2016/17)

What is shown in the figure above is that the Western Cape at 29% is the most represented province in the AgriSETA membership database, followed by Gauteng (17%), KwaZulu-Natal (14%) and Mpumalanga (12%), and the Eastern Cape, Northern Cape and the Free State 9%, 8% and 7%, respectively.

The lowest number of AgriSETA members ranged between 3 % for Northwest and 1% for Limpopo province. The AgriSETA database does not represent all farming enterprises in the country, and thus must be treated with a fair degree of caution when applying it to a

national context. For instance, Limpopo is a known farming province, but is underrepresented in AgriSETA numbers. Nevertheless, there is significant number of stakeholders expressing an interest in skills development in the agricultural sector.

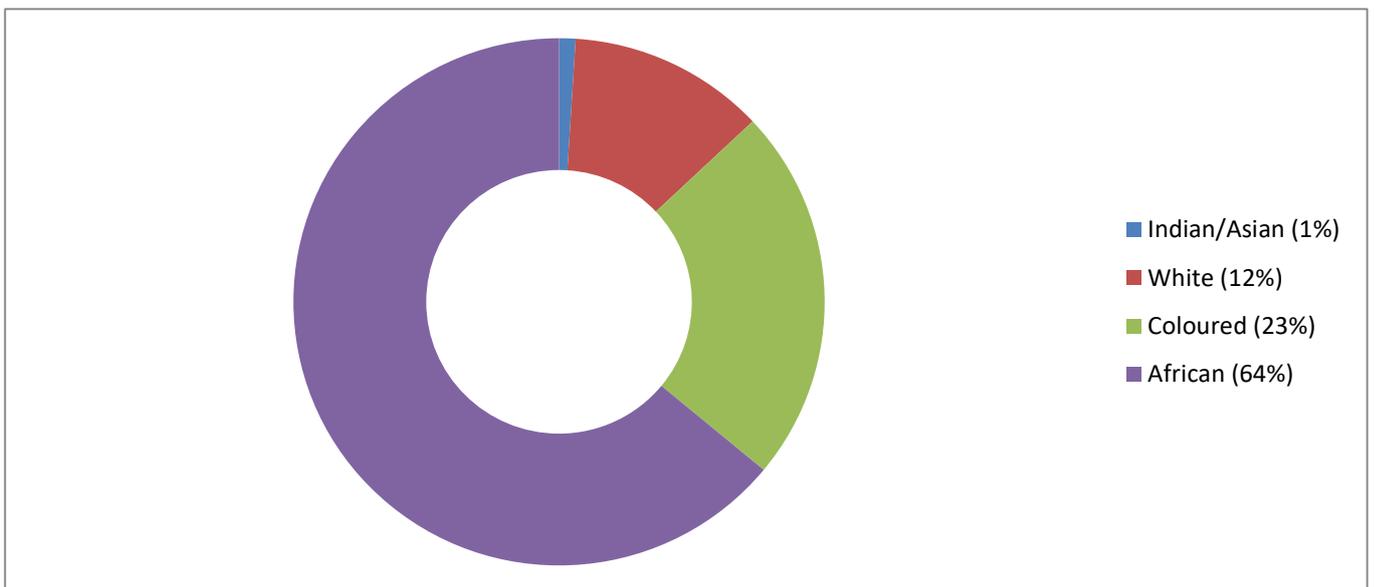
South Africa recorded an unemployment rate of 24.5% in the fourth quarter of 2015 (narrow definition) (StatsSA, QLFS, Q4, 2015). If people who are no longer actively seeking work are included, the broad unemployment rate rises to 35.22% (StatsSA, QLFS, Q4, 2015). South Africa now has a NEET (not in employment, education or training) youth population of approximately 3, 4 million people.

Over the twelve-month period from January 2015 to January 2016, employment in the agricultural sector decreased from 891 000 to 877 000. Departing from this downward trend, the QLFS conducted by StatsSA in the first quarter of 2016 put the agricultural sector amongst the few industries that experienced a quarterly increase in employment levels (16,000 employment opportunities were observed). BMI has attributed some of this growth to huge sums being invested in the “Proudly South African” food campaign to encourage consumers to buy domestically grown and produced goods.

5.2.2. Race

WSP (2017/18) data reveals that black Africans comprise the majority of employees in the sector at 64%, followed by Coloured employees at 23% and whites representing 12% of the agricultural workforce. Asians only represent 1% of workers in the agricultural sector.

Figure 3: Employees by race



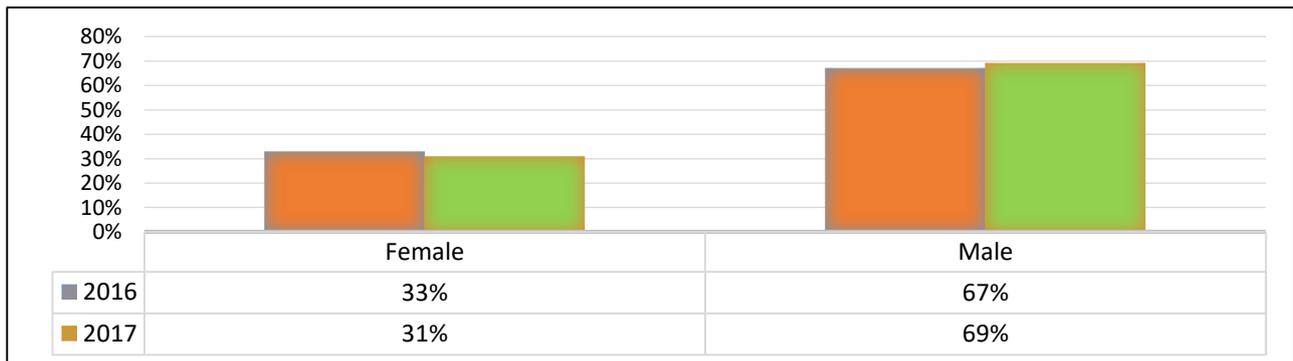
Source: AgriSETA WSP Submissions, 2017/18

WSP data from all the subsectors shows only 601 employees with disabilities out of 244,224 employees within large Agricultural enterprises were selected for training.

5.2.3. Gender

The figure below gives the breakdown of the agricultural sector by gender as reported in the fourth quarter of 2017 (StatsSA, QLFS, Q4, 2017):

Figure 1: GENDER DISTRIBUTION OF LABOUR IN THE AGRICULTURAL SECTOR



Source: Statistics South Africa, 2017. Quarterly Labour Force Survey, 4th Quarter 2017

The male to female percentage for agricultural labour was found to be 31% for females and 69% for males, as indicated above.

5.2.4. Age

Half of the people employed in the agricultural sector by employers submitting WSP, are between the ages of 35 and 55. Young people below the age of 35 constitute 42% of people employed whilst 8% are above the age of 55. In total, 92% of the workers are below the age of 55. These demographic realities were validated in interviews with stakeholders, who all commented on the need for skills transfer from those exiting the workforce to those coming up the ranks. The issue of unskilled youth presents a difficulty for skills transfer, because some base level qualification is needed to enter the skilled workforce in the first place.

This presents challenges for skills development, because of the double hurdle of experienced employees exiting at a rate not able to be matched by the numerous youth demographic. Analysis of WSP submissions by employers in 2016 shows that the majority of employees are in the primary subsector (48%) followed by the grain subsector (11%) and poultry at 19% each. Coffee & tea, sugar and fibre subsectors have the least representative of workers.

5.3. Performance environment

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

- **Legislative loopholes affecting skills development**

The unavailability of specific grants aimed at the training and development of temporary farmworkers, which comprise a large part of the agricultural workforce. This is because “the Skills Development Act defines learners dichotomously as either (fully) employed learners (18.1) or (fully) unemployed learners (18.2). This means that temporary (partially) employed learners are not specifically catered for”. This has a detrimental effect on temporary farmworkers who will not receive any skills development while they are employed or unemployed, because “skills development legislation is premised on the assumption of labour market security and does not recognise the growing numbers of casualised workers in South Africa (52%)” (*ibid*).

- **Land Reform & Industry Transformation**

The government places high value on the need for land reform as a form of redress for historical issues of dispossession. There is a target of transferring 30% of agricultural land to black ownership by 2025 (Xingwana, 2008). However, the success of land reform to date has been limited with no increase in production or economic growth. This is because many beneficiaries lack the necessary production skills and business acumen to farm effectively.

The DRDLR’s 2012 Midterm Review highlighted the need for mentors and strategic partners to help emerging farmers succeed. However, it was reported in July 2016 that land reform had the potential to “deter investment in agribusiness activities” and that the “growing exodus of South African farmers” could have a “detrimental impact on the agribusiness sector, depriving it of knowledge and skills” (BMI, 2016). The 2014 APAP noted that small commercial farmers, of which land reform beneficiaries are a subset, are disappearing “at an alarming rate”, with smaller farms being taken out of the market by bigger producers who survive because of economies of scale.

These findings, supported by research and already existing programme interventions, point to the urgent need to retain existing skills in the sector, to mentor emerging farmers in management skills and enterprise development *in the field* (Kane-Berman, 2016, stakeholder interviews, 2014, CDE, 2008).

- **Agricultural co-operatives**

It was reported by BMI that 80% of farmers in sub-Saharan Africa are smallholders. It is argued that, in the long term, African farming will have to move away from subsistence agriculture to be competitive and profitable in the genetically modified farming sector (BMI, 2016). For this reason, “partnerships with food companies, the development of co-operatives and greater access to credit” are needed to develop the sector more generally (BMI, 2016). Agricultural co-operatives are explicitly mentioned in the policy documents outlined above as requiring support to ensure their sustainability. Indeed, there have been calls for a new rural development subsector to be established to cater specifically for the needs of co-operatives, in response to both stakeholder needs and the policy directive contained in the NSDS III (Internal Consultation, Internal Stakeholder, 2015-16).

These co-operatives face the dual challenge of needing technical production skills as well as corporate governance skills. Smaller agricultural co-operatives do not stand a competitive chance in the market, with major retailers buying directly from commercial farms in both urban and rural areas (Kane-Berman, 2016). Furthermore, collective ownership often entails disputes and conflict which works against efficient management of business concerns (*ibid*; Internal Stakeholder, 2015-16). Supporting these observations, in stakeholder engagements with primary agricultural co-operatives in Katlehong in Johannesburg's East Rand in 2014, it was noted that technical skills training was badly needed, as well as corporate governance and financial management skills.

- **Climate change, drought and food security**

The 2015/2016 drought, a result of the worldwide El Niño effect, is said to be the worst to hit the country since 1992, and has shifted the domestic maize market into a net import situation (BMI, 2016, GrainSA, 2015, AgriSA). Maize production is expected to decline by 38.8% year-on-year, while sugar production will decline by 20.2% 2015/16 (BMI, 2016). Already only 45.6 % of South Africans are food secure (HSRC, 2014), and the drought could have further deleterious effects on food security. The drought, along with other challenging environmental factors, could act as a disincentive from pursuing an agricultural career. National food security depends on a “capital-intensive agricultural sector based on economies of scale” (Kane-Berman, 2016), and thus smaller producers are even more at risk during the drought – a difficult economic and environmental climate in which to take risks.

Subsistence and smaller commercial farms should be offered support, but equally commercial farms need to attract those with “green” knowledge skills to ensure food security for South Africans generally.

- **The Green Economy**

There is an increasing emphasis on the “green economy” in government policy documents (see, NDP, NGP). In the agricultural sector, this refers to the use of environmentally sustainable farming practices. These sustainable practices require new knowledge and skills that cuts across farming enterprises of all sizes. The need for green knowledge is conveyed through industry-specific training interventions across different subsectors. Green knowledge, at this stage, is largely a higher NQF level skill. Research and development on the role of green knowledge in the agricultural skills sector should be conducted. For instance, there is need for the up-skilling of farm workers in energy-efficient methods, resource sustainability, agro-processing and other green technologies. This should also be done through coordination with other sectors, given the cross-cutting nature of environmental concerns (Environmental Sector Skills Plan, No date).

- **The youth bulge and skills development**

Youth, people aged 15 – 35, comprise 36% of the South African population, and 70% of the unemployed (StatsSA, 2016; Merten, 2016). It was reported that black Africans today, aged

between 25 and 35, are less skilled than their parents would have been. This presents a huge challenge for skills development generally, and specifically for the agricultural sector, with a waning interest in agriculture and rapid urbanisation.

Confirming this, Mr Jerry Madiba, CEO of AgriSETA, has commented that “young people do not find agricultural careers attractive” (Kane-Berman, 2016, p.6). The South African Confederation of Agricultural Unions (SACAU) has called on stakeholders to recognise agriculture as a “high skilled business with great opportunities for the youth” (AgriSA, 2016). But when youth are largely unskilled or undereducated, there needs to be major upskilling across the board before they can take advantage of available employment opportunities. Demographically, there is a generalised mismatch between the demand for skilled labour, and the supply of unskilled labour.

- **Technological advancements And Mechanisation**

Development and production concerns in agriculture place an emphasis on technological advancement, to increase productivity to keep up with increasing demands for food, however there has not been a concomitant focus on technological skills advancement in the sector. The threatening maxim of the sector is that “as agriculture becomes more mechanised, the unskilled labour force is replaced by a significantly smaller skilled labour force” (Employment Conditions Commission, 2013). However, BMI (2016) reported that, “the agricultural mechanisation rate in Africa is the lowest in the world”. Nevertheless, South Africa’s situation is somewhat different to the rest of Africa. For instance, South Africa, Morocco and Tunisia comprise the majority Africa's new tractor sales (BMI, 2016). Remaining competitive globally, skills training in agriculture needs to keep up with technological progress. Internal consultation with AgriSETA staff reveals that there is an increasing demand for artisans and technically qualified workers in response to increased mechanisation in the sector.

- **Trade agreements**
 - **Poultry Imports**

The African Growth and Opportunity Act (AGOA) is a US Trade Act that enhances market access to the US for qualifying Sub-Saharan African countries based on certain conditions (AGOA, 2016). To gain access to these markets, South Africa is currently negotiating a large US poultry import deal which would lead to the import of over 65 000 tonnes of US poultry a year (BMI, 2016), putting the South African poultry industry under severe pressure. The outcomes of this deal are being monitored by agribusiness experts, but the knock-on effect of this type of deal could have implications for skills development in the sector.

- **Brexit & EU trade agreements**

While the effects of Brexit on South African agribusiness are yet to become clear, what is clear is that South Africa would have to renegotiate its trade agreements with the UK. Senior agricultural economist in Agricultural Business Chamber, Mr Wandile Sihlobo, commented that,

“market access benefits that existed through the agreement would no longer apply” (Mchunu, 2016). Agricultural subsidies are one of the key issues related to Brexit. The UK is a critic of current European subsidies which have historically had an impact on African farmers’ export capacity (Sow & Sy, 2016). The outcome of renegotiated trade agreements will have to be monitored.

- **Market access and export capacity**

The ability of producers to access new markets is critical to ensure that Agribusiness remain competitive. This is important for the growth of the South African economy and to create sustainable jobs in the sector.

Market access however is hampered by various factors including trade agreements import/export tariffs etc. It has become apparent that specific skills will be required from Agribusinesses to export to new destinations these include Quality Assurance Manager, Importer and Exporter, Product Examiner, Import-Exporter Clerk

- **Growth in Small Scale Farming**

The Agricultural sector has seen an increase in small scale farming with an expected further sharp increase given the current discourse on land distribution in South Africa. The expectation is that various skills sets will be required from small scale farmers to survive the current challenges faced by this sector; this includes skills to combat climatic change, consumer demands for quality products, business skills and primary farming skills to ensure that businesses remain sustainable. Further mentoring support in the form of mentoring and extension services to ensure that the correct cultivars is used to increase annual yields will be required.

- **Consumer Behaviour**

The South African producer is constantly adapting to changing trends in consumer behaviour. According to the Industrial Policy Action Plan (IPAP), South Africa also possesses a competitive advantage in a number of fruit and beverage subsectors. Products from subsectors such as wines, indigenous Rooibos and Honeybush tea, and certain fruits are highly sought after in export markets.

The domestic consumption of red meat has seen a sharp increase and the exports of subtropical fruit and tree nuts are increasing at a rapid rate, as middle-income consumers in developed markets are demanding more variety. An analysis of the fruit and vegetable market also revealed that over a five year period up to 2019, the highest expected growth for the fruit and vegetable market will take place in Asia Pacific, with 6.4% year-on-year growth, followed by Europe with 4.4% and the US with 2.2% (Farmers Weekly, 2016). These changes will require additional capacity especially in terms of marketing and consumer research and product development.

5.4. PESTEL

The table below summarizes the factors influencing skills development in the sector:

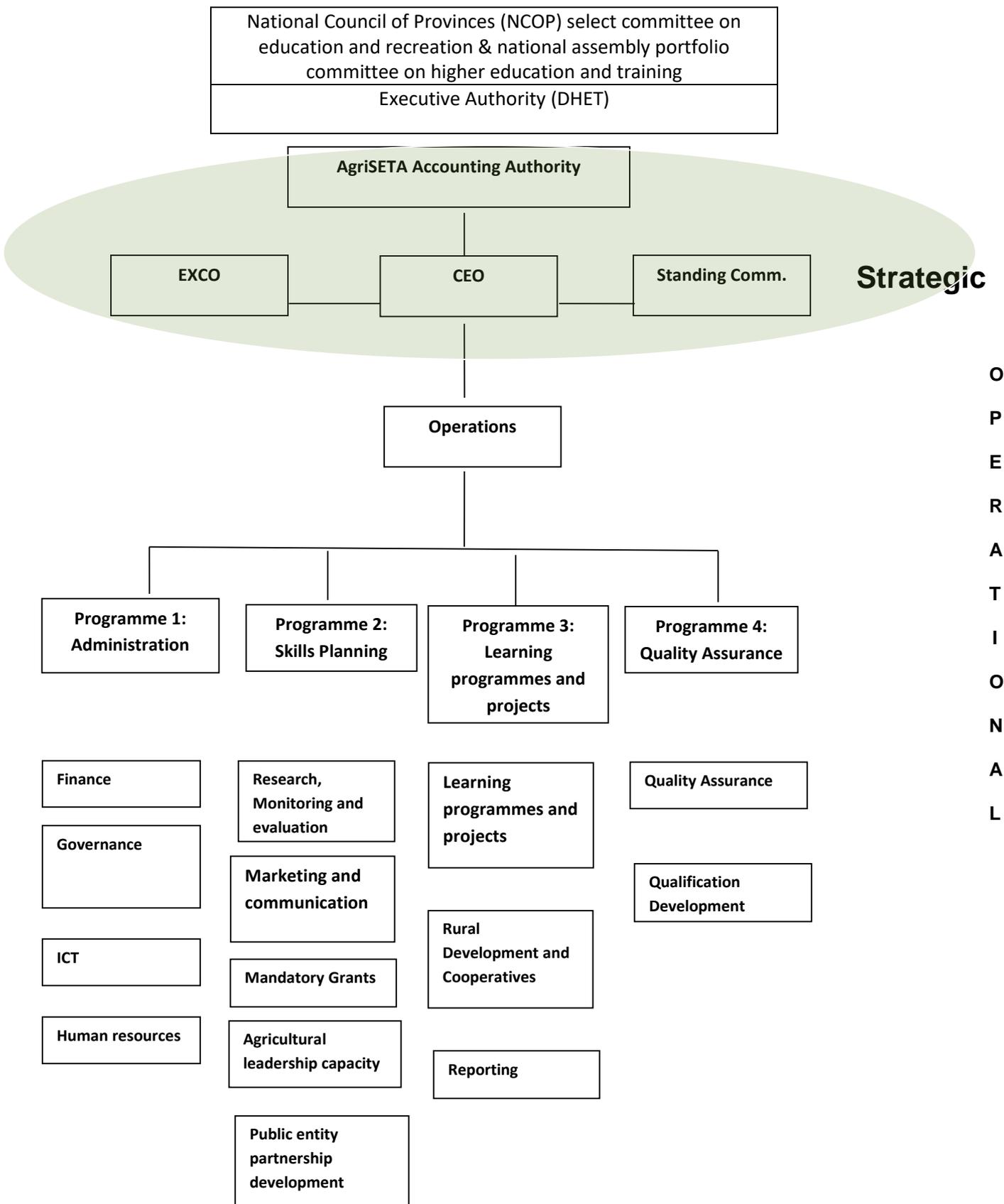
Table 1:PESTEL FOR SECTOR

FACTOR	POSSIBLE IMPACT
Political	<p>The agricultural sector is mainly guided by the standards set out by DAFF. The Department ensures ongoing development and maintenance of uniform standards for South African inspection and weighing procedures for grain. Grading regulations promote fair business practices and a competitive marketing environment for grain and oilseeds. With the correct application of these grading regulation, the sector is able to promote fair and competitive trading practices for the overall benefit of consumers and agricultural industry,</p> <p>Land reform is one of the key issues facing the agribusiness. This could be harmful to the South African agricultural economy as food security can be affected and the agribusiness landscape of the country, due to the potential for mismanagement at the political and administrative level.</p> <p>The proposed national minimum wage will impact negatively on employment in the sector.</p>
Economic	<p>World population growth and the resultant growth in demand for foods hold a positive implication for the agricultural sector.</p> <p>The sector is central to providing staple food and other food supply however the instability of the local currency has a negative effect on the ability to plan and manage imports and exports.</p> <p>If small scale and communal farmers are to make a real contribution to production volumes, the yield of their production needs to be increased and the quality of their product improved.</p>
Social	<p>The results from SSP research reveal that the gender equity is not well balanced; the sector is dominated by male employees. The project is funded through the Land Redistribution of Agricultural Development seeks to address food security and food sovereignty, and income generation (amongst other things).</p> <p>The attractiveness of the sector needs to be addressed – the farming population is older and ageing and needs to be replaced by young well-skilled farmers.</p>
Technological	<p>There is a need for research and development in the sector to facilitate changing nature of consumer demands and the growing South African population.</p> <p>The mechanization of farming operations means that the unskilled labour force is being replaced by a significantly smaller skilled labour force. For instance satellites, aircraft, and unmanned aerial vehicle (UAV) systems, commonly known as drones are the aerial technologies used in more recent years in the agricultural industry. These technologies allow for the use of remote sensing to identify certain production trends, taking out the human</p>

	<p>factor of decision-making in this regard (Farmers Weekly, 2016). This coupled with other technological advancements happening within the subsector across the globe indicates that the subsector needs to also invest and research and development initiatives, and mentoring and coaching youth into more technical positions within the subsector. The investment in research and development will further assist in finding innovative ways in dealing with climate change.</p>
Environment	<p>The 2015/2016 drought is said to be the worst to hit the country since 1992, and has shifted the domestic maize market into a net important situation (BMI, 2016, Grain). South Africa is home to many environments ranging from dry to more temperate, the country is able to grow in an array of climates, and maize is one of the highest produced crops in South Africa. With that said, the rising temperatures and with rainfall becoming more irregular and unpredictable in some parts of the country, the production of agriculture in the country is expected to take a large hit. South Africa's water supply is already at a disadvantage, with rising temperatures means that groundwater and surface water will be increasingly evaporated, leaving the soil salty, limiting food production.</p> <p>Disease outbreaks and upsurges can cause major losses to the country's agricultural output. The most recent outbreak to hit the country is a food borne disease – listeriosis which has had enormous impact in the pork and poultry industry. Listeriosis is a serious disease, but preventable and treatable disease caused by the bacterium, listeria monocytogenes, which is found in soil, water, vegetation and some animal faeces. Animal products, including meat and dairy; seafood; and fresh produce, such as fruits and vegetables, can all be contaminated.</p>
Legal	<p>There are legal barriers which impact negatively on the industry – it is up to the industry to clearly identify, ring fence and engage with those barriers to enable legislative and regulation changes.</p> <p>Legislation that addresses the registration of products is a timeous process which delays entry into the market which invariably hinders innovation in the sector.</p> <p>Legislation and new laws for inspection of maize, soya, wheat, tobacco etc. brings additional cost to producers and eventually affects consumer prices. And land tenure for small scale farmers remains a challenge</p>

5.3.6. AgriSETA Organisational Environment

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



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Figure 5: AgriSETA organisational structure

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

- AgriSETA managed to retain employees with the required experience and knowledge base, challenges however exist to fill some critical positions that became vacant due to resignations and promotions are filled, new positions are created to deliver on an ever increasing scope;
- The AgriSETA has provincial representation in 4 provinces currently;
- The predominance of small sized employers in the sector and resulting lower levy base continues to place pressure on the availability of funding to deliver on the annual need for learning programmes.
- The SETA is experiencing increased challenges in the recruitment of new skilled employees.

The AgriSETA is positioning within the Agricultural sector especially in terms of its provincial footprint allows for increased access and delivery to a predominately-rural employer base, hence contributing to ensure food security and increased job creation.

Table 2: Integrated fact based SWOT analyses

<p>Strengths:</p> <p>Matured systems</p> <p>Human capital institutional knowledge</p>	<p>Opportunities</p> <p>Subsistence farmers- build/develop to commercial farmers</p> <p>Potential to create jobs and contribute to food security</p> <p>Land restitution-improve food security</p>
<p>Weakness</p> <p>Lack of national footprint</p> <p>Relative low income</p> <p>Too lean Human Capital</p> <p>Inability to retain Human Capital</p>	<p>Threats</p> <p>Political uncertainty</p> <p>Policy uncertainty</p> <p>Minimum wage</p> <p>Land restitution-without compensation</p> <p>Low economic growth</p> <p>Trade agreements</p>

Organisational systems

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

Organisational strategy

AgriSETA is fully aligned to achieve the strategic goals set in the strategic planning documentation. The Strategic 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, participative management style. The oversight function of the board is effectively executed through functional board sub-committees that ensure that the board is well informed of the SETA progress in implementing its mandate.

Shared values

AgriSETA management and staff is constantly striving to serve the interests of the sector as whole, 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

The NSDS III was extended to the 2019/2020 financial year. Institutionally, planning will go to 2019/2020 as a result of an extension. Clarity will therefore be provided for the period following the 2019 financial year.

At an operational level, notwithstanding the extension, the replacement or employment of new staff becomes increasingly difficult as due to the uncertainty of the SETA beyond 2019. This also applies to governance structures such as the Accounting Authority and its various standing committees.

5.4 Description of the strategic planning process

AgriSETA has taken a comprehensive and a holistic approach in developing the SSP 2019-2020, and subsequently this strategic plan. The SSP has been developed in a participatory manner and followed some stages of consultation of key partners, feedback and refining of the end product.

5.4.1. Consultation of key partners

The stakeholder interviews and engagements leading to the preparation of the AgriSETA Strategic Plan (2015/16-2019/20) also endorsed the need for improved coordination within the sector, greater levels of trust and cooperation, alignment of skills development with strategic sector and sub-sector growth interventions and the achievement of more focused and effective human capital development.

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

5.4.2. Description of strategic planning process

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

Step 2: From the strategic review, management and the Accounting Authority identify high-level priorities to inform department-wide planning.

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

Step 4: The final strategic plan are available on 31 August following approval by the accounting authority.

6. Strategic Outcome Oriented Goals of the Institution

The Department of Higher Education and Training (DHET) has called on the SETAs to align their strategic plans to the extended NSDS III and National Treasury framework. The current Board of the SETA has echoed the need for the SETA to focus on rural development, cooperatives, youth development, green industry as well strengthening the functioning of Agricultural Colleges.

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

AgriSETA within its mandate and available resources, strive to focus on, and achieve the following seven broader strategic orientated goals.

Strategic Outcome Orientated Goal 1	Creditable institutional mechanisms
Goal Statement	To establish and enhance a credible institutional mechanism for skill planning and delivery in the agricultural sector by 2019
Strategic Outcome Orientated Goal 2	Increased professional, vocational, occupational and workplace learning to create decent jobs
Goal Statement	To increase exposure of workers/beneficiaries to workplaces through PIVOTAL initiatives by 2019.
Strategic Outcome Orientated Goal 3	Increased skills levels of cooperatives, NGOs, CBOs in support of Land Reform and rural development.
Goal Statement	To support agriculture related rural development initiatives (cooperatives, NGOs, CBOs and Land Reform) through skills development to improve the corporate governance of structures and skills levels of beneficiaries by 2019.
Strategic Outcome Orientated Goal 4	Improved Agricultural education and training systems
Goal Statement	To enhance agricultural education and training systems, through capacity building of TVET colleges and Agricultural Colleges to be more responsive to the needs of the sector by 2019
Strategic Outcome Orientated Goal 5	Increased Mandatory grant participation of levy paying employers
Goal Statement	To ensure efficient disbursement of funding and increase disbursement of mandatory funds by 2019
Strategic Outcome Orientated Goal 6	Increased participation of Youth in Agriculture
Goal Statement	To expose young people to opportunities in agriculture and rural development initiatives and increase the participation of youth by 2019.
Strategic Outcome Orientated Goal 7	Increased Public sector capacity
Goal Statement	To increase the capacity of the public sector and other relevant stakeholders to improve service delivery and provide appropriate support for agricultural and rural development

Part B: Strategic objectives

Programme 1: Administration

Purpose:

To provide strategic leadership, management and support services to AgriSETA.

The programme include the Accounting Authority, CEOs office, CFO's office, Financial Administration; Internal Audit; Risk; Stakeholder Relations, Communication; Information Technology and the Human Resources Department

To improve the service delivery of public institutions in the agricultural sector through the following offices:

- **Accounting Authority:** Provides leadership, decision-making strategic direction.
- **Office of the CEO:** Provides leadership, strategic direction, policy development, decision-making support and financial oversight for AgriSETA.
- **Office of the CFO:** provides support, leadership and control of the financial, Information Technology and SCM functions
- **Financial Administration:** Provides the department with sound financial services.
- **Stakeholder Relations, Communication and marketing:** establishes and strengthens intergovernmental and stakeholder relations, manages communication and marketing services.
- **Internal audit,** provides auditing services to ensure compliance with policies and procedures
- **Information Technology,** provides hardware and software support to AgriSETA
- **Human Resources department** provides Human capital support for AgriSETA to deliver on its mandate

Sub programme 1: Finance	
Strategic objective 1.1:	Achieve an unqualified audit report each year for the period covered by the strategic plan
Objective Statement 1.1:	To reduce the internal control deficiencies reported in the previous AGSA report through the provision of: <ul style="list-style-type: none"> • Financial management • Supply chain management and • Asset management
Baseline:	Unqualified audit opinion with material adjustments
Justification	Financial management within AgriSETA must be managed within relevant policy guidelines to ensure full compliance with all legislation
Links to Strategic outcome orientated goal	Strategic outcome orientated goal 1-7
Links	PFMA, Skills Development levies Act, Skills Development Act, National Skills Development Strategy.

Sub programme 2: Governance	
Strategic objective 1.2:	To provide strategic direction and oversight to AgriSETA for effective and direct facilitation of interventions in achievement of the organisational goals
Objective Statement 1.2:	To improve the governance function of the board by 15% annually thus providing strategic direction to the organisation through the following: <ul style="list-style-type: none"> • Board meetings • Functional Board sub- committee meetings
Baseline:	The governance function was measured at 95%, 11 Board meetings and 4 sub- committee meetings
Justification	Strategic oversight will direct the organisation to achieve its goals and objectives
Links to Strategic outcome orientated goal	Strategic outcome orientated goal 1-7
Links	NSDS III.

Sub programme 3: Information Technology (ICT)	
Strategic objective 1.3:	Provision of a hard and software solution to AgriSETA
Objective Statement 1.3:	To increase the responsiveness of the ICT solution by 10% annually through the: <ul style="list-style-type: none"> • Provision of hard and soft ware support and maintenance; • Annual revision of the hard and software solution • Safe storage of information
Baseline:	0% increase in the responsiveness of the ICT solution, 1 review of the hard and soft ware solution
Justification	Information and systems management ensures that the business can deliver efficiently on its mandate
Links to Strategic outcome orientated goal	Strategic outcome orientated goal 1-7
Links	POPI Act, PFMA, Skills Development Act, NLRD, SAQA and QCTO.

Sub programme 4: Human Resources	
Strategic objective 1.4:	Provision of Human Capital support to AgriSETA
Objective Statement 1.4:	To achieve a level of employee satisfaction of 80% annually through : <ul style="list-style-type: none"> • The development of current employees; • Critical positions are filled • Performance of employees are measured continuously
Baseline:	The level of employee satisfaction was measured at 54%, 9,43% of current employees participated in career development and 56,25% of critical positions were filled, 35/54 employees signed performance agreements
Justification	Compliance to all HR legislation and, policies and procedures to ensure consistency, fairness.
Links to Strategic outcome orientated goal	Strategic outcome orientated goal 1-7
Links	Employment Equity Act legislation, Basic Conditions of Employment Act, Labour legislation.

1.2. Resource consideration

1.2.1. Expenditure Trends (R)

PROGRAMME: Administration		ACTUAL R'000				Adjusted appropriation	Budget R'000	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Finance	14 361	17 894	19 030	19 638	18 638	19 638	20 718
2	Governance	2 093	2 192	2 620	2 637	3 081	3 635	4 525
3	*Information Technology	3 572	3 512	4 511	183	193	204.6	229
4	Human Resources	10 403	11 856	12 625	18 621	23 744	26 754	26 395
5	#Youth and career development	774	196	3 115	-	-	-	-
#Moved to skills delivery		31 102	35 958	38 982	44 195	49 103	50 232	51 867

***Outsourced function**

1.2.2. Trends in the numbers of key staff

PROGRAMME: Administration		Actual					Projected	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Finance	6	6	5	5	5	9	9
2	Governance	-	-	-	-	-	2	2
3	*Information Technology	-	-	-	-	-	-	-
4	Human Resources	11	8	8	9	9	7	7

1.2.3. Risk management

Top 5 Risks Identified	Planned Mitigation
Delays in filling vacant positions resulting in the SETA not achieving objectives	<ul style="list-style-type: none"> • Explore possibility e-recruitment
SCM officials do not participate in the budget preparation and do not have access to live budgets	<ul style="list-style-type: none"> • SCM should be involved in budget preparation • -Additional staff to be appointed in the unit • -Demand Plans for less than R500 000 should be prepared. • -Procure a procurement system in consultation with National treasury
Unavailability of systems.	<ul style="list-style-type: none"> • Continuous measuring and monitoring of existing controls
Inaccurate commitment schedule	<ul style="list-style-type: none"> • Invoices will be captured internally as soon as they are received. • Timeframe is still to be finalised with Skills Delivery and ETQA • All contracts will be physically verified three months before year end.

Programme 2: Skills Planning

Purpose: To ensure that HRD information is available and contribute to skills development planning. This programme aims to address the challenges of lack of institutional mechanisms that provide credible information and analysis of the supply and demand for skills, thus informing the skills planning and delivery processes. It also looks at the gap in terms of the capacity to conduct and coordinate professional research, and the dissemination of information. The management of mandatory grants will be done through the skills planning department who is ultimately responsible for achieving the objectives within this programme. Currently AgriSETA has approximately 21901 registered employers, of which 6807 pay skills development levies. The SETA has a total of 3398 registered SDFs (skills development facilitators) throughout the nine provinces. Generally, the mandatory grant system and the submission of the WSPs (workplace skills plans) and ATRs (annual training reports) by companies are working well, at a 73% pay-out rate of mandatory grants.

Sub-programme 1: Research, Monitoring and Evaluation	
Strategic objective 2.1:	Establish and maintain a credible mechanism for skills planning and delivery in agricultural sector
Objective Statement 2.1:	To establish and enhance a credible institutional mechanism for skill planning and delivery in the agricultural sector by 2019 through: <ul style="list-style-type: none"> • Updated sector skills plans submitted annually, strategic plans; • Research agenda developed; • SSC committees established
Baseline:	Updated sector skills plans submitted annually, strategic plans reviewed annually and annual performance plans drafted annually, 1 Research Agenda developed, 11 SSCs re-established
Justification	Ensure effective skills planning in the Agricultural sector.
Link to Strategic Outcome orientated Goal	Strategic outcome orientated goal 1, 2, 3 and 4
Links	National Skills Development Strategy (NSDS) III, National Development Plan, New Growth Path, Human Resource Strategy for South Africa, Integrated Growth and Development Plan, National Policy on Food and Nutrition Security and, the White Paper on Post School education and training.

Sub-programme 2 Mandatory Grants	
Strategic objective 2.2:	Improved Mandatory Grant Administration
Objective Statement 2.2:	To increase employer access to grant information by 15% to enable the maximum number of enterprises in the sector to participate in the National Skills Development Strategy through: <ul style="list-style-type: none"> • Annual revision of the mandatory grant system to improve effectiveness; • An increase in the participation of employers in mandatory grants from 1917 to 1930; • Increasing the payment of mandatory grants to 76% annually, • 75 SDF's trained annually as part of support to employers;
Baseline:	31% increase in employer access to grant information, the online mandatory system is reviewed annually, currently AgriSETA receives 2444 WSPs/ATRs from 6807 registered levy payers, 144 SDF's trained, 38% of all

	grants received were paid
Justification	To ensure effective administration of Mandatory grants
Link to Strategic Outcome orientated Goal	Strategic outcome orientated goal 5
Links	Skills levies Act, Skills Development Act, PFMA, National Skills Development Strategy.

Sub-programme 3: Agricultural leadership capacity

Strategic objective 2.3:	Increase the internal and external leadership capacity to effectively direct and facilitate the delivery of sector-specific interventions.
Objective Statement 2.3:	To increase leadership skills by 40% and to establish sound social partner governance structures and systems, through the implementation of: <ul style="list-style-type: none"> • Leadership development programmes to Agricultural leaders; • Capacity building programmes for board standing committees;
Baseline:	0% increase leadership skills in the establishment of sound social partner governance structures and systems 1 AgriSETA Board capacity development programmes, 0 Agricultural leaders trained
Justification	Structures in the Agricultural sector must be strengthened to improve service delivery to the Agricultural sector
Link to Strategic Outcome orientated Goal	Strategic outcome orientated goal 7
Links	NSDS III

Sub-programme 4: Public entity partnership development

Strategic objective 2.4:	Increase public sector capacity for improved service delivery and to provide appropriate support for agricultural and rural development
Objective Statement 2.4:	To increase the skills levels of beneficiaries of public sector capacity building programmes by 30% through the implementation of: <ul style="list-style-type: none"> • Co funded , leadership Programmes, Learnerships, Skills Programmes, Bursaries and mentorships implemented through Public Entities; • Establish partnerships to implement research projects

	<ul style="list-style-type: none"> Partnerships with Public Entities in support of Ministerial Projects
Baseline:	0% Increase the skills levels of beneficiaries of public sector capacity building programmes, 56 projects supported through Public entities, 11 Research projects established and 7 projects supported in partnership with Public Entities in support of Ministerial Projects
Justification	Support to Agricultural structures will improve capacity to deliver support to the sector and improve service delivery
Link to Strategic Outcome orientated Goal	Strategic outcome orientated goal 7
Links	Skills levies Act, Skills Development Act, PFMA, National Treasury National Skills Development Strategy.

Sub programme 5: Marketing and communication	
Strategic objective 2.5:	The development of an integrated career development programme
Objective Statement 2.5:	<p>To change the perception of agriculture as a career by 30% by exposing youth to opportunities in agriculture and rural development through:</p> <ul style="list-style-type: none"> The development of an integrated career development programme; The establishment of strategic partnerships for enhancing the capacity of youth in agriculture and career development; The mapping of career pathways by subsector; To increase AgriSETA's visibility through career exhibitions Creation of awareness of HIV and Aids
Baseline:	No integrated career development programme that is reviewed annually, strategic partnerships exists and AgriSETA attended 18 career exhibitions
Justification	The Agricultural sector must be made visible to enhance opportunities that exist to youth to encourage participation in Agriculture
Link to Strategic Outcome orientated Goal	Strategic outcome orientated goal 1-7

Links	National Skills Development Strategy III.
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2.2.1. Trends in expenditure

PROGRAMME: SKILLS PLANNING		ACTUAL R'000				<i>Adjusted appropriation</i>	BUDGET R'000	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Research monitoring and evaluation	261	489	845	1 495	1 000	1 495	8 456
2	Mandatory Grants	54 935	46 332	53 734	62 331	66 739	62505	65 818
3.	Leadership development	-	-	-	2 257	1 468	1762	4 630
4.	Public entity partnership development	-	-	-	10 000	10 032	10 000	6 154
5	Marketing and communication						-	8 456
		55 196	46 821	54579	76 083	79 225	75 762	86 618

2.2.2. Trends in the numbers of key staff

PROGRAMME: SKILLS PLANNING		Actual					Projected	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Research monitoring and evaluation	0	0	0	2	2	8	8

2	Mandatory Grants	3	3	2	3	3	3	6
3.	Leadership development	-	-	-	-	-	-	-
4.	Public entity partnership development	-	-	-	-	-	-	-
5.	Public entity partnership development	-	-	-	-	-	-	-
*	Reporting	3	3	3	3	3	3	-

***Reporting programme moved to Skills Delivery**

2.2.3. Risk management

Top 5 Risks Identified	Planned Mitigation
Accuracy and validity of reported information	<ul style="list-style-type: none"> Register of errors noted when capturing documents submitted.
Insufficient stakeholder relations management (new employers)	<ul style="list-style-type: none"> Organogram review is assisting in addressing capacity issues in the section.
Insufficient capacity in the Mandatory Grants section resulting in backlog in payments, inter-SETA transfers	<ul style="list-style-type: none"> Organogram review which is assisting in addressing capacity issues in the section.
Inaccurate information provided by internal and external stakeholders	<ul style="list-style-type: none"> External Stakeholders, Monitoring and Evaluation unit when established will assist in ensuring that accurate information is submitted. Internal Stakeholders, Departmental information sessions
50% vs 20% mandatory grant pay-out affecting employer participation	<ul style="list-style-type: none"> Communication with employers through roadshows and memos.

Programme 3: Learning programmes and projects

Purpose: To, through skills development impact on the productivity and profitability of the agricultural sector and to contribute to food security, vibrant entrepreneurship and self-reliance especially for rural economies.

Sub programme 1: Professional, Vocational, Occupational and Workplace Learning – Decent Work	
Strategic objective 3.1:	Increase non-academic workplace based vocational learning opportunities in the agricultural sector
Objective Statement 3.1:	<p>To increase the efficiency of beneficiaries/learners in the workplace by 30% annually and increase access to learning opportunities by 10% annually through the provision of:</p> <ul style="list-style-type: none"> • Learnerships and skills programmes to employed learners; • Work integrated learning opportunities to address employability and work-readiness through Internship and bursary programmes; • Bursary and Artisan Development programmes to address the middle and high-level skills gap in the sector; • Recognition of prior learning programmes
Baseline:	7% increase the efficiency of beneficiaries/learners in the workplace was measured and a 1.5% increase access to learning opportunities, 1589 Learnerships and 4401 skills programmes delivered to employed learners, 365 Internships programmes, 132 Bursary and 118 Artisan Development programmes delivered to address the middle and high-level skills gap in the sector.
Justification	To ensure that the identified critical skills areas in the Agricultural sector is addressed.
Link to Strategic Orientated goal	Strategic Outcome Orientated Goal 2
Links	Skills levies Act, Skills Development Act, PFMA, National Skills Development Strategy III.

Sub programme 2: Rural Development	
Strategic objective 3.2:	Increased governance and skills levels of NLPE to create stability and an environment for economic growth.
Objective Statement 3.2:	To increase the governance of NLPE's by 20% and skills levels of beneficiaries with 30% annually through the implementation of: <ul style="list-style-type: none"> • Learnership & Skills Programmes for unemployed learners aimed at rural people and structures; • Venture Creation programmes to support entrepreneurial and enterprise development ; • Learnership and new venture creation programmes in partnership with NGOs, CBOs, Co-ops to promote food security and growth of the rural economy
Baseline:	0% Increase the governance and 0% increase in the skills levels of beneficiaries, 1692 Learnerships and 4581 skills programmes delivered to un-employed learners, 29 New Venture Creation programmes implemented 226 Learnership and new venture creation programmes in partnership with NGOs, CBOs, Co-ops were implemented, 0 NGO/CBO/Co-ops supported
Justification	Strengthening Agricultural governance will promote food security, growth in the Rural farming practices and enhancement of sustainability in the sector
Link to Strategic Orientated Goal	Strategic outcome orientated goal 3
Links	Skills levies Act, Skills Development Act, PFMA, National Skills Development Strategy.

Sub-programme 3: Reporting	
Strategic objective 3.3:	Improved management of information and knowledge that is generated within and outside the AgriSETA to enhance performance and inform the overall strategic planning processes
Objective Statement 3.3:	To increase the accessibility of Information and knowledge by 30% annually through: <ul style="list-style-type: none"> • Generated knowledge exchange sessions internally. • Performance monitoring with target holders within AgriSETA monthly • Internal workshops on the quality of performance information. • Reporting of performance information

Baseline:	0% increase the accessibility of Information and knowledge, Monthly reports submitted to DHET, Monthly monitoring reports completed, 4 quarterly reports to Audit and Risk committee
Justification	Ensure effective skills planning in the Agricultural sector.
Link to Strategic Outcome orientated Goal	Strategic outcome orientated goal 1
Links	National Skills Development Strategy (NSDS) III, National Development Plan, New Growth Path, Human Resource Strategy for South Africa, Integrated Growth and Development Plan, National Policy on Food and Nutrition Security and, the White Paper on Post School education and training.

3.2. Resource consideration

3.2.1. Expenditure Trends (R)

PROGRAMME: LEARNING PROGRAMMES AND PROJECTS		ACTUAL R'000				Adjusted appropriation	BUDGET R'000	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Professional, Vocational, Occupational and Workplace Learning – Decent Work	139 362	104 666	137 046	124 363	136 033	137 243	149 837
2	Rural Development	29 617	37 256	43 092	85 154	91 263	91 757	89 487
3	Reporting	-	-	-	-		-	
*	Youth and career development	-	-	-	-	3 115	3 115	-
		R168 979	R141 922	R180 138	209 517	R229 416	R232 115	258 729

3.2.2. Trends in the numbers of key staff

PROGRAMME: LEARNING PROGRAMMES AND PROJECTS		Actual					Projected	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Professional, Vocational, Occupational and Workplace Learning – Decent Work	12	15	18	18	20	20	13
2	Rural Development	2	2	2	3	3	3	6
3	Reporting	-	-	-	-	-	-	4
	*Youth and career development	1	1	1	1	1	1	-

**Youth and career development programme moved to skills planning*

3.2.3. Risk management

Top 5 Risks Identified	Planned Mitigation
Discretionary Grant payments are processed based on fraudulent/inaccurate and/or incomplete information contained in: checklists, attendance registers and proof of learner stipend payments.	On-going reviewing and monitoring of existing controls.
Site monitoring visits not conducted by the skills delivery department resulting in possible unverified projects	Appointment of Monitoring Service provider

Grant applications not timeously assessed, approved or rejected	Motivate implementing online submission of applications.
Ineffective process of extending contracts.	Contract management will be included in the performance agreements of administrators. -Review of Discretionary Grants Policy
95% of Skills delivery Discretionary fund budget not contracted by year end.	Enhance contract management processes Explore possibility of re-allocating funds that are not contracted as a result of non-returning of contracts by employers

Programme 4: Quality Assurance

Purpose: To ensure that there are sufficient, high quality skills development institutions serving the agricultural sector

<u>Strategic objective</u> 4.1:	Improve agricultural education and training systems to be more responsive to the needs of the sector
Objective Statement 4.1:	To increase the responsiveness of service providers to the sector, that benefit annually from capacity building initiatives by 30% and to enhance the quality of learning programmes through: <ul style="list-style-type: none"> • The provision of capacity building programmes to promote growth of AFETs and TVET's involved in agriculture • The development of occupationally directed occupations inclusive of green knowledge in qualifications; • Alignment to the QCTO by supporting and establishing AQP's • The expansion of RPL programmes
Baseline:	0% increase the responsiveness of service providers to the sector, that benefit annually from capacity, 10 Agricultural and TVET Colleges supported through capacity building programmes, 3 occupationally directed occupations developed, 4 AQP's supported and 6 RPL programmes implemented.
Justification	Ensuring that Qualifications are relevant and of high quality
Links to Strategic outcome orientated goal	Strategic outcome orientated goal 4

Links	NLRD, SAQA, QCTO, Skills levies Act, Skills Development Act, PFMA, National Skills Development Strategy.
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4.2. Resource consideration

4.2.1. Expenditure Trends (R)

PROGRAMME: QUALITY ASSURANCE		ACTUAL R'000				<i>Adjusted appropriation</i>	BUDGET R'000	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Enhancing agricultural education and training systems to be more responsive to the needs of the sector	8790	8900	20700	20102	20102	20102	18 594
		8790	8900	20700	20102	20102	20102	20102

4.2.2. Trends in the numbers of key staff

PROGRAMME: QUALITY ASSURANCE		Actual					Projected	
NO	DESCRIPTION	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Enhancing agricultural education and training systems to be more responsive to the needs of the sector	6	6	7	7	7	7	7

4.2.3. Risk management

Top 5 Risks Identified	Planned Mitigation
Inadequate quality control monitoring for accredited training providers.	<ul style="list-style-type: none"> • Capacity building of new applicants(training providers) • Collaborate with Skills Delivery to cover the scope of skills programme in the tender for monitoring of service providers
Incomplete QCTO systems and structures.	<ul style="list-style-type: none"> • In preparation for the taking over of functions by QCTO, regular meetings and updates are taking place between ETQA and QCTO. • Attending workshops of QCTO.
Unreliable allocation of credits and certification to learners.	<ul style="list-style-type: none"> • ETQA to continue sampling of moderated portfolios of evidence
Non-existence of an integrated Quality Management System	<ul style="list-style-type: none"> • To review the current QMS system and align it with QCTO QMS system on confirmation by the Minister.
Inability to accredit providers as per QA	<ul style="list-style-type: none"> • Continuous engagements with the Minister and we have been re-licensed till March 2018

Part C: Links to other plans

1. Conditional grants

The AgriSETA's levy base is relatively small in relation to the need expressed for funding of learning interventions annually. The cross subsidization of capacity building programmes and the collaborative approach taken by AgriSETA broadens the impact of projects. The table below reflects the conditional grants currently active:

No.	Name of Grant	Purpose	Performance Indicator	Continuation	Motivation
1	Department of Labour (UIF)	Provision of skills to cooperatives and UIF beneficiaries and providing Training Lay-off support to distressed employers	In total 4000 Skills Programmes. The current implementation is 700 learners being trained on Learnerships	Yes	The current economic conditions in the sector (drought and climate change) severely affected most farmers and the request for relieve through TLS is dire, the number of UIF beneficiaries to be assisted through skills development is still huge.

2 Public entities

AgriSETA recognises the importance of partnerships to achieve implementation of the Sector strategy. Over a number of years the SETA has worked with various sector stakeholders to implement skills development projects. Some projects are of a short term nature, but many have developed into medium term collaborations that have organically evolved into more meaningful longer term partnerships. This section is in two parts: the one dealing with existing partnerships, setting out their focus and scope; the second setting out a strategy for the development of new partnerships during the period 2015-2020.

2.1. Current partnerships

- **Department of Rural Development and Land Reform Gauteng**

AgriSETA has funded emerging farmers through a budget of R400 000. These farmers were supported by the DRDLR through inputs for production as well as farm capital infrastructure.

In total 8 farmers will benefit from the programme. The project will be reviewed and success factors evaluated to extend the project into the next financial year.

- **North-West Department of Rural Development and Land Reform**

AgriSETA in partnership with North-West Department of Rural Development and Land Reform approved a mentorship programme in the North West Province. One farming enterprise will benefit directly from the partnership. An amount of R400 000 has been approved for this project with the expectation to extend the project into the next financial year.

2.2. Planned Partnerships

- **Unemployment Insurance Fund**

AgriSETA and AgriSA submitted a joint proposal for funding to Unemployment Insurance Fund to the value of R 61 000 000.00. The target is to train 4750 beneficiaries/learners in various pivotal programmes of the AgriSETA. AgriSA will be responsible for placement of these learners with their members in various commodities in agriculture. A partnership agreement to implement this project will be signed once the UIF has approved the project.

- **Limpopo Department of Agriculture**

AgriSETA in partnership with the Limpopo Department of Agriculture will focus on the support to the Comprehensive Agricultural Support Programme (CASP), Revitalisation of Agriculture and Agro-processing value Chain (RAAVC). This partnership is conceptualised in line with the NDP nine point plan given context in the Operation Phakisa programme for Agriculture and Land Reform.

- **Agricultural and TVET colleges**

Whilst there is no formal partnership in place, there has been a strategy developed in the sector and which informs a range of projects that need to be developed into a formal set of partnerships. The strategy is one of building the capabilities of the 11 Agricultural Colleges to deliver occupational qualifications to the sector. These colleges are in the process of being transferred from DAFF to DHET. There are a number of challenges that need to be addressed including funding models for programmes required in the sector, neglected infrastructure and equipment and the difficulty in establishing long term plans during a transitional period. The establishment of a formal partnership requires engagement with both the Departments (DAFF and DHET) and the SETA will initiate these discussions. It also requires engagement with the CEOs of the colleges and their umbrella body the Association of Principals for Agricultural Colleges (APAC).

Working with the 11 colleges does not imply a neglect of either TVET colleges or universities but rather an acceptance that there are specialist colleges that have their own working farms and a long tradition of developing farm managers, and that this sector resource must be valued and retained. The SETA will work with universities to provide support to the 11

colleges and with the TVET colleges to identify learners in agricultural programmes who can be drawn into Agricultural college programmes and work experience opportunities. Certain public TVET colleges that have invested in farms and trainers will also be partnered, but there are few (such as the Waterberg College).

There are a number of components of the planned partnership with Agricultural colleges, interested universities and selected TVET colleges. These are:

- Developing a model of career-pathing between TVET and university. This is being piloted between Waterberg TVET College and the University of Limpopo where 30 learners are being assisted through an articulation and career path programme that takes them from FET level college programmes to university farm management programmes. If the pilot is effective it could be the basis of a longer term partnership and could be replicated in other areas of the country.
- There is a similar pilot with the University of Mpumalanga to assist the learners who were in the agricultural colleges to get into university. The focus is farmer development programmes - develop a person who can do farming. Traditionally the Agricultural colleges were playing that role but have lost capacity. The aim is to forge partnerships that will re-establish the colleges as suppliers of farm and agri-business managers and technicians.
- AgriSETA will be looking at extending its partnerships with Colleges to implement the RPL programme, various capacity building initiatives were funded over the past financial years. The Colleges reached a point where implementation can start and the project can now be up-scaled. AgriSETA will continue to provide capacity support especially in refining RPL instruments.
- Capacity building of lecturers. The SETA supports lecturers to attend University-based educator programmes - advanced courses, training competence, Masters degrees, etc. There will also be a need to expand the opportunities for lecturers to include real work experience in established agri-businesses.
- The SETA assists the Colleges with learning material, curriculum and the alignment of programmes to the needs of local agri-businesses. Local needs can vary from goat farming in parts of the Eastern Cape to Sugar in KZN and fruit growing in the Western Cape. It is important to develop the capacity of colleges in line with the industry needs in the locality.
- Mentoring and other interventions. In some colleges there is the capacity to provide mentoring services and colleges can participate if that capacity is in place.

- Support to local cooperatives as part of Farm Together. Establishing the colleges to support cooperative farm managers rather than focusing entirely on lower level technical skills.
- Working with industry bodies to identify agri-businesses and commodity associations to sit on governance structures. Part of rebuilding Agricultural College capacity will be to strengthen their boards and governance.

- **Mentoring partnerships**

One of the key strategic interventions of the AgriSETA is to incentivise mentoring of emergent agribusinesses and farms by established businesses in the sector. This has been very successful where it has been put in place. There are a number of companies and institutions that have been effective in the delivery of mentoring and it may be sensible for the SETA to enter into longer term partnerships so as to build sustainable networks of support to emergent farmers.

- **SETA partnerships**

The AgriSETA is committed to supporting skills development along value chains. The intention is to ensure that not only is there capacity built in the sector but that the broader rural economy (including non-agricultural industries and services are also strengthened. There is a need for various government programmes to support each other and support local economic development. If skills development support from the AgriSETA is aligned to other interventions a wider and more substantial impact could be achieved. During the next five years AgriSETA will aspire to engage a number of SETAs in areas of common interest such as:

- **Foodbev:** There are a number of secondary agricultural industries that share skills needs with industries located in the food and beverages sector. There are overlaps in relation to produces in the citrus fruit and wine industries and a need to develop a set of skills interventions that recognised the need for a more coordinated approach to beneficiation (i.e. the production of fruit products from fruit).
 - **FPM SETA:** The FPM SETA is engaged with Forestry, a responsibility of DAFF. There are common skills needs between Agriculture and Forestry, including the need for effective extension services. The two SETAs need to work together on such services. There are a number of secondary production processes that fall between the two SETAs, including leather, hemp, cotton, and new industries such as the Eastern Cape goats hair initiative. A joint approach is needed to work in these industries, so as to maximise the potential for job creation.
 - **W&R SETA:** In working with cooperatives one of the most difficult challenges is access to markets. The logical market is supermarkets located in the Wholesale and Retail sector. There is a trend of established farmers supplying supermarkets directly and forming direct relationships rather than trading through intermediaries. A partnership approach

whereby cooperatives contracted to supply produce to a supermarket is provided with training from AgriSETA needs to be explored.

- **Green Industry Partnership**

There will be research conducted as part of the revision of the current Sector Skills Plan to identify new industries that need to be supported with skills development. This is in line with the SETA's commitment to not only support established businesses but to help nurture new ones. Some of the industries might be categorised as Green Industries or industries responding to market changes emanating from the sustainable development policies and strategies being pursued. One possible set of industries involves organic farms. This type of farming has the potential to expand local produce for local markets and to expand employment beyond traditional farming businesses. AgriSETA will explore possible partnerships to provide support on a sustainable basis to viable Green business initiative that show potential for job creation.

4. Public-private partnerships

AgriSETA do not have any public private partnership

**AGRICULTURAL SECTOR
EDUCATION AND TRAINING AUTHORITY**



STRATEGIC PLAN

TECHNICAL INDICATOR DESCRIPTIONS

PERIOD: 2015/2016- 2019/2020

Date revised – August 2018

Indicator title	Creditable institutional mechanisms
Short definition	To establish and enhance a credible institutional mechanism for skills planning
Purpose/importance	To ensure that data collected is relevant for planning purposes and outputs and impact can be monitored over time.
Source/collection of data	Surveys conducted with sector skills committees
Method of Calculation	The credibility of Information is assessed through surveys conducted with sector skills committees.
Data limitations	Validity of research information
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired Performance	90% of Respondents in annual surveys confirm the credibility of data and information contained in the sector skills plan.
Indicator Responsibility	Senior Skills Planning Manager

Indicator title	Increased professional, vocational, occupational and workplace learning to create decent jobs
Short definition	Increased exposure to workplaces through PIVOTAL initiatives, to increase the efficiency of workers/beneficiaries with 30% annually by 2019.
Purpose/importance	To determine the level of impact of Learnership and skills programmes aimed at employed beneficiaries
Source/collection of data	Surveys completed by beneficiaries
Method of Calculation	Number of respondents from annual surveys indicate that the efficiency of workers/beneficiaries increased annually by 2019.
Data limitations	Availability of completed surveys
Type of indicator	Impact
Calculation type	Non- Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired Performance	To increase the efficiency of workers/beneficiaries with 30% annually by 2019.
Indicator Responsibility	Senior Manager: Skills Delivery

Indicator title	Increased skills levels of cooperatives, NGOs, CBOs in support of Land Reform and rural development.
Short definition	Support agricultural related rural development initiatives (cooperatives, NGOs, CBOs and Land Reform) through skills development to improve the corporate governance of structures and skills levels of unemployed beneficiaries
Purpose/importance	The enhancement of skills levels of rural structures will have a positive impact on the food security and job creation especially within rural areas.
Source/collection of data	Annual surveys sent to rural structures and other unemployed beneficiaries of learning programmes.
Method of Calculation	Number of respondents from annual surveys indicate an improvement on corporate governance skills of NLPE that benefitted from the training programmes by 2019
Data limitations	Availability of completed surveys
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually

New Indicator	Yes
Desired Performance	80% of Respondents from annual surveys indicate an improvement on corporate governance skills of NLPE that benefitted from the training programmes by 2019
Indicator Responsibility	Senior Manager Skills Delivery

Indicator title	Improved Agricultural education and training systems
Short definition	Enhancing agricultural education and training systems, through Capacity building of TVET and Agricultural Colleges to be more responsive to the needs of the sector.
Purpose/importance	The improvement of capacity of TVET and Agricultural Colleges will have a direct positive impact of meeting the demand for Agricultural skills
Source/collection of data	Number of respondents from annual surveys indicate an increase of on their capacity to respond to the needs of the sector by 2019
Method of Calculation	On average response from beneficiaries that their capacity increased
Data limitations	Availability of completed surveys
Type of indicator	Impact
Calculation type	Non-Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired Performance	90% of respondents (5 TVET colleges and 11 Agricultural Colleges) from annual surveys indicate an increase on their capacity to respond to the needs of the sector by 2019.
Indicator Responsibility	Senior Manager: ETQA

Indicator title	Increased Mandatory grant participation of levy paying employers
Short definition	To ensure efficient disbursement of funding and increase disbursement of mandatory funds
Purpose/importance	The disbursement of mandatory funds is a legislative mandate and will encourage employers to participate in training interventions of learners.
Source/collection of data	WSP/ATR reports
Method of Calculation	Counting the submitted WSP/ATR reports and comparing that with the previous year.
Data limitations	Availability of WSP/ATR reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New Indicator	No
Desired Performance	To ensure efficient disbursement of funding and increase disbursement of mandatory funds to 76% by 2019
Indicator Responsibility	Senior Manager Skills Planning

Indicator title	Increased participation of Youth in Agriculture
Short definition	Expose young people to opportunities in agriculture and rural development initiatives
Purpose/importance	The participation of youth in Agriculture
Source/collection of data	Surveys completed by learners
Method of Calculation	40% of respondents on an annual survey indicating a positive response from learners indicating that they will consider Agriculture as a career of choice in future by 2019
Data limitations	Availability of completed surveys
Type of indicator	Impact
Calculation type	Non-Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired Performance	30% of respondents on an annual survey reflected a positive response from learners indicating that they will consider Agriculture as a career of choice in future by 2019.
Indicator Responsibility	Marketing co-ordinator

Indicator title	Increased Public sector capacity
Short definition	Increase the capacity of the public sector and other relevant stakeholders to improve service delivery and provide appropriate support for agricultural and rural development.
Purpose/importance	The improvement of leadership capacity of the public sector and stakeholders will ensure that the Agricultural sector as a whole will benefit
Source/collection of data	Completed survey of beneficiaries
Method of Calculation	Number of respondents on an annual survey indicating an increase in capacity to improve service delivery and provide appropriate support for agricultural and rural development.
Data limitations	Availability of completed surveys
Type of indicator	Impact
Calculation type	Non-Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired Performance	80% of respondents on annual surveys indicating an increase in capacity to improve service delivery and provide appropriate support for agricultural and rural development.
Indicator Responsibility	Senior Manager: Skill Planning