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### ABBREVIATIONS AND ACRONYMS

AG	Auditor General
AGOA	African Growth and Opportunity Act
ANC	African National Congress
APP	Annual performance plan
ATR	Annual Training Report
BRICS	Brazil, Russia, India, China, South Africa
BUSA	Business Unity South Africa
DHET	Department of Higher Education and Training DHET
ETQA	Education and Training Quality Assurance
FBS	FoodBev SETA
GNU	Government of National Unity
HDI	Historically Disadvantaged Individuals
ICT	Information and Communications Technology
MIS	Management Information Systems
MTDP	Medium Term Development Plan
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NQF	National Qualifications Framework
NSDP	National Skills Development Plan
OQSF	Occupational Qualifications Sub-Framework
PDG	Previously Disadvantaged Groups
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PSET	Post School Education and Training
QCTO	Quality Council for Trades and Occupation
SAQA	South African Qualifications Authority
SARS	South African Revenue Services
SDA	Skills Development Act
SDG	Sustainable Development Goals
SDL	Skills Development levy
SETA	The Sector Education and Training Authorities
SIHIPs	Strategic Integrated High Impact Programmes
SMME	Small, Medium, and Micro Enterprises
SSP	Skills Sector Plans
STI	Science Technology and Innovation
TVET	Technical and Vocational Education Training
WBL	Madada - Daned Lagraina
VVDL	Workplace-Based Learning

#### **FOREWORD BY THE MINISTER**



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

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

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

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

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

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

The President launched the Economic Reconstruction and Recovery Plan (ERRP) in October 2020, pointing out skills development, science, and innovation as enablers in driving South

Africa's economic reconstruction and recovery, but also key in sustaining it. In support of this initiative, the Department, working with social partners at the National Economic Development and Labour Council (NEDLAC) & the National Skills Authority, developed the Skills Strategy to support the government's efforts to mitigate the impact of COVID-19 global health pandemic and the initiatives towards economic and social recovery.

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

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

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

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

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

The SETA Annual Performance Plan (APP) clearly commits to implementing our skills development priorities and targets during the 2025/26 financial year.

DR. NP NKABANE, MP

**EXECUTIVE AUTHORITY OF HIGHER EDUCATION AND TRAINING** 

#### **ACCOUNTING AUTHORITY STATEMENT**

The Food and Beverages Manufacturing SETA (FoodBev SETA) is privileged to present the 2025/26 Annual Performance Plan (APP). The Annual Performance Plan for 2025/26 is informed by the strategic priorities outlined in the Five-Year FoodBev SETA Strategic Plan and the Sector Skills Plan. Our performance objectives are designed to tackle the critical issues in the sector, including the integration of advanced technologies and the rising unemployment rate. By focusing on these areas, we aim to enhance the employability of individuals who are currently unemployed, improve productivity among those already employed, and support the creation of new business ventures and cooperatives.

Key to our APP is the proactive adoption of new technologies, which we believe will be instrumental in driving the SETA and the sector's innovation and efficiency. We recognize that technological advancements, while presenting opportunities for growth, also pose challenges such as potential job displacement. Therefore, our plan includes targeted initiatives to upskill the workforce and ensure that technological changes translate into positive outcomes for both employees and employers.

Furthermore, addressing the unemployment rate remains a priority. We are committed to developing programs that not only enhance job readiness but also align with the evolving needs of the food and beverages manufacturing sector. This includes creating pathways for training and employment that respond to current market demands and future industry trends.

The Accounting Authority is dedicated to providing strategic leadership and ensuring the successful implementation of this APP. Through these efforts, we aim to drive significant progress within our sector and contribute meaningfully to national economic development and social stability. By aligning our initiatives with broader governmental priorities and regulatory frameworks, we are confident that our plan will foster sustainable growth and make a positive impact on the lives of individuals and communities across the country.

Ms. Nokuthula Selamolela

Accounting Authority Date: 23 May 2025

#### STATEMENT OF THE CHIEF EXECUTIVE OFFICER

The FoodBev SETA has developed its 2025/26 Annual Performance Plan (APP) which aligns with the national priorities and support the effective implementation of the National Skills Development Plan (NSDP). This APP is designed to harmonize with the overarching goals of the NSDP while addressing the specific needs of the Food and Beverages Manufacturing Sector. Our APP was carefully developed to address the sector's unique challenges and priorities, ensuring that our efforts contribute meaningfully to broader economic goals.

The Food and Beverages Manufacturing Sector is undergoing significant transformation driven by various factors, including population growth, changing demographics, climate change, technological advancements, and evolving consumer preferences. Both local and global dynamics are influencing the sector's performance.

On the international front, geopolitical conflicts have disrupted global supply chains, contributing to a global fuel crisis and escalating crude oil prices. Locally, energy crises have put immense pressure on food supply chains, as a reliable electricity supply is essential for the various stages of food processing, packaging, and transportation. The rising energy costs are increasing production expenses, which threatens the sector's economic stability and heightens the urgent need for alternative energy solutions.

These challenges exacerbate South Africa's existing issues of inequality, unemployment, and poverty. Nevertheless, the sector is projected to experience growth in the coming years, driven by increased globalisation and a focus on sustainability.

In response to these challenges, the FoodBev SETA is dedicated to supporting the sector through targeted skills programs aimed at facilitating its transformation. In alignment with our national mandate, we are implementing the Economic Reconstruction and Recovery Skills Strategy to aid the Food and Beverages Manufacturing Sector in recovering and thriving despite current difficulties.

The FoodBev SETA's Accounting Authority, together with the Executive Management, is committed to fulfilling our mandate. We will prioritise the actions outlined in our Sector Skills Plan to achieve the outcomes specified in the NSDP and our Five-Year Strategic Plan. These objectives will be pursued through the output indicators and targets detailed in the 2025/26 Annual Performance Plan, ensuring that our contributions are both strategic and impactful.

Ms. Nokuthula Selamolela

Chief Executive Officer Date: 23 May 2025

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#### **OFFICIAL SIGN-OFF**

It is hereby certified that this Strategic Plan:

- Was developed by the management of the FoodBev SETA under the guidance of FoodBev SETA Accounting Authority
- Considers all the relevant policies, legislation and other mandates for which the FoodBev SETA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the FoodBev SETA will endeavour to achieve over the period 2025/26 to 2029/30.

Name	Position	Signatures
Ms. Nokuthula Sibia	Senior Manager: Research, Planning, Monitoring & Evaluation	
		(de.
Mr. Mogopodi Pule	Senior Manager: Finance	(All.
M. D. II M.		
Ms. Pretty Ngwasheng	Senior Manager: Corporate Services	Ela
Mr. Ntokozo Lwandle	Senior Manager: Quality Assurance	
Mr. Bafana Dhlamini	Chief Financial Officer	Strouin
Ms. Makatseng Mokome	Senior Manager: Stakeholder Relations	Marin
Ms. Zanele Sibanyoni	Acting Senior Manager: Learning Projects and Strategic Projects	Bup
Mr. Sinaye Mgidi	General Manager: Operations	M
Ms. Nokuthula Selamolela	Chief Executive Officer and Accounting Authority	N N go-



#### PART A: OUR MANDATE

#### 1. LEGISLATIVE AND POLICY MANDATES

#### 1.1 CONSTITUTIONAL MANDATE

Primarily, the FoodBev SETA exists to address skills shortages and employability specifically in the food and beverage sector. The organisation discharges this all-important function by capacitating people with the right skills that are relevant and have practical value thereby enhancing the potential of beneficiaries to be more economically productive in a contemporary business environment. The responsibility that FoodBev SETA bears and discharges derives impetus from the constitution and a catalogue of legislative prescripts.

The mandate of FoodBev SETA stems from the Constitution of the Republic of South Africa, specifically, Section 29 (1). The section emphasises 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.

#### 1.2 LEGISLATIVE AND POLICY MANDATES

In addition to the relevant section of the constitution of the Republic of South Africa, the mandate of the FoodBev SETA is also derived from a catalogue of legislative and policy mandates. Understandably the catalogue of legislative and policy mandates is extensive but a selection of these that are deemed critical in the context of FoodBev SETA are outlined in this section.

#### **Skills Development Act 97 of 1998**

The FoodBev SETA derives its legislative mandate from the Skills Development Act (SDA) No. 97 of 1998. This act which was promulgated for purposes which include but are not limited to:

- 2.1 Developing the skills of the South African workforce by
  - a) Understanding the skills needs of the sector
  - b) Addressing the skills need through training and development
  - c) Attracting young talent into the sector
  - d) Identifying the scarce skills required within the sector.
  - e) Addressing social ills through the improvement of the quality of life of residents and their prospects of employability and labour mobility.
  - f) Identifying intervention programmes and understanding the roles of every SETA department
- 2.2 Furthermore, the SDA No. 97 of 1998 gives the following functions to the SETA:
  - a) Develop an SSP within the framework of the NSDP.
  - b) Understanding and compliance to the SDA
  - c) Establish and promote learnerships through:
    - i. identifying the requirements for developing for sector specific learnerships

- ii. developing and registering learnerships and facilitating in the conclusion of learnership agreements.
- iii. identifying and partnering with workplaces for practical work experience.
- iv. Identifying the new areas for opportunity in emerging markets
- v. supporting the development and regulation of learning materials.
- vi. improving the facilitation of learning through various platforms and
- vii. improving the facilitation of learning.
- d) Collect and distribute the skills development levies in the sector, approving of workplace skills plans, pivotal plans and allocating grants in the prescribed manner to employers and learners.
- e) Fulfil the functions of an ETQA as delegated by the QCTO; and
- f) Monitoring education and training in the sector
- g) Taking corrective action following monitoring and evaluation to ensure appropriate spending of allocated funds.

#### The Skills Development Levies Act 9 of 1999

The skills development levy, which is established under the Skills Development Levies Act, 1999, serves to fund the skills development initiative in the country. The intention is to encourage a planned and structured approach to learning, and to increase employment prospects for work seekers. Sections 3(1) and 3(4) of this Act instruct that registered member companies (employers) of the FoodBev SETA pay a skills development levy (SDL) of 1% of the total payroll cost to the South African Revenue Services (SARS). Companies with an annual payroll of less than R500,000 are exempted in accordance with section 4 (b) of the Skills Development Levy Act (1999) as amended.

SARS collects all SDLs of which of which 80% goes to SETAs for skills development in the sector, and the other 20% goes to the National Skills Fund, which provides funds to support programs identified as national priority in the National Skills Development Plan. SETAs reimburse 20% portion of received funds to employers who pay the levies upon receipt and approval thereof of workplace training plans and reports (WSP/ATR).

#### Occupational Qualifications Sub-Framework Policy, 2021

The OQSF gives effect to the Ministerial determination of the Sub-frameworks that comprise the National Qualifications Framework, Government Notice 1391 published in Gazette No. 44031 of 24 December 2020. It meets the needs of existing and emerging sectors by ensuring that all learners, professionals, workers, unemployed and those classified as NEET (not in employment, education or training), are equipped with relevant and portable competencies that support lifelong employability.

#### The Sector Education and Training Authorities (SETAs) Grant Regulations, 2012

The Sector Education and Training Authorities (SETAs) Grant Regulations (2012) is intended to govern the allocation, utilisation, and management of grants provided by SETAs in South Africa. The cardinal aim of these regulations is to ensure that the funds are effectively used for the promotion of skills development that meet the needs of various sectors. The regulation stipulates that:

Each SETA must, in compliance with the Public Finance Management Act, establish a bank account and they must use all monies received in terms of the skills development levies act to administer the activities of the SETA, pay employees their mandatory grants and implement its SSP and APP as contemplated in the Treasury Regulations issued in terms of the PFMA through discretionary grants.

#### WBL Programme Agreement Regulations, 2018

The Workplace-Based Learning Programme Agreement Regulations are aimed at formalising and standardising the implementation of workplace-based learning programs. These regulations are part of the broader framework to improve skills development and employment opportunities through structured learning experiences in the workplace. The Sector Education Training Authorities (SETAs) Grant Regulations (2012), provide that "a key focus of SETAs must be to address scarce and critical skills through programmes that are designed to address such skills needs, and which includes work-based learning" (Regulation 6(11)).

This includes the Work-Based Learning Programme Agreement Regulations whose purpose is to provide for:

- 1. The addition of the terms "candidacy", and "internship", which are common forms of work-based learning, are added to the definition of "learning programme" as included in Annexure A (2) of the regulation
- 2. The preparation, submission, registration and management of work-based learning programme agreements and the management of disputes and certain administrative arrangements; and
- 3. The repeal of the Learnership Regulations published in Notice R519 (Government Gazette No. 30010) dated 29 June 2007 as a whole.

Under the WBL Programme Agreement Regulations, FoodBev SETA utilises a structured approach to workplace-based learning that aligns with national qualifications frameworks and supports the development of work-ready skills. Furthermore, FoodBev SETA enters into formal agreements with clearly outlined terms and conditions, demarcated roles responsibilities, detailed financial guidelines and accurately maintained records of the WBL program. These regulations are designed to ensure that workplace-based learning programs are steered in a direction that prioritises their benefit to learners, employers, and the broader economy, by promoting practical skills development and enhancing employment prospects.

#### **Public Finance Management Act No. 1, 1999**

The Public Finance Management Act 1999 (PFMA) is designed to regulate and improve the financial management and accountability of public resources in the national government, provincial governments and SOEs. The primary aim of the Act is to ensure that all revenue, expenditure, assets and liabilities of those government entities are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those entities. In compliance with the Public Finance Management Act (PFMA) (Act No. 1 of 1999), FoodBev SETA embraces good governance, accountability, and transparency in the management of public finances and seeks to ensure that public resources are used efficiently and that financial operations are properly controlled and audited.

The prescribed primary components within the Act that are of particular importance for FoodBev SETA include: financial management, accountability and oversight, internal controls and risk management and capacity building- inclusive of training and development which is a cornerstone of the FoodBev SETA. This component is directed at encouraging the development of skills and knowledge among public officials to enhance their ability to manage public finances effectively as a well as training and development aimed individuals functioning for and within the food and beverage sector. The PFMA is a foundation of South Africa's public financial management system, and promotes accountability, transparency, and effective use of public funds. It provides the legislative framework necessary for ensuring that government financial operations are conducted with integrity and efficiency.

#### National Qualifications Framework Act 67 of 2008

The National Qualifications Framework (NQF) is a comprehensive system approved by the Minister for the classification, registration, publication and articulation of quality-assured national qualifications. This framework is established and regulated by the National Qualifications Framework Act 67 of 2008 (NQF Act). The objectives of the NQF are (1) to create a single integrated national framework for learning achievements; (2) to facilitate access to, and mobility and progression within, education, training and career paths; (3) to enhance the quality of education and training; and finally, (4) to accelerate the redress of past unfair discrimination in education, training and employment opportunities.

The NQF Act aspires to ensure a clear and integrated system of education and training. Under this act FoodBev SETA serve specific roles and functions which include:

- Sectoral Skills Development: achieved by identifying the skills needs within the food and beverage sector and developing strategies to address these needs through qualifications and training programs.
- Qualification Development: addressed by working with stakeholders to ensure that qualifications meet industry standards and are relevant to the needs of employers and employees.
- Accreditation: by ensuring that training institutions meet the required standards and can deliver training that aligns with sector-specific qualifications.
- Skills Planning: through contributing to the national skills development strategy by providing input on skills needs and gaps, and by planning and coordinating sector-specific training initiatives.
- Learnerships and Internships: by administering and supporting learnerships, apprenticeships, and internships within their sectors, they ensure that programs are aligned with the qualifications and provide valuable work experience to learners.

The implementation of the Act further includes taking into consideration governance and structure, quality assurance and accreditation, reporting and accountability, funding and resource allocation and the establishment of partnerships and collaborations. FoodBev SETAs' role in the implementation of the NQF is thus evidenced by the essential activities it carries out.

#### Strategic Integrated High Impact Programmes (SIHIPs), 2024

The Strategic Integrated High Impact Programmes (SIHIPs), launched by the Department of Higher Education and Training (DHET) in April 2024, are directly aligned with South Africa's National Development Plan (NDP). These programmes are designed to address critical skills shortages and development challenges identified in the NDP, with a focus on sectors vital to economic growth and social advancement. SIHIPs aim to enhance productivity, foster innovation, and enhance competitiveness, contributing to a dynamic economy and creating employment opportunities. In addition, they tackle pressing social issues such as poverty and inequality, promoting inclusion and reducing unemployment. By prioritising targeted interventions and ensuring optimal resource allocation, SIHIPs maximize the impact of investments, supporting the achievement of the NDP's long-term goals.

#### Medium Term Development Plan (2024/25 – 2029/30)

As a results-driven entity, the changes that the FoodBev SETA is focussed on generating as it executes its mandate are inspired by higher goals at a National, African and Global level encapsulated, respectively in the NDP 2030, the Africa Agenda 2063 and the SDGs 2030. More directly, the results that the FoodBev SETA seeks to realise in the 2025/26 – 2029/30 are cognisant of the three strategic priorities outlined in the MTDP which are:

- (i) Inclusive growth and job creation (MTDP strategic priority 1);
- (ii) Reduce poverty and tackle the high cost of living (MTDP strategic priority 2);
- (iii) Build a capable, ethical and developmental state (MTDP strategic priority 3).

Additionally, this Annual Performance Plan of the FoodBev SETA and the results that it seeks are duly aligned with the outcomes of 'Improved education outcomes and skills' as well as 'Skills for the economy' that are components of the MTDP strategic priority 2.

#### **Others**

- National Skills Development Plan (NSDP)
- The National Development Plan (NDP)
- Medium Term Development Plan 2024-2029
- Policy Framework for the Government-wide Monitoring and Evaluation System

## 1.3 INSTITUTIONAL POLICIES AND STRATEGIES OVER THE 5 YEAR PLANNING PERIOD

To enable the effective and efficient undertaking of its functions, in the quest to satisfactorily deliver on its mandate, the FoodBev SETA, will rely on a broad range of policies and strategies that it currently has and intends to develop in order catalyse its capacity to deliver its mandate more effectively in the 2025-2030 period. The policies and strategies are particularly important as they give the necessary verve to the work of the FoodBev SETA. Amongst these institutional policies and strategies are:

- 1. Qualification Development Policy
- 2. External Integrated Summative Assessment Policy
- 3. External Moderation Policy
- 4. Career Guidance Policy
- 5. Grant Finding Policy
- 6. Monitoring and Evaluation Policy
- 7. Research Policy
- 8. PoPI Policy
- 9. Financial Policies
- 10. Information Security Policy
- 11. Records Management Policy

#### 1.4 RELEVANT COURT RULINGS

While there are no court cases directly involving FoodBev SETA, one that could have implications for the operations of the organisation is presented in this section.

## Business Unity South Africa v Minister of Higher Education and Training and Others ((JA111/2018) [2019] ZALAC 68).

On 16 October 2019, the Labour Appeal Court handed down a judgment in this matter. In this case, the court ruled that certain provisions in the 2012 Grant Regulations were invalid and should be set aside. These provisions as contained in Regulation 4(4) which states that:

An employer who has paid levies, as per the provisions of the Skills Development Levies Act, can claim 20% of the levies it has paid from the applicable SETA, in the form of mandatory grants, provided that the employer has also submitted a workplace skills plan and annual training report.

The Court held that the above-mentioned provisions were irrational and not reasonably linked to the purpose of the Skills Development Act. In essence, the judgment is that Regulation 4(4) falls away, and consequently the 2012 Grant Regulations must be interpreted and applied as if there is no Regulation 4 (4).

The effect of the Labour Appeal Court judgment is that the percentage, amount or quantum of a mandatory grant, is subject to determination by a SETA (by necessary implication as part of its allocation power or duty under Regulation 4(1) of the 2012 Grant Regulations). Therefore, nothing prevents a SETA, after 31 August 2018, moving forward from allocating grants equal to 20%.

It must be emphasised that there is currently no regulated percentage for SETAs to pay out the mandatory grants to qualifying employers. Therefore, in the absence of a regulated percentage, SETAs can continue to pay and accrue mandatory grants at 20%. This, however, means that the SETAs have to report it as a contingency liability, pending the final determination of the mandatory grant percentage by the courts because of the BUSA case.

# PART B OUR STRATEGIC FOCUS

#### PART B: STRATEGIC FOCUS OF FOODBEV SETA

#### 2. VISION, MISSION AND VALUES

#### 2.1 VISION



"A skilled and employable society".

#### 2.2 MISSION



Supporting the drive to:

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

Ву

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

#### Through:

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

#### 2.3 VALUES

Table 2. 1: Values of FoodBev SETA

VALUE	BEHAVIOURAL EXPECTATION
Service Excellence	We employ people with technical expertise to ensure that will expressly demonstrate a continuous improvement inclination in the quest to ensure highest quality standards are reflected in skills development programmes, stakeholder engagements and all other services rendered.

VALUE	BEHAVIOURAL EXPECTATION
Integrity	We conduct ourselves in a highly ethical and professional manner. In this regard, the resolve is to operate duly cognisant of the need for honesty and accountability in all dealings, especially in managing public funds and stakeholder relationships.
Commitment	We dedicate ourselves to the execution of the mandate.
Transparency	We in accordance with the Batho Pele principles recognise the need to interact with stakeholders in an open and trustworthy manner
Accountability	We are responsible for the discharge of our duties, and we report to the delivery of the mandate.

#### 3. SITUATIONAL ANALYSIS

As part of the process of strategy development, the FBS undertook a situational analysis to determine the complexion of its environment at present. This took the form of a micro- and a macro-environmental analysis. The undertaking of the analysis allowed the FBS to gain a better understanding of its business environment so that it could formulate its strategy, due cognisant of the prevalent realities in its internal and external environments.

#### 3.1 EXTERNAL PERFORMANCE ENVIRONMENT ANALYSIS

The external performance environment analysis relied on the PESTEL framework and so the political, economic, social, technological, ecological and legal sub-environments that define FoodBev SETA's milieu were examined.

#### **Political Sub-Environment**

In 2024, South Africa entered a novel political terrain of multiparty national governance labelled as a Government of National Unity (GNU), with the ANC leading the pack. Although this coalition of different political parties brings perceived uncertainties in the short term, its long-term effect on the country's trajectory may likely remain stable. This is mainly due to shared goals with respect to public accountability, rule of law, constitutionalism, poverty alleviation, unity and overall socioeconomic development. Moreover, the seventh administration partly extends policies from the sixth administration, which would now, however, require ratification and possible amendments to suit the shared vision of all political parties.

According to the Parliament of the Republic of South Africa, 2024, the seventh administration is committed to three priority areas, which are to:

- a) drive inclusive growth and job creation;
- b) reduce poverty and tackle the high cost of living; and
- c) build a capable, ethical and developmental state.

Incidentally, these as part of the so-called 'shared vision' requires political parties to show ideological flexibility (Kotze, 2024) as a means to drive creative policy solutions. Indubitably, some emerging GNU-related political developments may have implications for SETAs, including the FoodBev SETA. Consequently, GNU-related political developments must be considered against the backdrop of an existing acknowledgement that in South Africa, the "SETAs operate in a complex context where historical, political, economic and social factors influence the labour market" (Botha et al., 2023), and this is suggestive of the fact that these political developments add a layer of complexity to an already intricate environment. The perception in political circles that there are unethical practices in the SETAs that make them ineffective (Motsie, 2023), has encouraged some opposition parties to criticise the SETAs. Markedly, however, there is a "zero-tolerance policy on fraud and corruption adopted and implemented by FoodBev SETA to foster good corporate governance and embed a culture of honesty and integrity" (FoodBev SETA Annual Report, 2021/2022). Over the years, this has been a timely intervention that helped to establish a strong foundation for ensuring improved delivery of services by FoodBev SETA which is certainly in line with the aspirations of the GNU.

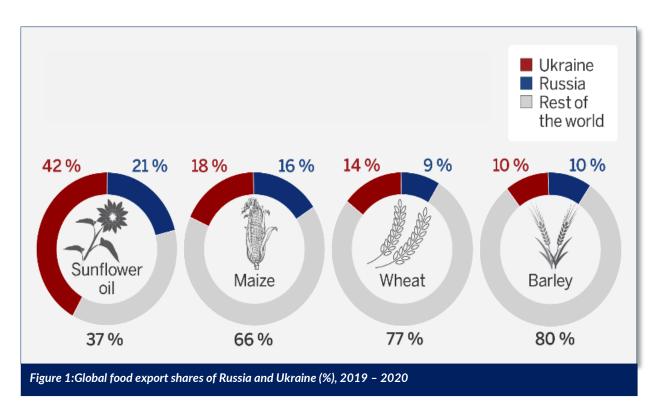
Instructively, one of the immediate political concerns facing the FoodBev SETA is the potential for shifts in government policies and regulations that impact the scope and intent of its mandate for skills development. As evidenced by the ministerial appointments into the GNU government, coalition politics can shift power dynamics, leading to leadership and policy changes that affect the continuity and stability of governance structures within SETAs, their priorities and intended skills development interventions. After all, SETA leadership appointments tend to be informed by government politics, suggesting that the politics of accommodation underpinning GNU agreements might have some implications for the management of the SETAs. In essence, emerging political developments are likely to have implications for FoodBev SETA's capacity to fulfil its mandate for the facilitation of skills development according to the sector's needs.

It may be challenging for the sectorial stakeholders, including trade unions and the private sector businesses, to commit to long-term planning when encircled by continual political instability and divergent political voices within the GNU formation. Public media (Israelstam, 2024) reports that labour unions, employers and the government have divergent views on what the GNU will bring, with anticipated workplace confrontations likely to escalate. These political conditions which would have some ramifications for FoodBev SETA are unlikely to disappear before the 2026 local government elections, where GNU parties will aim to consolidate their positions in government.

Generally, political uncertainties negatively impact skills planning, as it is imperative for FoodBev SETA to align its strategy and programmes to the overarching national government priorities. Statistics reported in the FoodBev SETA Sector Skills Plans (SSP) 2024/2025 indicate that this sector has experienced a significant increase in trade, contributing to 27% of the country's manufacturing Gross Domestic Product (GDP). Sector analysis trends reveal that from 2020 to 2022, imports increased from R72.5 billion to R88.5 billion, exports from R77.1 billion to R92.1 billion, and employment figures dropped from 179 239 to 188 896. The adverse employment figure is an issue that points towards a highly vulnerable economic ecosystem that make the delivery of the FoodBev SETA mandate even more crucial.

Besides internal politics, the food and beverage industry is also impacted by the effects of regional and geopolitical developments, particularly the Russia-Ukraine War. As a major player on the

global food market (see Figure 1), the ongoing war deepens food crisis especially in developing economies such as South Africa. Studies have shown how the Russia-Ukraine war impacts South Africa and its manufacturing industries. For example, the FoodBev SETA Sector Skills Plans (SSP) 2024/2025 cites several studies which assert that due to persistent disruptions in the supply networks, reduced production and import price shocks, the continuation of Ukraine crisis will potentially have severe effects on food security and nutrition. Additionally, a self-commissioned study by the FoodBev SETA (2023) exploring the impact of the Russia-Ukraine conflict on the South African food and beverage manufacturing sector found that the conflict caused severe to moderate effects on fuel prices, food prices, inflation, banking, manufacturing, and business operations.



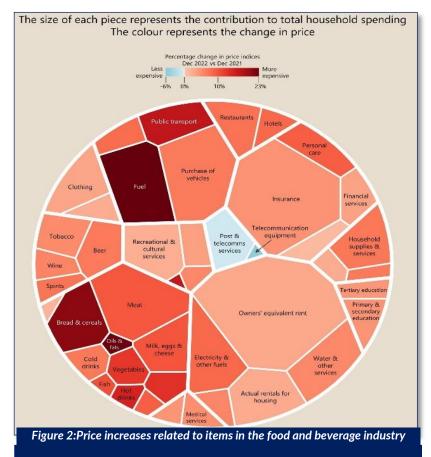
StatsSA (2023), relying on information related to the consumer price index, argued that the Russia-Ukraine war had brought about tough times for the FoodBev sector and consumers. Owing to the conflict, as depicted in Figure 2, it is reported that in December 2022, the highest price increases were recorded for fuel, oils and fats, as well as bread and cereals. Unfortunately, there are no signs this conflict will end shortly, and the implication of this is that the food and beverage manufacturing sector will continue to bear the adverse effects of these political occurrences.

Exacerbating the problem are also incidents of regional political instability and misgovernance that limit trade and trigger mass emigration patterns into the country, putting a strain on an economy that is failing to create enough jobs. As argued by the African Development Bank (AfDB), South Africa's role as a regional leader exposes it to the spillover effects of instability in neighbouring countries, affecting its domestic economy and labour market (AfDB, 2018). Moreover, geopolitical tensions, particularly within the BRICS alliance, have led to fluctuations in international funding and

partnerships, which are crucial for the sustainability of skills development interventions, including those facilitated by the FoodBev SETA.

There is also a need to consider that South Africa's involvement in BRICS has significant implications for domestic policies, including the skills development mandate that the FoodBev SETA is responsible for. This is critical considering the seventh administration's indications that government policy towards the BRICS union will not change and the pressure to align South Africa's policies with the coalition's broader economic and geopolitical goals remain paramount.

In line with this reality, the FoodBev sector can benefit from focussed training programmes centred on the key sectorial technology-based skills requirements identified at the BRICS Future Skills Challenge held in South Africa from 2 to 15 September 2023.



Source: Stats SA (2023); Consumer Price Index, 2022

Ncanywa (2023) contends that participating in future programmes like these will present an opportunity for South African youth to benchmark their skills against their counterparts from the BRICS countries. So, the BRICS framework can be utilised to realise sectorial mandates and steer the system to respond to skills supply issues.

#### **Economic Sub-Environment**

South Africa's persistent economic growth challenges especially post-COVID, have led to deteriorating development outcomes, rising unemployment and problems in socioeconomic advancement of the country. Emerging difficulties with climate change and geo-political conflicts including the Israeli – Palestine conflict, work in concert to create an unfavourable environment that adversely affects food and energy security in many developing countries.

South Africa's gross domestic product (GDP) contracted marginally by 0.1% in the first quarter of 2024, failing to build on a positive but weak increase of 0.3% in the Q4 2023 (Stats SA, 2024). The contraction in Q1 2024 was driven mainly by declining manufacturing, mining and construction sectors as well as in all components on the demand side, unlimited to household and government consumption, government expenditure, gross fixed capital formation and net exports. Despite a strong rally of agriculture sector growth of 13.5% of GDP, it was not enough to remedy a net growth position by Q1 2024 (Stats SA, 2024).

Regardless of the broad macroeconomic challenges in South Africa, the food and beverages sector managed to register a year-on-year growth of 3.8% in May 2024, partly achieved through positive contributions by restaurants and coffee shops, takeaways and fast-food outlets. This indicates a strong role of domestic demand in the sector as opposed to exports and external trade. However, month on month, the pathway to the positive outcome in the food and beverages sector in May 2024 was quite erratic with March and April 2024 registering declining growth trends of -2.1% and 3.2%, respectively. This erratic trajectory is driven by broader structural challenges such as the energy crisis, the Russia – Ukraine war, as well as South Africa's increasingly eastern orientation in trade relations. South Africa's food industry is affected by the ongoing conflict between Russia and Ukraine (Hatab, 2022). This is due to the inherently physical, economic, natural, and institutional aspects of agricultural production and the food sectors. Food systems are particularly vulnerable to the effects of external factors, including geopolitical conflicts (Mammadov, 2022). Global food supply chains, from primary producers to processors and retailers, have been affected by these conflicts.

UNIDO's industrial analytics platform shows that South Africa's membership of BRICS has gradually shifted its trade orientation from West to East over the past two decades, with China becoming the largest trade partner as at 2020 with a share of 15.9% of total exports, compared to

the year 2000 when the USA (11.3%) followed by the UK (8.5%) and other western countries were South Africa's dominant trading partners (UNIDO, 2022).

As illustrated in Figure 3, South Africa's relative comparative advantage is now in basic metals and the automotive industry. The implication is that this has had an adverse effect on South Africa's comparative advantage in semiprocessed and finished goods.

It would seem that eastern trade partners are mainly interested in minerals

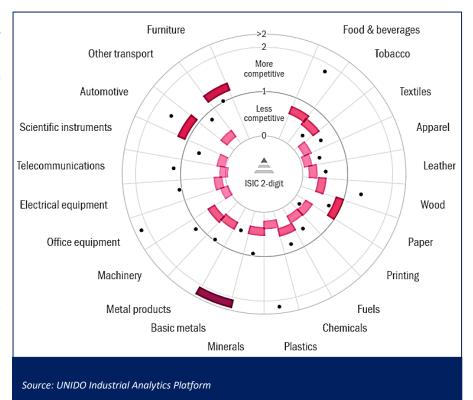


Figure 3:Product Space Analysis for South Africa

exports in their primary state without any value addition. It can be argued that this does adequately create decent jobs in the domestic economy. The increasing trade in primary commodities has caused a significant decline in South Africa's relative comparative advantage in semi-processed and finished goods, and a decline in manufacturing value added, aggravated by challenges in other support services such as energy supply, frequent labour strikes and protests, among others. These trends are further confirmed by findings of the recent African Transformation Index Report 2023, which shows that South Africa's economy has become less diversified over the past two decades

with its top five exports all primary in nature (ores, slag, ash, precious metals and stone products) accounting for approximately 40 percent of its total exports. Natural resource exports are also vulnerable to volatilities in commodity prices and global demand which send shock waves to resource endowed developing countries such as the commodity super cycle collapse in 2014/2015. Resource endowed economies like South Africa have not recovered fully since then.

The poor terms of trade since 2014/2015 have badly impacted on South Africa's exchange rate stability weakening the rand against the currencies of South Africa's trading partners. The rand has depreciated from an average exchange rate of ZAR 14.44 to the dollar in 2019 to ZAR 18.62 to the dollar in May 2024. A weakening rand triggers import-induced inflation and affects food prices through increased costs of imported inputs for food preparation and processing, cost of transportation and distribution in the food and beverages industry. The weakening rand further affects the competitiveness of the sector in global markets due to higher production costs hindering the ability of firms in the food and beverages sector to expand into new markets.

On the contrary, headline CPI inflation is on a declining trend from an average of 6.9% in 2022 to 6% in 2023 the upper boundary of the inflation targeting range of the South African Reserve Bank (Stats SA, 2024). Inflation has been forecasted to continue declining to fall back within the 3-6% inflation targeting range. This positive outlook is expected to be driven by a recovering macroeconomy, stabilising governance scenario improving consumer and investor confidence in South Africa's economy, declines in crude oil prices and the possibility of resolution of prevailing geo-political conflicts.

Notably, though, challenging domestic and global economic trends especially post-COVID, have resulted in several businesses having to face the reality of business rescue or closures. Approximately 638 firms were liquidated in the first five months of 2024. While 88% of these were voluntary, 12% were compulsory liquidations. Though it appears grim, the liquidation statistics actually represents a decrease of 5.3% from 2023, an indication that the economy might be on an upward looking trajectory. However, in terms of actual job losses, apart from manufacturing, business exports and construction, all other sectors registered declines in employment. Given that FoodBev SETA is predominantly focussed on manufacturing and indeed skills development, the absence of a decline in employment in the overall manufacturing sector is a good sign.

At an aggregate level, according to Statistics South Africa's Quarterly Labour Force Survey 2024, there were simultaneous increases in both employment and unemployment, resulting in a net increase in unemployment to 33.5% (8,2 million of the working population as at Q2 2024) and the employed at 60.7% (16,7 million of the working population). The expanded unemployment rate which includes the discouraged, underemployed and marginally attached also rose to 42.6% of the labour force. Youth unemployment for the age cohort between 15 -24 years stood at 60.8% indicating a marginal increase of 1.1% from the previous period. As shown in Figure 4, In terms of gender disparities, male labour force participation stands above female labour force participation at 65.6% and 55.8%, respectively. The situation amplifies the importance of skills development and heightens the value of the role of organisations like the FoodBev SETA that exist to capacitate individuals with the relevant skills that would enable economic productivity. Additionally, there is

justifiable scientific basis for some level of bias by the FoodBev SETA towards capacitating youth and females in order to engender transformation in the sector.

South Africa remains the most industrialised economy in sub-Saharan Africa with opportunities to recover from the domestic and global economic downturns. With a high level of unemployment both national and youth, heavily skewed towards gender inequality and income inequality, South Africa has significant economic challenges to address.



A key requirement for inclusive growth and sustainable development is a skilled labour force to ensure productivity of labour. Within this context, the responsibility that FoodBev SETA bears for facilitating skills development that meet the needs of the economy is heightened.

#### **Social Sub-Environment**

According to Sen (1979) Capability framework, people are born with diverse types and forms of endowment, however, these do not necessarily determine what they can do or become due to their unique personal, economic, social circumstance (conversion factors). Even when people can become and do what they aspire to, they could still be constrained by the lack of adequate agency (representation, participation, advocacy) to translate their aspirations into reality (functioning). Sen's framework clearly explains the nature and origins of social inequality in South Africa. For instance, a person's place of birth in South Africa goes a long way to define his personal, economic and social environment, which then determines the outcomes of his life. Provinces like Gauteng, Western Cape and KwaZulu Natal being the main economic hubs have relatively better living standards, service provision and government service delivery than other provinces in South Africa. While democracy has ensured political participation, the reality is that economic participation is still setback by gender, race, age and spatial inequalities.

The social landscape in South Africa is saddled with the triple challenge of poverty, inequality and unemployment. South Africa's high unemployment rate both national (33.5% in 2024) and youth (60.1% in 2024) (Stats SA, 2023), is not helping efforts to address income poverty and inequality. South Africa is ranked as the most unequal country in the world with a Gini index of 0.63, with 18.2

million of the population living under the international absolute poverty threshold of US\$1.90 a day, forecasted to increase to 19.1 million by 2023 (World Bank, 2023). Given the last survey conducted in 2014/2015, 55% of the population which is equivalent to 30 million people lived below the upper poverty line of ZAR 992 in 2015, with another 25% experiencing food poverty. These poverty indicators are likely to have increased with the lower-bound poverty line currently at ZAR 1058, the upper-bound poverty line at ZAR 1558 and food poverty line ZAR 760 in May 2023 (Stats SA, 2023).

Social inequality in South Africa is multidimensional in nature driven by deeper underlying factors such as race, gender and spatial disparities in access to quality education, housing, health service delivery, water and sanitation, physical infrastructure, opportunities, processes and freedoms among others, perpetrated by outcomes of apartheid social infrastructure which are still prevalent and persistent in South Africa today. Against this background, there is a need to accelerate transformation in the sector.

Apart from health service delivery mainly from efforts to improve maternal mortality, females are still more deprived than males in housing, transport, children's schooling, clothing and access to food. In every category of subjective deprivation, the black African race is more deprived followed by the coloured race. The Indian and White races show much better quality of life compared to the black and coloured groups. People residing in urban informal areas are worse off in terms of quality of life compared to urban formal, rural formal and traditional authority areas. Further, there are provincial disparities in subjective deprivation clearly confirming the prevalence of spatial inequalities in South Africa. This social inequality further drives other social vices such as crime which affects the quality of life of households, firms and institutions.

Despite South Africa's social challenges, it is still the most preferred destination for intra-Africa migration in sub-Saharan Africa. South Africa hosts approximately 4.2 million African migrants with poor data on undocumented migrants and flows across borders on daily basis. These migration trends have generated intense competition for economic resources, put pressure on service delivery and increased crime, safety and order challenges for law enforcement agencies. In this context, issues related to job opportunities and skills that are relevant for the fifth industrial that emphasises collaboration over competition though promoting coopetition remain topical. The implication of this for FoodBev SETA cannot be over-emphasised given the central role that the organisation plays to facilitate skills development for South Africans in order to increase their employability.

#### **Technological Sub-Environment**

Artificial Intelligence (AI) is increasingly influencing the Food and Beverage industry globally, with South Africa witnessing significant advancements in this space. Al's role in the sector includes optimising production processes, enhancing quality control, and enabling predictive maintenance, which collectively drive efficiency and innovation (Siemens, 2024). For South Africa, AI presents an opportunity to modernise the skills development landscape within the FoodBev sector by automating routine tasks, thus allowing the workforce to focus on more complex, value-added activities. This shift necessitates targeted skills development programs to equip workers with the competencies required to manage and optimise AI-driven systems. As shown in Figure 5, production occupations as well as food preparation and serving-related occupations are listed as high job posting areas, globally (GlobalData, 2024).

The integration of AI into food and beverage manufacturing is bolstered by digitalisation trends

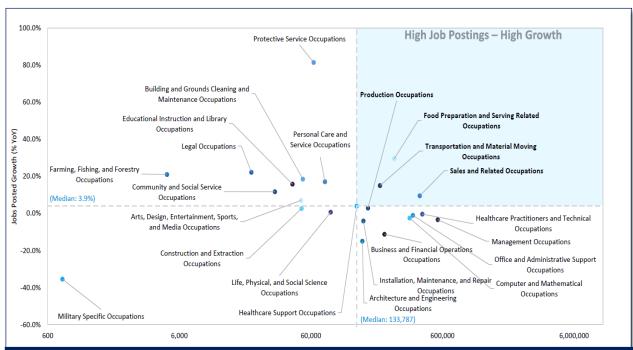


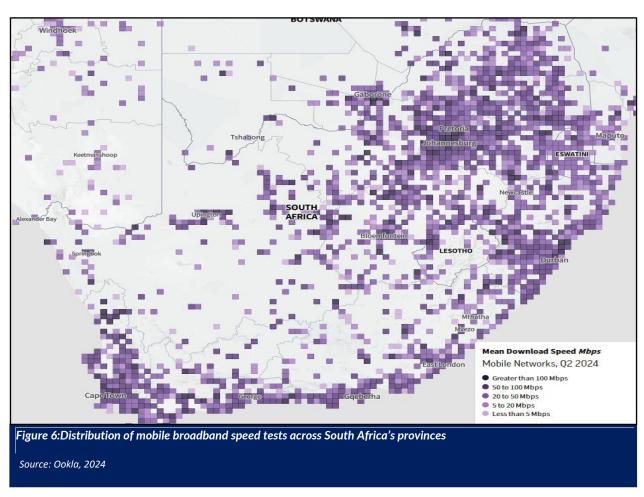
Figure 5:Sales, Food Preparation, Transportation and Material Moving related roles were trending with high job postings and growth in Q2 2024

Source: GlobalData Job Analytics Q2 2024

such as the Internet of Things (IoT) and big data analytics. These technologies, when combined with AI, can significantly reduce downtime, improve product consistency, and enhance decision-making through real-time data analysis (Siemens, 2024). For instance, AI-driven systems can automatically adjust production parameters in response to fluctuations in raw material quality, ensuring consistent output without manual intervention. Such capabilities underscore the importance of developing a skilled workforce capable of leveraging AI for enhanced productivity and innovation.

The incorporation of Artificial Intelligence (AI) in the food and beverage industry extends beyond production optimisation and quality control; it is also revolutionising product traceability. Al-driven traceability systems offer an advanced method for tracking products throughout the supply chain, from farm to table. This capability is particularly critical in South Africa, where ensuring food safety, compliance with regulations, and maintaining consumer trust are paramount. However, the adoption of AI in South Africa's Food and Beverage industry also presents challenges, particularly concerning the digital divide. The technology divide in South Africa is a significant challenge that affects the FoodBev Manufacturing SETA's ability to implement cutting-edge technologies across the board. Urban areas are typically better equipped with the necessary ICT infrastructure, whereas rural areas lag behind, leading to uneven technological adoption (Research ICT Africa, 2024). This is illustrated in Figure 6 which highlights the distribution of mobile broadband speed tests across South Africa's provinces (Ookla, 2024). This divide hampers the potential for widespread skills development and technological integration within the food and beverage industry.

Access to reliable ICT infrastructure remains uneven across the country and this would hinder the widespread implementation of AI technologies.



To address this, there is a critical need for the state to invest in infrastructure and collaborative platforms that facilitate the sharing of Al technologies and knowledge among industry stakeholders. Additionally, cybersecurity and intellectual property issues are crucial as Al systems become more integrated into manufacturing processes, necessitating robust training and awareness programmes to protect sensitive information (Siemens, 2024).

Noting a post-pandemic study, the global Smart Manufacturing market is forecasted to increase at a compound annual growth rate (CAGR) of 21.5% over the next seven years, to reach a value of approximately R8.474 trillion by 2029 (Meticulous Research, 2022). South Africa's technological landscape is evolving, albeit at a slower pace compared to more developed countries. This implies that the FoodBev sector would need to adapt to global trends in technological innovation to remain competitive. The rate of technological adoption is influenced by factors such as the availability of infrastructure, financial resources, and the existing knowledge base within the industry. To effectively integrate new technologies, the country needs to foster an environment conducive to innovation by improving research and development (R&D) activities. This would not only drive technological advancements but also support the transformation agenda within the FoodBev sector, ensuring that new technologies are accessible and beneficial to a broader demographic.

As technological advancements accelerate globally, the need for continuous upskilling within the Food and Beverage industry becomes increasingly critical. The rapid pace of change means that the skills required today may become obsolete tomorrow. Therefore, the FoodBev SETA is poised to prioritise the continuous upskilling and reskilling of people to keep pace with these technological changes. By doing so, it ensures that the sector has the right complement of people who are well-equipped to operate and optimise new technologies, for improved performance. This ongoing investment in human capital, evidenced by the skills development efforts of FoodBev SETA will not only enhance operational efficiency but also empower workers to contribute more meaningfully to the industry's evolution. As a catalyst, the FoodBev SETA's commitment to facilitating regular training and skills development initiatives will help position the Food and Beverage industry as a leader in technological adoption, driving growth and sustainability in an increasingly digital world.

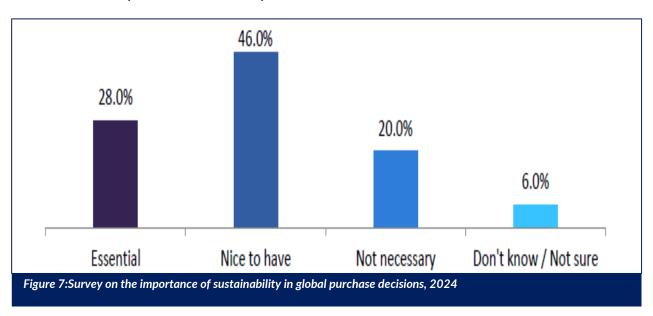
Automation is also becoming increasingly prevalent in the Food and Beverage industry, driven by the need for efficiency and cost reduction. The adoption of automation technologies, such as robotics and AI, can significantly enhance production processes, reduce waste, and improve product quality. However, the integration of these technologies requires a skilled workforce capable of operating and maintaining advanced systems. The World Economic Forum (2023) survey indicates that approximately 25% of organisations expect automation to lead to job losses, while 50% believe it will create new job opportunities. This dual impact underscores the need for proactive strategies to manage the transition for workers at risk of displacement. In this regard, the FoodBev SETA can play a pivotal role in facilitating skills development in automation, ensuring that the workforce in the sector is adequately prepared to meet the demands of a rapidly evolving industry.

It is worthy to highlight that as the Food and Beverage industry becomes more integrated with Al and other digital technologies, cybersecurity and intellectual property (IP) protection become critical concerns. The increased reliance on digital platforms and Al-driven systems exposes the industry to cyber threats, including data breaches and intellectual property theft. In 2023, around a quarter of detected cyberattacks worldwide targeted the manufacturing industry (Statista, 2023). To mitigate these risks, the FoodBev Manufacturing SETA recognises the essence of prioritising cybersecurity issues in order to ensure that both employees and stakeholders are equipped to safeguard sensitive information. Additionally, there is a need for robust IP protection mechanisms to be established to protect innovations and proprietary technologies within the industry, as this potentially fosters a secure environment for technological advancement.

#### **Ecological Sub-Environment**

Environmental regulations in South Africa are becoming increasingly stringent, impacting how businesses in the Food and Beverage industry operate (WCEDP, 2024). Compliance with these regulations is essential not only for legal reasons but also for maintaining a positive corporate image and ensuring sustainability. In the coming years, the FoodBev Manufacturing SETA must be aware of the latest environmental policies and their implications for the industry, unlimited to regulations related to waste management, water usage, and emissions. An astute environmental conservation inclination by the FoodBev SETA will contribute towards minimising the ecological footprint of players in the sector while contributing to the broader goal of environmental sustainability.

This is because sustainability is a growing concern for the Food and Beverage industry, particularly as consumers and stakeholders increasingly demand environmentally responsible practices (PwC South Africa, 2023). Figure 7 shows a notable demand for environmentally friendly products, with Indonesian (68%), Nigerian (51%), and Indian (41%) consumers being the most likely to find these products essential in their purchase decision-making (GlobalData, 2024b). In the light of this, the industry must focus on reducing its environmental impact through sustainable practices, such as adopting eco-friendly packaging, reducing waste, and improving energy efficiency. The FoodBev Manufacturing SETA can play a crucial role in promoting sustainability by providing training and resources that emphasise sustainable practices.



This not only ensures the industry's relevance in a changing landscape but also contributes to the long-term viability of the sector. Moreover, the Food and Beverage industry is linked to the environment, with many of its operations dependent on natural resources. This makes it imperative for the food and beverage industry to consider its ecological impact and engage in environmental initiatives that promote sustainability (WTW, 2024). The FoodBev Manufacturing SETA can support this thrust by incorporating environmental education into its training programmes, ensuring that the industry not only meets its current needs but also contributes to the long-term health of the planet.

The outbreak of food-borne diseases presents a significant ecological and operational challenge for the Food and Beverage industry, with far-reaching impacts on production and public health.

Contamination events, such as the listeriosis outbreak in South Africa in 2017-2018, highlight the vulnerability of the food supply chain to environmental and sanitary lapses. These incidents not only endanger consumer safety but also have severe repercussions for the industry's operations, including costly recalls, production halts, and damage to brand reputation. Additionally, the environmental impact of disposing of contaminated products further exacerbates the industry's ecological footprint. To mitigate these issues, it is crucial for the industry to integrate stringent food safety protocols and leverage advanced technologies like Al-driven traceability systems. The FoodBev Manufacturing SETA can play a pivotal role in this by incorporating food safety and hygiene training into its programmes, ensuring that workers are equipped to prevent contamination and respond effectively to outbreaks. This proactive approach will help safeguard production, protect public health, and contribute to the industry's overall sustainability.

Admittedly, climate change poses a significant challenge to the food and beverage industry in South Africa, with its impacts becoming increasingly apparent through a series of recent natural disasters. The country has witnessed more frequent and severe climatic events such as floods, wildfires, and droughts, all of which have direct and far-reaching implications for food production and manufacturing (IPCC, 2023). For instance, the devastating floods in KwaZulu-Natal in 2022 severely disrupted the food and beverage supply chain as it adversely affected agricultural activities by damaging crops and infrastructure, which led to substantial losses in food supply. This not only affected the availability of raw materials for food manufacturers but also escalated costs, creating a ripple effect throughout the supply chain. Such disruptions underscore the vulnerability of the industry to climate-related events, which are expected to intensify as global temperatures rise.

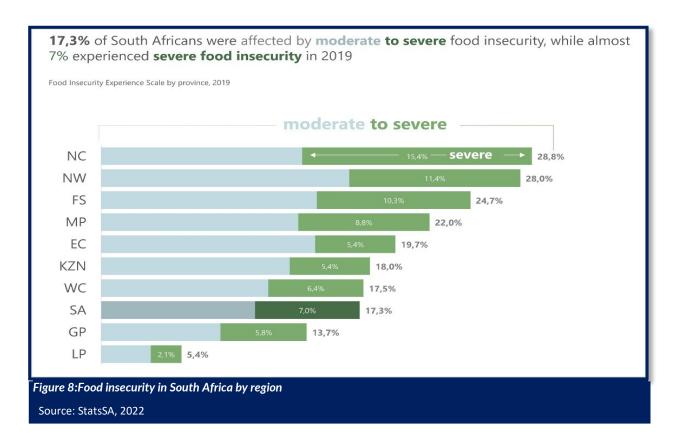
In addition to floods, South Africa has also experienced significant wildfires, particularly in the Western Cape, which is a critical region for the country's agricultural output. The 2021 wildfires in this region, fuelled by prolonged drought and extreme heat, destroyed vast tracts of farmland, including vineyards and orchards. This loss not only impacts the immediate availability of produce but also has long-term effects on the viability of the land for future agricultural use. For the food and beverage industry, this means a potential decline in the quality and quantity of locally sourced ingredients, which could force manufacturers to rely more heavily on imports. The shift to imported raw materials could further inflate costs and introduce new logistical challenges, compounding the already significant pressures on the industry.

Moreover, the increasing frequency of extreme weather events due to climate change threatens the stability of food prices and food security in South Africa (Smith et al., 2023). The unpredictability of weather patterns makes it difficult for producers and manufacturers to plan effectively, leading to volatility in supply chains. This volatility not only affects production schedules but also raises concerns about the long-term sustainability of the industry. In response, there is a growing need for the food and beverage sector to adopt more resilient practices, such as investing in climate-smart agriculture, enhancing water management strategies, and improving supply chain agility. By focusing skills development on addressing some of these challenges, the FoodBev SETA can better contribute towards the sector's capacity to manage climate change and safeguard the future of the industry in an increasingly uncertain environmental landscape.

#### **Legal Sub-Environment**

It has been acknowledged that the South African food and beverage sector is heavily regulated (Mphaga, Moyo & Rathebe, 2024), with various legislations and policies that protect consumers, maintain health and safety standards, compliance with the law, and ensuring food products' safety, quality, and legality. Although necessary, research suggests that a complex legal environment creates business challenges and opportunities. The burden of compliance can pose significant operational challenges for industry players, leading to high operating expenses and a lack of cooperation regarding skills development initiatives such as youth internships and trade testing. Studies have discussed the need for policymakers to review legislation, regulations, guidelines, and norms on public health, corporations, packaging, labelling, and advertising of foods and beverages targeting vulnerable populations (Ziga & Karriem, 2022). These reviews are also necessary to deal with perceived bottlenecks that strangle sectorial growth when the country is on a negative to slow economic growth path amidst mounting problems of poverty, food access vulnerability, youth unemployment, and social and economic discontent among the citizens. In a recent parliamentary defence of the budget, the Minister of Agriculture indicated that the new administration would foist a policy and regulatory environment to harness new technologies, products and practices available internationally.

While regulatory reform is critical, it is important to consider how the fragmented regulatory framework, comprising more than fourteen acts and regulations, negatively impacts sectorial productivity, compliance, and adherence to standards. Concerning this dilemma, another strategic concern is sporadic incidents of food safety violations and fraud, mainly by small, unregulated sector players, due to inadequate health and monitoring structures. Interestingly, judging by the data presented in Figure 8, the least food secure provinces are the Northwest (64,0%) and Northern Cape (66,5%), as these have the lowest percentages of households with access to enough food.



The impact of taxes is also a concern, particularly the sugar-sweetened beverage tax, officially known as the Health Promotion Levy, which has profoundly impacted the food and beverages sector. This tax aims to reduce sugar consumption and combat obesity and related diseases, and it is implemented at a rate of 120% on sugary beverages. Since its introduction in 2018, businesses have had to reformulate products, adjust pricing strategies, and absorb or pass on the cost to consumers. The tax has sparked debates around its effectiveness, though empirical results (Ross et al., 2022) reveal a decrease in sugary beverage consumption since its implementation. It is anticipated that large food and beverage manufacturers will continue to protest, challenge and find ways to circumvent the effect of this tax regime.

On the other hand, consumer rights groups and health regulatory bodies continue to lobby for robust legal and deterrent taxes to protect consumers and promote good health habits. Moreover, other tax regimes, from stamp duty, customs and excise duties, transfer duty, capital gains tax, skills development levy and fuel levy tax, impact the sector. Significantly in its FoodBev SETA UPDATE 2024/2025 (2023), the organisation signalled intentions to use discretionary grants to address transformation goals. In that sense, pronouncements to increase the allocation of bursaries for relevant postgraduate studies targeted at previously disadvantaged groups and develop special projects will promote local markets and accelerate sustainable transformation in the Food and Beverages Manufacturing Sector. These suggest the need for, among others, increase in grant allocations by the government.

Another notable environmental issue is the management and adherence to the Protection of Personal Information Act (POPIA) regulations. POPIA impacts how food and beverage businesses handle consumer data, observing rules of robust data protection measures, transparency in data collection, and providing consumers with control over their personal information. As a legislative intervention to enhance consumer rights, failure to comply with its provisions can result in severe penalties, including fines and legal action. For businesses in the food sector, this means reviewing data management practices, training staff on compliance, and possibly overhauling IT systems to meet regulatory standards. On a more specific note, some of the opportunities and threats that confront FoodBev SETA are discussed below and a summary presentation of these are provided in Table 3.1 below.

#### **OPPORTUNITIES**

#### Prevailing need for skills development interventions

FoodBev SETA operates within an industry that relies heavily on skilled labour. The expansive nature and scope of the industry enables FoodBev SETA to broaden its offerings, encompassing an array of training programs specifically tailored to various segments within the food and beverage sector. Their ongoing commitment to diversity and transformation facilitates research and initiatives that inclusively address various educational levels and demographic groups. This inclusive strategy entails devoted attention to specific minority groups such as women, youth, and people living with disabilities. Coupled with the integration of advanced technology to enhance learning, FoodBev SETA can effectively exploit the opportunity of the need for upskilling and reskilling people in order to equip them for active participation in the economy through employment or entrepreneurship.

#### Dispersion of skills development partners

FoodBev SETA has skills development partners across the country in the form of TVETs, colleges, universities and other similar entities in the human capacity development arena. Due to this, they have access to a broad network which allows them to tap into specialised knowledge, develop customised training programmes and innovative training methodologies, thereby enriching its programme offerings and addressing diverse industry needs. FoodBev SETA is therefore well positioned to take advantage of this opportunity by strengthening partnerships and promoting collaboration. In liaison with its universe of stakeholders, FoodBev SETA can ensure that the sector benefits from the latest developments in training technology, and emerging teaching methods. In line with the drive to increase access, the dispersed network of skills development partners can help FoodBev SETA extend its reach across different regions, including rural areas thus promoting inclusive growth.

#### The increasing wave of technological advancements

The wave of technology that is unlikely to ebb in the future, has presented the food and beverage sector with the prospect of embracing digital transformation. FoodBev SETA can capitalise on this shift by leveraging and advocating for the use of digital tools to enhance their service offerings by leveraging artificial intelligence, amongst other technological advancements. Consequently, it is the intention of FoodBev SETA to maintain relevance and adeptly align with the continually evolving needs of the industry by integrating their research initiatives with enhanced digital capabilities. Moreover, leveraging digital tools and platforms significantly enhances efficiency while facilitating more effective engagement with communities and beneficiaries.

#### Strong entrepreneurship aspiration

The absence of formal employment in the country has not only underscored but also catalysed the demand for more innovative solutions to address employment challenges. Beyond the evident need for employment, there exists a remarkably strong propensity among individuals toward entrepreneurial endeavours. Many push factors have increased the attractiveness of entrepreneurship, thereby increasing the pool of individuals who require support. Considering this, FoodBev SETA is uniquely positioned to significantly influence entrepreneurial development and growth. By offering specialised training, development, and mentorship programs for aspiring entrepreneurs in the food and beverage sector, FoodBev SETA can effectively nurture a culture of entrepreneurship while promoting economic expansion. This strategic support not only contributes to poverty alleviation but also fosters a more dynamic and diverse industry landscape.

#### **Enabling regulatory environment**

The South African government is committed to engendering a better life for its citizens and therefore prioritises the enhancement of skills and knowledge across the nation. In alignment with this objective, the country's legislation and regulatory framework strongly support skills development and growth. As a result, innovative approaches to teaching, development and upskilling are both welcomed and pursued. Therefore, FoodBev SETA is inclined to seize this opportunity by spearheading and implementing a range of transformative initiatives that foster both industry advancement and economic growth. Leveraging this supportive environment, FoodBev SETA can refine and advance their practices to align with the broader developmental goals of the country. Indubitably, favourable regulations and legislation provide FoodBev SETA with the resources, clarity, and support necessary to enhance its training programmes for the greater good of the country.

#### Favourable international agreements

Several trade agreements exist which could provide vital financial resources and support for the food and beverage sector. FoodBev SETA can benefit from BRICS (Brazil, Russia, India, China, South Africa) and AGOA (African Growth and Opportunity Act) in several meaningful ways. They can leverage on these agreements to expand market opportunities, enhance skills development, access funding and gain exposure of practices in other climes that can be adapted to enhance productivity in the food and beverage sector. International collaborations specifically lead to knowledge sharing on best practices, exchange in skills development and engagement in several capacity building initiatives. As FoodBev SETA taps into this opportunity, it will yield benefits that can collectively contribute to the growth and global competitiveness of the South African food and beverage sector.

#### **THREATS**

#### Low economic growth

Low economic growth affects overall consumer spending power and can lead to reduced demand for food and beverage products, which directly affects the sector that FoodBev SETA serves. Coupled with this challenge is the issue of high inflation rates, which present a significant obstacle for the food and beverage sector. The situation is worsened by rising costs of raw materials, energy, and transportation as well as high unemployment rates. Additionally, the persistent high unemployment can lead to a talent mismatch, where the skills possessed by the unemployed do not align with industry needs. This misalignment complicates efforts to foster a stable and thriving sector environment, particularly under unstable economic conditions. The situation necessitates more extensive and effective training programmes to prepare young people for the job market. As FoodBev SETA strives to address these pressing needs, it may experience greater strain on its resources, potentially diverting attention from other critical initiatives. Therefore, it is essential for FoodBev SETA to carefully consider all its programmes for skills development and concurrently strike a careful balance between competing priorities or parties.

#### Cyber-attacks

While the digital space offers numerous opportunities, cyber-attacks pose an escalating threat as the industry increasingly relies on digital technologies. For FoodBev SETA, the risk of unauthorised access to critical systems and data is particularly severe, as its occurrence would disrupt the organisation's operations. Outdated systems and technologies in certain functional areas of FoodBev SETA may exacerbate vulnerability to cyber-attacks. Such attacks can result in data breaches of sensitive information, including personal details of trainees, financial records, and confidential programme data. Furthermore, such breaches may lead to legal claims by affected parties or regulatory bodies, thereby jeopardising FoodBev SETA's reputation. Therefore, proactive measures and effective risk management are essential for mitigating such potential attacks.

#### Climate change

Climate change impacts the food and beverage sector through disruptions in supply chains, alterations in crop yields, and increased operational costs associated with environmental sustainability. Extreme weather conditions can affect transportation and logistics networks, disrupting supply routes, delaying deliveries, and escalating transportation costs, which, in turn, leads to higher product prices in the sector. Shifts in temperature and precipitation patterns can alter the timing and productivity of agricultural activities, thereby affecting the availability and quality

of raw materials. In response to climate change, governments may enforce stricter environmental regulations, which FoodBev SETA will need to navigate. These evolving regulations could impose additional compliance requirements on businesses within the sector. Furthermore, shifts in consumer preferences that favour sustainability can influence demand for certain products, compelling both businesses and FoodBev SETA to adapt their practices to meet these new expectations. In this regard, FoodBev SETA's role in fostering organisational agility becomes increasingly vital to ensure the long-term sustainability and stability of the industry.

#### Political instability

Political instability can significantly affect the sector through the imposition of adverse regulations and shifts in funding priorities. The uncertainty that accompanies political instability would create an unpredictable environment for FoodBev SETA, complicating its efforts to plan and execute long-term strategies effectively. Operational challenges stemming from the threat of political instability may arise, including disruptions in transportation, supply chains, and communication networks. Such disruptions hinder the implementation of training programmes and initiatives, thereby affecting their reach and effectiveness. Additionally, political instability can result in delays in project approvals and implementation. These delays can obstruct FoodBev SETA's efforts to develop and advance sector-specific programmes and initiatives, ultimately impeding the overall progress of the food and beverage sector. To navigate these challenges, FoodBev SETA must remain vigilant and informed about government policies while actively advocating for the sector's needs. By aligning its skills development thrust with current government priorities, FoodBev SETA can effectively leverage government support.

#### **Poverty**

High levels of poverty in society serve as significant deterrents to the successful implementation of FoodBev SETA's skills development interventions. Poverty often limits access to education and training resources and as such, individuals from underprivileged backgrounds may find it difficult to participate in FoodBev SETA's training programs due to financial constraints. Consequently, despite partaking in training efforts, these individuals and businesses may struggle to fully benefit from such programmes due to persistent economic hardships and inadequate infrastructure. Moreover, while customising training programmes to align with industry trends is advisable, the continuous need to adapt these programmes to address poverty-related issues remains valid. For instance, small businesses operating under impoverished conditions often prioritise immediate survival over long-term growth and discourages the uptake of skills development interventions. Addressing these challenges is imperative to ensuring that FoodBev SETA can effectively fulfil its mandate and support the sustainable growth and development of the food and beverage sector.

#### <u>Inadequate infrastructure</u>

The absence of adequate infrastructure can severely impede FoodBev SETA's capacity to deliver effective training, address industry needs, and foster sector growth. This challenge is particularly noticeable in rural communities, where both physical and technological infrastructure require significant enhancement. Without well-equipped classrooms, laboratories, or practical training centres, FoodBev SETA may struggle to provide high-quality training programmes that align with industry standards. Additionally, while there is a push for technological advancement and digitisation, limited access to modern technology can obstruct the integration of digital learning tools and platforms, further constraining the ability to offer advanced training programs, e-learning, and virtual workshops essential for workforce development. Attention to these deficiencies is vital for ensuring that FoodBev SETA can operate efficiently, deliver high-quality training, and contribute

effectively to the development of a skilled and competitive workforce within the food and beverage sector.

Table 3. 1: Opportunities and Threats in the Macro-Environment

	OPPORTUNITIES	THREATS
	<ul> <li>Prevailing need for skills development interventions</li> </ul>	Low economic growth
i E	Dispersion of skills development	Cyber-attacks
EXTERNAL NVIRONMENT	partners	• Cyber-allacks
EXTER ENVIRO	The increasing wave of technological	Climate change
ıû≥	advancements	
ũ	<ul> <li>Strong entrepreneurship aspiration</li> </ul>	<ul><li>Political instability</li></ul>
	<ul> <li>Enabling regulatory environment</li> </ul>	<ul><li>Poverty</li></ul>
	Favourable international agreements	<ul> <li>Inadequate Infrastructure</li> </ul>

Suffice it to say that the delivery of the mandate of FoodBev SETA would benefit significantly from collaborative effort. To this end, the FoodBev SETA recognises its external stakeholders while striving to balance their interests with the aspirations of the organisation. In keeping with some of the expectations of good governance as prescribed in the King IV prescript, the FoodBev upholds the tenet of stakeholder inclusivity, in the course of its work. In keeping with the stakeholder inclusivity orientation that FoodBev SETA subscribes to, Table 3.2, presents key external stakeholder groups of the organisation. The identification of these stakeholders allows FoodBev SETA to deliberately invest in the nurturing of the relationships that the organisation has with them.

Table 3. 2: External Stakeholders of FoodBev SETA

EXTERNAL STAKEHOLDER GROUPS								
Key Stakeholder Group	Prime roles							
Department of Higher Education and Training (DHET)	DHET promotes and monitors the implementation of the National Skills Development Plan, and it is responsible for the achievement of the eight (8) NSDP Outcomes DHET is also responsible for developing and implementing appropriate legislation and policies for quality and accessible post-school education and training systems. DHET is also responsible for the distribution of levies to SETAs.							
South African Revenue Services (SARS)	Collects levies as stipulated in the Skills Development Levies Act. SARS is key in ensuring that enough tax is collected for the efficient running of government and its entities to achieve all 8 NSDP Outcomes.							
Trade Unions	<ul> <li>Unions in the SETA context address the NSDP Outcome 7 (Encourage and support worker-initiated training). The primary role of unions is to advocate for the skills of the employees they represent, working with employers to improve the quality, quantity, and equity of training. Unions help in designing training schemes to help remedy skill or knowledge gaps; and ensure appropriate training takes place.</li> </ul>							
Employers	Skills levy institutions play a crucial role in addressing NSDP     Outcome 1 (Identify and increase production of occupations in							

EXTERNAL STAKEHOLD	ER GROUPS
Key Stakeholder Group	Prime roles
Public Education Institutions	high demand), Outcome 3 (Improving the level of skills in the South African workforce) and Outcome 7 (Encourage and support worker-initiated training). The role of employers is primarily to finance skills development collectively (i.e., via the levy system) and to recognise the role of skills and training within the sector and, more widely, in the national economy. Employers work with their respective SETA to reclaim levy payment through engagement in certain required skills development activities. Companies with less than R 500,000 annual payroll do not contribute to SDL. Levy payers and non-levy payers have to submit WSP/ATR to their respective SETAs as its existing skills shortage in a company and describe the steps companies will take to address the shortage through various training initiatives.  • Educational institutions are vital in achieving Outcome 5 (support the growth of the public college institutional type as a key provider of skills required for socio-economic development) Outcome 2 (linking education and the workplace). Educational institutions equip labour market entrants with the skills and competencies required for occupations or trades. They also increase the stock of human capital within the segment of the educational system that directly addresses skills gaps in the sector.
Industry/Commodity Association	<ul> <li>Industry associations are important in achieving NSDP Outcome 2 (Linking education and the workplace), Outcome 3 (Improving the level of skills in the South African Workforce) and Outcome 8 (support career development services)). Industry associations identify strategic training objectives of the sector and contribute towards identifying accurate training priorities for the sector. The associations serve as a link between industry, government, and the public. They provide a unified voice on legislative and regulatory matters.</li> </ul>

In the equation of skills development in the sector, these stakeholders remain constants. It is for this reason that the FoodBev SETA tries to engage with them on a regular basis. One of such engagement platforms was the 'Conversation with the Chairperson' event held in mid-2024. Thoughts ventilated at the forum signalled that while the demand for unskilled labour had waned, there is an influx of more women into the labour market. These heighten the role of FoodBev SETA in the skills development landscape and encourage increased attention to HDIs such as women. Additionally, it was emphasised that information technology should certainly play a bigger role in FoodBev SETA's functions. With the difficulties experienced by SMMEs, the need for the FoodBev SETA to prioritise SMMEs was mooted. Special mention was made of the possibility of mentoring SMMEs for the export market.

Indeed, the conviction seemed to be that these businesses require a lot of support as the food and beverage sector is not especially kind to start-ups. Consequently, for instance, the challenge of

getting the products of these SMMEs onto the shelfs and the issue of food safety were mentioned as being deserving of special attention by the FoodBev SETA in its skills development efforts. Furthermore, FoodBev SETA was encouraged to create a portal of trained learners which should not only be accessible to big businesses but to SMMEs as well. Moreover, collaborations must drive FoodBev SETA's approach to curriculum development. Against this background, curriculum development should focus on addressing future needs, integrating technology, improving soft skills and ought to have a problem-solving and workplace-application flavour.

#### 3.2 INTERNAL PERFORMANCE ENVIRONMENT ANALYSIS

FoodBev SETA recognises that to deliver its mandate it requires effective processes in the organisation. The need for agility of the organisation is also well known to the management of the organisation. Understandably, while the processes of work at the organisation are largely standard, they have been made flexible so that they become easily adaptable as may be dictated by future occurrences or demands. Currently, the discretionary grant process involves a collection of activities that could, however, be compartmentalised into six major phases of the process.

It commences with a review of the grant funding policy. This phase culminates in the preparation and submission of the Grant Funding Policy along with amendments. The phase is succeeded by the opening of the discretionary grants funding window during which Marketing and Communications publishes the advert or Expression of Interest on the FoodBev SETA website and /or print media. Subsequently, a review and evaluation of applications received takes place. Applications that earn favourable decisions in this phase proceed to the next phase. The fourth phase is the phase of contracting where letters of intent/ allocation letters for approved applicants are generated. Upon completion of the activities in this phase, eligible learners are then registered. The final phase of the process involves the payment of the discretionary grant.

A couple of parties play different roles in the discretionary grant process. From a FoodBev SETA perspective, these parties include the compliance committee, evaluation committee, adjudication committee, award committee as well as the board. From an external perspective, a broad range of stakeholders are typically involved. In the 2025-2030 period, the organisation's intent is to invest in the continuous simplification and improvement of its processes especially those related to grants in order to make it more user-friendly and possibly faster.

The brand of the organisation has also received some attention of late. The aim has been to give the brand of the organisation a new lease of life while communicating the maturity and preferred image of the organisation. The change in the branding of the FoodBev SETA is accompanied by a public declaration by the organisation of a desire to improve in all of the facets of its work. The evidence of this is reflected in the change of the logo of FoodBev SETA as depicted in *Figure 9*.

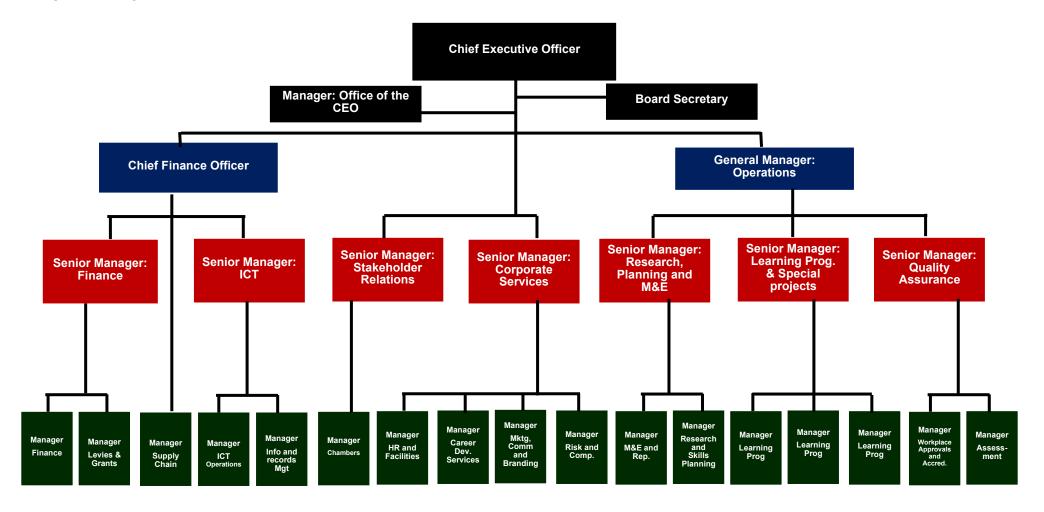
Noteworthily, as the organisation moves into the future and continues to deliver on its mandate, its new predisposition is to:



- Empower
- Innovate
- Elevate

As far as the management of FoodBev SETA is concerned, the most valuable asset of the organisation remains its human resources. Owing to this, the FoodBev SETA places enormous values on its employees. Consequently, it recognises talent and contributions made by its employees, towards organisational success. The organisation, in the main, relies on a functional structure to execute its mandate. Over the years, the structure has served the organisation well. This notwithstanding, on a regular basis the fitness of the structure for the execution of its strategy comes under management's scrutiny. The current organisational structure of FoodBev SETA which is believed is well suited to the strategy that it will seek to implement in the next five years is presented in Figure 10.

Figure 10: Organisational Structure of FoodBev SETA



In the same way that the FoodBev SETA acknowledges the importance of its external stakeholders, the value of internal stakeholders cannot be understated. Consequently, Table 3.3 presents a summary scroll of the internal stakeholders of the organisation.

Table 3. 3: Internal Stakeholders of FoodBev SETA

INTERNAL STAKEHOL	DEF	R GROUPS				
Key Stakeholder	Pr	ime Roles				
Group						
FoodBev SETA Board	•	Provides an oversight role and governance for the SETA.				
FoodBev SETA	•	To deliver on the mandate of the SETA and organisational goals.				
Management		Ensure alignment with regulatory requirements and organisational				
		objectives through assess organisational performance, identify risks				
		and areas for improvement. Keeping abreast with all legislative				
		frameworks and compliance requirements.				
FoodBev SETA Team	•	Ensures that all operations are delivered within the SETA.				
		Identifying skills needs and facilitating the training of a skilled				
		workforce that meets industry needs. Ensuring proper planning,				
		executing, and monitoring projects to ensure that they are				
		completed on time, within budget, and to the highest standards of				
		quality.				
Internal Audit	•	Take on a consultative role by supporting the SETA in its risk				
		management efforts. This involves assessing existing control				
		measures to identify any weaknesses, conducting thorough				
		evaluations of current practices and, and compiling detailed reports				
		on findings. Additionally, provide actionable recommendations for				
		enhancing these controls and improving overall organisational				
		performance, ensuring that the SETA can effectively mitigate risks				
Labour Union		and achieve its strategic objectives.				
Labour Union	•	Provide comprehensive support to employees on labour relations issues while actively advocating for training and development				
		opportunities for union members. This includes addressing				
		concerns related to workplace policies, facilitating effective				
		communication between workers and management, and promoting				
		initiatives that enhance the skills and career advancement of union				
		members.				
		monipors.				

As part of its environmental analysis, FoodBev SETA identified some strengths that it would leverage and some weaknesses that it would seek to address in order to function in more effective manner in the 2025/26 - 2029/30 period. These strengths and weaknesses are discussed below and summarily presented in Table 3.4.

#### **STRENGTHS**

#### **Good Governance**

Good Governance, predominantly guaranteed by the board through its oversight functions, serves as the backbone for ensuring that FoodBev SETA operates transparently, ethically, and responsively. As a strength, this attribute also allows FoodBev SETA to adapt to the rapidly

changing demands and challenges within the food and beverage sector and other interrelated sectors. The good governance provided also infuses FoodBev SETA with the attribute of resilience that enables the organisation to quickly adapt to economic fluctuations, regulatory changes, and unforeseen disruptions including those that emanate from government, society, supply chain or the industry. The upright and resilient way FoodBev SETA is governed strengthens the organisation to play its pivotal role in supporting industry through targeted and customised skills development interventions that prepare the workforce for the future of work.

#### **Astute Management**

FoodBev SETA has strong leadership that is responsible for steering them towards growth and innovation. The management and leadership of FoodBev SETA takes cognisance of the context driven action required by the sector and constantly works towards being at the forefront of market and environmental trends. Their ability to engage with stakeholders and industry ensures that they are adept and responsive. This hands-on, people driven approach propels their strategic vision and enables a culture of excellence, while championing various initiatives for skills development. FoodBev SETA is able to leverage off good leadership and it is through their internal collaborative efforts that they are able to identify skill gaps and effectively respond to sectoral requirements. Clearly, top management makes a concerted effort to lead an organisation that not only aligns its offering with the sector's needs but also enhances the sector's overall competitiveness and sustainability, in a truly professional manner.

#### Stable ICT Structure

This is vital in today's digital age and as such, FoodBev SETA takes pride in having a stable ICT infrastructure which supports its operations, data management, and communication. In an increasingly technological dependent business world, the attribute of a stable ICT infrastructure is an invaluable asset. Leveraging the existing ICT structures, FoodBev SETA can contribute to integration of innovation in the food and beverage sector by promoting digital literacy and technical skills training, ensuring that employees are adept at using modern technologies. This leads to improved operational efficiency, better data analytics, and enhanced ability to respond to market trends and consumer preferences.

#### Capable Workforce

The capable workforce at FoodBev SETA is at the core of all endeavours of the organisation. Undoubtedly, the organisation's human capital drives all its interventions. FoodBev SETA recognises the value of having a capable workforce and invests in them accordingly as they are the core foundation of a thriving organisation. FoodBev SETA ensures that they, through various initiatives, enhance workforce capabilities by driving continuous human capacity development among its employees. By investing in its employees, FoodBev SETA ensures that the veritable foundation for fostering skills development in the broader food and beverage industry is in place. This way, it is better equipped to discharge its mandate to create a pool of highly skilled individuals that can drive innovation and productivity in the sector.

#### Consistent Compliance with Regulations

Consistent Compliance with Regulations is critical against the background of the fact that FoodBev SETA operates under stringent regulations. These regulations are unlimited to those concerning health, safety, and environmental practices. Furthermore, over time, the organisation has been able to ensure that all constitutional and legislative mandates and regulations that govern and guide FoodBev SETA are adhered to. This attribute is of immense value in the public sector

environment as it paves the way for the seamless operations of the organisation. This not only prevents potential legal issues against the organisation but also promotes best practices that safeguard the industry's reputation.

#### **WEAKNESSES**

#### The Lack of Integration

The Lack of Integration of some functions within FoodBev SETA can encumber its operations. FoodBev SETA, like many other SETAs in the country is not immune from the tendency to operate in a silo. This unfortunate approach leads to fragmented efforts in some cases, and this translates to missed opportunities for collaboration. Management recognises this weakness and is poised to address it by cultivating a culture of greater collaboration and integration of its functions. This would enable better sharing of information and resources, in a manner that helps the organisation deliver its mandate with renewed vigour.

#### Inadequate performance management interventions

The difficulties associated with measuring the societal impact of FoodBev SETA interventions can significantly impede the intensity with which skills development programmes are rolled out. This specific challenge makes it difficult to determine whether training initiatives are meeting their objectives and providing value to the sector. So, inadequate measurement of these initiatives has profound consequences for FoodBev SETA, potentially undermining sector development efforts and compromising the design of targeted training programs. To address this, the organisation notes that it is essential to acquire comprehensive and reflective data on current initiatives to facilitate accurate assessment and responsive action. Recognising this need, FoodBev SETA must prioritise the development and implementation of robust and effective performance monitoring and evaluation systems, especially for better tracking and assessment of outcome results crystallising from skills development interventions.

#### The Cumbersome Grant Application System

The cumbersome grant application system of FoodBev SETA seems to deter stakeholders from seeking funding, resulting in reduced uptake and low disbursement of financial resources. When stakeholders are reluctant to submit grant applications, valuable resources remain underutilised, which limits the potential results of SETA-supported initiatives. The complex, process-heavy, and time-consuming nature of the current system may discourage potential applicants from engaging with FoodBev SETA's programmes. To address this issue, FoodBev SETA aims to streamline and simplify the application process by adopting more user-friendly platforms with clear instructions. In a world increasingly driven by technology, it is crucial that FoodBev SETA invests in adequate resources to facilitate seamless interaction with its systems. Such improvements can enhance application rates and ensure that funds are allocated and utilised effectively.

#### Scant attention to SMME and rural community development

Small, medium, and micro enterprises (SMMEs) and rural communities often embody significant yet untapped potential within the food and beverage sector. The identified neglect of these areas by FoodBev SETA has led to missed opportunities for sector expansion and innovation. The inadequate support for SMMEs results in a less diverse industry landscape, diminishing overall sector resilience and adaptability. Also, the unique challenges and needs of rural communities and certain SMMEs, demand customised training solutions. Insufficient focus on these specific requirements can yield training programmes that are less relevant and effective in addressing local

industry needs. Without targeted support, SMMEs and more so, those in rural communities may struggle to access new markets, adopt innovative technologies, or enhance their capabilities. Consequently, their development is obstructed and their contribution to the sector's competitiveness is inhibited. These can have unintended social repercussions. By addressing the needs of these segments, FoodBev SETA can foster greater sector diversity, mitigate economic disparities, and bolster the sector's innovation, sustainability, and overall performance.

Table 3. 4: Strengths and Weaknesses of FoodBev SETA

	STRENGTHS	WEAKNESSES
	<ul><li>Good Governance</li></ul>	Lack of Integration
INTERNAL ENVIRONMENT	Astute Management	<ul> <li>Inadequate performance management interventions</li> </ul>
O III	Stable ICT Structure	Cumbersome Grant Application System
INI	Capable Workforce	<ul> <li>Scant attention to SMME and rural community development</li> </ul>
	<ul> <li>Consistent Compliance with Regulations</li> </ul>	

# PART C

# MEASURING OUR PERFORMANCE

#### PART C: MEASURING OUR PERFORMANCE

#### 4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

As a results-driven entity, the changes that the FoodBev SETA is focussed on generating as it executes its mandate are inspired by higher goals at a National, African and Global level encapsulated, respectively in the NDP 2030, the Africa Agenda 2063 and the SDGs 2030. More directly, the results that the FoodBev SETA seeks to realise in the 2025/26 – 2029/30 are cognisant of the three strategic priorities outlined in the draft MTDP which are:

- (iv) Inclusive growth & job creation (MTDP strategic priority 1);
- (v) Reduce poverty and tackle the high cost of living (MTDP strategic priority 2);
- (vi) Build a capable, ethical & developmental state (MTDP strategic priority 3).

Additionally, this strategic plan of the FoodBev SETA and the results that it seeks are duly aligned with the outcomes of 'Improved education outcomes and skills' as well as 'Skills for the economy' that are components of the MTDP strategic priority 2.

Leveraging a results-based management perspective, the FoodBev SETA strategy serves as the vehicle that the organisation would employ to realise the outcomes that it has crafted for the 2025/26 – 2029/30 period that would ultimately contribute substantially to the crystallisation of the overall impact that the is sought by the organisation.

This notwithstanding, the importance of outputs as compulsory antecedents of outcomes is well recognised by FoodBev SETA. Consequently, the results of outputs that would engender the desirable changes reflected as outcomes in the strategic plan of the organisation, are captured in its annual performance plan. The annual performance plan communicates annual targets for the MTEF period that spans the 2025/26, 2026/27 and 2027/28 financial years. Additionally, the annual performance plan, has been utilised to fragment the target of the year 2025/26 into quarterly targets. This would enable more frequent performance tracking and that would in turn improve the chances of the organisation meeting the annual targets that it has set for itself.

It is worthy to note that the information in this section has been presented according to the major programmes of FoodBev SETA which are:

Programme 1: Administration	Sub-programmes: Finance, Supply Chain Management and
	Assets; Governance - Audit and Risk; Human Resources
Programme 2: Skills Planning	Sub-programmes: Sector Skills Plan and Research; Workplace
	Skills Plans and Annual Training Reports
Programme 3: Learning	Sub-programmes: Implementation of Learning Programmes;
Programmes and Projects	Special Projects and Partnerships; Career Guidance
Programme 4: Quality	Sub-programme: Provider accreditation
Assurance	

# 4.1 PROGRAMME 1: ADMINISTRATION

Purpose: To provide strategic leadership, management, and support services

Table 4.1: Programme 1 Outputs, Indicators and Annual Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audit	Audited Performance			MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A well governed future fit organisation	Good Governance reports	1.1 Number of Good Governance reports submitted	4	4	4	4	4	4	4
	Robust Enterprise Risk Management System	1.2 Percentage of implemented control improvement plans as per the strategic risk register	New indicator	New indicator	New indicator	New indicator	100%	100%	100%
	Goods and services required for operations	1.3 Percentage of procurement items awarded within the forecasted timelines as per approved annual procurement plan	New indicator	New indicator	New indicator	New indicator	100%	100%	100%

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audit	ted Perforn	nance	Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Capable	1.4 Percentage of	New	New	New	100%	100%	100%	100%
	human	vacant critical	indicator	indicator	indicator				
	capital	positions filled							
	required for	according to							
	operations	forecasts in the							
		approved HR plan							
	Future-fit	1.5 Percentage of	New	New	New	New indicator	10%	25%	50%
	business	organisational	indicator	indicator	indicator				
	processes	business							
		processes							
		digitalised							
	Al-enhanced	1.6 Number of	New	New	New	New indicator	2	4	6
	business	digitalised	indicator	indicator	indicator				
	processes	business							
		processes that are							
		Al enabled							

Table 4.1.1: Programme 1 Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.1 Number of Good Governance reports submitted	4	1	1	1	1
1.2 Percentage of implemented control improvement plans as per the strategic risk register	100%	-	-	-	100%
1.3 Percentage of procurement items awarded within the forecasted timelines as per approved annual procurement plan		-	-	-	100%
1.4 Percentage of vacant critical positions filled according to forecasts in the approved HR plan	100%	-	-	-	100%
1.5 Percentage of organisational business processes digitalised	10%	-	-	-	10%
1.6 Number of digitalised business processes that are AI enabled		-	-	-	2

The outputs of the programme guarantee that the organization functions with openness, accountability, and efficiency. In addition, the robust risk management systems would help the organization to manage risks proactively, maintain seamless operations, and respond to changes in the environment, all while employing cutting-edge technology like AI to improve organizational performance. This improves not just the organization's resilience and competitiveness, but also its capacity to provide high-quality services and products. Notably, the organization's enhanced governance and operational efficiency is bound to build public trust, contribute to economic growth, and improve service delivery. From a technology perspective, the outputs improve efficiency, promote seamless cooperation, and build a culture of digitalized business processes and advanced technology adoption, resulting in a substantial contribution to technological advancement and innovation. These contributions help push the boundaries of what is possible, leading to new findings, technological advancements, and innovative solutions to challenges.

#### 4.2 PROGRAMME 2: SKILLS PLANNING

**Purpose:** To conduct compelling research that generates reliable skills-related information especially and to support credible institutional mechanisms for skills planning

Table 4.2: Programme 2 Outputs, Indicators and Annual Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
					Estimated Performance	MTEF Period		d	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved responsivenes s of the FoodBev SETA	Research on sector skills needs	2.1. Number of research reports approved  2.2. Number of Sector Skills Plan	5	1	7	1	1	1	1
	Approved WSPs and ATRs	approved  2.3. Number of eligible small companies whose	New indicator	80%	337	330	330	340	340

Outcomes	Outputs	Output Indicators	Annual Targets							
			Audited Performance			Estimated MTEF P Performance		ITEF Perio	Period	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
		WSPs and ATRs are approved								
		2.4. Number of eligible medium companies whose WSPs and ATRs are approved	New indicator	85%	241	220	220	220	220	
		2.5. Number of eligible large companies whose WSPs and ATRs are approved	New indicator	90%	219	190	190	200	200	
	Key Stakeholder Partnerships	2.6. Number of formal agreements signed with public/private stakeholders	New indicator	New indicator	6	10	16	15	18	
	Stakeholder engagement platforms	2.7. Number of stakeholder engagement sessions conducted	New indicator	New indicator	New indicator	New indicator	16	16	16	
Increased stakeholder participation	Stakeholder capacity building initiatives	2.8. Number of stakeholder capacity-building initiatives	New indicator	New indicator	New indicator	New indicator	6	6	6	

Table 4.2. 1: Programme 1 Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.1 Number of research reports approved	4	0	0	2	4
2.2 Number of Sector Skills Plan approved	1	0	1	0	0
2.3 Number of eligible small companies whose WSPs and ATRs are approved	330	0	200	330	330
2.4 Number of eligible medium companies whose WSPs and ATRs are approved	220	0	150	220	220
2.5 Number of eligible large companies whose WSPs and ATRs are approved	190	0	100	190	190
2.6 Number of formal agreements signed with public/private stakeholders	16	4	8	12	16
2.7 Number of stakeholder engagement sessions conducted	16	6	2	6	2
2.8 Number of stakeholder capacity-building initiatives	6	0	2	3	1

The programmes outputs will ensure continued relevance of the skills acquired through FoodBev SETA's offerings. The foundation for this is the conduct of research that will assist in the identification of the sectoral skills demand and supply. The data collected for research will be sourced from the WSPs and ATRs as well as engagement of stakeholders and ultimately contribute towards the improved responsiveness of FoodBev SETA. FoodBev SETA notes that the STI priorities include economic growth and development improving the quality of life of all South Africans and address the country's social challenges and build a more inclusive and sustainable society. Consequently, the SETAs are required to assist

with the implementation of these priorities due to the nature of the mandate. FoodBev SETA aligns itself with the STI and other national priorities as this allows the organisation to be duly responsive to the sector needs.

## 4.3 PROGRAMME 3: LEARNING PROGRAMMES AND PROJECTS

**Purpose:** To disburse grants that are addressing the sector needs, align curriculum with industry needs and capacitate providers while also sharing knowledge in the sector

Table 4.3: Programme 3 Outputs, Indicators and Annual Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audite	ed Perform	ance	Estimated Performance	MTEF Period		d
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved		3.1 Number of	1 844	1 800	2 484	1 600	2 100	2 100	2 200
access to skills		unemployed	SETA -	SETA					
development		learners	funded &	Funded					
interventions		registered on a	457						
		learnership	sector-						
	Learnership	programme	funded						
Skills that are	Programmes	3.2 Number of	1 526	1 400	1 975	2 000	2 000	2 200	2 200
fit-for-purpose		unemployed	SETA -	SETA					
in the industry		learners who	funded &	Funded					
		have completed	76 sector-						
		a learnership	funded						
		programme							
Increased	Internship	3.3 Number of	365	450	480	710	500	520	540
absorption of	opportunities for	Higher							
trained	the unemployed	Education							
learners		students							
		registered on							

Outcomes	Outputs	Output Indicators	cators Annual Targets							
			Audite	ed Perform	ance	Estimated MTEF Performance		ITEF Perio	riod	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
		internship programmes								
		3.4 Number of Higher Education students who have completed an internship programme	129	100	238	236	248	250	300	
Improved access to skills development interventions	Students-	3.5 Number of Higher Education graduates placed for workplace- based learning programmes	397	450	508	525	535	545	550	
Increased absorption of trained learners	focused work integrated learning placements	3.6 Number of Higher Education graduates who completed a workplace- based learning programme	203	250	350	365	385	405	420	
Increased transformation		3.7 Number of TVET College	628	600	752	1,080	795	800	820	

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audite	ed Perform	ance	Estimated Performance	N	MTEF Period	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
of the Food and beverage sector		students registered on a workplace- based learning programme							
		3.8 Number of TVET College students who have completed a workplace- based learning programme	297	150	564	320	340	350	360
Increased absorption of trained learners	Candidacy Programme for workers	3.9 Number of learners registered on candidacy programmes	2	3	5	5	5	6	6
Improved access to skills development interventions	Learnership Programmes	3.10 Number of employed learners registered on a learnership programme	1 234 SETA - funded & 155 sector- funded	1 500 SETA funded	1 724	780	790	800	820
Skills that are fit-for-purpose in the industry		3.11 Number of employed learners who have completed	697 SETA -funded &	800 SETA funded	1 040	1 100	1 210	1 331	1 400

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audite	ed Perform	ance	Estimated Performance	N	ITEF Perio	d
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		a learnership programme	100 sector- funded						
Skills that are fit-for-purpose in the industry		3.12 Number of unemployed learners registered on a skills programme	200	250	355	150	600	620	660
	Skills	3.13 Number of unemployed learners who have completed a skills programme	New Indicator	125	243	150	240	260	280
Improved access to skills development interventions	Programmes	3.14 Number of employed learners registered on a skills programme	1 566 SETA- funded & 118 sector- funded	1 000 SETA Funded	1 453	800	850	900	950
		3.15 Number of employed learners who have completed a skills programme	801 SETA- funded & 168 sector- funded	500 SETA funded	698	450	510	540	570

Outcomes	Outputs	Output Indicators	S Annual Targets						
			Audite	ed Perform	ance	Estimated Performance	N	ITEF Perio	d
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved access to skills development interventions		3.16 Number of employed learners funded with bursaries registered at Higher Education Institutions	164	100	131	110	115	120	130
Increased transformation of the Food and beverage sector	Financial support for the development of skills	3.17 Number of employed learners funded with bursaries that completed qualifications in Higher Education Institutions	115	75	89	85	90	95	100
Improved access to skills development interventions	AET programmes for	3.18 Number of learners registered on AET programmes	276	225	392	225	180	185	190
Increased transformation of the Food and beverage sector	workers	3.19 Number of learners who have completed AET programmes	223	110	154	120	100	105	105

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audite	ed Perform	ance	Estimated Performance	M	MTEF Period	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved access to skills development interventions		3.20 Number of unemployed students funded with bursaries registered in Higher Education Institutions or TVET colleges	279	120	128	140	145	150	155
	Financial support for the development of skills	3.21 Number of unemployed students funded with bursaries who have completed their studies at Higher Education Institutions or TVET colleges	32	60	112	70	75	80	85
Increased transformati on of the Food and beverage sector		3.22 Number of Master's or PhD students funded with bursaries registered for research-based studies	43	30	39	40	45	50	55

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audite	ed Perform	ance	Estimated Performance	N	ITEF Perio	d
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		3.23 Number of Master's or PhD students funded with bursaries who have completed their research-based studies	14	10	17	20	25	30	35
Skills that are fit-for-purpose in the industry	Artisan	3.24 Number of apprentices registered on apprenticeship programme or Artisan Recognition of Prior Learning (ARPL)	New Indicator	New Indicato r	435	460	400	420	450
Increased absorption of trained learners	development interventions	3.25 Number of apprentices who have completed an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL)	125	200	201	250	250	250	250

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audite	ed Perform	ance	Estimated Performance	N	ITEF Perio	d
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved access to skills development interventions	Pro- entrepreneurshi p interventions	3.26 Number of learners registered on entrepreneurial programmes	New Indicator	New Indicato r	New Indicato r	15	20	25	30
Improved access to skills development interventions	Pro- entrepreneurshi p interventions	3.27 Number of learners who have completed entrepreneurial programmes	New Indicator	New Indicator	New Indicator	New Indicator	8	9	10
Increased transformation of the Food and beverage sector	Development- focused financial support for qualifying entities	3.28 Number of small businesses funded in various learning programmes	70	70	91	75	75	75	80
Improved responsivenes s of the FoodBev SETA	Rural Development Projects	3.29 Number of rural development projects supported	New indicator	New indicator	New indicator	5	2	3	4
		3.30 Number of CET or TVET lecturers enrolled for workplace	6	5	6	8	9	10	12

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audit	ed Perform	ance	Estimated Performance	MTEF Period		d
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		exposure interventions							
		3.31 Number of CET or TVET lecturers who have completed workplace exposure interventions	6	4	5	7	7	7	O
		3.32 Number of Trade-Unions supported with training interventions	3	3	3	3	3	3	3
	Career	3.33 Number of	New	New	New	45 Rural	45 Rural	45	45
	Development Interventions	career development events that are	indicator	indicator	indicator	35 Township	35 Townshi p	Rural 35 Townshi	Rura I 35
		hosted or attended by FoodBev SETA in Rural and Township areas						р	Townsh ip
		3.34 Number of career development	79	60	94	80	80	85	90

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated	MTEF Period		d	
					Performance				
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		practitioners							
		trained							

Table 4.3.1: Programme 3 Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.1 Number of unemployed learners registered on a learnership programme	2 100	0	800	1 400	2100
3.2 Number of unemployed learners who have completed a learnership programme	2 000	400	900	1 500	2 000
3.3 Number of Higher Education students registered on internship programmes	500	0	80	300	500
3.4 Number of Higher Education students who have completed an internship programme	248	60	120	178	248
3.5 Number of Higher Education graduates placed for workplace-based learning programmes	535	0	50	175	535
3.6 Number of Higher Education graduates who completed a workplace-based learning programme	385	20	140	245	385
3.7 Number of TVET College students registered on a workplace-based learning programme	795	0	200	450	795
3.8 Number of TVET College students who have completed a workplace-based learning programme	340	80	160	240	340
3.9 Number of learners registered on Candidacy programmes	5	0	0	0	5
3.10 Number of employed learners registered on a learnership programme	790	0	360	550	790
3.11Number of employed learners who have completed a learnership programme	1 210	200	500	800	1 210

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.12 Number of unemployed learners registered on a skills	600	0	200	400	600
programme					
3.13 Number of unemployed learners who have completed a	240	0	50	100	240
skills programme					
3.14 Number of employed learners registered on a skills	850	0	350	550	850
programme					
3.15 Number of employed learners who have completed a skills	510	90	180	290	510
programme					
3.16 Number of employed learners funded with bursaries	115	0	0	55	115
registered at Higher Education Institutions					
3.17 Number of employed learners funded with bursaries that	90	10	30	60	90
completed qualifications in Higher Education Institutions					
3.18 Number of learners registered on AET programmes	180	0	25	85	180
3.19 Number of learners who have completed AET	100	10	30	50	100
programmes					
3.20 Number of unemployed students funded with bursaries	145	0	0	50	145
registered in Higher Education Institutions or TVET					
colleges					
3.21 Number of unemployed students funded with bursaries	75	0	0	30	75
who have completed their studies at Higher Education					
Institutions or TVET colleges					
3.22 Number of master's or PhD students funded with	45	0	0	20	45
bursaries registered for research-based studies					
3.23 Number of Master's or PhD students funded with	25	0	0	10	25
bursaries who have completed their research-based					
studies					
3.24 Number of apprentices registered on apprenticeship	400	0	100	250	400
programme or Artisan Recognition of Prior Learning					
(ARPL)					

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.25 Number of apprentices who have completed an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL)	250	50	100	175	250
3.26 Number of learners registered on entrepreneurial programmes	20	0	0	5	20
3.27 Number of learners who have completed entrepreneurial programmes	8	0	0	4	8
3.28 Number of small businesses funded in various learning programmes	75	0	0	0	75
3.29 Number of rural development projects supported	2	0	0	0	2
3.30 Number of CET or TVET lecturers enrolled for workplace exposure interventions	9	0	0	5	9
3.31 Number of CET or TVET lecturers who have completed workplace exposure interventions	7	0	0	0	7
3.32 Number of Trade-Unions supported with training interventions	3	0	0	0	3
3.33 Number of career development events that are hosted or	45 Rural	20 Rural	15 Rural	0	10 Rural
attended by FoodBev SETA in Rural and Township areas	35 Township	15 Township	20 Township		0 Township
3.34 Number of career development practitioners trained	80	0	0	0	80

Against a backdrop of inequality, poverty and unemployment the need for access for skills development interventions that will enhance employability is critical. The offerings of a wide array of learnership programmes, skills programmes across the country will engender this. FoodBev SETA's interventions under Programme 3 are designed to equip unemployed learners with industry-relevant skills, thereby enhancing their employability in the food and beverage sector. While the direct absorption of trained learners into employment is influenced by external economic factors and employer demand, the SETA's role is to ensure that training interventions are purpose-fit and aligned with sector needs.

Key outputs under this programme such as internships, work readiness programmes, and graduate programmes amongst others are structured to maximise learners' readiness for the workplace. Financial support in the form of grants is provided to eligible entities to facilitate these training interventions, ensuring that learners acquire competencies that improve their employment prospects.

The impact of these interventions on learner absorption is tracked as a strategic outcome in the FoodBev SETA's Five-Year Strategic Plan, where annual progress is measured through impact studies. The APP's focus remains on the delivery of training outputs within the SETA's control, while the broader outcome of absorption is monitored at a strategic level. Collectively all of these will translate into increased transformation of the food beverage sector.

Additionally, the well-designed outputs of learnerships programmes and skills development programmes which are all future-fit will be found attractive by industry players as well as learners. This is likely to engender increased uptake of the human capacity development interventions. The implication of which is that a larger pool of people with relevant skills would be available for advancing the prospects of growth in the food and beverage sector. In other words, given available employment opportunities the trained learners will transform into a critical mass of capable workers that will drive economic growth and improve quality of life as expressed in the NDP.

In recognition of the state of designated groups the programme will be deliberately biased towards women, youth and people with disabilities. By doing so the potential of the programme and its outputs to contribute towards addressing the inequality gaps in society are enhanced. In keeping with contemporary trends, particularly those driven by technology the outputs of the programme are technology considerate. In effect, the priorities and expectations couched in the Science Technology and Innovation (STI) Decadal plan priorities provide a firm basis for infusing them with cutting edge technological advancements. This will lead to a situation where beneficiaries of the outputs of the programme will become champions for technology adoption and their utilization in the food and beverage sector as a means of ensuring global competitiveness.

#### 4.4 PROGRAMME 4: QUALITY ASSURANCE

Sub-Programme: Provider Accreditation

Purpose: Increase availability of accredited public skills development providers

Table 4.4: Programme 4 Outputs, Indicators and Annual Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated Performance	MTEF Period		d	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Support for PSET institutions to apply for	4.1 Number of TVET Colleges assisted to apply for accreditation	2	New indicator	New indicator	New indicator	4	4	6
Improved	QCTO accreditation	4.2 Number of CET Colleges assisted to apply for accreditation	New Indicator	New Indicator	New Indicator	New indicator	2	2	2
Improved responsivenes s of the FoodBev SETA	Learning intervention applications for QCTO accreditation	4.3 Number of qualifications submitted to the QCTO for approval	New Indicator	New Indicator	New Indicator	4	4	4	4
	Online learning platforms	4.4 Number of FoodBev SETA learning offerings with knowledge components that are hosted on online platforms	New Indicator	New Indicator	New Indicator	New Indicator	2	4	6

Table 4.4.1: Programme Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
4.1 Number of TVET Colleges assisted to apply for	4	0	0	2	4
accreditation					
4.2 Number of CET Colleges assisted to apply for accreditation	2	0	0	0	2
4.3 Number of qualifications submitted to the QCTO for approval	4	0	0	0	4
4.4 Number of FoodBev SETA learning offerings with knowledge components that are hosted on online platforms	2	0	0	0	2

FoodBev SETA's mandate obligates the organisation to facilitate skills development in the sector. To this end the organisation has a responsibility to expand the qualifications and programmes imbued with the potential to ensure that this happens. The outputs of this programme, particularly the ones that stem from designing learning interventions that meet QCTO requirements lends itself to this responsibility. The requirement for the accreditation of course is one that is taken very seriously by FoodBev SETA. This makes it critical for the organisation to do its best to support TVET and CET colleges in the process of applying for accreditation. Furthermore, the organisation recognises the need, in response to the thrust of the STI decadal plan, to leverage technology to offer its qualifications and programmes in a more contemporary manner.

This is what has fuelled the quest to employ online platforms for the hosting of some of FoodBev SETA's offerings. It is noteworthy that despite the technology-divide that exists in the country, the hosting of FoodBev SETA's offerings would increase access to such interventions owing to the feature of convenience tat online platforms are endowed with. In the provision. Also, by strengthening the partnerships that the organisation has with TVET and CET colleges, the capacity for delivery quality programmes that are relevant in the sector are significantly enhanced. This would in turn contribute to the outcomes sought by FoodBev SETA over the next years and concurrently contribute towards the demographic transformation of the sector, while improving overall economic performance.

# 5. RESOURCE ALLOCATION: APPROVED 2025/26 APP FINAL BUDGET

Financial Performance data	А	udit Outcome	es	Current Budget	Planned Budget	MILE Estimates		s
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Revenue (R'000)								
Sale of goods and services other than capital assets	2 394	4 234	4 808	-	-	-	-	-
Grant Recovery	2 394	4 234	4 808	-	-	-	-	-
Entity revenue other than sales	41 619	61 649	83 599	61 248	65 229	69 469	61 248	65 229
Fines penalties and forfeits	8 060	4 139	3 801	-	-	-	-	-
Investment income	33 559	57 510	79 798	61 248	65 229	69 469	61 248	65 229
Entity revenue	44 013	65 883	88 407	61 248	65 229	69 469	61 248	65 229
Transfers received	432 466	472 157	502 058	533 946	568 653	605 615	644 980	686 904
Admin - 10.5%	56 621	61 932	65 956	70 080	74 636	79 487	84 654	90 156
Employer Grant Fund Levy - 20%	107 835	117 843	125 235	133 487	142 163	151 404	161 245	171 726
Discretionary Grants - 49.5%	268 009	292 383	310 867	330 379	351 854	374 724	399 081	425 022
FoodBev Revenue	476 479	538 041	590 465	595 194	633 882	675 084	706 228	752 133
Total funds available	476 479	538 041	590 465	595 194	633 882	675 084	706 228	752 133
Less Expenditure (R'000)								
Programme 1 - Administration	63 595	67 353	75 973	70 080	74 636	79 487	84 654	90 156
Administration - 10%	61 742	64 552	63 203	66 525	70 963	75 575	80 488	85 719
Administration Commitments		-	9 531				-	-
QCTO - 0.5%	1 853	2 801	3 238	3 555	3 673	3 912	4 166	4 437
Transfers and subsidies	355 058	453 640	510 930	525 114	559 246	595 597	621 575	661 977
Programme 2 - Employer Grant @80% Payout ratio	83 001	94 442	99 933	106 789	113 731	121 123	128 996	137 381
- Research, Project Administration Expense	-	-	1 010	1 065	1 134	1 208	1 286	1 370
Programme 3 - Discretionary Grants*	252 201	333 907	381 512	386 950	412 102	438 889	454 680	483 234
- Project administration Expense@7.5%	14 693	20 832	24 242	27 057	28 816	30 689	32 683	34 808
Programme 4 - Quality Assurance: Project admin expense	5 163	4 459	4 233	3 252	3 464	3 689	3 929	5 184
Total expenses	418 653	520 993	586 903	595 194	633 882	675 084	706 228	752 133
(Deficit)/ Surplus	57 826	17 048	3 562	-	•	-	-	-

The planned revenue budget is projected after considering the current year actual and adding the cost-of-living adjustment currently 6.5%. FoodBev SETA has over the years collected more revenue than budget. FoodBev SETA has attained a surplus in the previous years and that surplus was approved to be retained. The surplus amount is usually used to fund special projects and committed discretionary grants. The collected revenue has always been adequate to fund all FoodBev SETA programmes.

- Programme one which is Administration is allocated 10% of the collected revenue.
- Programme two which is employer grants is allocated 20% of the collected revenue while research receive an allocation from the project admin expenses.
- Programme three which is discretionary grants is allocated 69.5% of the collected revenue.
- Programme four which is quality assurance receive allocation from the project admin expenses.

The average revenue increase in the last three years was 7%, below is the graph depicting the revenue, expenditure, and surplus. FoodBev has spent an average of 95% of the actual revenue received in the last five years.

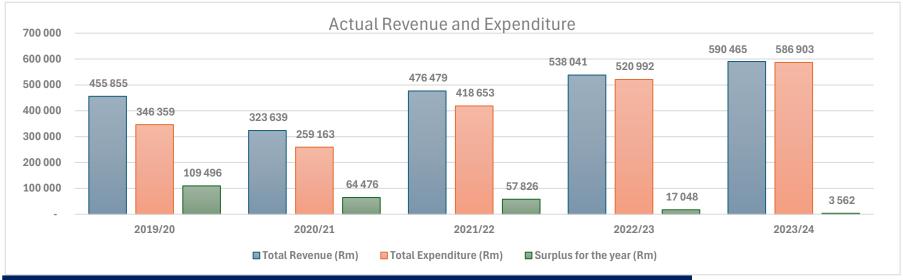


Figure 11: Revenue, expenditure and surplus on the previous 5 years

#### 6. KEY RISKS

The FoodBev SETA is well-attuned to the reality that its plans can be attended by risks. Its inclination is therefore to take a proactive stance towards the management of the risks, especially the downside strategic risks that may, upon occurrence, have implications for the pursuit of the desired outcomes sought by the organisation over the 2025/26 – 2029/30 period. It is instructive to note that the approach adopted by the organisation for risk management follows the process outlined in the ISO 31000. This approach is in alignment with the prescripts of the public sector risk management framework. In summary, the key downside risks that could interfere with the results sought at the levels of outcomes and the intended controls for managing them are presented in Table 6.1.

Table 6. 1: Key Risks and Controls

Outputs	Key Risks	Risk Controls
Good Governance reports	Non availability of data to compile the report	<ul> <li>Digitise organizational information</li> <li>Conduct backups and restore tests of IT systems</li> <li>Regular review and testing of continuity plans</li> </ul>
Robust Enterprise Risk Management System	Inadequate identification of risk factors.	<ul> <li>Board and management risk assessment workshops.</li> <li>Implementation of fit for purpose control improvements plans.</li> </ul>
Goods and services required for operations	Non-responsiveness of the market to advertised bids	<ul> <li>Expanded platforms of advertising bids</li> <li>Source the goods and services from other organs of state</li> </ul>
Capable human capital required for operations	High turnover of employees	Effective employee retention strategy
Future fit business processes	Cyber attacks	<ul> <li>Continuous vulnerability assessments and remediation</li> <li>Continuous review of controls</li> <li>Regular review and testing of continuity plans</li> </ul>
Approved WSPs and ATRs	Non submission of WSP and ATRs by stakeholders	<ul> <li>Effective and targeted communication and reminders of opened MG window.</li> <li>Capacitation of stakeholders on annexure ii submission process.</li> </ul>
Research on sector skills needs	Non-response of participants	Use of other data sources from published literature
Key Stakeholder Partnerships	Lack of interest in the key stakeholder universe.	Employ best-practice stakeholder management tools to improve stakeholder relationships

Outputs	Key Risks	Risk Controls
Stakeholder engagement sessions  Financial Support for the Development of Skills	<ul> <li>Changing of stakeholder details</li> <li>Non-attendance of stakeholder engagement sessions</li> <li>Insufficient funds</li> </ul>	Continuous improvement and management of the CRM Tool      Explore funding collaborations with the sector
Students-focused Work Integrated Learning Placements	<ul> <li>Low learner uptake on         FoodBev SETA learning             programmes by stakeholders     </li> <li>Insufficient placement             opportunities at Workplaces</li> </ul>	Engagement of stakeholders through consultation and clear communication of benefits
Skills Programmes  Learnerships Programmes Internship Opportunities for The Unemployed Candidacy programmes for the unemployed AET programmes for workers	Low learner uptake for skills programmes	Engagement of stakeholders through consultation and clear communication of benefits
Artisan development interventions	Insufficient placement opportunities at workplaces	<ul> <li>Engagement of stakeholders through consultation and clear communication of benefits</li> </ul>
Key stakeholder partnerships	<ul> <li>Employers not taking interest in the transformation agenda of the country</li> <li>Less entry by new talent and skilled workers in the sector</li> </ul>	<ul> <li>Encouraging transformation through additional funding</li> <li>Review of allocated funding if transformational plans are not met or responded to</li> </ul>
Workplace exposure opportunities for CET/TVET lecturers	<ul> <li>PSET lecturers dropping out before completion of the programme</li> <li>Low Industry participation in PSET lecturer placement</li> </ul>	<ul> <li>Consider the design short programme duration</li> <li>Incorporate PSET lecturer placement in DG funding criteria</li> </ul>
Development-focused financial support for qualifying entities Career Development Interventions	Insufficient funds	Establish Funding collaborations with the sector
Rural development projects	Lack of understanding of the rural community needs	<ul> <li>Capacitation and awareness workshops</li> <li>Collaborate with Department of Rural development and Municipalities</li> </ul>

## PART D

## TECHNICAL INDICATOR DESCRIPTIONS

RESIDENCE OF

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title 1.1	Number of Good Governance reports submitted
Definition	Refers to the quantity of reports submitted by Foodbev SETA to
	demonstrate adherence to good governance practices.
Source of Data	Proof of submission to DHET.
Method of	
Calculation or	Simple count of Good Governance reports.
Assessment	
Means of	Governance reports submitted to DHET.
Verification	Covernance reports submitted to BriE1.
Assumptions	Relevant data would be available for compiling the report.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	N/A
Transformation	N/A
(where applicable) Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
	•
Desired	The targeted number of good governance reports are submitted,
Performance	timeously
Indicator	Board Secretary
Responsibility	,

Indicator Title 1.2	Percentage of implemented control improvement the strategic risk register	nt plans as per
Definition	Refers to the risk maturity of the FoodBev SETA at proportion of control improvement plans as per t register that have been implemented.	
Source of Data	Approved Risk Management Reports.	
Method of Calculation or Assessment	Number of implemented control improvement plans as per the strategic risk register  Total number of control improvement plans as per the strategic risk register	- X 100
Means of Verification	Approved strategic risk register and risk manageme	ent reports.
Assumptions	Resources would be made available for the implem control improvement plans.	entation of risk
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	

Indicator Title 1.2	Percentage of implemented control improvement plans as per the strategic risk register
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	All control improvement plans are implemented
Indicator Responsibility	Senior Manager: Corporate Services

Indicator Title 1.3	Percentage of procurement items awarded within the forecasted timelines as per approved annual procurement place.	an
Definition	Refers to the procurement effectiveness and measures the extent	to
	which the approved procurement plan was executed.	
Source of Data	Approved procurement plan.	
Method of Calculation or Assessment	Number of items procured within a specified period according to the approved procurement plan .  X 100  Total number of forecasted items for a specified period in the approved procurement plan	
Means of Verification	A signed acceptance letter by the service provider and the approved procurement plan.	
Assumptions	Service provider will accept the award letter.	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	National	
Calculation Type	Non-Cumulative	
Reporting Cycle	Annually	
Desired	Procurement items are awarded within the forecasted timelines as	S
Performance	per the approved annual procurement plan.	
Indicator Responsibility	Chief Finance Officer	

Indicator Title 1.4	Percentage of vacant critical positions filled according to forecasts in the approved HR plan
Definition	Refers to the proportion of vacant critical positions identified in the approved HR plan for the year that have been successfully filled in alignment with forecasts. A critical position relates to a role essential to the functioning and strategic objectives of the organisation as identified in HR plan.

Indicator Title 1.4	Percentage of vacant critical positions filled according to forecasts in the approved HR plan
Source of Data	Approved HR plan, vacancy report and recruitment and selection records.
Method of Calculation or Assessment	Number of vacant critical positions in the HR Plan that have been filled according to forecasts for a specified period  × 100  Total number of vacant critical positions in the HR Plan forecasted to be filled within the specified period
Means of Verification	Appointment letters for the critical position and HR plan.
Assumptions	Persons that meet the job specifications of the identified critical positions are available and willing to work for the FoodBev SETA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	All vacant critical positions are filled.
Indicator Responsibility	Senior Manager: Corporate Services

Indicator Title 1.5	Percentage of organisational business process	es digitalised
Definition	Refers to the proportion of standard operating identified in the approved annual ICT plan that have from manual or paper-based methods to digital form	been converted
Source of Data	ICT plan report.	
Method of Calculation or Assessment	Number of organisational business processes digitalised  Total number of identified organisational business processes in the approved ICT plan	X 100
Means of Verification	User acceptance testing report and the approved a	nnual ICT plan.
Assumptions	Resources for digitisation would be made available	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	

Indicator Title 1.5	Percentage of organisational business processes digitalised
<b>Calculation Type</b>	Non-Cumulative
Reporting Cycle	Annually
Desired	The organisation operates seamlessly using digitalised processes
Performance	rather than relying on manual processes.
Indicator	Senior Manager: ICT
Responsibility	Serior Manager. ICT

Indicator Title 1.6	Number of digitalised business processes that are Al-enabled
Definition	Refers to the total count of digitalised business processes of
	FoodBev SETA that use artificial intelligence (AI) technologies.
Source of Data	IA implementation report.
Method of Calculation or Assessment	Simple count of digitalised business processes that are Al-enabled.
Means of Verification	User acceptance testing report.
Assumptions	The business process can be Al-enabled.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
Transformation	N/A
(where applicable)	
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Organisational efficiency enhanced through the integration of AI.
Indicator Responsibility	Senior Manager: ICT

Indicator Title 2.1	Number of research reports approved
Definition	Refers to a documented study or analysis conducted on topics relevant to the FoodBev SETA's research agenda or the sector, including but not limited to industry trends, skills-needs assessments, labour market analysis, or impact evaluations.
Source of Data	Approved research reports by Board or delegate.
Method of Calculation or Assessment	Simple count of approved research reports.
Means of Verification	Minutes of the Board approving the research reports.
Assumptions	Targeted respondents are willing to participate in primary research and required data is accessible for secondary research.

Indicator Title 2.1	Number of research reports approved
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	The targeted number of research reports will be approved.
Indicator Responsibility	General Manager: Operations

Indicator Title 2.2	Number of Sector Skills Plan approved
Definition	Refers to a strategic document that outlines the current and future skills needs of the food and beverage manufacturing sector, identifies skills gaps, and proposes strategies to address these needs.
Source of Data	Approved SSP by the Board or delegate.
Method of Calculation or Assessment	Simple count of approved Sector Skills Plan.
Means of Verification	Board minutes and acknowledgment letter from DHET.
Assumptions	All requirements related to the sector skills plans are communicated upfront.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	All developed sector skills plans meet approval requirements.
Indicator Responsibility	General Manager: Operations

Indicator Title 2.3	Number of eligible small companies whose WSPs and ATRs are approved
Definition	Refers to companies with less than 50 employees that meet the criteria for submitting Workplace Skills Plans (WSP) and Annual Training Reports (ATR) to FoodBev SETA for evaluation and approval.

Indicator Title 2.3	Number of eligible small companies whose WSPs and ATRs are approved
Source of Data	WSP and ATR spreadsheet.
Method of Calculation or Assessment	Simple count of approved WSP and ATR for small companies.
Means of Verification	Resolution report of the awards committee or minutes of the award committee.
Assumptions	Small-sized companies fully understand the compliance requirements of WSPs and ATRs.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	An increase in small-sized companies with approved WSP/ATR applications annually.
Indicator Responsibility	General Manager: Operations

Indicator Title 2.4	Number of eligible medium companies whose WSPs and ATRs are approved
Definition	Refers to companies with 50 - 149 employees that meet the criteria for submitting Workplace Skills Plans (WSP) and Annual Training Reports (ATR) to FoodBev SETA for evaluation and approval.
Source of Data	WSP and ATR spreadsheet.
Method of Calculation or Assessment	Simple count of approved WSP and ATR for medium companies.
Means of	Resolution report of the awards committee or minutes of the award
Verification	committee.
Assumptions	Medium-sized companies fully understand the compliance requirements of WSPs and ATRs.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	An increase in medium-sized companies with approved WSP and
Performance	ATR applications annually.

Indicator Title 2.4	Number of eligible medium companies whose WSPs and ATRs are approved
Indicator Responsibility	General Manager: Operations

Indicator Title 2.5	Number of eligible large companies whose WSPs and ATRs are approved
Definition	Refers to companies with more than 150 employees that meet the criteria for submitting Workplace Skills Plans (WSP) and Annual Training Reports (ATR) to FoodBev SETA for evaluation and approval.
Source of Data	WSP and ATR spreadsheet.
Method of Calculation or Assessment	Simple count of approved WSP and ATR for large companies.
Means of	Resolution report of the awards committee or minutes of the award
Verification	committee.
Assumptions	Large-sized companies fully understand the compliance requirements of WSPs and ATRs.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	An increase in large-sized companies with approved WSP and ATR
Performance	applications annually.
Indicator	General Manager: Operations
Responsibility	

Indicator Title 2.6	Number of formal agreements signed with public/private stakeholders
Definition	Refers to number of agreements that FoodBev SETA has formally signed with public or private stakeholders (such as a government departments/entity, educational institutions, industry associations, or private companies) that outlines the terms and conditions of a partnership or collaboration for skills development.
Source of Data	Signed collaborative MoA or contract with stakeholders.
Method of Calculation or Assessment	Simple count of formal agreements signed with public/private stakeholders.
Means of Verification	Signed collaborative MoA or contract with stakeholders.

Indicator Title 2.6	Number of formal agreements signed with public/private stakeholders
Assumptions	Stakeholders are interested in working relationships with FoodBev SETA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	Collaborative working arrangements evidenced by MoUs to
Performance	increase annually.
Indicator Responsibility	Senior Manager: Stakeholder Relations

Indicator Title 2.7	Number of stakeholder engagement sessions conducted
Definition	Refers to the number of formal stakeholder engagements organised or hosted by FoodBev SETA.
Source of Data	Attendance registers of stakeholders.
Method of Calculation or Assessment	Simple count of stakeholder engagement sessions conducted.
Means of Verification	Attendance register.
Assumptions	Stakeholders are willing to engage with FoodBev SETA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Targeted stakeholders' will participate and buy-in to FoodBev SETA's skills development initiatives.
Indicator Responsibility	Senior Manager: Stakeholder Relations

Indicator Title 2.8	Number of stakeholder capacity-building initiatives
Definition	Refers to the number of workshops undertaken to enhance capacity of stakeholders to effectively uptake SETA's programmes.
Source of Data	Attendance registers of capacity building initiatives.
Method of Calculation or Assessment	Simple count of stakeholder capacity-building initiatives conducted.
Means of Verification	Attendance registers for capacity building sessions conducted.
Assumptions	Stakeholders are willing to participate in the capacity building workshops.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired	The targeted number of capacity-building initiatives are executed,
Performance	leading to an increase in stakeholder participation.
Indicator Responsibility	Senior Manager: Stakeholder Relations

Indicator Title 3.1	Number of unemployed learners registered on a learnership programme
Definition	Refers to the learners that are currently unemployed or not earning a salary/wage, enrolled in a structured learning programme that combines theoretical training with practical work experience.
Source of Data	MIS database for learners registered on learnership programmes.
Method of Calculation or Assessment	Simple count of SETA-funded unemployed learners registered in a learnership. Learners are reported as per date of receipt of compliant documents processed for registration on the MIS.
Means of Verification	Duly signed FoodBev SETA letters of confirmation of registration.
Assumptions	Learners would be willing to register for the programmes.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly

Indicator Title 3.1	Number of unemployed learners registered on a learnership programme
Desired	The targeted number of qualifying unemployed learners are
Performance	registered on learnership programmes.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.2	Number of unemployed learners who have completed a learnership programme
Definition	Refers to the learners that are currently unemployed or not earning a salary/wage, who have completed a structured learning programme that combines theoretical training with practical work experience.
Source of Data	MIS database for learners completing learnership programmes.
Method of	Simple count of SETA funded unemployed learners who completed
Calculation or	a learnership. Learners are reported as per date of receipt of
Assessment	compliant documents processed for completion on the MIS.
Means of Verification	External moderation report or certificate received by FoodBev SETA from the relevant quality assurance body or council (stamped as per date received by FoodBev SETA) or Exit Integrated Summative Assessment (EISA) Report (stamped as per date received by FoodBev SETA).
Assumptions	Learners are committed to finishing the programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All unemployed learners that are registered on a learnership
Performance	programme will complete the programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.3	Number of Higher Education students registered on internship programmes
Definition	Refers to students of higher education institutions that are enrolled on a supervised on-the-work training intervention to gather practical
Definition	experience as part-requirement for a full qualification.
Source of Data	MIS database for learners on internship programmes.
Method of	Simple count of SETA funded learners registered in an internship.
Calculation or	Learners are reported as per date of date of receipt of compliant
Assessment	documents and processing the registration on the MIS.

Indicator Title 3.3	Number of Higher Education students registered on internship programmes
Means of Verification	Duly signed FoodBev SETA letters of confirmation of registration.
Assumptions	Targeted beneficiaries are willing to register for the internship programmes.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 1% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	The targeted number of students from Higher Education Institutions
Performance	will be registered on an internship programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.4	Number of Higher Education students who have completed an internship programme
Definition	Refers to students of higher education institutions that have completed the supervised on-the-work training intervention to gather practical experience as part-requirement for a full qualification.
Source of Data	MIS database for learners completing internship programmes.
Method of	Simple count of learners who have completed an internship
Calculation or	programme. Learners are reported as per date of receipt of
Assessment	compliant documents processed for completed on the MIS.
Means of Verification	Close-out report or a letter confirming completion.
Assumptions	Beneficiaries are committed to finishing the programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All students from Higher Education Institutions that are registered
Performance	on an internship programme will complete the programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.5	Number of Higher Education graduates placed for workplace-based learning programmes
Definition	Refers to the enrolment of learners who have completed a higher education occupational qualification on programmes that enable the acquisition of workplace experience or exposure that enhances employability.
Source of Data	MIS database for graduates placed on workplace-based learning programmes.
Method of Calculation or Assessment	Simple count of higher education graduates registered on WBL programmes as funded. Learners are reported as per date of receipt of compliant documents processed for registration on the MIS.
Means of Verification	Duly signed FoodBev SETA letters of confirmation of registration.
Assumptions	Beneficiaries have a desire to participate in workplace-based learning programmes.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	The targeted number of graduates from Higher Education Institutions will be placed in companies for workplace-based learning programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.6	Number of Higher Education graduates who completed a workplace-based learning programme
Definition	Refers to the learners with a higher education occupational qualification who have completed programmes that enable the acquisition of workplace experience or exposure that enhances employability.
Source of Data	MIS database for graduates completing workplace-based learning
	programmes.
Method of	Simple count of students who have completed the WBL programme.
Calculation or	Learners are reported as per date of receipt of the compliant
Assessment	documents and processing the completion on the MIS report.
Means of	Close-out report, or a letter confirming completion received by the
Verification	SETA.
Assumptions	Beneficiaries are committed to finishing the programmes.

Indicator Title 3.6	Number of Higher Education graduates who completed a workplace-based learning programme
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All graduates from Higher Education Institutions placed on a workplace-based learning programme will complete the programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.7	Number of TVET College students registered on a workplace-based learning programme
Definition	Refers to the enrolment of learners who have completed a TVET college occupational qualification on programmes that enable the acquisition of workplace experience or exposure that enhances employability.
Source of Data	MIS database for TVET College students placed on workplace-based learning programmes.
Method of Calculation or Assessment	Simple count of TVET College learners registered on a workplace- based Learning programme. Learners are reported as per date of receipt of compliant documents and processing the registration on the MIS.
Means of Verification	Duly signed FoodBev SETA letters of confirmation of registration.
Assumptions	Beneficiaries desire to participate in workplace-based learning programmes.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle Desired	Quarterly The targeted number of students from TVET Colleges will be
Performance	registered on a workplace-based learning programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.8	Number of TVET College students who have completed a workplace-based learning programme
Definition	Refers to the learners who have a TVET college occupational qualification and have completed programmes that enable the acquisition of workplace experience or exposure that enhances employability.
Source of Data	MIS database for TVET College students completing workplace- based learning programmes
Method of Calculation or Assessment	Simple count of TVET College students who completed workplace- based learning programme. Students are reported as per the date of receipt of compliant documents and processing the completion on the MIS.
Means of Verification	Close-out report, or a letter confirming completion.
Assumptions	Beneficiaries are committed to finishing the programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All students from TVET Colleges placed on a workplace-based
Performance	learning programme would complete the programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.9	Number of learners registered on candidacy programmes
Definition	Refers to the enrolment of a graduate on a programme as part of the
Deminion	requirement for registration as a professional in the required professional designation as stipulated by a professional body.
Source of Data	MIS database for learners on a candidacy programmes.
Method of	Simple count of learners registered on a candidacy programme.
Calculation or	Candidates are reported as per date of receipt of compliant
Assessment	documents and processing the registration on the MIS.
Means of	Duly signed FoodBev SETA letters of confirmation of registration.
Verification	Bury signed i coubev ce in the least of committation of registration.
Assumptions	Learners are keen to participate in the candidacy programme.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-End)

Indicator Title 3.9	Number of learners registered on candidacy programmes
Reporting Cycle	Annually
Desired	The targeted number of employed and/or unemployed candidates
Performance	will be registered on a Candidacy programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.10	Number of employed learners registered on a learnership
	programme
	Refers to the learners that are currently employed and enrolled in a
Definition	structured learning programme that combines theoretical training
	with practical work experience.
Source of Data	MIS database for learners on a learnership programmes.
Method of	Simple count of SETA funded employed learners registered on
Calculation or	learnerships. Learners are reported as per date of receipt of the
Assessment	compliant documents and processing the registration on the MIS.
Means of	Duly signed FoodBoy CETA letters confirming registration
Verification	Duly signed FoodBev SETA letters confirming registration.
Assumptions	Learners are keen to participate in learnership programmes.
Disaggregation of	People with disabilities: 2%
Beneficiaries	Women: 50%
(where applicable)	Youth: 80%
(where applicable)	Children: N/A
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	The targeted number of employed learners will be registered on a
Performance	learnership programme.
Indicator	General Manager: Operations
Responsibility	General Manager: Operations

Indicator Title 3.11	Number of employed learners who have completed a learnership programme
Definition	Refers to the learners that are currently employed who have completed a structured learning programme that combines theoretical training with practical work experience.
Source of Data	MIS database for learners completing learnership programmes.
Method of Calculation or Assessment	Simple count of SETA funded all employed learners where completion of a learnership was processed based on the required evidence. Learners are reported as per the date the completion is received by the SETA and processed on the MIS.
Means of Verification	External moderation report or certificate received by FoodBev SETA from the relevant quality assurance body or council (stamped as per date received by FoodBev SETA) or Exit Integrated Summative

Indicator Title 3.11	Number of employed learners who have completed a learnership programme
	Assessment (EISA) Report (stamped as per date received by
	FoodBev SETA).
Assumptions	Learners are committed to finishing the programmes.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All employed learners that registered for the learnership
Performance	programme would complete the programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.12	Number of unemployed learners registered on a skills
	programme
	Refers to the enrolment of unemployed learners on an occupational-
Definition	based, short-term learning programme that contributes credits
	towards a qualification on the NQF.
Source of Data	MIS database for learners on a skills programme.
Method of	Simple count of unemployed learners registered in a skills
Calculation or	programme. Learners are reported as per date of date of receipt of
Assessment	compliant documents and processing the registration on the MIS.
Means of	Duly signed FoodBev SETA letters of confirmation of registration.
Verification	Duly signed 1 oodbev SETA letters of confinmation of registration.
Assumptions	Learners are keen to participate in skills programmes.
Disaggregation of	People with disabilities: 2%
Beneficiaries	Women: 50%
(where applicable)	Youth: 80%
	Children: N/A
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	The targeted number of unemployed learners will be registered on
Performance	a skills programme.
Indicator	General Manager: Operations
Responsibility	Conordi Managor. Operations

Indicator Title 3.13	Number of unemployed learners who have completed a skills programme
Definition	Refers to unemployed learners who have completed an occupational-based, short-term learning programme that contributes credits towards a qualification on the NQF.
Source of Data	MIS database for learners completing skills programme.
Method of	Simple count of all unemployed learners who have completed a skills
Calculation or	programme. Learners are reported as per the date of receipt of the
Assessment	compliant documents and processing the completion on the MIS.
Means of	External moderation report or statement (stamped as per date
Verification	received by FoodBev SETA).
Assumptions	Learners are committed to finishing the skills programmes.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All unemployed learners who registered for the skills programme
Performance	would complete the programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.14	Number of employed learners registered on a skills programme
Definition	Refers to the enrolment of employed learners on an occupational- based, short-term learning programme that contributes credits towards a qualification on the NQF.
Source of Data	MIS database for learners on a skills programme.
Method of Calculation or Assessment	Simple count of SETA funded employed learners registered in a skills programme. Learners are reported as per date of date of receipt of compliant documents and processing the registration on the MIS.
Means of Verification	Duly signed FoodBev SETA letters of confirmation of registration.
Assumptions	Employed learners are keen to participate in skills programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly

Indicator Title 3.14	Number of employed learners registered on a skills programme
Desired	The targeted number of employed learners will be registered on a
Performance	skills programme.
Indicator	General Manager: Operations
Responsibility	2

Indicator Title 3.15	Number of employed learners who have completed a skills
	programme
	Refers to employed learners who have completed an occupational-
Definition	based, short-term learning programme that contributes credits
	towards a qualification on the NQF.
Source of Data	MIS database for learners completing skills programme.
Method of	Simple count of SETA funded employed learners who have
	completed a skills programme. Learners are reported as per the date
Calculation or	of receipt of the compliant documents and processing the completion
Assessment	on the MIS.
Means of	External moderation report or statement (stamped as per date
Verification	received by FoodBev SETA).
Accumptions	Employed learners are committed to finishing the skills
Assumptions	programmes.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All employed learners that registered for the skills programme
Performance	would complete the programme.
Indicator	
Responsibility	General Manager: Operations

Indicator Title 3.16	Number of employed learners funded with bursaries registered at Higher Education Institutions
Definition	Refers to employed learners who have received bursaries from FoodBev SETA and are registered at Higher Education Institutions (HEIs). These bursaries are provided to learners employed within the food and beverage manufacturing sector to support their formal academic studies in fields relevant to the sector's skills development needs.
Source of Data	MIS database for Higher Education Institutions students funded on a bursary programme.

Indicator Title 3.16	Number of employed learners funded with bursaries registered at Higher Education Institutions
Method of Calculation or	Simple count of employees registered on higher education that are supported with bursaries. Students are reported as per the date of
Assessment	receipt of the compliant documents and registration on the MIS.
Means of Verification	Duly signed FoodBev SETA letters of confirmation of registration.
Assumptions	Employed learners are keen to further their studies at Higher Education Institutions.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly.
Desired	The targeted number of employed learners funded with bursaries
Performance	will be registered at Higher Education Institutions.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.17	Number of employed learners funded with bursaries that completed qualifications in Higher Education Institutions
Definition	Refers to employed learners who have received bursaries from FoodBev SETA who have completed their qualifications at Higher Education Institutions (HEIs). These bursaries are provided to learners employed within the food and beverage manufacturing sector to support their formal academic studies in fields relevant to the sector's skills development needs.
Source of Data	MIS database for Higher Education Institutions students completing bursary programmes.
Method of Calculation or Assessment	Simple count of employed students who completed their studies at a Higher Education Institution qualification funded by the SETA.  Learners are reported as per the date of receipt of the compliant documents and processing the completion on the MIS.
Means of Verification	Certificate or statement of results or academic transcript.
Assumptions	Employed learners are committed to finishing their studies at higher education institutions.
Disaggregation of Beneficiaries (where applicable)	N/A

Indicator Title 3.17	Number of employed learners funded with bursaries that completed qualifications in Higher Education Institutions
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All employed learners that are funded with bursaries, complete their
Performance	studies in Higher Education Institutions
Indicator Responsibility	General Manager: Operations

Indicator Title 3.18	Number of learners registered on AET programmes
	Refers to the enrolment of learners on a life-long learning
Definition	programme designed for adults to improve their levels of literacy
	and numeracy.
Source of Data	MIS database for learners on AET programmes.
Method of	Simple count of all employed and/or unemployed learners
Calculation or	registered on an AET program. Learners are reported as per date
Assessment	of receipt of evidence by the SETA and registration on the MIS.
Means of	Duly signed FoodBev SETA letters of confirmation of registration.
Verification	Bury signed i soubev SET/ (letters of commitmation of registration).
Assumptions	Learners are keen to participate in the AET programmes.
Disaggregation of	People with disabilities: 2%
Beneficiaries	Women: 50%
(where applicable)	Youth: 80%
(where applicable)	Children: N/A
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	The targeted number of learners are duly registered on AET
Performance	programmes.
Indicator	General Manager: Operations
Responsibility	General Manager: Operations

Indicator Title 3.19	Number of learners who have completed AET programmes
Definition	Refers to learners who have completed a life-long learning programme designed for adults to improve their levels of literacy and numeracy.
Source of Data	MIS database for learners completing AET programmes.
Method of Calculation or Assessment	Simple count of all employed and/or unemployed learners who have completed an AET learning program. Learners are reported as per date the completion evidence is received by the SETA and processed on the MIS.

Indicator Title 3.19	Number of learners who have completed AET programmes
Means of	Certificate of completion or statement of results (stamped as per
Verification	date received by FoodBev SETA).
Assumptions	Learners are committed to finishing the programmes.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All registered learners complete the AET programmes.
Performance	
Indicator	General Manager: Operations
Responsibility	General Manager. Operations

	Number of unemployed students funded with bursaries
Indicator Title 3.20	registered in Higher Education Institutions or TVET colleges
Definition	Refers to unemployed learners who have received bursaries from FoodBev SETA and are registered at Higher Education Institutions (HEIs) or TVET colleges.
Source of Data	MIS database for students on a bursary programme.
Method of Calculation or Assessment	Simple count of unemployed students registered at a University or University of Technology or TVETs Colleges bursary programmes. Learners are reported as per date the compliant documents is received by the SETA and registration is processed on the MIS.
Means of Verification	Duly signed FoodBev SETA letter of conformation of registration.
Assumptions	Potential beneficiaries are keen to participate in the bursary programme.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	The targeted number of unemployed students that are funded with bursaries will be duly registered in Higher Education Institutions or TVET colleges.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.21	Number of unemployed students funded with bursaries who have completed their studies at Higher Education Institutions or TVET colleges
Definition	Refers to unemployed learners that received bursaries from FoodBev SETA and have completed their studies at Higher Education Institutions (HEIs) or TVET colleges. These bursaries are provided to learners employed within the food and beverage manufacturing sector to support their formal academic studies in fields relevant to the sector's skills development needs.
Source of Data	MIS database for students completing bursary programmes
Method of Calculation or Assessment	Simple count of all unemployed learners who completed their bursary programme from a University or University of Technology or TVETs College. Learners are reported as per date the completion evidence is received by the SETA and is processed on the MIS.
Means of Verification	Endorsement letter or statement of results or transcript proving completion or certificate received by the FoodBev SETA from a University or University of Technology or TVET College.
Assumptions	Beneficiaries are committed to finishing the programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All unemployed students that are funded with bursaries complete their studies at Higher Education Institutions or TVET colleges.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.22	Number of Master's or PhD students funded with bursaries registered for research-based studies
Definition	Refers to Masters or PhD students registered for post graduate studies at Higher Education Institutions (HEIs) who received bursaries from FoodBev SETA. These bursaries are provided to support their formal academic studies.
Source of Data	MIS database for registered Masters or PhD students.
Method of Calculation or Assessment	Simple count of students registered on Masters' or PhD research bursary programmes. Students are reported as per date of receipt of compliant documents by the SETA and processing the registration on the MIS.
Means of Verification	Signed bursary contract and proof of registration at a Higher Education Institution.
Assumptions	Potential beneficiaries are keen to participate in the bursary programme.

Indicator Title 3.22	Number of Master's or PhD students funded with bursaries registered for research-based studies
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
<b>Transformation</b>	National
(where applicable)	
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	The targeted number of Masters or PhD students that are funded
Performance	with bursaries will be duly registered for research-based studies.
Indicator Responsibility	General Manager: Operations

	Number of Master's or PhD students funded with bursaries who
Indicator Title 3.23	have completed their research-based studies
Definition	Refers to Masters or PhD students who received bursaries from FoodBev SETA and have completed their post graduate studies at Higher Education Institutions (HEIs). These bursaries are provided to support their formal academic studies.
Source of Data	MIS database for Masters and PhD students who completed their studies
Method of Calculation or Assessment	Simple count of students who have completed Masters' or PhD research bursary programme. Students are reported as per date of receipt of compliant documents by the SETA and processing the completion on the MIS.
Means of Verification	Proof of completion (qualification certificate or academic records, or letter confirming completion) received by FoodBev SETA from Higher education institutions as per date of receipt.
Assumptions	Beneficiaries are committed to finishing the programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	All Master's or PhD students funded with bursaries will complete
Performance	their research-based studies
Indicator Responsibility	General Manager: Operations

Indicator Title 3.24	Number of apprentices registered on apprenticeship programme or Artisan Recognition of Prior Learning (ARPL)
Definition	Refers to the enrolment of learners on an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL) that culminates in an occupational trade qualification.
Source of Data	MIS database of learners on apprenticeship programme or Artisan Recognition of Prior Learning (ARPL).
Method of	Simple count of learners registered on apprenticeship programmes
Calculation or Assessment	or ARPL. Learners are reported as per date of registration on the MIS.
Means of Verification	Duly signed FoodBev SETA confirmation of registration.
Assumptions	Learners are keen to participate in the programme.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	The targeted number of apprentices will be registered on an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL).
Indicator Responsibility	General Manager: Operations

Indicator Title 3.25	Number of apprentices who have completed an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL)
Definition	Refers to the learners who have completed an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL) that culminates in an occupational trade qualification.
Source of Data	MIS database for learners completing apprenticeship programme or Artisan Recognition of Prior Learning (ARPL).
Method of	Simple count of apprentices who completed the apprenticeship
Calculation or	programme or ARPL. Learners are reported as per date of receipt
Assessment	of completion documents and is processed on the MIS.
Means of Verification	Trade test results or certificate.
Assumptions	Learners are committed to completing the programmes.
Disaggregation of Beneficiaries (where applicable)	N/A

Indicator Title 3.25	Number of apprentices who have completed an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL)
Spatial Transformation	National
(where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All apprentices registered on an apprenticeship programme or Artisan Recognition of Prior Learning (ARPL) will complete the programme.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.26	Number of learners registered on entrepreneurial programmes
Definition	Refers to enrolment of learners on entrepreneurship-focused training or education programmes for the development of skills, knowledge and competencies to start their own businesses. Entrepreneurial programmes may include short courses, certifications, workshops, mentorship, coaching or formal qualifications that focus on business management, innovation, financial literacy, marketing, and other essential entrepreneurial skills.
Source of Data	MIS database for learners on entrepreneurial programmes.
Method of Calculation or Assessment	Simple count of signed contracts or MOU or learner enrolment forms.
Means of Verification	Duly signed FoodBev SETA confirmation of registration.
Assumptions	Learners are keen to participate in the programme.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	The targeted number of entrepreneurs will be registered on
Performance	entrepreneurial programmes.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.27	Number of learners who have completed entrepreneurial programmes
Definition	Refers to learners that completed an entrepreneurship-focused training or education programmes for the development of skills, knowledge and competencies to start, manage, and/or grow their own businesses. Entrepreneurial programmes may include short courses, certifications, workshops, mentorship, coaching or formal qualifications that focus on business management, innovation, financial literacy, marketing, and other essential entrepreneurial skills.
Source of Data	MIS database for learners completing entrepreneurial programmes.
Method of Calculation or Assessment	Simple count of SETA funded all learners where completion of an entrepreneurship was processed based on the required evidence.  Learners are reported as per the date the completion is received by the SETA and processed on the MIS.
Means of Verification	Duly signed FoodBev SETA confirmation of registration.
Assumptions	Learners are keen to participate in the programme.
Disaggregation of Beneficiaries (where applicable)	People with disabilities: 2% Women: 50% Youth: 80% Children: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	The targeted number of entrepreneurs will complete the entrepreneurial programmes.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.28	Number of small businesses funded in various learning programmes
Definition	Refers to businesses with less than 50 employees that are funded to participate in various learning programs. These learning programmes may include skills development initiatives such as entrepreneurship training, business management courses, mentorship, or sector-specific skills training aimed at improving business operations and competitiveness within the food and beverage manufacturing sector.
Source of Data	Registrations on the MIS database.
Method of Calculation or Assessment	Simple count of contracts or MoA signed with stakeholders.

Indicator Title 3.28	Number of small businesses funded in various learning programmes
Means of	Signed collaborative contract or MoA or grant claim form with
Verification	stakeholders.
Assumptions	Small businesses are keen to participate in the programme.
Disaggregation of	Women: N/A
Beneficiaries	Children: N/A
	Youth: N/A
(where applicable)	People with disabilities: N/A
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annually
Desired	The targeted number of small businesses will be funded to
Performance	participate in various learning programmes
Indicator Responsibility	General Manager: Operations

Indicator Title 3.29	Number of rural development projects supported
Definition	Refers to projects for socioeconomic improvements in rural areas that FoodBev SETA has supported. Support implies that FoodBev SETA has played a role in the rural project by providing monetary or non-monetary assistance. Rural development projects are designed to address the unique challenges faced by rural communities and businesses, such as access to skills training, business development opportunities, and capacity building.
Source of Data	Signed MoA or Contract with implementation partners, aimed at developing rural area communities.
Method of Calculation or Assessment	Simple count of rural development projects in which FoodBev SETA is involved.
Means of Verification	A copy of a signed MoA or contract with stakeholders and/or proof of learner registration or proof of payment or attendance register or project progress report.
Assumptions	Resources are available for getting involved in rural development projects.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year- End)
Reporting Cycle	Annually

Indicator Title 3.29	Number of rural development projects supported
Desired Performance	Rural Development Projects will be successfully completed.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.30	Number of CET or TVET lecturers enrolled for workplace exposure interventions programme
Definition	Refers to CET or TVET lecturers placed at host companies for workplace exposure that aims to capacitate them with industry requirements.
Source of Data	MIS database.
Method of Calculation or Assessment	Simple count of number of CET or TVET lecturers placed at host companies for workplace exposure. Lecturers are reported as per the date of receipt of compliant documents by the SETA for registration and is processed on the MIS.
Means of Verification	Duly signed FoodBev SETA confirmation letter of registration.
Assumptions	Employers are interested in participating in the programme.  CET or TVET lecturers will be interested in the programme.
Disaggregation of Beneficiaries (where applicable)	Women: N/A Children: N/A Youth: N/A People with disabilities: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	More lecturers exposed to industry.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.31	Number of CET or TVET lecturers who have completed workplace exposure interventions
Definition	Refers to CET or TVET lecturers placed at host companies who have completed the workplace exposure programme that aims to capacitate them with industry requirements.
Source of Data	MIS Database.
Method of Calculation or Assessment	Simple count of number of CET or TVET lecturers who completed the workplace exposure programme. Lecturers are reported as per the date of receipt of compliant documents by the SETA for registration and is processed on the MIS.
Means of Verification	Close out report (stamped as per date received by FoodBev SETA).

Indicator Title 3.31	Number of CET or TVET lecturers who have completed workplace exposure interventions
Assumptions	Employers are interested in participating in the programme and MoUs are valid, and that lecturers will remain in the programme until completion.
Disaggregation of Beneficiaries (where applicable)	Women: N/A Children: N/A Youth: N/A People with disabilities: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year- End)
Reporting Cycle	Annually
Desired Performance	All lecturers will complete enrolled for the workplace exposure programme will complete the programme and utilise learned skills at their colleges.
Indicator Responsibility	General Manager: Operations

Indicator Title 3.32	Number of Trade-Unions supported with training interventions
Definition	Refers to the trade unions that have received funding for training interventions provided to trade unions within the FoodBev SETA constitution that will assist the trade union beneficiaries with relevant skills development interventions. These training interventions may include leadership development, labour relations training, negotiation skills, skills development facilitation, or any other training aimed at enhancing the capabilities of trade union representatives to better serve their members.
Source of Data	MIS database.
Method of Calculation or Assessment	Simple count of number of MoU or MoA or SLA signed with respective Trade Unions.
Means of Verification	Signed MoAs or SLAs or attendance registers or proof of payment
Assumptions	That the MoA or SLA is valid, that there will be buy-in and commitment.
Disaggregation of Beneficiaries (where applicable)	Women: N/A Children: N/A Youth: N/A People with disabilities: N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year- End)
Reporting Cycle	Annually

Indicator Title 3.32	Number of Trade-Unions supported with training interventions
Desired	The targeted number of Trade unions are supported with training
Performance	interventions
Indicator	General Manager: Operations
Responsibility	General Manager. Operations

Indicator Title 3.33	Number of career development events that are hosted or attended by FoodBev SETA in Rural and Township areas
Definition	Refers to events that are designed to guide career development with emphasis on occupations in high demand and future skills. These events aim to provide students, learners, and unemployed individuals with information and guidance on career opportunities that are critical to the food and beverage manufacturing sector and other industries in South Africa. Career development events can include career expos, information sessions, workshops, career fairs, or community outreach programs designed to raise awareness about high-demand occupations and equip participants with insights on the skills needed for future jobs.
Source of Data	Approved reports of career guidance development events.
Method of Calculation or Assessment	Simple count of career guidance events hosted or attended in rural and township areas.
Means of	Invitations or attendance registers of delegates and approved
Verification	reports of career guidance development events
Assumptions	Learners or beneficiaries will attend the career guidance events.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	Set targets will be met and attendees would find the information at
Performance	the events beneficial.
Indicator Responsibility	Senior Manager: Corporate Services

Indicator Title 3.34	Number of career development practitioners trained
Definition	Refers to the number of teachers or career guide practitioners
	trained to provide career guidance services.
Source of Data	Training reports and attendance registers
Method of Calculation or	Simple count of career development practitioners trained and
Assessment	evidenced in training reports.

Indicator Title 3.34	Number of career development practitioners trained
Means of Verification	Certificates of completion.
Assumptions	The career practitioners will be interested in partaking in the training.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired	Set targets will be met and attendees would find the training
Performance	beneficial.
Indicator Responsibility	Senior Manager: Corporate Services

Indicator Title 4.1	Number of TVET Colleges assisted to apply for accreditation
Definition	Refers to the number of TVET Colleges assisted to apply for accreditation for occupational qualifications or part qualifications or skills programme accreditation. The assistance provided is in the form of workshops or follow up with the QCTO on the status of accreditation applications.
Source of Data	Skills Development Providers accreditation database
Method of Calculation or Assessment	Simple count of TVET colleges assisted to apply for accreditation as a skills development provider for occupational programmes.
Means of Verification	Signed recommendation letter sent to the QCTO or accreditation letter or attendance registers for workshops or email correspondence
Assumptions	TVET colleges will be apply for accreditation against qualifications /part qualifications/skills programmes falling under the scope of Foodbev SETA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired	More TVET Colleges are assisted with applying for accreditation for
Performance	occupational programmes.
Indicator Responsibility	General Manager: Operations

Indicator Title 4.2	Number of CET Colleges assisted to apply for accreditation
Definition	Refers to the number of CET Colleges assisted to apply for accreditation for occupational qualifications or part qualifications or skills programme accreditation. The assistance provided may be in the form of workshops, provision of learning materials as well as following up with the QCTO on the status of accreditation applications.
Source of Data	Accreditation application tracking records
Method of Calculation or Assessment	Simple count of CET colleges assisted to apply for accreditation as a skills development provider for occupational programmes.
Means of	Signed recommendation letter sent to the QCTO or accreditation
Verification	letter or attendance registers for workshops
Assumptions	CET colleges will apply for accreditation against skills programmes falling under the scope of FBS.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired	More CET Colleges are assisted with applying for accreditation for
Performance	occupational programmes.
Indicator Responsibility	General Manager: Operations

Indicator Title 4.3	Number of qualifications submitted to the QCTO for approval
Definition	Refers to the number of full qualifications or part qualifications or skills programme developed through consultation with the sector that have been submitted for approval.
Source of Data	Qualification submission records.
Method of Calculation or Assessment	Simple count of signed qualifications or part qualifications or skills programme submitted to QCTO.
Means of Verification	Acknowledgement email or proof of submission to the QCTO.
Assumptions	New programmes that require registration with the QCTO are developed.
Disaggregation of Beneficiaries (where applicable)	N/A

Indicator Title 4.3	Number of qualifications submitted to the QCTO for approval
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annually
Desired	More qualifications are available for the sector
Performance	Wore qualifications are available for the sector
Indicator Responsibility	General Manager: Operations

Indicator Title 4.4	Number of FoodBev SETA learning offerings with knowledge
	components that are hosted on online platforms
Definition	Refers to FoodBev SETA qualifications where teaching and learning
	of knowledge modules takes place on an online platform.
Source of Data	Online teaching and learning monitoring reports.
Method of	
Calculation or	Simple count of learning offerings hosted on online platforms.
Assessment	
Means of	QCTO/SAQA registration letter and platform screenshots or report
Verification	indicating SAQA ID.
Verification	
Assumptions	Requisite resources are available for the online hosting of FoodBev
	SETA learning offerings.
Disaggregation of	
Beneficiaries	N/A
(where applicable)	
Spatial	
Transformation	National
(where applicable)	
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annually
Desired	Effective utilisation of online learning platforms which are
Performance	accessible to learners.
Indicator	General Manager: Operations
Responsibility	General Manager: Operations