



W&RSETA Strategic Plan

2025-2030

South Africa ascended to the G20 Presidency from 01 December 2024 under the theme: “Solidarity, Equality and Sustainability”. The admission of the African Union in 2023 as a full member of the G20 presented South Africa with a new opportunity to reposition Africa’s role in the global affairs in pursuit of African Union Agenda 2063. Together with the Ministry of Basic Education, the Ministry of Higher Education and Training will be leading the G20 Education Working Group in 2025. For this reason, 2025 will be a historic year in the history of the continent, the country and education and training.

It is my pleasure to present the Department of Higher Education and Training’s Strategic Plan for the 2025-2030 period. South Africa’s government continues to focus its strategies towards addressing the triple challenges facing the country, namely poverty, unemployment and inequality. In this regard, the 7th Administration has agreed on the priority actions required to address these, and the programme that will foreground the work of government for the 2025 -2030 planning period. Three strategic priorities have been identified, namely, (i) driving inclusive growth and job creation; (ii) reducing poverty and tackling the high cost of living; (iii) build a capable, ethical and developmental state.

Consistent with these priorities, the department will continue to support an inclusive growth path by developing a skilled and capable workforce whilst broadening the skills base of the country. The 7th Administration provides an opportunity for the department to position the PSET sector to provide a myriad of opportunities for our youth and adults. Our resolve is to achieve far-reaching outcomes, bringing about changes to improve the provision of postschool opportunities whilst exerting meaningful impact on the lives of individuals, the economy and society as whole.

I am glad that as a sector we have a clear vision that is espoused by the White paper for Post-School Education and Training.

We will continue to aspire for:

- a post-school system that can assist in building a fair, equitable, non-racial, non-sexist and democratic South Africa;
- a single, coordinated post-school education and training system;
- an expanded access, improved quality and increased diversity of provision;
- a stronger and more cooperative relationship between education and training institutions and the workplace; and
- a post-school education and training system that is responsive to the needs of individual citizens and of employers in both public and private sectors.

This means that our sustained agenda is to continue to invest in skills that will drive inclusive growth and job creation. As we make post school education and training opportunities accessible, we should enable reciprocal success of our students in the system. In an era of fast-changing skills demand, driven by the further development of the South African economy and by global trends such as technological progress and globalisation, it is important to understand the skills needs of the country. The quality of teaching and learning, the responsiveness of education and training system will be more and more important.

Through this Strategic Plan, we also commit to work with the Human Resource Development Council (HRDC), chaired by the Deputy President of the Republic of South Africa, to ensure effective coordination across government and all sectors in respect to the implementation Human Resource Development Strategy for the country.

Working with our stakeholders, we are changing the size and shape of the PSET system, particularly to reposition the college sector. The National Development Plan, 2030 and our own National Plan for PSET directs that we should drastically increase intake in Technical and Vocational Education and Training (TVET) and Community Education and Training (CET) colleges. The college sector has a potential to transition individuals to the labour market, perform critical jobs with higher productivity and support the change to sustainable and resilient societies.

In November 2023, Cabinet endorsed the Just Energy Transition (JET) Implementation Plan, a transformative blueprint for South Africa's sustainable future. This plan will guide the country toward a greener economy while ensuring that the transition is just, inclusive, and focused on growth. At the heart of this transition lies the skills portfolio, which aims to align skills development with the long-term needs of the energy sector, ensuring that no one is left behind. In this regard, we aim to implement appropriate interventions to support this initiative. Accordingly, the Department will during the 2025/26 establish a JET Skills Desk within the Department which will serve as the national coordinating hub for skills development efforts, ensuring a unified approach to this critical task.

Another critical challenge that we seek to address is the category of the society that is Not in Employment, Education or Training, commonly known as the NEET. Addressing the crisis around NEET is essential for South Africa's long-term economic growth and social stability. High NEET rates reflect a profound gap in education and employment opportunities for many young people, and this must change. Our government, along with civil society and the private sector, is working to create pathways for education, training, and employment for those who are NEET. We are focused on investments in education, job creation, and skills development to ensure that our youth have the tools they need to succeed.

In this regard, the Department of Higher Education and Training is leading a project to identify NEET individuals across the country. The aim is to establish a database that will assist the department to device appropriate and targeted interventions aimed at improving their circumstances. The interventions will support NEETs in gaining skills, securing employment, starting businesses, or enrolling in education and training programmes. This must be viewed as complementary to the President's Youth Employment Initiative, which drives structural reforms and job creation, and the Presidential Employment Stimulus, which focuses on creating meaningful employment and strengthening livelihoods. Through partnerships with both public and private sector agencies, we aim to connect work seekers with employers, foster entrepreneurship, and provide tailored support to those who need it most.

We are continuing to intensify efforts to address the challenge of skills mismatch with discrepancy between the skills sought by employers and the skills possessed by the youth and adults. The Department is playing a significant role in a number of initiatives like industry-led training programmes, mentorship and internship opportunities, partnerships with education institutions relevant and enhancing work experience and practical skills.

It is encouraging that baseline information shows that annual production of qualified artisans has been on the increasing trajectory since the demise of COVID-19, with 20,062 completing their trade test in 2023/24. The top ten artisans produced include Electricians, Diesel Mechanics, Mechanical Fitters, Plumbers, Boilermakers, Welders, Millwrights, Automotive Motor Mechanics, Fitters and Turners, and Riggers.

A comprehensive student funding model for higher education, specifically designed for students who fall outside the current NSFAS criteria and address the needs of the "missing middle," has been finalized. This will be implemented in phases over the next five years. Phase 1 of the model is now being implemented, with the government committing an initial capitalization fund of R3.8 billion for the 2025 academic year to support approximately

10,000 students. Further discussions with the National Treasury are ongoing to develop a sustainable funding model, which is expected to be submitted to the Cabinet in July 2025.

I am confident that the implementation of the Strategic Plan 2025-2030, will ensure that the commitments we have towards ensuring transforming the PSET Sector is accomplished. I am certain that, under the guidance and support of the Deputy Ministers, Dr Mimmy Gondwe, MP and Mr Buti Manamela, MP, including the Director-General, Dr Nkosinathi Sishi, its implementation will steer the Department in the right direction as we address the socio-economic challenges facing our country.

Dr. NP Nkabane, MP
Executive Authority of Higher Education and Training

ACCOUNTING AUTHORITY STATEMENT

As we embark on the 2025-2030 strategic cycle, the Wholesale and Retail SETA (W&RSETA) stands at a critical juncture where the demands of a rapidly changing world and the aspirations of our nation converge. Our new Strategic Plan is more than a roadmap; it is a commitment to aligning our efforts with the national priorities outlined in key frameworks such as the NDP 2030, the MTDP 2025-2029, and the NSDP 2030. These frameworks form the backbone of our strategy, ensuring that our initiatives are not only relevant and impactful but also synchronised with South Africa's broader economic and educational objectives.

In this era marked by technological advancements and shifting economic paradigms, the W&RSETA must remain agile and forward-thinking. The challenges we face—ranging from fluctuating economic conditions to the rapid pace of the Fourth Industrial Revolution (4IR)—require us to be both proactive and innovative. Our strategy is designed to address these challenges head-on, ensuring that we not only keep pace with change but also lead the charge in transforming the wholesale and retail sector. By embedding the principles of the ERRP into our operations, we are positioning the W&RSETA as a key driver of economic revitalisation, with a focus on creating a skilled, adaptable, and resilient workforce.

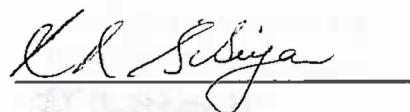
Our commitment to inclusivity and equitable development is unwavering. The Strategic Plan places a strong emphasis on addressing the needs of women, children, and people with disabilities, as well as prioritising provincial development goals. By leveraging the District Development Model, we are ensuring that our interventions reach every corner of the country, particularly rural and disadvantaged areas. The Science, Technology, and Innovation (STI) Decadal Plan (2022-2032) will also guide our efforts to harness the power of innovation, ensuring that the sector remains competitive on a global scale.

To achieve these ambitious goals, we will rely on our comprehensive sector skills planning mechanism, which will be instrumental in identifying and addressing skills gaps across the sector. Partnerships with Technical and Vocational Education and Training (TVET), and Community Education and Training (CET) institutions will be pivotal in delivering quality programmes that are aligned with industry needs. We will also intensify our focus on monitoring and evaluating our impact, ensuring that our initiatives are driving real change and contributing to the national development agenda.

As we look to the future, the W&RSETA is committed to not only fostering a workforce that is ready for the challenges of tomorrow but also creating pathways to entrepreneurship and innovation. By equipping South African youth with the skills, they need to thrive in the 4IR, we are laying the foundation for a more prosperous and inclusive economy. This strategic plan is our blueprint for success, and I am confident that with the collective efforts of our stakeholders, we will achieve our vision of transforming the wholesale and retail sector for the betterment of all South Africans.

We look forward to the next five years with optimism and determination, knowing that the work we do today will shape the future of our nation.

CHAIRPERSON OF THE W&RSETA ACCOUNTING AUTHORITY



REGGIE SIBIYA

17/02/2025

DATE

CHIEF EXECUTIVE OFFICER STATEMENT

As we chart our course for the W&RSETA's Strategic Plan 2025-2030, I am profoundly aware of the pivotal role our organisation plays in shaping the future of South Africa's wholesale and retail sector. Our strategy for this new cycle is crafted with a vision that embraces both the challenges and opportunities presented by a rapidly evolving landscape. By aligning with key national frameworks and responding to the latest sector developments, we are poised to drive significant transformation and growth.

Central to our strategy is the intersection of technology and retail. In an era where digital innovation is reshaping business models, our focus is on cultivating diverse talent pools that blend technical acumen with commercial skills. We are committed to implementing robust development programmes that nurture this talent, ensuring that our workforce is agile and versatile. This includes fostering integration between retail and e-commerce, building a workforce capable of navigating the complexities of both traditional and digital marketplace.

Furthermore, our strategic focus encompasses the rising demand for Information and Communication Technology (ICT) and analytical skills, critical for navigating the GIG economy and diversified business models. We are committed to expanding opportunities in the grocery retail sector and addressing challenges with Quality Council for Trades and Occupations (QCTO) qualifications by proposing innovative bridging programmes. Our investment in TVET, CET infrastructure, SMME development, and career mobility is essential for building a skilled, resilient workforce capable of meeting both current and future industry demands.

As we embark on this transformative journey, our Strategic Plan is designed to not only align with national priorities, but also to propel the wholesale and retail sector towards new heights of success. We are dedicated to creating a responsive, agile organisation that drives impactful change, fosters economic growth, and supports the development of a capable, entrepreneurial workforce. Together, we will navigate this dynamic

landscape, ensuring that the W&RSETA remains at the forefront of innovation and excellence.



TOM MKHWANAZI
CHIEF EXECUTIVE OFFICER

17/02/2025

DATE

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

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



LINDIWE NHLAPO
CHIEF FINANCIAL OFFICER



BARNABAS MASEKWAMENG
INFORMATION AND COMMUNICATIONS
TECHNOLOGY EXECUTIVE (PROGRAMME 1)



SUNSHINE NGCOBO
CHIEF CORPORATE SERVICES EXECUTIVE (PROGRAMME 1)



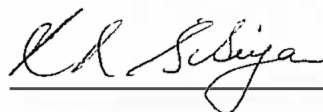
DEBORAH MACHARD
STRATEGIC PLANNING, PERFORMANCE AND EVALUATION EXECUTIVE
(PROGRAMME 2)



SIPHO SHOBA
CHIEF OPERATIONS OFFICER (PROGRAMME 3 & 4)



TOM MKHWANAZI
CHIEF EXECUTIVE OFFICER



REGGIE SIBIYA
CHAIRPERSON OF THE W&RSETA ACCOUNTING AUTHORITY

APPROVED BY:

DR. NP NKABANE, MP
EXECUTIVE AUTHORITY OF HIGHER EDUCATION AND TRAINING

TABLE OF CONTENTS

PART A: OUR MANDATE	9
1. Constitutional Mandate	9
2. Legislative And Policy Mandates	9
1.1. Legislative Mandate	9
3. Institutional Policies and Strategies Governing the Five-year Planning Period	12
3.1. Policy for Funding of Infrastructure Development	12
3.2. Strategies	12
4. Relevant Court Rulings	13
PART B: OUR STRATEGIC FOCUS	14
5. Vision	14
6. Mission	14
7. Values	14
8. Situational Analysis	15
8.1. External Environment Analysis	21
8.2. Internal Environment Analysis	38
BUDGET FOR STRATEGIC PLAN	43
PART C: MEASURING OUR PERFORMANCE	47
9. Institutional Performance Information	47
9.1. Measuring Impact	47
9.2. Measuring our Outcomes	47
9.3. Explanation of Planned Performance Over the Five-Year Planning Period	49
10. Key Risks and Mitigations	56
PART B: TECHNICAL INDICATOR DESCRIPTOR (TID)	58
ANNEXURE A: MATERIALITY FRAMEWORK	66
ANNEXURE B: GLOSSARY OF TERMS	71

LIST OF ACRONYMS

4IR	Fourth Industrial Revolution	NEET	Not in Employment, Education or Training
AET	Adult Education & Training	NGP	New Growth Path
AG	Auditor General	NPPSET	National Plan for Post-School Education and Training
AGSA	Auditor General South Africa	NQF	National Qualifications Framework
AI	Artificial Intelligence	NSA	National Skills Authority
APP	Annual Performance Plan	NSDP	National Skills Development Plan
ATR	Annual Training Report	OD	Organisational Design
B-BBEE	Broad-Based Black Economic Empowerment	OFO	Organising Framework for Occupations
BBC	Black Business Council	PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
BUSA	Business Unity South Africa	PIVOTAL	Professional, Vocational, Technical and Academic Learning
CBO	Community-Based Organisation	POPIA	Protection of Personal Information Act
CET	Community Education and Training	PSET	Post-School Education and Training
COO	Chief Operations Officer	PSP	Priority Skills Plan
CPI	Consumer Price Index	PWD	Persons with Disabilities
CRM	Customers Relationship Management	QCTO	Quality Council for Trades and Occupations
DG	Discretionary Grant	QLFS	Quarterly Labour Force Survey
DHET	Department of Higher Education and Training	RMDP	and Retail Management Development Programme
ERRP	Economic Reconstruction and Recovery Plan	ROI	Return on Investment
ETDP SETA	Education, Training and Development Practices SETA	SAQA	South African Qualifications Authority
GDP	Gross Domestic Product	SCM	Supply Chain Management
GNU	Government of National Unity	SETA	Sector Education and Training Authority
HDI	Historically Disadvantaged Individuals	SIC	Standard Industrial Classification
HET	Higher Education and Training	SMME	Small, Medium, and Micro Enterprises
HR	Human Resources	SOP	Standard Operating Procedure
HRM&D	Human Resources Management and Development	SPPE	Strategic Planning & Performance & Evaluation
HTFV	Hard-To-Fill-Vacancies	SSP	Sector Skills Plan
ICT	Information and Communication Technology	STI	The Science, Technology, and Innovation
ILDLP	International Leadership Development Programme.	SWOT	Strengths, Weaknesses, Opportunities and Threat
IPAP	Industrial Policy Action Plan	TID	Technical Indicator Descriptor
ITAMED	Informal Traders and Micro Enterprises Development	TVET	Technical and Vocational Education and Training
M&E	Monitoring and Evaluation	W&R	Wholesale and Retail
MG	Mandatory Grant	W&RSETA	Wholesale and Retail SETA
MOU	Memorandum of Understanding	WBL	Workplace-Based Learning
MTDP 2025-2029	Medium Term Development Plan	WPPSET	White Paper for Post-School Education and Training
MTEF	Medium-Term Expenditure Framework	WSP	Workplace Skills Plan
NDP	National Development Plan		
NEDLAC			

PART A: OUR MANDATE

1. Constitutional Mandate

Section 29 of the Constitution guarantees every South African the right to basic education, including adult basic education, and further education, which the state is obligated to make progressively available and accessible through reasonable measures. In support of this constitutional mandate, the W&RSETA is committed to providing access to education for all South Africans through programmes such as Artisans, Learnerships, and Adult Education & Training (AET).

The Bill of Rights, enshrined in Chapter 2 of the Constitution, upholds the rights to equality, human dignity, life, freedom and security, privacy, and various other freedoms. The W&RSETA is dedicated to respecting and protecting these rights in all its interactions with stakeholders, ensuring that its operations are conducted in full compliance with the values and principles outlined in the Constitution.

Chapter 10 of the Constitution mandates that all public institutions operate with accountability, high ethical standards, economic efficiency, impartiality in service provision, and transparency. The W&RSETA is committed to these principles, ensuring that its skills development services are delivered efficiently, equitably, and transparently to all South Africans, free from favouritism.

Chapter 13, which addresses Public Finance, emphasises the need for fairness and transparency in government procurement (Section 217(1)) and the equitable remuneration of public service employees (Section 219(1)). In alignment with these provisions, the W&RSETA conducts its procurement processes openly and fairly through a transparent tender system. Moreover, all employees are compensated equitably based on their qualifications and performance, with a strict policy of zero tolerance for discrimination.

2. Legislative And Policy Mandates

The W&RSETA is a Schedule 3A public entity mandated by the Skills Development Act No. 97 of 1998 (as amended). The SETA is tasked with advancing skills development within South Africa's wholesale and retail (W&R) sector. This is achieved through the disbursement of grants to support the implementation of learning programmes and the diligent monitoring of education and training, as stipulated in the Act, its accompanying regulations, and the NSDP.

2.1. Legislative Mandate

Table 1 below provides a summary of the legislative framework governing the operations of the W&RSETA

Table 1: Legislative mandate

LEGISLATION OR REGULATION	SUMMARY OF PURPOSE
Skills Development Act, No. 97 of 1998 (as amended)	The purpose of the Skills Development Act is to: <ul style="list-style-type: none">• Ensure credible labour market analysis to provide a supply & demand analysis that inform sector skills priorities.• Develop the skills of the South African workforce.• Increase the levels of investment in education & training in the labour market.• Encourage employers to use the workplace as an active learning environment.• Encourage workers to participate in learning programmes.
Skills Development Levies Act, No. 9 of 1999	Imposes the payment of skills levies by employer organisations in order to motivate investment in skills development. Employers pay 1% of the total payroll, which is utilised as follows <ul style="list-style-type: none">• 20% to the National Skills Fund• 10% for operating costs• 80% to the SETAs



LEGISLATION OR REGULATION	SUMMARY OF PURPOSE
	<ul style="list-style-type: none"> 0.5% to the QCTO 20% for mandatory grants 49.5% for discretionary grants (DG)
National Qualifications Framework Act, No. 67 of 2008	<ul style="list-style-type: none"> Creates a single integrated national framework for learning Enhances the quality of education & training Facilitates access to education, training & career path Accelerates the redress of past unfair discrimination Allows for South African Qualifications Authority (SAQA) & the quality councils to oversee the National Qualifications Framework (NQF)
Public Finance Management Act, No. 29 of 1999	<ul style="list-style-type: none"> Regulates financial management in the national government & provincial governments to ensure that all their revenue, expenditure, assets & liabilities are managed efficiently & effectively; Provides for the responsibilities of persons entrusted with financial management of those governments
Broad-Based Black Economic Empowerment (B-BBEE) Act, No. 53 of 2003.	<ul style="list-style-type: none"> Proposed amendments to the Act now include higher education. The Skills Development target, which is still at 6%, is now to be allocated as 3.5% spend on Black people & 2.5% on Black students in higher education. In the past the Skills Development Element was focused on learnerships, internships & apprenticeships. The Skills Development spend on Black students includes bursaries at higher education institutions as a new indicator.
SETA Grant Regulations, 3 December 2012, Vol. 570, 35940	<ul style="list-style-type: none"> Assists the SETAs to develop internal policies & procedures in response to the Grant Regulations Requires 80% of discretionary funds to be spent on the delivery of Professional, Vocational, Technical and Academic Learning (PIVOTAL) programmes.
Preferential Procurement Policy Framework Act, 2000: Preferential Procurement Regulations, 2017	<ul style="list-style-type: none"> Promotes socio-economic transformation. To ensure that government procurement practices are fair, equitable, transparent, competitive, & cost-effective while advancing the socio-economic objectives of the country.

LEGISLATION OR REGULATION	SUMMARY OF PURPOSE
	<ul style="list-style-type: none"> To outline how public entities, including SETAs, should implement preferential procurement policies. To promote the participation of historically disadvantaged individuals (HDIs) & small, medium, & micro-enterprises (SMMEs) in public procurement processes. To leverage government procurement to achieve broader socio-economic goals, ensuring that public spending contributes to reducing inequality, creating jobs, & fostering inclusive economic growth in South Africa.
Workplace-Based Learning programme agreement regulations, 2018	<ul style="list-style-type: none"> Provides guidelines for the management of WBL programme agreements.
Disaster Management Act, No. 57 of 2002	<ul style="list-style-type: none"> The SETA may need to revisit processes & avail additional support to stakeholders as a result of any pandemics, natural disasters or acts outside of its control that have a severe impact on the sector & its ability to deliver on its mandate.

2.1.1. Policy Mandate

Table 2 below provides a summary of the W&RSETA policy mandates and the key strategies that underpin its operations. Additionally, the table highlights how the W&RSETA's strategic plan aligns with national government policies and strategies.

Table 2: National strategies or policies and implications for W&RSETA

NATIONAL STRATEGIES OR POLICIES	IMPLICATIONS FOR W&RSETA
National Development Plan 2030 (NDP). The National Development Plan 2030 has identified the following 9 key areas to achieve a developmental approach that is sustainable & inclusive:	<ul style="list-style-type: none"> Support initiatives addressing unemployment poverty & inequality. Subscribe to the ethos of clean administration & good corporate governance Increase capacity in the sector in order to respond to the economic dynamics.

NATIONAL STRATEGIES OR POLICIES	IMPLICATIONS FOR W&RSETA
<ul style="list-style-type: none"> • Creating jobs & livelihoods. • Expanding infrastructure • Improving education & training • Transforming urban & rural spaces. • Transitioning to low-carbon economy • Fighting corruption & enhancing accountability. 	<ul style="list-style-type: none"> • Support initiatives addressing unemployment poverty & inequality • Respond to the needs of the sector with regard to artificial intelligence (AI) • Capacity building of SMMEs & informal traders
National Skills Development Plan (NSDP)	<ul style="list-style-type: none"> • NSDP seeks to ensure that South Africa has adequate, appropriate & high- quality skills that contribute towards economic growth, employment creation & social development • The NSDP outcomes, sub- outcomes & indicators set the basis for the W&RSETA strategic plan
Economic Reconstruction & Recovery Plan (ERRP) & ERRP Skills Strategy	ERRP is a strategic framework developed by the South African government to address the economic challenges exacerbated by the COVID-19 pandemic with a focus on stimulating economic growth, job creation, & social development. In the context of the SETA system, including the W&RSETA, the ERRP serves as a critical guide for aligning skills development initiatives with the broader national goals of economic recovery & transformation.
Medium Term Development Plan (MTDP)	MTDP is a strategic framework used by governments to outline their development objectives & priorities over a medium-term period, typically spanning five years. It serves as a blueprint for guiding national development efforts, aligning government initiatives with long-term goals, & ensuring the efficient allocation of resources across various sectors.
National Skills Accord 8 commitments to be followed: <ul style="list-style-type: none"> • Expand training using existing facilities. • Set ratios for trainees & artisans, as well as across the technical vocations, to improve training. 	The implications are: <ul style="list-style-type: none"> • Increase learnership, apprenticeship, internship & bursaries • Increase the number of accredited training providers • Expand partnerships with the college sector

NATIONAL STRATEGIES OR POLICIES	IMPLICATIONS FOR W&RSETA
<ul style="list-style-type: none"> • Improve training funding & incentives for companies to train. • Create internship & placement opportunities • Set annual targets for training in state-owned enterprises • Improve SETA governance, fiscal management, & stakeholder involvement. • Align training to the New Growth Path & improve SSPs • Improve the role & performance of TVET colleges 	<ul style="list-style-type: none"> • Strengthen relations with other strategic partners & role players. • Alignment in response to the 4IR.
Industrial Policy Action Plan (IPAP) 2018/19-2020/21 IPAP has identified a collaborative approach between government, the private sector & labour; an approach itself characterised by ongoing processes of mutual discovery.	<ul style="list-style-type: none"> • Addressing the skills/education profile of the unemployed • Deeper involvement of the public & private sectors in providing resources for training • A more strategic & sustainable approach to meeting scarce skills needs in identified high priority areas of the economy
New Growth Path (NGP) The NGP identifies 5 job drivers: <ul style="list-style-type: none"> • Infrastructure for employment & development. • Seizing the potential of new economies. • Improving job creation in employment. • Investing in social capital. • Spatial development. 	<ul style="list-style-type: none"> • Create projects to increase college-to-work transitions. • Increase learnerships, apprenticeships internships & bursaries in clothing, textiles footwear & leather goods & automotive. • Develop projects for promoting green industries. • Capacity building of SMMEs & informal traders
White Paper for Post-School Education & Training (WPPSET) <ul style="list-style-type: none"> • It is a vision for an integrated system of post-school education & training with all institutions playing their roles. • Set out strategies to improve the capacity of the post-school education & training system to meet SA's needs. 	<ul style="list-style-type: none"> • Review of curriculum to respond to sector needs • Increase the number of accredited training providers. • Expand partnerships with college sector. • SMME development & support • Redressing through skills development initiatives • Support skills development Centres in rural & urban setting through infrastructure development projects

3. Institutional Policies and Strategies Governing the Five-year Planning Period

The following institutional policies will serve as the foundation for the effective implementation of the W&RSETA strategy during the 2025-2030 period:

Table 3: Institutional policies

POLICY/STRATEGY	LINKAGE TO NATIONAL PRIORITIES
1. Infrastructure Funding and Development Policy	Outcome 5: Support the growth of the public college system
2. W&RSETA Rural Development Strategy	Sub-Outcome 5.1: Support the TVET Colleges Sub-Outcome 5.2: Support the Community Education and Training CET Colleges Outcome 8: Support career development services
3. Strategy for implementation of Disability Programmes	NSDP Principle 5.2: Advancing an equitable and integrated system
4. Strategy for implementation of youth unemployment programmes	NSDP Principle 5.2: Advancing an equitable and integrated system
5. Strategy for implementation of SMME and Co-Operatives Development Programmes	Outcome 6: Skills development support for entrepreneurship and cooperative Development
6. Skills development grants policy	NSDP Principle 5.2: Advancing an equitable and integrated system Outcome 6: Skills development support for entrepreneurship and cooperative Development

3.1. Policy for Funding of Infrastructure Development

The following are the facets/aspects that are considered for funding in terms of the Infrastructure Development Policy:

- Mounted Equipment;
- Industrial Machinery;
- Marketing and branding for tools of trade;
- Security Features;
- Robotics and Tools;
- ICT Tools to Support 4IR;
- Mobile Classrooms;
- Creation of a Technical and Skill Development Centres for the Retail Industry within an existing institution;
- Social infrastructure
- Ancillary Support for SMME and Informal Traders.

3.2. Strategies

3.2.1. SETA's Delivery model – Decentralisation

The shift from a Centralised to a Decentralised Delivery Model has been recognised as essential for overcoming service delivery challenges and eliminating bottlenecks. The previous centralised approach was identified as a barrier to efficient service provision, leading to delays and inefficiencies. In contrast, the new Decentralised Delivery Model is designed to address these issues by empowering Regional Offices with decision-making authority, thereby accelerating service delivery and enhancing responsiveness.

This new operating model is tailored to the evolving needs of the W&R Sector, ensuring that the W&RSETA is not only more efficient but also better equipped to manage projects effectively at the regional level. The strategy underpinning this shift focuses on several key pillars:

(i) **People Issues:**

- Structural Realignment: Adjusting the organisational structure to support regional autonomy and improve operational efficiency.
- Skills Audit: Evaluating and addressing the skills and competencies required to meet regional demands effectively.
- Remuneration Issues: Reviewing and adjusting compensation structures to align with the new model and ensure fair and competitive remuneration.

By embracing decentralisation, the W&RSETA aims to enhance its capability, responsiveness, and overall effectiveness in delivering services to the W&R Sector.

(ii) **Implications for the W&RSETA**

- Need for structural alignment of policies with the sector and the economy
- Cultural renewal to better live the W&RSETA values
- Delivery model enhancement
- Capacitation of regions with more power to make decisions
- Development of the service delivery charter to communicate the turnaround times with stakeholders

4. Relevant Court Rulings

The following court rulings are noted:

Business Unity South Africa versus the Minister of Higher Education and Training:

SETA Grant Regulations 3 December 2012 as re-promulgated:

Mandatory Grants. Regulation 4(4) of the 2012 Grant Regulations, as promulgated in 2012, reduced the mandatory grant that an Employer could claim from 50% to 20% of the total levies paid. The way that the Regulations were promulgated led to litigation by Business Unity South Africa (BUSA), to which a ruling was ultimately made by the Labour Appeal Court in October 2019, the effect of which Regulation 4(4) was set aside.

The ruling is silent on the percentage quantum that can be claimed back by employers and on the effective date of the order. The effect is that the Minister would have to decide on the percentage for mandatory grants, in consultation with the sector. To date, there has been no communication regarding the approved mandatory grant percentage. The Minister is in consultation with the sector regarding this matter.

5. Vision

A leader in skills development for driving economic growth

6. Mission

To develop a skilled, capable, competent, and professional workforce to transform the W&R sector

7. Values



Accountability

- Responsible for decisions, actions, and results at organisation and employee level
- Ownership
- Client-centric work ethic



Agility

- Responsive to the ever-changing needs and trends of industry
- Demand-driven
- Innovative work ethic within the confines of the regulatory environment
- Foresight
- Pro-activeness through leadership



Integrity and Trustworthiness

- Keeping your word
- Behaving in an ethical manner
- Consistent
- Compliant



Mutual Respect

- Appreciation of others
- Active listening
- “Kicking the ball not the man”
- Acknowledgement
- Acceptance
- Embracing diversity



Quality Services

- Professionalism
- Oriented to service fulfilment
- Exceeding expectations
- Meticulousness
- Adhering to standards
- Consistency
- Living the Batho Pele principles

8. Situational Analysis

The W&RSETA recognises the profound impact of the external environment on its overall performance and annual levy receipts. The performance of the South African economy and the W&R sector has a direct influence on the W&RSETA's effectiveness, shaping how levy resources are prioritised and allocated. This update to the 2025/26 Annual Plan will incorporate these external factors and their implications for the sector, as detailed in the W&RSETA SSP 2025/30. The Standard Industrial Classification (SIC) codes, which categorise business establishments and economic activities, are crucial in this context. Wholesale trade deals with the bulk buying of goods from various manufacturers and the breaking down of this bulk into smaller quantities which are then sold directly to consumers. Retail trade deals with the buying of goods from the wholesaler and selling of such goods to the consumer. The activities that fall within the scope of the W&R sector are demarcated according to SIC codes. The scope of coverage of the W&RSETA in terms of the Skills Development Act 97 of 1998, is as follows:

Table 4: The W&RSETA SIC Codes

SIC CODE	TRADE CATEGORY
Major Division 6: Wholesale & Retail Trade; Repair of Motor Vehicles, Motorcycles & Personal & Household Goods; Hotels & Restaurants	
61000	Wholesale & commission trade, except for motor vehicles & motorcycles
61100	Wholesale trade on a fee or contract basis
61200	Wholesale trade in agricultural raw materials, livestock, food, beverages, & tobacco
61220	Wholesale trade in food, beverages, & tobacco
61310	Wholesale trade in textiles, clothing, & footwear
61391	Wholesale trade in household furniture requisites & appliances
61392	Wholesale trade in books & stationery
61393	Wholesale trade in precious stones, jewellery, & silverware
61394	Wholesale trade in pharmaceuticals, toiletries, & medical equipment
61420	Wholesale trade in metal & metal ores
61430	Wholesale trade in construction materials, hardware, plumbing & heating equipment

SIC CODE	TRADE CATEGORY
61501	Office machinery & equipment, including computers
61509	Other Machinery
61510	Sale of new parts & accessories excluding the retail sale of new motor vehicle parts & accessories
61901	General wholesale trade
61909	Other wholesale trade not elsewhere classified (n.e.c.)
Retail	
62000	Retail trade, except for motor vehicles & motorcycles; repair of personal & household goods
62110	Retail trade in non-specialised stores with food, beverages, & tobacco predominating
62190	Other retail sale in non-specialised stores
62201	Retail trade in fresh fruit & vegetables
62201	Retail trade in fresh fruit & vegetable
62202	Retail trade in meat & meat products
62203	Retail trade in bakery products
62204	Retail trade of beverages (bottle stores)
62209	Other retail trade in food, beverages, & tobacco (n.e.c.)
62311	Retail of non-specialised medicines & pharmaceutical products other than pharmacists
62321	Retail trade in men's & boy's clothing
62322	Retail trade in ladies' & girls' clothing
62323	Retail trade by general outfitters & by dealers in piece goods, textiles, leather & travel accessories.
62324	Retail trade in shoes
62330	Retail trade in household furniture appliances, articles & equipment
62340	Retail trade-in hardware, paints & glass
62391	Retail trade in reading matter stationery
62392	Retail trade in jewellery, watches & clocks
62393	Retail trade in sports goods & entertainment requisites
62399	Retail Trade by other specialised stores
62400	Retail Trade in second hand good stores
63122	Retail sale of used motor vehicles
63310	Sale of new parts & accessories
63311	Sale of new tyres
63500	Retail sale of Automotive fuel



SIC CODE	TRADE CATEGORY
65000	Selling & retail of new plastic bags & plastic products
65001	Selling of Garage equipment
65002	Retail of baby clothing
65003	Retail of wooden doors
65004	Retail of beauty products
65005	Sale of marine equipment & everything to do with boats
65006	Retail of packing material

Source (Government Notice, No. 42589, Government Gazette, 22 July 2019)

(i) Strategic focus of the W&RSETA over the five-year planning period

The W&RSETA's strategic focus for the upcoming five-year period emphasises enhancing adaptability and growth within the W&R sector in response to evolving challenges. Key objectives include modernising reporting systems and strengthening stakeholder engagement to better align with sector needs. This involves upgrading systems for employer submissions, assessing occupational demand versus supply, and facilitating the formalisation of new occupations. Additionally, the strategy focuses on driving the transition to the 4IR, supporting upskilling initiatives, and improving sector transformation, particularly through targeted training and mentorship for previously disadvantaged individuals and persons with disabilities (PWD). Innovative training models for SMMEs and informal traders, integration of circular economy principles, and alignment with national strategies such as the ERRP are also central to this comprehensive approach, aimed at driving impactful interventions, enhancing skills development, and fostering sector resilience and growth.

(ii) Recent statistics relevant to the W&RSETA and the sector

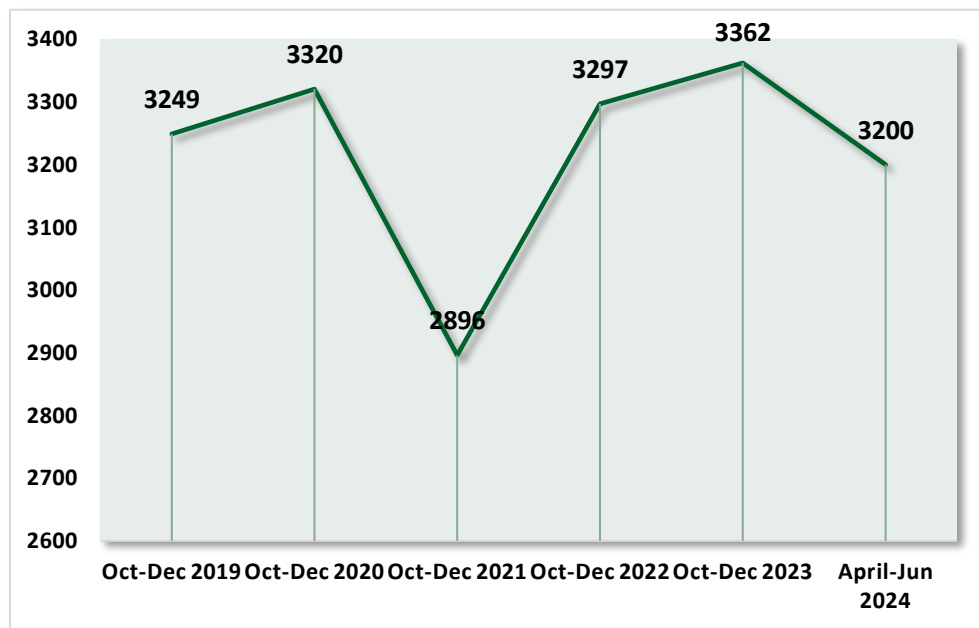
As of 2024, the W&R sector comprises 87 137 employers, with 25 230 of these being levy-paying entities, representing just 29% of the total employer base. Historical data shows a gradual increase in levy-paying employers, from 24 475 in 2019/20 to 24 962 in 2021/22, culminating in 25 230 for the 2023/24 period. Gauteng continues to lead with the highest number of levy-payers, followed by the Western Cape and KwaZulu-Natal, a trend consistent over the past four years. However, there is a notable increase in the proportion of employers with unspecified provincial locations, rising from 22% in 2020/21 to 33% in 2023/24. Financial contributions from provinces reveal a shift in dominance: the Western Cape now leads with a cumulative contribution of R603 146 430.20, slightly surpassing Gauteng's contribution of R586 674 518.20. KwaZulu-Natal remains significant with a contribution of R218 180 215.43. This shift underscores the sector's sensitivity to global economic and political factors impacting market stability.

(iii) Demographic data that will be used to inform planning for the five-year period

As of the fourth quarter of 2023, the W&R trade sector in South Africa employed approximately 3.3 million individuals, reinforcing its vital role in the country's employment landscape. However, recent data indicates a slight decline to 3.2 million in the first quarter of 2024/25, a drop from 3.362 million in the previous quarter. This decrease highlights a trend of reduced momentum within the sector, reflecting broader economic challenges that necessitate strategic interventions to sustain employment growth.



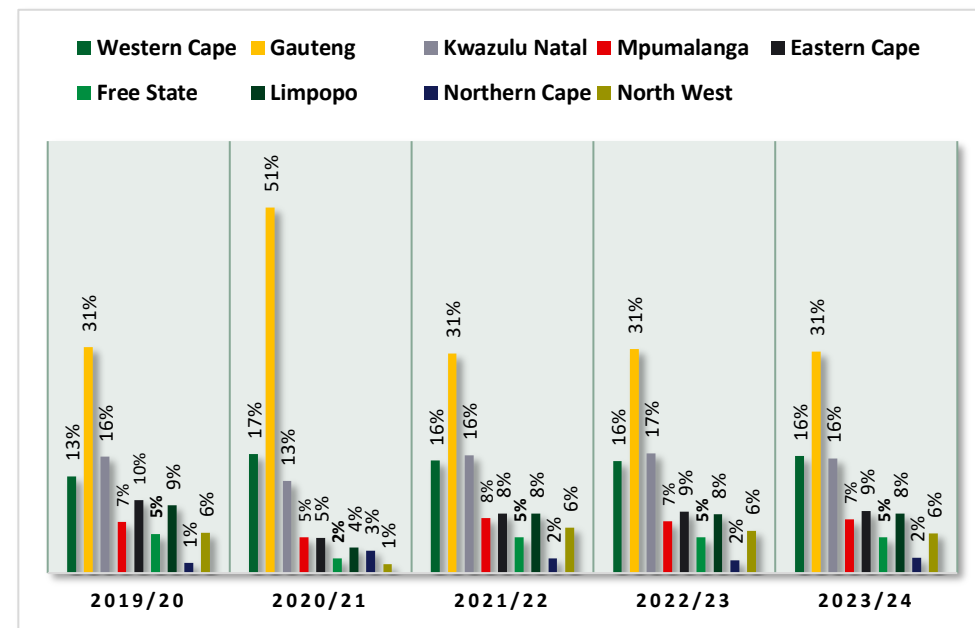
Figure 1: Number of Employees in the Trade Sector



Source: STATSSA QLFS 4th Quarter 2019-2023

The broader employment landscape also reveals a concerning downturn in the formal non-agricultural sector, with a notable loss of 194 000 jobs, resulting in a total employment level of 10.7 million. The community services, construction, and business services industries experienced significant job losses, exacerbating economic strain. The trade sector, including W&R, saw a reduction of 28 000 jobs, emphasising the need for targeted measures to address sector-specific challenges. Employment distribution by province shows Gauteng, Western Cape, and KwaZulu-Natal as the leading contributors, with Gauteng maintaining a 31% share over recent years.

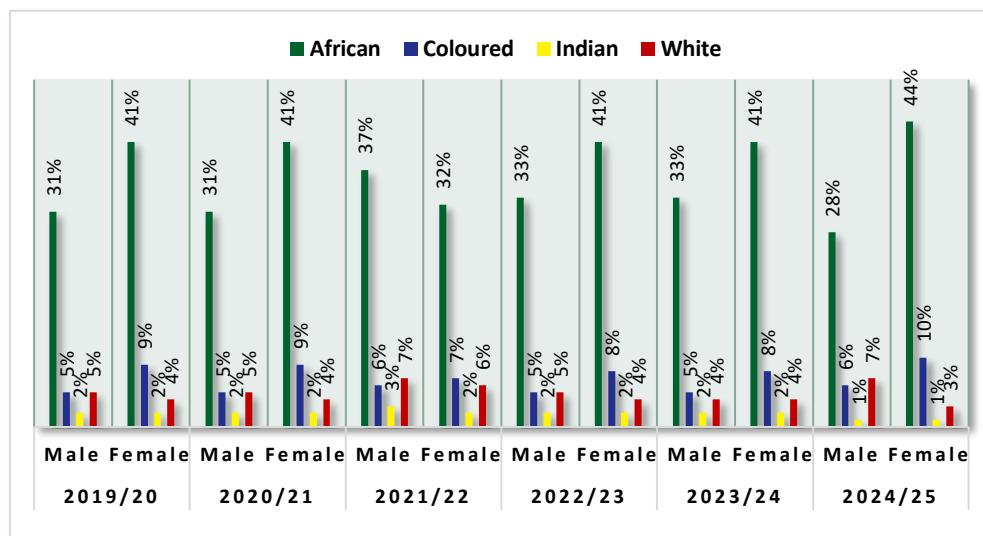
Figure 2: Employee Geographic Distribution



Source : STATSSA SA QLFS Q4 2019/20- 2023/24

The demographic profile within the sector indicates that African individuals are the predominant group, with a consistent representation of African females at 41%. The gender distribution has shifted towards a higher proportion of females, now comprising 54% to 67% of the workforce from 2020/21 to 2023/24. This shift highlights both the progress and ongoing challenges in achieving gender balance, reflecting broader societal and economic dynamics.

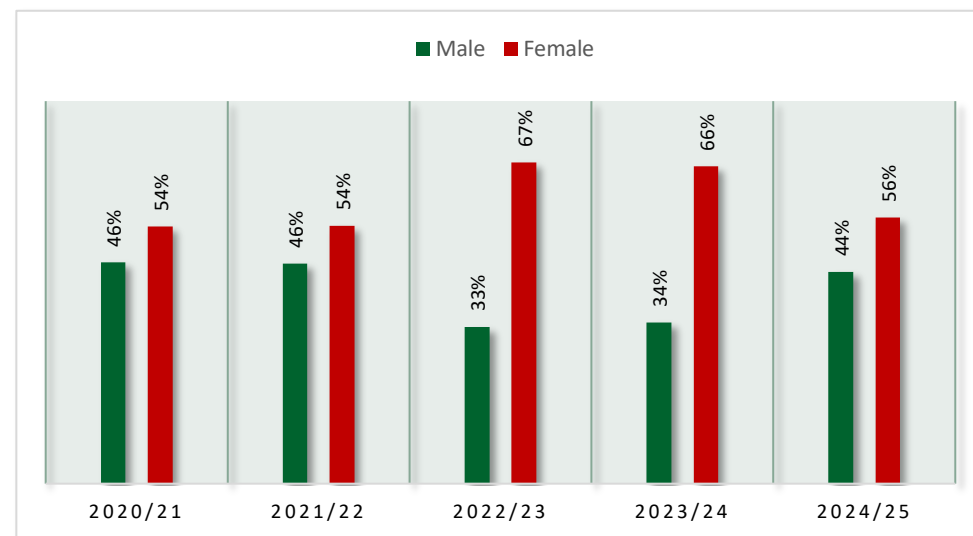
Figure 3: Racial Profile by Gender



Source: WSP/ATR Data, 2020-2024/25

The figure above reveals a discernible upward trajectory in both male and female employment figures over the years, though growth rates have varied significantly between the genders. At the outset, male employment was recorded at 343,000, notably trailing behind female employment, which stood higher at 438,000. Over the years, both categories experienced steady growth, with male employment peaking at 398,388 and female employment reaching 484,047. However, by the latest recorded year, male employment had declined slightly to 341,020, while female employment dropped to 469,216, reflecting a modest decline in both categories during the 2024/25 period. Analysing these trends highlights several critical insights of the overall positive growth in employment numbers, this suggests broader economic expansion and potential increased job opportunities across the sector. However, fluctuations in growth rates between males and females indicate differential impacts of economic cycles or sector-specific dynamics on each gender's employment prospects.

Figure 4: Representation of People with Disabilities within the Sector



Source: WSP/ATR DATA, 2020-2024/25

The figure above reveals a consistent dominance of females over males, with females comprising 54% to 67% of the workforce from 2020/21 to 2024/25. Starting from an equal split of 46% each in 2020/21 and 2021/22, the female proportion steadily increases, signalling a significant shift in employment dynamics influenced by evolving societal norms, educational trends favouring females, and sector-specific changes. Moreover, critically analysing these trends underscores several points, such as structural shifts in the workforce, potentially reflecting greater opportunities for women as compared to males. However, the increasing disparity also raises questions about the underlying reasons, including industry preferences, educational attainment disparities, and societal expectations shaping these employment trends. The accompanying table details the gender profile by Organising Framework for Occupations (OFO) Major Group from 2020/21 to 2024/25, providing a comprehensive view of these trends.

Table 5: Race and Gender Profile by OFO Major Group

OCCUPATION LEVEL	FEMALE				MALE			
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE
Clerical Support Workers	14%	20%	20%	18%	12%	12%	12%	6%
Elementary Occupations	12%	11%	5%	2%	19%	18%	8%	4%
Managers	5%	8%	17%	24%	6%	10%	24%	36%
Plant and Machine Operators and Assemblers	1%	1%	1%	1%	7%	7%	4%	2%
Professionals	1%	3%	8%	16%	2%	5%	10%	14%
Service and Sales Workers	51%	44%	29%	16%	37%	35%	23%	15%
Skilled Agricultural, Forestry, Fishery, Craft and Related Trades Workers	1%	2%	1%	1%	4%	4%	2%	3%
Technicians and Associate Professionals	6%	8%	11%	18%	7%	9%	11%	13%

Source: WSP/ATR DATA, 2020/21-2024/25

The data analysis reveals notable racial disparities in occupational representation. African employees are predominantly found in Service and Sales roles, with 51% and 37% representation, respectively. In contrast, White employees are significantly overrepresented in managerial positions, holding 24% and 36% of these roles. Coloureds and Indian employees show varied representation, notably within Clerical Support, Service and Sales, and Managerial roles. These disparities underscore the need for more equitable and inclusive employment practices across all occupational levels.

(iv) Relevant stakeholders contributing to the institution's achievement of its outcomes

The key stakeholders which contribute to the SETA's achievement of its outcomes in the sector are categorised into groups of organised employers, the W&RSETA board, training providers, organised labour, government, community, and others as shown on Table 4 below.

Table 6: W&RSETA Stakeholders: Organised Labour

ORGANISED EMPLOYERS	<ul style="list-style-type: none"> • Retailers Association (RA) • Consumer Goods Council of South Africa (CGCSA) • National Clothing Retail Federation (NCRF) • Black Business Council (BBC) • Enterprise Mentorship of South Africa (EMOSA) • Business Unity South Africa (BUSA) • Fuel Retailers Association (FRA) • South African Petroleum Retailers Association • Retail Motor Industry Organisation • Wholesale & retail enterprises (small, medium, & large)
ROLES & RESPONSIBILITIES	<ul style="list-style-type: none"> • Represented equally on the committees of the W&RSETA • Represent & articulate employer (small, medium, & large) interests. • Contribute to education & training, negotiations, marketing finance, human resources (HR) & legal
NSDP OUTCOME ALIGNMENT	<ul style="list-style-type: none"> • Engaging workplaces to enable them to provide increasingly relevant data on the skills of their existing workforce as well as projected skills needs, through relevant templates. • Engaging stakeholders to ascertain their perceptions of future trends in their sectors & the implications of these for the demand & supply interventions signals to steer the supply of skills • Continuously exploring the implications of the findings from the workplace data & stakeholder engagement concerning sector trends & national policy priorities; & effective & meaningful stakeholder engagement to support ownership & participation among stakeholders which include social partners, individuals employers, labour, providers, prospective learners, & the public.



Table 7: W&RSETA Stakeholders: W&RSETA Board

W&RSETA BOARD	<ul style="list-style-type: none"> • W&RSETA Board
ROLES & RESPONSIBILITIES	<ul style="list-style-type: none"> • To govern & control the W&RSETA by providing strategic direction & leadership. • To provide corporate governance guidance • To approve the W&RSETA SSP • To approve the Strategic plan & budget
NSDP OUTCOME ALIGNMENT	<ul style="list-style-type: none"> • Improve the governance oversight, monitoring & evaluation mechanisms & capacity, with strong social partners' involvement • Institute mechanisms to ensure that actions are taken based on findings from these monitoring & evaluation systems. This, to understanding the strengths, challenges, & impact of the system • Review the system where evidence suggests that there are obstacles that are preventing the realisation of the agreed-upon outcomes. This will ensure that the Minister can act where there is non-performance or maladministration • Introduce mechanisms for instructions to the SETAs by the Minister, where there are challenges • Review the SETA Standard Constitution to strengthen governance & accountability mechanisms. The decision about numbers on the Accounting Authority will take into consideration the nature of the sector (for example, the number of sub-sectors) & the need to support effective decision-making & good governance. The accounting authority will continue to have governing powers & steer the sector in terms of the scope (mandate & functions) of the SETA whilst, the management of the SETA will focus on operational & administrative roles • The roles & responsibilities of the accounting authority will further be defined. This will include a clear statement regarding conflict of interest & guidelines regarding the number of meetings per annum & the rates at which members of the Accounting Authority are remunerated

Table 8: W&RSETA Stakeholders: Training Providers

TRAINING PROVIDERS	<ul style="list-style-type: none"> • Further Education & Training Committee • Higher Education & Training Committee • Association of Private Providers of Education Training & Development • Southern African Society for Cooperative Education • Universities • TVET Colleges • Private Training Providers • CET Colleges
ROLES & RESPONSIBILITIES	<ul style="list-style-type: none"> • Represent interests of training providers – public & private • Contribute to education & training, quality assurance, curriculum development
NSDP OUTCOME ALIGNMENT	<ul style="list-style-type: none"> • The delivery of programmes against qualifications (on all the sub-frameworks) that support economic growth, encourage employment creation & enable social development for workers, unemployed & pre-employed (students) • Facilitating workplace-based experience as part of a qualification or a postgraduate qualification with a specific focus on occupations that support growth, encourage employment creation, & enable social development • Support for, & prioritisation of, Centres of Specialisation, where possible • Support for TVET colleges in implementing occupationally directed programmes • Partnerships & collaboration with the higher education & research institutions, amongst others will be central for evidence-based understanding of skills demand & supply



Table 9: W&RSETA Stakeholders: Organised Labour

ORGANISED LABOUR	<ul style="list-style-type: none"> • Congress of South African Trade Unions (COSATU) • Southern African Clothing & Textiles Workers Union (SACTWU) • South African Commercial, Catering & Allied Workers Union (SACCAWU) • Federal Council of Retail Allied Workers (FEDCRAW) • Development Institute for Training, Support & Education for Labour (DITSEL) • Entertainment Catering Commercial & Allied Workers Union (ECCAWUSA) • National Union of Metal Workers of South Africa (NUMSA)
ROLES & RESPONSIBILITIES	<ul style="list-style-type: none"> • Represented equally on the W&RSETA committees • Represent & articulate worker interests. • Contribute to education & training, negotiations, public management, & dispute resolution
NSDP OUTCOME ALIGNMENT	<ul style="list-style-type: none"> • Skills levy institutions will work with the federations/trade unions in their sectors in identifying the required skills needs, especially in better understanding the sectors & implementing the relevant interventions • Engaging stakeholders (incl. but not limited to employers, labour, & government) to ascertain their perceptions of future trends in their sectors & the implications of these for the demand & supply interventions signals to steer the supply of skills • Trade unions & worker education & training initiatives are able to use the critical networks of their organisations (e.g., shop stewards & union officials) to educate their members & other workers to suit their needs in a manner that is also beneficial to the economy as a whole.

Table 10: W&RSETA Stakeholders: Community

COMMUNITY	<ul style="list-style-type: none"> • South African Community at large
ROLES & RESPONSIBILITIES	<ul style="list-style-type: none"> • Represent interests of communities and co-operatives • Contribute to education and training, small enterprise and co-operative development, and advancement of women

NSDP OUTCOME ALIGNMENT	<ul style="list-style-type: none"> • Social partners will continue to play an active role, amongst others, in SETA Accounting Authorities and the NSA, these roles will be further elaborated in the Act and relevant skills development Regulations with key responsibility for the implementation of the NSDP. • Career development services (including material) must be accessible to all, especially in rural areas and targeted beneficiaries; and • Ensure that prospective learners and the public are aware of when and how to apply for programmes and have access to a simplified process;
-------------------------------	--

8.1. External Environment Analysis

(i) Factors Contributing to The Performance of Policy and Regulatory Institutions

In the dynamic external environment of the W&RSETA, the performance of policy and regulatory institutions is significantly shaped by a complex interplay of factors, as revealed by a comprehensive Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis. Politically, shifts in governance and changes in regulatory frameworks directly affect strategic directions and operational effectiveness. Economically, fluctuations in market conditions and investment trends influence the sector's growth and sustainability. Socially, evolving demographics and societal expectations drive adjustments in policy priorities and workforce needs. Technologically, the rapid pace of advancements and digital transformation necessitates ongoing adaptation and innovation. Environmentally, sustainability concerns and regulatory requirements impact operational practices and strategic planning. Legally, alterations in legislation and compliance standards redefine the regulatory landscape. By understanding these PESTEL factors, the W&RSETA can better navigate and enhance the performance of its policy and regulatory institutions.

Figure 5: PESTEL Analysis summarised

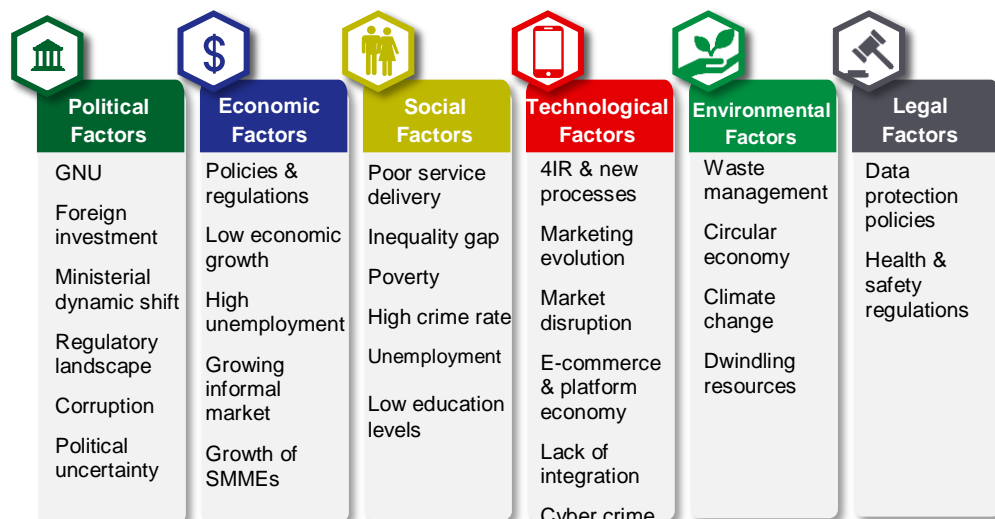




Table 11: PESTEL Analysis

POLITICAL FACTORS 	<ul style="list-style-type: none"> • Collapse of the Government of National Unity (GNU) and ensuing political upheavals present both challenges and opportunities • Departure of international companies due to political instability • Influence of the new minister and shifting political dynamics. • Potential for policy changes from the new ministry affecting the sector's regulatory landscape • Political uncertainties & corruption could impact sector stability & investor confidence
ECONOMIC FACTORS 	<ul style="list-style-type: none"> • Economic policies and regulations influence trade conditions & taxation, impacting business strategies & operational landscape • Low economic growth limits market expansion and reduces consumer purchasing power, affecting sector performance • High unemployment levels decrease disposable income and limit the sector's customer base • Growing informal market operates outside regulatory frameworks competing with formal businesses • Rising food prices influence consumer choices and pressure retailers to balance pricing strategies with cost management • Sector growth for SMMEs presents opportunities for innovation & local economic stimulation, potentially diversifying & strengthening the market.

SOCIAL FACTORS 	<p>Poor Service Delivery:</p> <ul style="list-style-type: none"> • Results in inefficiencies within supply chains and customer service • Increases costs and reduces customer satisfaction. • Necessitates innovations and improvements in service mechanisms <p>Inequality Gap:</p> <ul style="list-style-type: none"> • Affects consumer purchasing power and market segmentation • Requires targeted strategies to address diverse consumer needs • Demands inclusive business practices for underserved populations <p>Poverty:</p> <ul style="list-style-type: none"> • Impacts consumer spending patterns, limiting market potential • Calls for strategies that cater to lower-income demographics • Offers opportunities for community engagement through affordable products and services <p>High Crime Rate:</p> <ul style="list-style-type: none"> • Leads to increased security costs and potential supply chain disruptions • Necessitates investments in enhanced security measures and risk management <p>Unemployment:</p> <ul style="list-style-type: none"> • Reduces disposable income and affects market growth • Requires initiatives for skills development and job creation • Aligns with broader economic efforts to tackle unemployment <p>Low Educational Levels:</p> <ul style="list-style-type: none"> • Limits the availability of skilled labour and innovation capacity • Encourages investment in training and development programmes • Promotes continuous learning and workforce adaptability
TECHNOLOGICAL FACTORS 	<p>4IR & New Processes:</p> <ul style="list-style-type: none"> • Technological Shift: Adoption of AI, machine learning, and big data analytics is revolutionising operational efficiencies and customer insights • Innovation Requirement: Businesses must adapt to rapidly evolving technologies to stay competitive. <p>Marketing Evolution:</p> <ul style="list-style-type: none"> • Death of Traditional Advertising: Shift from traditional to digital advertising channels demands new strategies and skills <p>Consumer Engagement:</p> <ul style="list-style-type: none"> • Increased focus on data-driven marketing and personalised customer outreach

	<p>Market Disruption</p> <ul style="list-style-type: none"> • New entrants in the market are reshaping competition and consumer expectations • Existing players must innovate to retain market share and relevance <p>Rise of E-Commerce:</p> <ul style="list-style-type: none"> • Growing preference for online shopping necessitates enhanced digital platforms and logistics • Shift in buying patterns requires businesses to optimise e-commerce strategies <p>Lack of Integration:</p> <ul style="list-style-type: none"> • Disconnected systems hinder efficiency and customer experience • Integration of processes and technologies is essential for streamlined operations <p>Automation and Robotics:</p> <ul style="list-style-type: none"> • Automation and robotics improve supply chain management (SCM) and reduce costs • Shift in job roles and required skills due to increased automation <p>Rise of Cyber Crime:</p> <ul style="list-style-type: none"> • Growing threat of data breaches and cyber-attacks demands robust cybersecurity measures • Investment in advanced security protocols and training is crucial <p>Need for New Qualifications:</p> <ul style="list-style-type: none"> • Emergence of new technologies and processes requires specialised training and qualifications • Curricula must evolve to meet industry demands for new skill sets <p>Platform Economy: Rise of platform-based business models offers new opportunities and challenges</p>	<ul style="list-style-type: none"> • Improved resource efficiency and reduction in operational costs through circular practices <p>Climate Change:</p> <ul style="list-style-type: none"> • Increased risks from extreme weather events and disruptions to supply chains • Compliance with new climate-related regulations and sustainability reporting standards <p>Dwindling Resources:</p> <ul style="list-style-type: none"> • Urgent need to optimise the use of limited resources and seek alternatives • Rising costs of raw materials and potential for supply chain disruptions
<p>ENVIRONMENTAL FACTORS</p> 	<p>Waste Management:</p> <ul style="list-style-type: none"> • Potential for cost savings through efficient waste reduction strategies and recycling programmes • Necessity to adhere to increasing regulations and standards for waste management • Enhanced brand image by adopting sustainable waste management practices <p>Circular Economy:</p> <ul style="list-style-type: none"> • Opportunities to develop new business models focused on product life cycles, reuse, and recycling • Growing consumer demand for eco-friendly products and practices 	<p>LEGAL FACTORS</p>  <p>Data Protection Policies:</p> <ul style="list-style-type: none"> • Increased regulatory scrutiny and potential for policy shifts impacting compliance requirements • Costs associated with implementing and maintaining robust data protection systems • Growing consumer expectations for privacy and secure handling of personal information • Necessity for advanced cybersecurity measures and data management technologies • Minimal direct impact but may influence digital transformation strategies • Mandatory adherence to data protection laws to avoid penalties and maintain consumer trust <p>Health and Safety Regulations:</p> <ul style="list-style-type: none"> • Influence of government policies on workplace safety standards • Anticipated adjustments in grant allocation and eligibility criteria based on political decisions • Potential changes in funding opportunities and their impact on financial planning • Effect on programmes aimed at workforce development and community engagement • Technological: May influence technology investments and support for innovation • Limited direct impact but could affect funding for environmental initiatives • Required adherence to new regulations to secure grants and ensure lawful use of funds

The following opportunities emanate from the above analysis in relation to the W&RSETA's core mandate and priorities:

Opportunities for alignment based on potential **political** factors identified:

- Potential instability may lead to renewed focus on national capacity building. This presents W&RSETA with the opportunity to play a key role in developing skills essential for rebuilding and stabilising the economy.
- The departure of international companies could create gaps in the market, which local businesses can fill – W&RSETA, with its focus on entrepreneurship and training for small business, could assist in ensuring that local retailers and wholesalers take advantage of these gaps.
- Policy changes provide W&RSETA with the opportunity to facilitate training in line with potential regulatory changes. W&RSETA can also support stakeholders through providing resources and advise on how to navigate new regulations effectively.
- W&RSETA gain to establish itself as a reliable and transparent entity, which could build investor confidence in the sector.

Opportunities for alignment based on potential **economic** factors identified:

- W&RSETA can ensure that training programmes and short courses are agile in responding to changes in economic policies, regulations and trade conditions.
- Programmes focussing on the upskilling of workers, especially in relation technological changes and innovation, could assist in increasing productivity, enabling businesses to do more with less and weather periods of low economic growth more effectively.
- The opportunity for W&RSETA to ensure that training programmes and initiatives are aimed at formalising the informal market, such as its Informal Traders and Micro Enterprises Development (ITAMED) initiative, Entrepreneurship Development Programmes and Informal Small Business Practice Learnership.

- The importance of integration of economic planning into the skills planning function is underscored.
- The opportunity to support for SMMEs through initiatives such as the SME Grant aimed at supporting Small and Micro Enterprises are evident.
- W&RSETA has the opportunity to assist in decreasing unemployment through initiatives such as the placement of Unemployed Graduates (Degree and Diploma) and Unemployed Interns to gain workplace experience.

Opportunities for alignment based on potential **social** factors identified:

- The opportunity to enhance support to marginalised persons through initiatives such as the International Leadership Development Programme (ILDP) and Retail Management Development Programme (RMDP) are presented.
- W&RSETA can support youth through projects such as the Youth Unemployment Project, and work readiness programmes.
- W&RSETA is presented with the opportunity to target their training and programmes towards marginalised populations, such as those in rural areas, to bridge the inequality gap.
- Through supporting educational institutions (especially rural TVET campuses and CET Colleges) with infrastructure and equipment needs, accessibility and reach of these institutions become greater, assisting in reducing the low education levels.

Opportunities for alignment based on potential **Technological** factors identified:

- Disruption caused by 4IR, new technologies and efficiencies, provides W&RSETA with the opportunity to training and the development of learning programmes to address critical skills such as digital literacy, data analytics, AI, and cybersecurity.

- Programmes focussing on upskilling of workers related to technological changes and innovation is also underscored.

Opportunities for alignment based on potential **environmental** factors identified:

- The opportunity for W&RSETA exists to develop projects for promoting green industries.
- W&RSETA can furthermore consider developing and promoting training programmes focussed on efficient waste reduction strategies and recycling practices. By educating workers on how to reduce waste and adhere to regulations, W&RSETA can help the sector achieve cost savings and compliance. Additionally, promoting sustainable waste management practices can enhance the brand image of businesses within the sector, making them more attractive to eco-conscious consumers.
- W&RSETA can support the sector through training and capacity building in relation to the transition to the circular economy. Upskilling initiatives can focus on providing training and capacity-building programmes tailored to the needs of circular economy sectors, including product lifecycle management, waste reduction strategies, and sustainable supply chain management

Opportunities for alignment based on potential **legal** factors identified:

- W&RSETA can support employers and SMMEs through initiatives assisting them with data protection compliance, helping businesses understand and implement robust data management systems that adhere to regulatory requirements. This can include funding courses on cybersecurity, data privacy laws, and secure data handling practices.

- W&RSETA can facilitate the development of training programmes that focus on workplace safety standards and compliance with health and safety regulations.

- W&RSETA support employers and SMMEs to adhere to data protection laws through funding and facilitating continuous professional development programmes that keep businesses updated on the latest legal requirements. By fostering a culture of compliance, W&RSETA can help businesses avoid penalties and maintain consumer trust, which is critical in the digital age.

(ii) **Demand for services and other factors which informs the development of the Strategic Plan**

While the W&R sector makes a significant positive contribution to Gross Domestic Product (GDP), it is subject to a range of change drivers that influence its evolution. These drivers, which can propel the sector forward or pose challenges, are examined through the lenses of skills supply and demand. By analysing how these factors impact the sector, we gain insights into the dynamics that shape its growth trajectory, highlighting areas of opportunity and potential obstacles. This exploration reveals how shifts in skills requirements and availability can either enhance or hinder the sector's development, underscoring the importance of aligning workforce capabilities with emerging industry needs.

(a) **Technological Advancement:**

Technological advancements are reshaping operational landscapes with the integration of AI, machine learning, and big data analytics. These technologies are revolutionising how retailers understand consumer behaviour, streamline inventory management, and tailor customer experiences. E-commerce platforms and mobile applications exemplify this transformation, offering unparalleled convenience for shopping anytime and anywhere. Furthermore, automation and robotics are enhancing supply

chain efficiency and cost-effectiveness, while innovations such as contactless payment systems and augmented reality are elevating the in-store shopping experience.

As technology evolves, so too does the demand for specialised skills within the sector. There is a growing need for digital literacy and Information Technology (IT) proficiency to manage online storefronts and leverage data analytics for customer engagement. Expertise in data analytics, machine learning, AI programming, and automation is crucial for optimising decision-making and operational efficiency. Cybersecurity skills are vital for protecting sensitive information, while mastery of omni-channel retailing and Customers Relationship Management (CRM) systems is essential for delivering a seamless customer experience and personalised marketing. Addressing these needs requires targeted training and continuous professional development, industry-academic collaborations, and certification programmes to ensure that the workforce is equipped to thrive in a technologically advanced environment.

(b) Generation Z (Gen Z):

In the W&R sector, Generation Z, born between 1997 and 2012, is reshaping the landscape with their unique preferences and behaviours. This cohort emphasises sustainability, social responsibility, and brand authenticity, pushing businesses to adopt more ethical practices and transparent communication. Their advanced digital skills enable them to seamlessly interact with e-commerce platforms, digital marketing tools, and social media, which are now central to modern retail operations. As they enter the workforce, the need for tailored work readiness programmes that cater to their expectations and skills becomes increasingly apparent, reflecting a significant shift in the industry's dynamic.

To address these evolving demands, the W&RSETA will spearhead the development of educational programmes tailored to Gen Z's needs, focusing on digital literacy, critical thinking, and effective communication. The creation

of work readiness initiatives that integrate experiential learning and mentorship is essential for a smooth transition from education to employment. Additionally, continuous professional development and strong partnerships between educational institutions and industry are vital. By aligning curricula with market needs and offering practical experience through internships and apprenticeships, the W&RSETA will foster a skilled, forward-thinking workforce ready to drive innovation and sustainable growth within the sector.

(c) Consumer Behaviour Changes:

Consumer behaviour in the W&R sector reflects the evolving patterns and decision-making processes of individuals and organisations when purchasing goods and services. This behaviour is shaped by a myriad of factors including technological advancements, economic conditions, cultural trends, and personal preferences. As consumer preferences shift, the need for specialised skills has become increasingly critical. Professionals in digital marketing and e-commerce are essential for leveraging online platforms, search engine optimisation, and targeted advertising to enhance visibility and engagement. Additionally, experts in data analytics and AI are crucial for interpreting consumer data, personalising experiences, and predicting trends. The rise in demand for sustainable business practices highlights the need for roles focused on integrating eco-friendly initiatives into branding, while omni-channel managers and customer relationship specialists are vital for ensuring seamless shopping experiences and managing customer interactions.

In response to these shifting demands, the SETA will play a role in transforming skill development strategies. By spearheading the creation of specialised educational programmes in areas such as digital marketing, data analytics, and sustainability, the SETA will ensure that curricula are aligned with current market needs. Embedding practical applications and advanced technologies into these programmes prepares learners for the realities of today's dynamic retail environment. Furthermore, the SETA is committed to



ongoing professional development, offering workshops, seminars, and certification courses to help employees stay abreast of emerging fields like AI and e-commerce. This approach not only equips the workforce with the necessary skills but also supports the sector's adaptability and growth in a rapidly changing landscape.

(d) Economic Trends:

Economic trends, as key change drivers in the W&R sectors, encapsulate the overarching patterns that shape consumer behaviour, business operations, and workforce needs. These trends, which include economic expansions, recessions, fluctuations in consumer confidence, and disposable income, significantly impact the demand for retail goods and services. During periods of economic growth, increased consumer spending propels a higher demand for skilled personnel across various roles, including sales, customer service, logistics, and management. Conversely, economic downturns can lead to reduced consumer spending and a subsequent shift in skills demand, necessitating strategic adjustments in workforce planning and development.

Furthermore, evolving market dynamics driven by technological advancements and changing consumer behaviours accentuate the need for specialised skills. The rise of e-commerce and digital platforms, for instance, underscores the necessity for expertise in digital literacy, online merchandising, CRM, data analytics, and cybersecurity. Urban centres, characterised by higher economic activity, experience greater demand for skilled labour compared to rural areas, which may face shortages. To address these disparities, the SETA will focus on crafting targeted educational and training initiatives that align with the distinct needs of both urban and rural regions. This approach ensures that skill development efforts are responsive to regional economic conditions, fostering balanced growth and harnessing opportunities specific to each area.

(e) Data Privacy and Protection of Personal Information Act:

The implementation of the Data Privacy and Protection of Personal Information Act (POPIA) has emerged as a significant driver of change within the W&R sector, necessitating a heightened focus on securing customer data. This legislation mandates businesses to protect personal information collected during transactions, such as contact details, purchase histories, and preferences. Ensuring compliance involves robust data protection measures, obtaining consent for data processing, and safeguarding personal information. Consequently, there is an escalating demand for skilled professionals in data privacy management who can implement secure data handling practices and navigate the complexities of POPIA compliance.

The implications of POPIA extend beyond mere compliance, creating a need for specialised roles within the sector. The rise in demand for legal and compliance expert's adept in interpreting and applying POPIA guidelines highlights the critical need for Data Protection Officers who can develop and enforce data protection strategies. IT security specialists are equally crucial, tasked with deploying technical safeguards to prevent data breaches and protect sensitive information. Additionally, policy developers are essential for crafting POPIA-compliant policies that mitigate legal risks and ensure organisational adherence to regulatory standards. This evolving landscape underscores the necessity for continuous skills development to address regulatory challenges and protect personal data effectively.

(iii) Challenges in the External Environment and Interventions for Addressing Challenges

The table below outlines key challenges that necessitate a proactive approach by the SETA. By identifying these challenges early, the SETA is better positioned to address them effectively in its implementation strategy.

Table 12: Challenges in the External Environment and Interventions Addressing Challenges

CHALLENGES	MITIGATIONS
1) Fluctuating economic conditions, including inflation, recession, or slow economic growth, may reduce the sector's capacity to invest in skills development.	<ul style="list-style-type: none"> • Prioritise funding for high-impact programmes that align with the sector's immediate needs while maintaining a contingency reserve to address economic fluctuations. • Implement rolling strategic reviews and scenario planning to quickly adjust priorities and resource allocation in response to economic changes.
2) Rapid changes in the labour market, particularly due to technological advancements, may outpace the SETA's ability to update and deliver relevant training programmes.	<ul style="list-style-type: none"> • Enhance labour market intelligence capabilities to regularly assess and forecast skills demand, ensuring that training programmes remain relevant and forward-looking. • Collaborate closely with industry leaders to co-develop training programmes that anticipate and address technological advancements, ensuring that the workforce is equipped with the latest skills.
3) Sudden changes in national policies or regulations, particularly those affecting skills development, education, or labour, could necessitate significant shifts in strategy.	<ul style="list-style-type: none"> • Design a flexible strategic framework that allows for rapid adjustment to new policies and regulatory requirements, minimising disruptions and maintaining alignment with national goals.
4) Increased regulatory compliance burdens may strain the SETA's resources and focus, diverting attention from strategic objectives.	<ul style="list-style-type: none"> • Develop internal capacity and resources to support compliance, reducing the burden on operational units and ensuring that the SETA remains focused on its strategic objectives.
5) The rapid pace of technological change, driven by 4IR, may require constant adaptation and upskilling, placing pressure on the SETA to keep pace with evolving industry needs.	<ul style="list-style-type: none"> • Invest in digital transformation initiatives to modernise the SETA's operations, including the development of digital platforms for learning and skills assessment.
6) Persistent high levels of youth unemployment could exacerbate challenges in creating and maintaining effective pathways to employment.	<ul style="list-style-type: none"> • Expand and enhance youth-focused programmes, such as internships, apprenticeships, and entrepreneurship

CHALLENGES	MITIGATIONS
	<ul style="list-style-type: none"> support, with specific targets for reducing youth unemployment in the sector. • Collaborate with employers to create clear career pathways within the sector, linking education and training to real employment opportunities and progression routes.
7) Increasing global competition may pressure the sector to rapidly upscale its workforce, requiring more aggressive and innovative skills development strategies.	<ul style="list-style-type: none"> • Benchmark SETA's training standards and programmes against global best practices, ensuring that the South African workforce is competitive on an international level. • Foster global partnerships and exchange programmes that expose South African workers to international standards and practices, enhancing their skills and marketability.

(iv) Trend analysis based on annual reports and end term reports that will inform the strategy going forward

As the W&RSETA concludes its 2020-2025 strategic plan, the past five years stand as a testament to significant progress and valuable learning experiences. During this period, the SETA has successfully driven key initiatives focused on enhancing skills development, fostering economic transformation, and advancing innovation within the W&R sector. Noteworthy accomplishments include the implementation of targeted training programmes, the strengthening of industry partnerships, and the advancement of digital skills in alignment with the 4IR. These efforts have not only enhanced workforce capabilities but have also fortified the sector's resilience against economic challenges and global disruptions. However, this journey has also highlighted areas that require further attention, particularly in addressing resource constraints and improving the agility needed to swiftly respond to the sector's evolving demands.



As the W&RSETA prepares for the 2025-2030 strategic cycle, the insights gained from the past five years will play a crucial role in shaping a forward-looking plan that builds upon the achievements of the previous period. The new strategy will focus on consolidating these gains while introducing innovative approaches to further enhance the sector's adaptability and growth. Key areas of focus will include modernising systems, expanding stakeholder engagement, and developing new training models that cater to the sector's evolving needs.

By driving impactful interventions and proactively anticipating future trends, the W&RSETA is committed to continuing its leadership in sectoral development and transformation, ensuring sustained relevance and success in an ever-changing environment. Below is a reflective analysis of the SETA in terms of its implementation of outcomes and outputs.

Table 13: The extent of implementation of the previous Strategic Priorities

OUTCOME	OUTCOME INDICATOR	FIVE-YEAR TARGET	PROGRESS MADE
Outcome 1: An efficient and effective organisation with good corporate governance	1) An unqualified audit opinion	Unqualified Audit Opinion	<ul style="list-style-type: none"> Unqualified Audit Opinion obtained for 2023/24
	2) % Reduction of manual processes as a result of seamless and optimised business processes	90% reduction of manual processes	<p>In the 2023/24 financial year, a total of 56 manual processes had been automated, 119% achievement.</p> <p>Below is the breakdown per financial year:</p> <ul style="list-style-type: none"> In 2020/21 – 10 processes were automated (21%) In 2021/22 – 46 manual processes were automated (98%)
Outcome 2: An Integrated Career Guidance Programme	3) A comprehensive career guidance and career development strategy is developed	A career guidance and career development strategy are developed and implemented to guide the W&RSETA career guidance interventions over the period 2020/21 – 2024/25	<p>Career Guidance Strategy developed and approved in the 2020/21 period. The strategy is currently being implemented.</p> <p>In 2021/22: 307 career guidance interventions were implemented.</p> <p>During the 2022/23 financial year, the following activities were implemented:</p> <ul style="list-style-type: none"> A total of 226 career guidance events held in urban and rural areas. 16 life orientation educators capacitated in use of the career guide. 25 people were trained on career guidance information officer qualification during the year under review. Two Career Development Practitioner Capacitation programmes were held in Western Cape and Eastern Cape with 49 people trained on Career Development Practitioner capacitation. The development of a Careers Toolkit and online careers platform commenced and completion in 2024-2025. Videography of the W&R sector. <p>During the 2023/24 financial year, the following activities were implemented:</p> <ul style="list-style-type: none"> 254 career events were implemented, which included the capacitation of 20 life orientation educators. <p>During the first six months of the 2024/25 financial year 191 career guidance interventions were implemented.</p>



OUTCOME	OUTCOME INDICATOR	FIVE-YEAR TARGET	PROGRESS MADE
Outcome 3: Growth-focused programmes for the development and support of Training Providers and the Higher Education, TVET and CET sectors to enable their responsiveness to changing occupations and technological advances.	4) % Increase in the number of Higher Education and Training (HET), TVET and CET partnerships aimed at enabling their growth New Target	10% increase in the number of partnerships with Training Providers and Further and HET Institutions	The target has been overachieved with 62 partnerships formed.
	5) Number of education and training institutions and training providers offering W&R occupationally directed programmes	20 HET, TVETs, CET sites/campuses 40 Training Providers (of which 100% are HDI Providers)	<ul style="list-style-type: none"> A total of 61 education and training institutions and training providers offering W&R occupationally directed programmes. A total of 43 HDI SDPs going through the process of accreditation.
Outcome 4: A sector responsive Research Agenda that supports and informs the establishment of impact-gear W&R skills development programmes	6) Number of research studies conducted in response to the sector's needs	20 research reports completed	<ul style="list-style-type: none"> A total of 16 research studies conducted.
	7) Number of impact assessment reports published	5	<ul style="list-style-type: none"> 11 impact tracer studies have been conducted and reports published.
Outcome 5: Increased access to W&R occupationally directed programmes	8) Number of learners participating in occupationally directed programmes	7 000 (4% of PWD 12.5% persons from rural areas)	<ul style="list-style-type: none"> 51 185 (4.2% persons with disability and 29.7% from rural areas).
Outcome 6: Growth-focused skills development and entrepreneurship development support for emerging entrepreneurs, cooperative sector, and small, medium, and informal business enterprises to enhance their participation in the mainstream economy.	9) Number of informal businesses that have participated in W&RSETA skills development initiatives registered with relevant business or enterprise registration bodies	1 000 Informal Businesses registered with relevant registration bodies	<ul style="list-style-type: none"> 11 286 informal businesses have participated in W&RSETA skills development initiatives However, no information has been provided on how many have registered with relevant registration bodies
	10) The number of Cooperatives that participate in skills development initiatives annually	100	<ul style="list-style-type: none"> 195 Cooperatives have participated in skills development initiatives It should be noted that the SETA further enabled 277 community-based entities to participate in skills development initiatives.
	11) Number of transformation projects implemented in collaboration with industry partners	3	<ul style="list-style-type: none"> Five transformation projects were implemented in collaboration with industry partners.
Outcome 7: Capacitated trade unions within the W&R sector	12) Number of interventions conducted to capacitate Trade Union members	15 interventions	<ul style="list-style-type: none"> 40 Trade Union Interventions conducted to capacitate Trade Union members.
	14) % Increase in trade union member participation Trade Union Capacitation Programmes	20%	<ul style="list-style-type: none"> 713%% increase in trade union member participation in Trade Union Capacitation programmes.
Outcome 8: An appropriately skilled, agile and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.	15) Number of workers registered in programmes addressing Hard to Fill Vacancies as identified in the SSP	10 000	<ul style="list-style-type: none"> Target is overachieved with 42 874 workers registered in programmes addressing HTFVs as identified in the SSP.
	16) A comprehensive impact evaluation of W&RSETA strategic programmes towards addressing imbalance between skills supply and demand	1	<ul style="list-style-type: none"> Implementation is underway, the actual achievement is due at the end of the financial year 204/25.



OUTCOME	OUTCOME INDICATOR	FIVE-YEAR TARGET	PROGRESS MADE
	17) Number of employed and unemployed persons obtain qualifications in programmes that address the W&R sector's current and emerging skills needs for increased sector responsiveness to 4IR and related technological advances.	2 000	<ul style="list-style-type: none"> 144 learners have obtained qualifications in programmes that address the W&R sector current and emerging skills needs for increased sector responsiveness to 4IR and related technological advances.
	18) Number of young people supported with ICT skills to access digitisation job and entrepreneurship opportunities in the sector	1 500	<ul style="list-style-type: none"> 2 302 young people supported with ICT skills to access digitisation job and entrepreneurship opportunities in the sector.
	19) Number of learners exiting W&RSETA programmes	39 470	<ul style="list-style-type: none"> 34 654 have completed W&RSETA programmes.
	20) Number of previously unemployed persons who have completed W&RSETA programmes are employed or start their businesses	12 000	<ul style="list-style-type: none"> 3 404 previously unemployed persons who have completed W&RSETA programmes who are now employed or have started their own businesses.

To Be Achieved

Achieved

To be achieved by the end of the 5 years

Not To Be Achieved



(v) Research Findings

The priority actions outlined below have been strategically identified through thorough research and are integral to aligning the SSP with the W&RSETA's five-year plan, as reflected in this Strategic Plan. These actions encapsulate the core strategies needed to support imminent changes and advancements within the sector, establishing a comprehensive skills development agenda. Presented in order of priority, these initiatives are designed to effectively address the sector's evolving needs and drive sustainable progress over the coming years.

Table 14:Planned Strategic Priority Actions

PRIORITY AREA	DESCRIPTION
Priority Skills Plan (PSP) and Stakeholder Engagement	<ul style="list-style-type: none"> • Upgrade the system to allow employers to list sub-sectors, sizes, and locations in Workplace Skills Plan (WSP)/Annual Training Report (ATR) submissions. • Conduct a research study to determine the level of demand vs supply in occupational areas. • Work with DHET to formalise new occupations in terms of the OFO framework to facilitate the funding of these new occupations. • Use return on investment (ROI) methodologies to determine where the most impact is being made through W&RSETA interventions. • Drive the 4IR transition within the sector and assist businesses, especially SMMEs, to adapt. • Initiate regional stakeholder forums regarding SETA activities. • Develop the Research Desk Platform to ensure that stakeholder queries are addressed timeously. • Regularly conduct Stakeholder satisfaction surveys.
Skills Demand and Supply	<ul style="list-style-type: none"> • Upskilling Initiatives: The W&RSETA should prioritise upskilling programmes that target the lower and middle management levels in the W&R sectors. These programmes can focus on developing essential leadership, managerial, and technical skills to enhance productivity and career progression. • Provide more work-integrated learning opportunities. This will address the lack of relevant experience.

PRIORITY AREA	DESCRIPTION
	<ul style="list-style-type: none"> • Provide targeted training for identified hard-to-fill-vacancies (HTFVs). This will address the lack of relevant qualifications. • Provide targeted training for previously disadvantaged people. This will address the lack of HTFVs due to equity considerations.
Sector Transformation, including Training and Employment of PWD	<ul style="list-style-type: none"> • Provide courses for existing employees focussing on soft skills required for effective leadership. • Research to determine why previously disadvantaged individuals are not adequately represented in top and senior management. • Implement a mentorship programme to identify employees who show potential for leadership in senior management positions. • Improve access to training for SMMEs and individuals in more rural areas. • Conduct monthly site visits to training providers to ensure adherence to development plans. • Conduct entrepreneurial courses for employed and unemployed people. • Host business skills workshops with employees and SME owners. • Negotiate distribution agreements with retailers on behalf of SMMEs and implement a customised bursary scheme for PWD to access the sector. • Establish an internship programme specifically for PWD and encourage companies to employ graduates with disabilities. • Increase (on-time) completion rates of PWD, youth and women through effective and relevant training and necessary support such as coaching and mentoring, workplace exposure, and paying stipends on time. • Providing other types of support such as study leave and psychosocial support. • Ensure accreditation of previously disadvantaged training providers to support township and rural communities. • Research to establish if the SETA is currently prepared to employ people living with varying disabilities. • Provide incentives for employees that employ PWD and other marginalised groups. • Provide training and courses in local languages for employees who work in rural areas. • Implement a targeted funding model for PWD



PRIORITY AREA	DESCRIPTION
SMME, Cooperatives, and Informal Traders Development	<ul style="list-style-type: none"> • New Training Delivery Models-Implement blended learning models to account for sector disruption. Training can be focused on the following: <ul style="list-style-type: none"> • Conduct Health and Safety training • Digital and 4IR skills development • Financial management training • Entrepreneurial training for informal traders and SMMEs • Encourage More Active Engagement from SMMEs • Simplify and streamline the DG and Mandatory Grant (MG) processes for SMMEs. • Set aside a funding pool ringfenced for SMME skills interventions (SMMEs attend training and receive funding vouchers) • Recognise internal training conducted by SMMEs for DG and MG purposes. • Train SMMEs and informal traders on applicable compliance regulations and prescripts • SSP SME and Research Reports Recommendations • Partner with small business incubators and consider a more flexible funding model to fund training within incubators. • Train retired retailers as mentors and coaches to assist small businesses. • Provide training on access to finance and the development of business plans (partnerships with development financing and support agencies) • Facilitate stakeholder engagement around entrepreneurial development. • Consult sub-sector and regional stakeholders for the design of entrepreneurial development programmes. • Develop the vision and impact targets to ensure sustained benefits – move away from once-off training interventions. • Entrepreneurship Support: In addition to addressing unemployment through employment opportunities, the W&RSETA should provide comprehensive support for aspiring entrepreneurs within the W&R sectors. This support can include mentorship programmes, access to funding opportunities, and business development training to foster the growth of small businesses and stimulate entrepreneurship.

PRIORITY AREA	DESCRIPTION
Youth Unemployment	<ul style="list-style-type: none"> • Work Readiness Programmes: To address the subdued job growth and high unemployment rates, the W&RSETA should implement work readiness programmes aimed at equipping unemployed youth with the necessary skills and competencies to enter the sector. These programmes should emphasise practical training, soft skills development, and industry-specific knowledge to enhance employability. • Host annual W&R Sector career and open days, including support material, exhibitions, and classroom talks. • Provide students with helpful information about how to align their academics and extracurricular activities to careers within the sector. • Create awareness by partnering with businesses to educate learners on career trajectories and opportunities. • Develop an online career guidance system. • Partner with educational institutions to develop the school curriculum. • Partner with other SETAs and companies to research and open the market for 4IR/digital-related careers and functions across the economy. • Conduct quarterly roadshows at schools to promote entrepreneurial-based careers in retail and wholesale. • Incorporate entrepreneurship into existing W&R modules. • Provide mentors and coaches to small and emerging businesses. • Expose small business owners to new product and retail opportunities. • Expand existing projects for youth into rural areas. • Provide work readiness programmes that include courses and training on relevant content such as how to make the best use of digitisation/ technology in the sector, entrepreneurship, and soft skills.
Integration of Circular Economy (Green)	<p>The integration of circular economy principles presents an opportunity not only for environmental sustainability but also for fostering employment, entrepreneurship, and upskilling within the W&R sectors. By prioritising circularity, we aim to create a more inclusive and resilient economy that benefits both businesses and communities.</p>



PRIORITY AREA	DESCRIPTION
	<p><i>Linkage to Employment</i></p> <ul style="list-style-type: none"> • Job Creation: The transition to a circular economy requires new skills and expertise, creating opportunities for job creation across various sectors. Initiatives such as product repair, refurbishment, and remanufacturing programmes can generate employment in specialised fields such as repair technicians, refurbishment specialists, and circular economy consultants. • Supply Chain Resilience: By promoting sustainable sourcing practices and local production, circular economy initiatives can enhance supply chain resilience and create employment opportunities within local communities. This includes supporting small-scale producers, artisans, and entrepreneurs engaged in sustainable manufacturing and recycling activities. <p><i>Linkage to Entrepreneurship</i></p> <ul style="list-style-type: none"> • Circular Business Models: Embracing circular economy principles opens doors for entrepreneurial ventures centered around innovative business models. Entrepreneurs can explore opportunities in product leasing, sharing platforms, and circular supply chain solutions, driving economic growth and job creation in the process. • Resource Recovery and Upcycling: Entrepreneurial opportunities also exist in resource recovery and upcycling industries, where waste materials are transformed into valuable products or materials. By encouraging entrepreneurship in these sectors, we can unlock the economic potential of waste streams while simultaneously reducing environmental impact. <p><i>Linkage to Upskilling</i></p> <ul style="list-style-type: none"> • Training and Capacity Building: The transition to a circular economy requires a skilled workforce capable of implementing circularity principles effectively. Upskilling initiatives should focus on providing training and capacity-building programmes tailored to the needs of circular economy sectors, including product lifecycle management, waste reduction strategies, and sustainable SCM. • Entrepreneurial Skills Development: Upskilling programmes should also prioritise the development of entrepreneurial skills among aspiring circular economy entrepreneurs. This includes training in business planning, financial management, marketing, and sustainable business practices to support the successful launch and operation of circular economy ventures.

PRIORITY AREA	DESCRIPTION
ERRP	<p><i>Presidential Youth Employment Initiative</i></p> <ol style="list-style-type: none"> 1. <i>Establish and Expand Employment and Skills Development Programmes for Youth:</i> <ul style="list-style-type: none"> • Develop and implement employment and skills development programmes that specifically target young people, aligning with the objectives of the Presidential Youth Employment Initiative and the Economic Reconstruction and Recovery Skills Strategy. 2. <i>Strengthen Collaboration and Partnerships:</i> <ul style="list-style-type: none"> • Actively seek out and establish partnerships with industry stakeholders, employers, and private sector organisations to enhance the effectiveness of skills development initiatives aligned with the Presidential Youth Employment Initiative. • Foster collaboration through joint initiatives, shared resources, and knowledge exchange to maximise the impact of skills development programmes for youth. 3. <i>Focus on Upskilling and Reskilling in High-Demand Areas:</i> <ul style="list-style-type: none"> • Prioritise upskilling and reskilling initiatives that enhance the employability of youth in sectors identified as priorities within the ERRP • Identify high-demand areas within these sectors and design training programmes that provide relevant skills, such as digital literacy, advanced technical competencies, and entrepreneurship skills, to ensure young people are equipped for success in the evolving job market. • Capacitation Workshops and Trading Vouchers: ITAMED. • Entrepreneurship Development Programme. • SME Grant. • Unemployed Graduates (Degree and Diploma) are placed to gain workplace experience. • Unemployed Interns are placed to gain workplace experience to obtain their diplomas. • Include employees that fall within marginalised and minority groups in the ILDP and RMDP programmes. • Infrastructure and equipment support with CETs, TVETs and Skills Development Centres. • Embed economic planning within the skills planning function.

PRIORITY AREA	DESCRIPTION
	<ul style="list-style-type: none"> Consider a review of the legislative framework to allow SETA to be more flexible (flexible use of discretionary funds to fund ERRP interventions that are not necessarily PIVOTAL related) <p>Measures to Support National Strategies and Plans</p> <p>The W&RSETA identified nine key ERRP Skills Strategy Interventions that respond to national strategies, especially the ERRP Skills Strategy:</p> <ul style="list-style-type: none"> Expanding the provisioning of short skills programmes (accredited and non-accredited) to respond to skills gaps identified in the ERRP skills strategy. Strengthening entrepreneurship development programmes and expanding the provisioning of WBL. Increasing enrolments in qualification-based programmes that respond to occupational shortages identified in the ERRP (e.g., marketing specialist, e-commerce manager, e-commerce planner, ICT specialist, system analyst, learning-learning designer). Strengthening career pathing at the school level to promote and raise awareness of sector-related opportunities to combat youth unemployment. Use technology and 4IR to further mainstream PWD into the sector, as these technologies may improve access to the sector. Consider incorporating basic IT skills, problem-solving and critical thinking across curriculums. Strengthening the post-school education and training system; and Embedding skills planning into economic planning processes and vice versa.

(vi) Findings Of Internal and External Evaluations That Will Be Used to Inform This Strategic Plan

The W&RSETA's skills development initiatives represent a comprehensive and strategic response to the industry's need for a more skilled workforce. Through a diverse array of programmes, including bursaries, internships, learnerships, and artisanal training, W&RSETA has systematically addressed the critical skills shortages within the sector. These initiatives not only provide unemployed and employed individuals with valuable training opportunities but also foster a pipeline of talent, encouraging youth to consider and professionalise careers in the W&R sectors. By offering accessible and affordable training, W&RSETA contributes significantly to the sector's professional development, ensuring that the workforce is equipped with the necessary skills to meet evolving industry demands. Despite the ongoing efforts, the sector's absorptive capacity for unskilled and semi-skilled workers highlights the importance of sustained economic growth. With approximately 3.25 million people employed in the trade industry in 2022, the W&R sector remains a vital source of employment for a significant portion of the labour force. W&RSETA's role in this context is crucial, as its programmes not only enhance employability for the unemployed but also provide pathways for career advancement for those already within the sector. The alignment of these initiatives with the broader economic objectives underscores the need for continued investment in skills development to ensure that the sector remains competitive and resilient in the face of economic fluctuations.

The ROI from W&RSETA's initiatives is evidenced by the tangible outcomes experienced by programme beneficiaries. Impact evaluations reveal that many participants, previously unemployed or underemployed, have transitioned into gainful employment, with a notable reduction in unemployment among programme graduates. Furthermore, the data suggests that W&RSETA's programmes contribute to broader socio-economic advancement by not only improving individual employability, but also fostering entrepreneurial endeavours. However, to maximise the long-

term impact, continuous assessment and refinement of these programmes are essential. Such efforts will ensure that W&RSETA's initiatives remain responsive to the dynamic needs of the W&R sectors, ultimately driving sustained growth and transformation within the industry.

Evaluations of these programmes demonstrate a positive ROI, with many participants transitioning from unemployment to employment or even entrepreneurship. The data highlights the socio-economic benefits of W&RSETA's initiatives, though it also suggests the need for continuous follow-up to ensure long-term sustainability. Moving forward, the findings from these evaluations will guide W&RSETA's strategic focus for the 2025-2030 cycle, emphasising the modernisation of training programmes, deeper stakeholder engagement, and the introduction of innovative approaches to skills development. These efforts aim to bolster the sector's resilience, drive economic growth, and empower individuals to succeed in an increasingly dynamic job market.

8.2. Internal Environment Analysis

(i) SETA's Capacity to Deliver on mandate

The W&RSETA operates with eleven offices across all nine provinces. In Gauteng, there are three offices: two provincial offices and one Head Office. This distribution ensures that the offices are well-positioned to serve most stakeholders effectively. The provincial offices act as the implementation arms of the SETA.

Currently, the W&RSETA employs 236 permanent staff members out of 303 total positions, which includes personnel at both the Head Office and the Provincial Offices. The number of staff on fixed-term contracts has significantly decreased following the introduction and subsequent revisions of the organisational structure in 2019. The primary goal of the W&RSETA offices is to facilitate access to services and projects. They are staffed with skilled and competent employees responsible for managing and monitoring skills interventions, including learner verifications, monitoring, evaluation, and reporting. Additionally, provincial offices ensure the quality of learning programmes through assessments, moderation, and learner certification.

W&RSETA started a journey of a Turnaround Strategy in 2019/20, which proposed several business interventions, and one such intervention was the organisational redesign. The revised organisational structure was developed in alignment with the decentralised model as adopted in the Turnaround Strategy. The development of the revised organisational structure is meant to yield the following results/outputs:

- Greater effectiveness and efficiency
- Meeting the desired results/outputs
- Use of resources economically
- Ensuring a mechanism for clean administration is in place
- Ensuring the W&RSETA becomes an employer of choice
- Bringing services closer to the major role players
- Supporting, developing, and growing the informal sector

(ii) Implications of the New Structure:

- Clustering of regions for greater efficiencies
- Revisions of the naming conventions
- Clear unambiguous job profiles and descriptions
- Migration to the new structure and remuneration framework
- Devolution of powers/ responsibilities
- Decentralisation of operational and identified services
- Sharing of enablers/ support services

(iii) Human Resources Management and Development (HRM&D) Strategy

W&RSETA developed and adopted an HRM&D Strategy during the 2020/21 financial year. During this process, the SETA took a long-term view to HR planning and management through interventions which are aimed at:

- Ensuring that the W&RSETA has the requisite number of skills and competencies to improve organisational performance,
- Ensuring that the W&RSETA is configured strategically and correctly in terms of the organisational structure
- Ensuring that the W&RSETA attracts and retains the right capacity to deliver on the mandate to address the organisational needs
- Promote the sound organisational culture and environment that enhance service delivery.

(iv) Approved Macro Structure

The approved macro structure represents the culmination of the second phase of the organisational design (OD) process for the SETA. This macro structure encompasses the following components:

- **Executive Management Structure**
- **Functional Structure**

The OD is centred around three primary focus areas:



- **Value Creators**
- **Value Enablers**
- **Value Defenders**

This design was not a straightforward or temporary solution but rather a comprehensive and often long-term effort aimed at achieving transformational change in specific operational areas. These areas include Values, Strategy, Structure, People, and Processes.

Figure 6: Approved W&RSETA Structure: Executive Managers

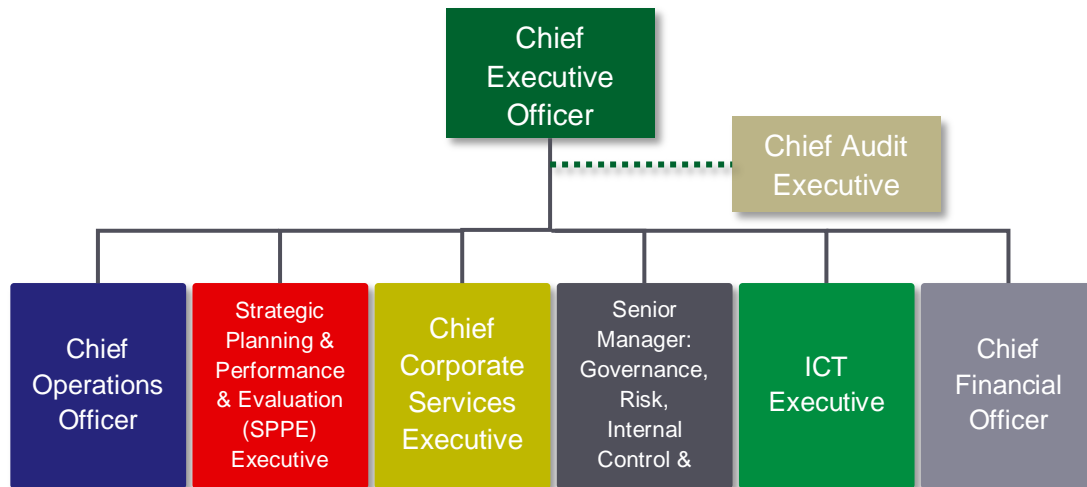
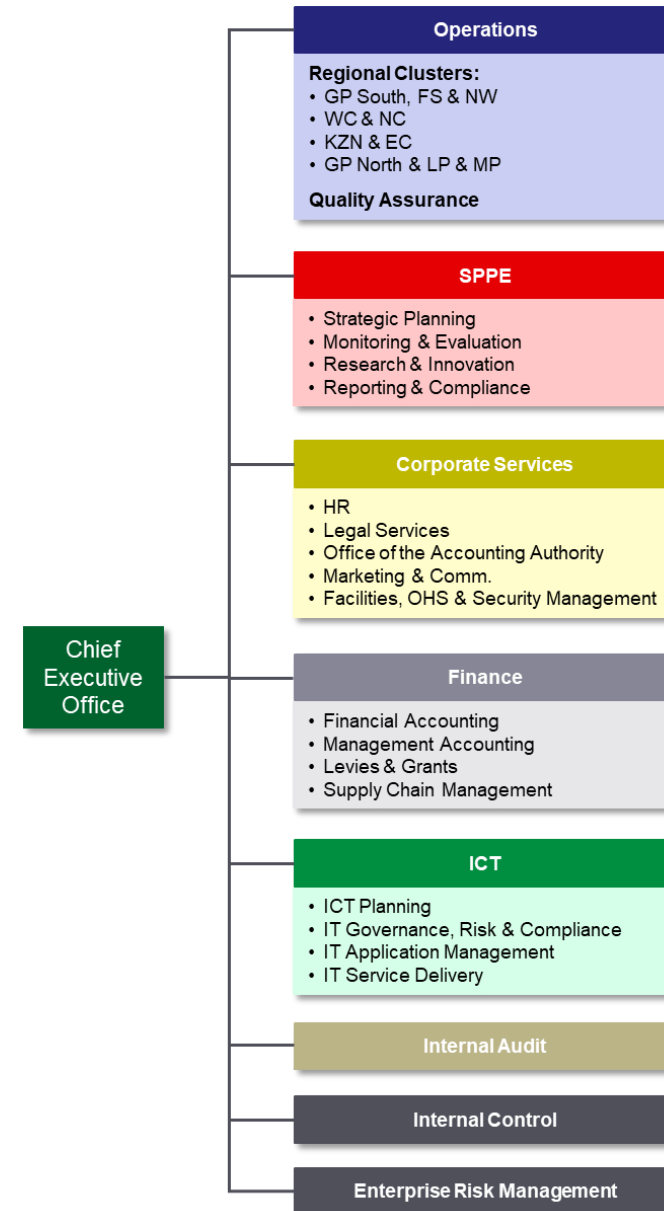


Figure 7: Approved W&RSETA Functional Structure



(v) Employee Costs

Employee costs are projected to rise by 4.8% from the 2023/24 to the 2024/25 financial year. This anticipated increase accounts for expected wage negotiations and filling of several vacant positions. As part of the Turnaround Strategy, the W&RSETA has undertaken various initiatives to enhance operational efficiency. One key initiative is the OD process, which involves realigning the W&RSETA's organisational structure to better respond to the evolving demands and needs of the sector.

(vi) W&RSETA Status on Compliance with B-BBEE Act

In South Africa, Broad-Based Black Economic Empowerment (commonly known as BEE) is a complex system of rules and guidelines designed to effect socio-economic transformation by levelling the playing field for people of all races. The W&RSETA ensures compliance with the B-BBEE Act in its procurement of goods and services. All adverts for tenders and request for quotations includes a clause on B-BBEE, and the award of contracts considers the B-BBEE points.

(vii) The status of the W&RSETA in responding to interventions relating to women, youth and PWD.

Section 15 of the Employment Equity Act No. 55 of 1998 stipulates that Designated Employers must implement affirmative action measures to ensure that suitably qualified employees from Designated Groups have equal opportunities and are equitably represented across all occupational categories and levels within the workforce. In accordance with the provisions of the Act, the W&RSETA workforce as of the end of June 2024 is detailed in the table below:

Table 15: HR Statistical Picture

Item	Numbers	Comment
Total Staff (including fixed term)	236	None
Women (including fixed term)	163	69 % of the W&RSETA's workforce are women
PWD	1	0.42 % is the number representing the PWD.

The table above illustrates that the W&RSETA has exceeded its target for female representation in the workplace, achieving 69%. Out of the 25 filled top and senior management positions within the W&RSETA, ten positions, or 40%, are held by women. While the Employment Equity Plan of the SETA aims to address the under-representation of males, PWD, and other groups, it is important to emphasise that this effort does not involve reducing the number of women employed within the organisation.

According to the Employment Equity Quarterly Labour Force Survey (QLFS) (Q4 2023) by Stats SA, the national workforce comprises 54% males and 46% females. This data indicates that the W&RSETA's numeric goals in the Employment Equity Plan should focus on progressively addressing the under-representation of males and other groups, in alignment with the overall demographic trends.

The W&RSETA has, however, lagged in the representation of PWD within its workforce. As of 31 March 2024, there was only one employee with disabilities, representing just 0.42% of the workforce. The SETA is committed to implementing and monitoring its Employment Equity Plan to address this gap. The national target for the employment of PWD has consistently been set at 2% over recent years, highlighting a need for the W&RSETA to enhance its efforts to align with these national objectives.

Additionally, the W&RSETA annually prepares and submits an online Employment Equity Report in compliance with legal requirements. Over the past financial year, 288 staff members have been provided increased access to W&R-focused occupational programmes. HR is in its second year of implementing the recommendations from the skills audit report, which



identified priority interventions including Executive Coaching, Project Management, Planning, Business Writing, and General Office Assistants Training. The remaining elements of the skills audit are expected to be completed in the 2025/26 financial year. Meanwhile, the SETA continues to submit the WSP to Education, Training and Development Practices SETA (ETDP SETA) as mandated by legislation.

(viii) SETA Strengths, Weaknesses, Opportunities and Threat (SWOT Analysis)

As part of its forward-looking strategy for the 2025-2030 period, the W&RSETA is conducting a comprehensive SWOT analysis. This analysis is a crucial component of the organisation's strategic planning and will provide an in-depth evaluation of its Strengths, Weaknesses, Opportunities, and Threats. By assessing these factors, the SETA aims to align its strategic objectives with the evolving needs of the sector, ensuring it is well-positioned to proactively address challenges and seize emerging opportunities. This analysis will serve as a foundational tool to guide the SETA's efforts in driving sustainable growth and sector transformation over the next five years.

Figure 8: W&RSETA SWOT Analysis



BUDGET FOR STRATEGIC PLAN

(ix) SETA's Capacity to Deliver: Financial Resources

The Medium-Term Expenditure Framework (MTEF) outlines the strategic priorities of the W&RSETA, with budget adjustments informed by both retained surpluses from previous financial periods and external economic factors. The persistently high unemployment rate in South Africa, which adversely impacts the overall economic performance, tends to reduce the levies collected by the W&RSETA. In response, the SETA will prioritise improving efficiency in utilising its limited resources to support stakeholders in overcoming the economic challenges they face.

The W&RSETA receives 80% of the 1% payroll levy paid by levy-paying companies. Revenue streams projected for the period 2025/2026 to 2027/2028 are based on actual levies received during the 2024/2025 financial year, considering the state of the economy and the Consumer Price Index (CPI) percentiles. Historically, revenue streams in the budget have been conservatively projected to increase by an average of 5%-6% per year. This projection is informed by salary negotiations within the sector, which form the basis for calculating the 1% skills levy.

(x) Goods and services

Goods and services expenditures are anticipated to reduce by 10,3% from the 2024/25 to the 2025/26 financial years. This is as a result of the application to exceed 10,5% Administration costs that was made in the 2024/25 financial year due to the strain encountered on the Admin budget allocation. This expenditure will then be adjusted by the CPI of 4.55% for the 2026/27 financial year, with a further increase of 4.52% projected for the 2026/27 to 2027/28 financial years.

(xi) Employee Costs

Employee costs are expected to increase by 4.7% from the 2024/25 financial

year to the 2025/26 financial year. The increases are projected based on anticipated wage increase negotiations as well as the filling of some vacant positions.

As part of its journey to implement a Turnaround Strategy, the W&RSETA has undertaken several key initiatives. Among these is the OD process, which aims to realign the W&RSETA's organisational structure to effectively respond to the evolving demands and needs of the sector.

(xii) Revenue

Levy revenue is expected to increase by 4.7%, 4.6%, and 4.7% over the MTEF period. This projection is based on the following considerations:

- The anticipated revenue increases are aligned with expected CPI increments over the MTEF period.
- The 4.7% increase reflects levy income for a full 12-month period.

Further projections of levy income movements take into account:

- A historical trend analysis of revenue.
- Economic data on the overall performance and forecasts for the sector and the South African economy, including inflation estimates over the medium term.
- The persistently high unemployment rate in the country and the adoption of the 4IR, which is expected to increase W&RSETA's cost of goods and services over the medium term.

(xiii) Transfers and subsidies

Transfers and subsidies expenditure represents the total value of both mandatory and DG expenditures for the SETA. This expenditure is projected to increase by 7%, 3,1%, and 1,7% over the MTEF period. These increases are aligned with anticipated growth in levy revenue, higher performance targets set by the W&RSETA, and the surplus retained from previous financial periods. The tables below provide the MTEF for the period 2025/26 - 2027/28:



Table 16: MTEF Estimates 2025/26 TO 2027/28 Consolidated Budget

	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
				Approved				
Financial Performance data	Audited Outcome/ Actual values			Original budget	Revised budget	Medium Term Estimates		
R thousand	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Revenue								
Non-tax revenue	108 181	142 125	199 131	203 312	255 312	357 437	393 181	432 499
Interest income	106 435	142 125	198 880	203 312	255 312	357 437	393 181	432 499
Other	1 746		251					
Transfers received	1 323 572	1 409 604	1 581 018	1 565 900	1 565 900	1 639 497	1 714 914	1 795 515
Administration Grant (10.5%)	168 776	181 897	204 641	202 065	202 065	211 562	221 294	231 695
Mandatory Grant (20%)	325 794	346 471	389 699	384 887	384 887	402 977	421 514	441 325
Discretionary Grant (49,5%)	806 729	857 515	964 835	952 596	952 596	997 368	1 043 247	1 092 280
Penalties and interest on levies	22 273	23 721	21 843	26 351	26 351	27 589	28 859	30 215
Total revenue	1 431 753	1 551 729	1 780 149	1 769 212	1 821 212	1 996 934	2 108 095	2 228 014
Expenses								
Current expenses	135 269	181 022	203 647	202 065	217 065	211 562	221 294	231 695
Compensation of employees	56 732	100 672	92 164	102 153	102 153	106 862	111 829	117 282
Goods and services	67 743	70 350	100 061	87 332	104 332	93 633	97 893	102 318
Depreciation	10 794	10 000	11 422	12 580	10 580	11 067	11 571	12 095
Transfers and subsidies	1 267 681	1 820 649	1 847 123	2 171 758	2 208 758	2 363 380	2 437 357	2 478 788
Transfers and subsidies excluding project costs	1 099 119	1 713 027	1 736 658	2 037 743	2 072 363	2 216 350	2 286 169	2 325 978
- Compensation of employees	107 679	79 422	75 406	82 774	82 774	86 663	90 652	94 911
- Other Project Expenses	60 883	28 200	35 059	51 241	53 621	60 367	60 536	57 899
Total expenses	1 402 950	2 001 671	2 050 770	2 373 823	2 425 823	2 574 942	2 658 651	2 710 483
Surplus / (Deficit)	28 803	-449 942	-270 621	-604 611	-604 611	-578 008	-550 556	-482 469
Retained Surpluses		449 942	270 621	604 611	604 611	578 008	550 556	482 469
Total Surplus / (Deficit)		-	-	-	-	-	-	-



	R'000		R'000	R'000	R'000	R'000	R'000	R'000
				Approved				
Financial Performance data	Audited Outcome/ Actual values			Original budget	Revised budget	Medium Term Estimates		
R thousand	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Total Revenue Budget	1 431 753	1 551 729	1 780 149	1 769 212	1 821 212	1 996 934	2 108 095	2 228 014
1. Administration Grant (10.5%)	168 776	181 897	204 641	202 065	202 065	211 562	221 294	231 695
2. Mandatory Grant (20%)	325 794	346 471	389 699	384 887	384 887	402 977	421 514	441 325
3. Discretionary Grant (49,5%)	806 729	857 515	964 835	952 596	952 596	997 368	1 043 247	1 092 280
4. Other Income	130 454	165 846	220 974	229 663	255 312	357 437	393 181	432 499
Expense Breakdown per Grant Category								
Total Expenditure Budget	1 402 950	2 001 671	2 050 770	2 373 823	2 425 823	2 574 942	2 658 651	2 710 483
1. Administration Grant (10%)	129 647	172 782	193 954	191 191	206 191	200 772	210 229	220 110
2. QCTO (0.5%)	5 622	8 240	9 693	10 874	10 874	10 790	11 065	11 585
3. Mandatory Grant (20%)	218 566	278 067	263 530	384 887	384 887	402 977	421 514	441 325
4. Discretionary Grant (49.5%)	1 049 115	1 542 582	1 583 593	1 786 871	1 823 871	1 960 403	2 015 843	2 037 463
4.1 Project Expenses (7.5% Admin)	168 562	107 622	110 465	134 015	136 395	147 030	151 188	152 810
- Compensation of employees	107 679	79 422	75 406	82 774	82 774	86 663	90 652	94 911
- Other Project Expenses	60 883	28 200	35 059	51 241	53 621	60 367	60 536	57 899
4.2 Discretionary Grant excluding project expenditure	880 553	1 434 960	1 473 128	1 652 855	1 687 476	1 813 373	1 864 655	1 884 653
4.2.1 Discretionary Grant: Pivotal (80%+ of 49,5%)	704 442	1 147 968	1 178 502	1 322 284	1 349 980	1 450 698	1 491 724	1 507 722
4.2.2 Discretionary Grant: Various Projects (20%- of 49.5%)	176 111	286 992	294 626	330 571	337 495	362 675	372 931	376 931



	R'000		R'000	R'000	R'000	R'000	R'000	R'000
				Approved				
Financial Performance data	Audited Outcome/ Actual values			Original budget	Revised budget	Medium Term Estimates		
R thousand	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration	135 269	181 022	203 647	202 065	217 065	211 562	221 294	231 695
1.1 Compensation of employees	56 732	100 672	92 164	102 153	102 153	106 862	111 829	117 282
1.2 Good and services	67 743	70 350	100 061	87 332	104 332	93 633	97 893	102 318
1.3 Depreciation	10 794	10 000	11 422	12 580	10 580	11 067	11 571	12 095
Programme 2: Skills Planning	234 506	295 176	277 831	403 755	403 755	422 731	442 177	462 847
2. Project Expenses	3 563	3 777	4 037	4 196	4 196	4 393	4 596	4 812
2.1 Research (Chairs and SOEs)	8 733	9 170	7 059	10 090	10 090	10 564	11 050	11 492
2.2 Sector Skills Plans	3 644	4 163	3 205	4 581	4 581	4 796	5 017	5 217
2.3 Work Skills Plans and Annual Training Reports (Mandatory Grant)	218 566	278 067	263 530	384 887	384 887	402 977	421 514	441 325
Programme 3: Learning Programmes and Projects	979 533	1 468 614	1 564 428	1 704 839	1 741 840	1 874 517	1 926 005	1 957 296
3. Project Expenses	141 733	137 844	101 811	113 585	113 585	125 639	128 813	136 282
3.1 Implementation of learning Programmes per NSDS goals	743 963	1 231 302	1 357 378	1 480 757	1 517 757	1 633 186	1 676 179	1 695 160
3.2 Special projects (including partnerships)	80 280	85 097	90 034	94 533	94 533	98 976	103 529	107 670
3.3 Monitoring, Evaluation and Reporting	2650	2 809	2 972	3 121	3 121	3 268	3 418	3 555
3.4 Career and vocational guidance	10 907	11 562	12 233	12 844	12 844	13 448	14 067	14 629
Programme 4: Quality Assurance	53 641	56 859	4 864	63 164	63 164	66 133	69 175	58 645
4. Project Expenses	13 787	14 614	3 618	16 235	16 235	16 998	17 779	11 716
4.1 Artisans and learning programmes	19 809	20 998	1 246	23 326	23 326	24 423	25 546	23 326
4.2 Partnerships with HET, TVETs and CETs	20 045	21 247	-	23 603	23 603	24 712	25 849	23 603
Total expense	1 402 950	2 001 671	2 050 770	2 373 823	2 425 823	2 574 943	2 658 650	2 710 482



PART C: MEASURING OUR PERFORMANCE

9. Institutional Performance Information

9.1. Measuring Impact

The W&RSETA impact statement is informed by legislative and policy

imperatives, a thorough external and internal environmental analysis, and the specific needs of the sector. To guide its efforts at the sector level, the W&RSETA has adopted an overarching impact statement:

A well skilled workforce contributing towards a transformed, agile and thriving W&R sector

9.2. Measuring our Outcomes

The table below outlines the outcomes that will contribute to the realisation of the impact statement, along with the corresponding indicators and five-year targets.

Table 17: Measuring Outcomes

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
Outcome 1: An efficient and effective organisation with good corporate governance	Auditor General (AG) audit opinion by 2029/30	Unqualified audit	Unqualified audit with no material findings
Outcome 2: Increased access to Informed Career choices through the implementation and utilisation of the Career Guidance Toolkit.	Number of individuals utilizing the Career Guidance Toolkit to make informed career decisions and effectively align their skills with market demands by 2029/30.	New target	50 000 individuals utilising the career guidance toolkit
Outcome 3: Growth focused programmes for the development and support of public Training Providers and the Higher Education Institutions, TVET and CET sectors to enable their responsiveness to changing occupations and technological advances	Percentage increase in number of partnerships with HET, TVET, and CET institutions aimed at enabling their growth by 2029/30.	62 partnerships	10% increase in the number of partnerships with HET, TVET and CET
	Number of HDI training providers supported to offer W&R occupationally directed programmes by 2029/30.	43 HDI Training Providers	45 HDI Training Providers
Outcome 4: A sector responsive Research Agenda that supports and informs the establishment of W&R skills development programmes	Number of research studies conducted in response to the sector needs by the end of the 5-year period	16 research reports	20 research reports completed
	Number of impact assessment reports completed by 2029/30.	11	12



OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
Outcome 5: Increased opportunities to access W&R occupationally directed programmes	Percentage increase in the number of learners participating in occupationally directed programmes by 2029/30	1 071	100%
Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.	Number of Informal businesses participating in W&RSETA skills development initiatives by 2029/30	11 286 Informal Businesses participated in skills development initiatives	15 000
	Number of Community Based organisations participating in skills development initiatives by 2029/30.	472	500
	Number of Micro & Small Businesses supported by W&RSETA by 2029/30	12 848	15 000
	Impact study on W&R SETA Entrepreneurial support provided to new, emerging, and established businesses	New target	01
	Number of Transformation projects implemented in collaboration with industry partners by 2029/30.	5	5
Outcome 7: Capacitated trade unions within the W&R sector	Number of Trade Union beneficiaries capacitated by 2029/30.	6 507	6 900
Outcome 8: An appropriately skilled, agile, and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.	Number of Workers registered in programmes addressing sectoral priority skills (HTFV, SPOI, Emerging Skills Needs) as identified in the SSP by 2029/30.	42 874	40 000
	Effectiveness of Programmes in Addressing Skills Imbalance, as Measured by Number of Comprehensive Impact Evaluation Studies conducted to measure effectiveness of Programmes in Addressing Skills Imbalance by 2029/30.	New target	2 studies (Mid-term Impact Study), and (Final Impact study) to assess the effectiveness of programmes implemented towards addressing skills imbalance
	Number of young people supported with ICT skills to access digitisation job and entrepreneurship opportunities in the sector	2 302	3 500
	Number of learners exiting W&RSETA programmes by 2029/30.	34 654	55 000



9.3. Explanation of Planned Performance Over the Five-Year Planning Period

The W&RSETA's 2025-2030 Strategic Plan is meticulously designed to not only align with but also contribute meaningfully to South Africa's broader national frameworks and policy directives. This plan is a deliberate response to the NDP 2030 and the 2025-2029 MTDP 2025-2029, ensuring that the W&RSETA's efforts are closely tied to the nation's developmental objectives. By embedding considerations for women, children, and PWD, as well as provincial development priorities and the STI Decadal Plan (2022-2032), the strategy demonstrates a commitment to inclusivity and forward-thinking innovation within the W&R sector.

The choice of specific outcome indicators within this strategic plan is carefully grounded in their ability to drive and measure progress towards these national outcomes. The rationale behind these selections lies in their capacity to deliver targeted, impactful results that resonate across the sector and beyond. Key enablers, such as a comprehensive sector skills planning mechanism, strategic partnerships with TVETs, and a focus on addressing sector-specific needs through specialised learning programmes, underpin the plan's approach. These components not only enhance the plan's effectiveness but also ensure its adaptability in the face of challenges like economic fluctuations and rapid technological shifts.

Through this strategic plan, the W&RSETA aims to make a substantial impact, solidifying its role as a catalyst for skills development, economic growth, and social equity within the W&R industry. By addressing critical skills shortages, promoting entrepreneurial capabilities, and equipping the workforce to thrive in a technologically advanced landscape, the W&RSETA is poised to not only support South Africa's national development agenda but also to lead the sector into a future marked by innovation and inclusive growth.



(i) **Link between Outputs, Outcomes and National Priorities**

In order to contribute to delivery of national priorities, the W&RSETA has aligned its Outputs to the NSDP outcomes and SSP priority actions as shown on Table 18.

Table 18: Alignment of National Outcomes, Outcomes and National Imperative

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 4: A sector responsive Research Agenda that supports and informs the establishment of W&R skills development programmes	Output 4: Strategic partnerships established to address priority occupations Output 5: Sector research reports completed Output 6: Sector directed evaluation studies completed	SSP Priority 1: PSP and Stakeholder Engagement	Ch3. Economy and employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 1.3: Targets for priority qualifications	Intervention one: Embedding skills planning into sectoral processes	Developing research-driven Sector Skills Plans (SSPs) that address sector-specific skills demands is not merely about responding to the immediate needs of the workforce, but about proactively shaping the future of the industry. By grounding these plans in rigorous, data-driven research, the SETA can identify emerging trends, anticipate shifts in the marketplace, and align skills development with the evolving demands of the wholesale and retail sector. This forward-thinking approach ensures that the workforce is not only equipped to meet current challenges but is also prepared to drive innovation and competitiveness in a rapidly changing economic landscape.
		SSP Priority 2: Skills Demand and Supply	Ch4. Economic infrastructure		Sub-Outcome 1.4: Identification of interventions required to improve enrolment and completion of priority occupations		Furthermore, these research-driven SSPs are pivotal in bridging the gap between education and employment. By closely collaborating with industry stakeholders, the W&RSETA can tailor skills development programmes that are responsive to the specific needs of employers, ensuring that graduates possess the practical and technical skills required to excel in their roles. This alignment between industry needs and workforce capabilities fosters a more resilient and adaptable economy, where businesses can thrive, and workers can secure meaningful, sustainable employment.
			Ch5. Ensuring environmental sustainability				
		SSP Priority 7: ERRP			Sub-Outcome 4.2: Increase access for Intermediate and high-level skills		



Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 2: Increased access to Informed Career choices through the implementation and utilisation of the Career Guidance Toolkit.	Output 5: Sector research reports completed Output 6: Sector directed evaluation studies completed	SSP Priority 2: Skills Demand and Supply	Ch3. Economy and employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 1.4: Identification of interventions required to improve enrolment and completion of priority occupations	Intervention one: Embedding skills planning into sectoral processes	<p>Based on this alignment, the SETA will implement a strategic alignment of career guidance with the Sector Skills Plan (SSP) to bridge the gap between sector demands and workforce competencies. This approach will direct individuals toward high-demand career paths essential for sector growth, ensuring career guidance is tailored to the industry's dynamic needs and enhancing employability.</p> <p>To address hard-to-fill vacancies, the SETA will offer targeted career guidance to promote these critical roles, raising awareness of their opportunities and long-term benefits. By positioning these roles as attractive career choices, the SETA aims to mitigate skills shortages, supporting sectoral growth and efficiency.</p> <p>Furthermore, the SETA will integrate career guidance into sector transformation efforts, preparing the workforce for emerging opportunities driven by technological advancements and market shifts. This alignment will empower individuals to stay relevant and competitive, making W&RSETA a catalyst for both individual career success and overall sectoral growth.</p>
		SSP Priority 7: Sector Transformation, including Training and Employment of PWD					

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 5: Increased opportunities to access W&R occupationally directed programmes	Output 12: Unemployed learners registered on learning programmes addressing Key Skills Priority Areas					Intervention four: Access to targeted skills programmes	<p>The SETA recognises the imperative to elevate the skillset of its workforce. To spearhead sector transformation, the SETA is committed to a targeted strategy designed to enhance access to both intermediate and high-level skills. This approach is multifaceted, addressing the immediate needs of the sector while fostering long-term growth and innovation.</p> <p>Through these strategic initiatives, the SETA aims to create a dynamic and resilient workforce equipped with the skills necessary to drive sector transformation and seize future opportunities. This approach not only enhances individual capabilities but also positions the sector for sustained growth and innovation in a rapidly changing landscape.</p>
	Output 13: Employed and unemployed learners enrolled on Artisan / technician programmes	SSP Priority 7: Sector Transformation, including Training and Employment of PWD	Ch3. Economy and employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 4.2: Increase Access for Intermediate and High-Level Skills	Intervention seven: Retraining/up-skilling of employees to preserve jobs.	
	Output 16: Employed learners registered on learning programmes addressing Key Skills Priority Areas						

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 3: Growth focused programmes for the development and support of Training Providers and the Higher Education, TVET and	Output 25: TVET colleges where the SETA has or maintains a presence Output 30: Signed partnership	SSP Priority 1: PSP and Stakeholder Engagement	Ch3. Economy and employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 1.4: Identification of interventions required to improve enrolment and completion of priority occupations	Intervention ten: Strengthening the post-school education and training system	The Wholesale and Retail SETA (W&RSETA) plays a pivotal role in shaping the future of the sector by empowering training providers to become catalysts for inclusive growth and development. By fostering a dynamic ecosystem of learning, the W&RSETA ensures that training providers are not merely conduits of knowledge, but are instrumental in transforming the workforce into a highly skilled and adaptable asset, capable of meeting the evolving demands of the wholesale and retail industry.



Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
	<p>agreements with HET Institutions</p> <p>Output 31: Public TVET Centres of Specialization supported</p> <p>Output 32 : Signed partnership agreements with TVET's</p> <p>Output 33: Partnerships formed with CETs to improve the delivery of retail and related programmes</p>				Sub-Outcome 5.2: Support the CET colleges	<p>Intervention three: Increased access to programmes resulting in qualifications in priority sectors.</p>	<p>This development begins with a rigorous assessment of the sector's skills gaps, which are often linked to emerging technologies, shifting consumer behaviour and global market trends. W&RSETA collaborates closely with training providers to design curricula that are responsive to these changes, ensuring that learners are equipped with cutting-edge skills that make them competitive in both local and international markets.</p> <p>Moreover, the support provided by W&RSETA extends beyond curriculum development. It includes capacity-building initiatives that enhance the quality of training delivery, ensuring that educators are well-versed in the latest pedagogical techniques and industry practices. This holistic approach ensures that training providers are not just filling the skills gap but are also contributing to a more inclusive economy by making education accessible to a broader demographic, including underrepresented groups such as women, youth, and people with disabilities.</p> <p>Through strategic partnerships, W&RSETA also facilitates the integration of workplace-based learning opportunities, allowing training providers to offer experiential learning that bridges the gap between theory and practice. This hands-on experience is crucial in developing a workforce that is not only knowledgeable but also adaptable and ready to tackle real-world challenges.</p>

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 7: Capacitated Trade Unions within the W&R sector	Output 21: Trade Union beneficiaries who participated in Trade Union Capacitation Programmes	SSP Priority 1: PSP and Stakeholder Engagement	Ch3. Economy and employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 4.2: Increase access for Intermediate and high-level skills	Intervention seven: Retraining/up-skilling of employees to preserve jobs.	<p>The SETA plays a pivotal role in facilitating access and supporting occupationally directed learning programmes, driving transformative change within the sector. By partnering with educational institutions and industry leaders, the SETA ensures that training programmes are tailored to meet the evolving demands of the workforce. This collaboration not only enhances the relevance of learning experiences, but also bridges the gap between academic knowledge and practical application. Through targeted interventions and strategic support, the SETA empowers learners to gain the specific skills needed for successful careers, while simultaneously addressing critical skill shortages within the sector. This proactive approach not only enriches the talent pool, but also strengthens sector resilience, fostering a dynamic and responsive workforce that is well-equipped to navigate current and emerging challenges</p>

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 3: Growth-focused programmes for the development and support of Training Providers and the Higher Education, TVET, and CET sectors to enable their responsiveness to changing occupations and technological advances	Output 31: Public TVET Centres of Specialization supported	SSP Priority 1: PSP and Stakeholder Engagement	Chapter 3: Economy and Employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 5.1: Support the TVET Colleges	Intervention ten: Strengthening the post-school education and training system	The SETA is committed to enhancing the capacity of public and Community Education and Training (CET) colleges, this is done through the development of innovative curricula aligned with industry trends, modernised educational facilities with state-of-the-art resources. The SETA's role includes forging strong industry partnerships to create valuable internship and job placement opportunities, supporting quality assurance through the offering of comprehensive career and entrepreneurial support services for students. Through these strategic initiatives, the SETA ensures that colleges deliver high-quality education and training, equipping students with the skills and experience necessary to excel in the evolving retail sector.
	Output 33: Partnerships formed with CETs to improve the delivery of retail and related programmes				Sub-Outcome 5.2: Support the CET colleges	Intervention four: Access to targeted skills programmes	

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the productive economy	Output 17: Small and micro businesses supported	SSP Priority 1: PSP and Stakeholder Engagement	Ch3. Economy and employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 2.1: Workplace-based learning opportunities increased	Intervention six: Supporting entrepreneurship and innovation.	The SETA champions a dynamic strategy to bolster skills development and entrepreneurship through workplace-based learning. the SETA'S approach seamlessly integrates practical training with sector-specific needs, cultivating a thriving ecosystem of talent and innovation. Moreover, the SETA craft's training programmes in direct collaboration with industry leaders to ensure they address the precise skills and knowledge gaps. By offering targeted programmes, the SETA bridges the gap between theoretical knowledge and practical application. There are partnerships with universities and colleges to ensure training programmes align with academic standards and industry needs. The SETA is on a mission to reshape employment and entrepreneurship with a visionary approach to skills development. By focusing on youth skills development, the SETA bridges the gap between education and the job market, aiming to reduce unemployment and foster
	Output 18: Informal Traders supported						
	Output 19: Cooperatives/ Community-based entities supported	SSP Priority 2: Skills Demand and Supply	Ch4. Economic infrastructure	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 3.1: Increase workers participating in learning programmes to 80% by 2030		
	Output 20: Persons enrolled on entrepreneurship	SSP Priority 5: Youth Unemployment			Sub-Outcome 1.2: Targets for priority occupations		

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
	development programmes	SSP Priority 7: Sector Transformation, including Training and Employment of PWD					inclusive growth. The SETA's targeted programmes address hard-to-fill vacancies, enhance the competitiveness of SMMEs and informal traders, and drive sector transformation. Through these efforts, the SETA is not only supporting skills development, but also creating a dynamic and equitable future for employment and entrepreneurship.

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
Outcome 8: An appropriately skilled, agile, and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.	Output 17: Small and micro businesses supported	SSP Priority 4: SMME, Cooperatives, and Informal Traders Development	Ch3. Economy and Employment	Strategic Priority 1: Inclusive growth and job creation	Sub-Outcome 6.1: To increase skills development support to stimulate entrepreneurial activity and the establishment of new enterprises and cooperatives	Intervention six: Supporting entrepreneurship and innovation.	The SETA is instrumental in reshaping the workforce by championing a comprehensive and dynamic approach to skills development. By facilitating access to occupationally directed learning programmes, the SETA bridges the gap between education and employment, ensuring that individuals acquire practical, job-ready skills. The SETA targeted support for Small, Medium, and Micro Enterprises (SMMEs), cooperatives, and informal traders enhances their competitiveness and fosters entrepreneurial growth. moreover, focus by the SETA is on fostering innovative, worker-initiated training programmes and support for collaborative efforts that empower employees to drive their own development. Through robust career guidance services, the SETA helps individuals to navigate their professional paths, while bursary programmes support further education for both employed and unemployed beneficiaries. This multifaceted strategy not only addresses immediate skills needs, but also drive long-term sector transformation, promoting inclusive growth and sustainable economic development.
		SSP Priority 6: Integration of Circular Economy (Green)					
	Output 26: Occupational qualifications/part qualifications/skills programmes promoting Occupations in High Demand developed and/or reviewed	SSP Priority 7: Sector Transformation, including Training and Employment of PWD	Ch3. Economy and employment		Sub-Outcome 6.1: To increase skills development support to stimulate entrepreneurial activity and the establishment of new enterprises and cooperatives	Intervention one: Embedding skills into sectoral processes	
	Output 27: Unemployed learners completing learning programmes addressing Key Skills Priority Areas	SSP Priority 1: PSP and Stakeholder Engagement					

Outcomes	Outputs	SSP Priorities	NDP	MTDP	NSDP 2030 Priorities	ERRP	Focus Area for the SETA
	Output 20: Persons enrolled on entrepreneurship development programmes	SSP Priority 1: PSP and Stakeholder Engagement SSP Priority 7: Sector Transformation, including Training and Employment of PWD					

10. Key Risks and Mitigations

Table 19: Key Risks and Mitigation Factors

OUTCOME	KEY RISK	RISK MITIGATION STRATEGIES
Outcome 1: An efficient and effective organisation with good corporate governance	<ul style="list-style-type: none"> Impact of changes in Grant Regulations on available funds Delays in the disbursement of the skills development grants Fraud, corruption, and other related unethical behaviours Inadequate optimisation and stability of the ICT core solutions High turnover of competent staff members 	<ul style="list-style-type: none"> SETA has significant cash reserves to manage cash-flow challenges and thus can meet liquidity and solvency requirements. Consistency of an annual request to the National Treasury to retain surplus funds. Standard Operating procedure (SOP) with service delivery standards (Finance 7 days to effect payment and operations has 15 days to verify deliverables and claims) Central receipt of claims to enable tracking and monitor compliance Weekly payments report detailing payment status of all claims. Decentralised SETA operations, increasing capacity at provincial levels. Continued monitoring of the reported age analysis. Governance Structures in place [including Financial Misconduct Committee] Policies and procedures in place including applicable laws and regulations. Functional Fraud hotline in place. Fraud prevention policy and plan in place. HR policy Code of Conduct Annual declaration of interest. Build project management capacity and discipline within the organisation, enrolling project personnel in an online Project Management programme. Develop and implement a monitoring and evaluation programmes to report on impact Revised Fraud Prevention Policy and Plan Ongoing training for Supply Chain officials Probity and Proactive Security Audits (including SCM, Grant reviews, Validation of Disclosure of Interest, Phishing reviews etc.) ICT network and hosting of infrastructure are in place. The ERP system is in place and operational. The learner management system in place ICT contract management P in place Provincial ICT dashboard SOP for contract management Progressive key salary scale. HR policies that support the employee value proposition.



OUTCOME	KEY RISK	RISK MITIGATION STRATEGIES
		<ul style="list-style-type: none"> Competitive remuneration model. Employee wellness programme

OUTCOME	KEY RISK	RISK MITIGATION STRATEGIES
Outcome 2: Increased access to Informed Career choices through the implementation and utilisation of the Career Guidance Toolkit.	<ul style="list-style-type: none"> Skills provisioning (mandated services) not aligned to sector needs. Non-achievement of strategic outcomes 	<ul style="list-style-type: none"> Approved skills development grant policy Research and SSP Policy Continuous stakeholder engagement Implementation of short-term research interventions Increased research methods and processes when updating the SSP Transformation policy and strategy Annual evaluations of the Annexure II process Contracts with SLO's Provincial databases are utilised to invite stakeholders to SSP consultations. Alignment of APP with SSP is considered by Internal Audit during the APP review Implementation of projects to meet sector needs is managed via Operations which is in direct control of allocations, management of projects, etc. Continuously conduct the internal control awareness session within the organisation, including provincial offices to strengthen the internal control activities. Continuous improvements on control deficiencies identified by both internal and external auditors by tracking through audit action plans. Assessments on the main internal controls[Financial, operational, and performance-related activities, furthermore, issue reports to various oversight structures] Ensure that quarterly operations performance reviews are conducted. Require budget to ensure implementation of formative evaluation for all programmes relevant to the operations department.
Outcome 3: Growth focused programmes for the development and support of Training Providers and the Higher Education, TVET and CET sectors to enable their responsiveness to changing occupations and technological advances.		
Outcome 5: Increased opportunities to access W&R occupationally directed programmes.		
Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.		
Outcome 7: Capacitated trade unions within the W&R sector		
Outcome 8: An appropriately skilled, agile, and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.		

PART D: TECHNICAL INDICATOR DESCRIPTOR (TID)

The following tables provide descriptions linked to the specific Outputs laid out in this document. The TIDs identify key narratives of the indicator.

Outcome 1: An efficient and effective organisation with good corporate governance

INDICATOR TITLE	AG audit opinion by 2029/30
DEFINITION	The indicator measures the status of Auditor General South Africa's (AGSA) audit opinion for all assurance levels, risk areas identified and status of drivers of internal controls for both financial and performance information, and compliance.
SOURCE OF DATA	AGSA Audit reports
METHOD OF CALCULATION / ASSESSMENT	Audit opinion given to the W&RSETA at year five of the strategic plan (that is, audit opinion for 2024/25 financial year)
ASSUMPTIONS	W&RSETA has all the necessary systems and controls in place for improving planning, performance monitoring, reporting and financial management
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	Unqualified with no material findings
INDICATOR RESPONSIBILITY	Chief Financial Officer

Outcome 2: : Increased access to Informed Career choices through the implementation and utilisation of the Career Guidance Toolkit.

INDICATOR TITLE	Number of individuals utilizing the career guidance toolkit to make informed career decisions and effectively align their skills with market demands by 2029/30.
DEFINITION	Measures the number of persons utilising the career guidance toolkit to make informed career decisions.
SOURCE OF DATA	Career guidance tool kit
METHOD OF CALCULATION / ASSESSMENT	Count the total number of youth and job seekers who accessed or used the toolkit. Success Criteria: <ul style="list-style-type: none">- Completion of key sections of the careers toolkit.- Evidence of application of careers toolkit insights to career planning.- Positive feedback indicating improved decision-making and skills alignment Total Users: <ul style="list-style-type: none">- Determine the total number of youth and job seekers who accessed the careers toolkit.
ASSUMPTIONS	Situational analysis will determine career needs and inform the development of the W&RSETA career guidance and career development strategy
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	10 000 individuals utilising the career guidance toolkit
INDICATOR RESPONSIBILITY	Chief Operations Officer (COO)

Outcome 3: Growth focused programmes for the development and support of Training Providers and the Higher Education, TVET and CET sectors to enable their responsiveness to changing occupations and technological advances (By 2030 partnerships with 50 TVET Colleges, 9 CET and 26 HET)

INDICATOR TITLE	Percentage increase in number of partnerships with HET, TVET, and CET institutions aimed at enabling their growth by 2029/30
DEFINITION	Measures the SETA's progress in establishing and enhancing formal partnerships with HET, Technical and TVET, and CET institutions.
SOURCE OF DATA	Memorandum of Understandings (MOUs) signed with HETs, TVETs and CETs
METHOD OF CALCULATION / ASSESSMENT	<ul style="list-style-type: none"> • Numerator: Number of public TVET Colleges, CETs and HEIs delivering W&RSETA who partnered with the W&RSETA through the signing of an MOU in 2029/30 minus the number of public TVET Colleges, CETs and HEIs who partnered with the W&RSETA through signing MOUs in 2025/26 • Denominator: Number of public TVET Colleges, CETs and HEIs who partnered with the W&RSETA through the signing of an MOU in 2029/30 <p><i>The numerator and denominator are divided and multiplied by 100 in order to get the percentage increase</i></p>
ASSUMPTIONS	The identified public TVET Colleges, CETs and HEIs will be willing to partner with the W&RSETA
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	Rural Urban
DESIRED PERFORMANCE	10% increase in the number of partnerships with HET, TVET and CET
INDICATOR RESPONSIBILITY	COO

Outcome 3: Growth focused programmes for the development and support of public Training Providers and the Higher Education, TVET and CET sectors to enable their responsiveness to changing occupations and technological advances

INDICATOR TITLE	Number of HDI training providers supported to offer W&R occupationally directed programmes by 2029/30.
DEFINITION	The indicator measures the number of education and training institutions that are accredited to offer W&R occupationally directed programmes. The education and training institutions in this indicator refers to HETs, TVETs and CETs and training providers from the HDI category.
SOURCE OF DATA	Accreditation Register relating to HETs, TVETs and CETs and HDI training providers
METHOD OF CALCULATION / ASSESSMENT	Count of HDI training providers receiving formal support within the reporting period to deliver W&R occupationally directed programmes.
ASSUMPTIONS	Identified institutions obtain accreditation
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	45 HDI Training Providers
INDICATOR RESPONSIBILITY	COO

Outcome 4: A sector responsive Research Agenda that supports and informs the establishment of W&R skills development programmes

INDICATOR TITLE	Number of research studies conducted in response to the sector needs by the end of the 5-year period
DEFINITION	measures the number of research studies conducted by or on behalf of the SETA that directly address identified needs within the wholesale and retail sector.
SOURCE OF DATA	Research Reports Research Agenda
METHOD OF CALCULATION / ASSESSMENT	Count the number of research studies conducted in response to sector needs between 2025/26- 2029/30
ASSUMPTIONS	Research agenda is approved
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	20 research reports completed
INDICATOR RESPONSIBILITY	SPPE Executive

Outcome 4: A sector responsive Research Agenda that supports and informs the establishment of W&R skills development programmes

INDICATOR TITLE	Number of impact assessment reports published by 2029/30.
DEFINITION	Impact assessments reports are published on W&RSETA website in order to communicate the impact of W&RSETA programmes to stakeholders
SOURCE OF DATA	Published Impact Assessment Research Reports Research Agenda
METHOD OF CALCULATION / ASSESSMENT	Count the number of impact assessments conducted and published in W&RSETA website during the period 2025/26 to 2029/30
ASSUMPTIONS	W&RSETA Research Agenda is approved annually
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	12
INDICATOR RESPONSIBILITY	SPPE Executive

Outcome 5: Increased opportunities to access W&R occupationally directed programmes

INDICATOR TITLE	Percentage increase in the number of learners participating in occupationally directed programmes by 2029/30
DEFINITION	Measures the growth in the number of learners enrolled in occupationally directed training and educational programmes over a defined baseline period, with a target to achieve a specified percentage increase by the 2029/30 fiscal year.
SOURCE OF DATA	Signed Work-place based agreement
METHOD OF CALCULATION / ASSESSMENT	Percentage Increase= $\frac{(\text{Current Year Enrolment} - \text{Baseline Enrolment})}{\text{Baseline Enrolment}} \times 100$
ASSUMPTIONS	Favourable uptake of allocations by employers and participation by learners
DISAGGREGATION OF BENEFICIARIES	4% PWD 60% Females
SPATIAL TRANSFORMATION	Rural (12.5% persons from rural areas) and urban beneficiaries supported
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	COO

Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.

INDICATOR TITLE	Number of Informal businesses participating in W&RSETA skills development initiatives by 2029/30
DEFINITION	This indicator measures the total number of informal businesses who participate in W&RSETA skills development initiatives
SOURCE OF DATA	Informal businesses skills development initiatives attendance register Company Registration Documents
METHOD OF CALCULATION / ASSESSMENT	Sum of all informal businesses participating in W&RSETA skills development programmes within the wholesale and retail sector, calculated annually and cumulatively until the target date (2029/30).
ASSUMPTIONS	Informal businesses are willing to register their businesses with the relevant registration bodies The W&RSETA will assist the informal businesses to register their businesses with the relevant registration bodies
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	15000
INDICATOR RESPONSIBILITY	COO

Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.

INDICATOR TITLE	Number of Community Based organisations participating in skills development initiatives by 2029/30.
DEFINITION	Measures the cumulative number of Community-Based Organisations (CBOs) that engage in skills development initiatives, including training, workshops, mentorship programmes, and other capacity-building activities, facilitated or funded by the SETA or related stakeholders.
SOURCE OF DATA	Signed contracts with the CBO's
METHOD OF CALCULATION / ASSESSMENT	Count the number CBO's which participated in skills development initiatives of the W&RSETA.
ASSUMPTIONS	CBOs are willing to participate in the skills development initiatives of the W&RSETA.
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	Townships, Rural, Urban
DESIRED PERFORMANCE	500
INDICATOR RESPONSIBILITY	COO

Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.

INDICATOR TITLE	Number of Micro & Small Businesses supported by W&RSETA by 2029/30
DEFINITION	Measures the total number of micro and small businesses that receive support from W&RSETA through funding, training, mentorship, or resources aimed at enhancing their viability and growth.
SOURCE OF DATA	<ul style="list-style-type: none"> - Programme reports from W&RSETA - Financial records of supported businesses - Surveys and feedback forms from beneficiaries - Monitoring and evaluation reports.
METHOD OF CALCULATION / ASSESSMENT	<p>Count the number of micro and small businesses supported by aggregating the total count of businesses receiving any form of support within the reporting period</p> <p>Total Supported Businesses=Count of Unique Businesses Receiving Support</p>
ASSUMPTIONS	The businesses identified as micro and small meet the defined criteria set by W&RSETA.
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	Townships, Rural, Urban
DESIRED PERFORMANCE	15000
INDICATOR RESPONSIBILITY	COO

Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.

INDICATOR TITLE	Impact study on W&R SETA Entrepreneurial support provided to new, emerging, and established businesses
DEFINITION	Measures the completion of an impact study evaluating the effectiveness, outcomes, and long-term benefits of entrepreneurial support provided by the W&R SETA
SOURCE OF DATA	<ul style="list-style-type: none"> - surveys conducted as part of the impact study - feedback from beneficiaries of the entrepreneurial support - Monitoring and evaluation (M&E) records of entrepreneurial support initiatives.
METHOD OF CALCULATION / ASSESSMENT	<p>The indicator is calculated by verifying the completion of an approved impact study report within the reporting period. The assessment includes: Verification of Completion:</p> <p>Confirm that the impact study report is finalized, validated, and approved/noted by the relevant authority or oversight body.</p>
ASSUMPTIONS	<ul style="list-style-type: none"> - Adequate resources and stakeholder participation are available for conducting the study. - Reliable data can be collected from businesses that received entrepreneurial support..
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	01
INDICATOR RESPONSIBILITY	SPPE Executive

Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.

INDICATOR TITLE	Increased establishment and sustainability of SMMEs in the wholesale and retail sector through the implementation of a comprehensive support strategy
DEFINITION	Measures the extent to which the implementation of a comprehensive support strategy results in the establishment, growth, and long-term sustainability of SMMEs in the wholesale and retail sector.
SOURCE OF DATA	<ul style="list-style-type: none"> - Implementation Reports - Monitoring Reports - Evaluation Reports (Survey)
METHOD OF CALCULATION / ASSESSMENT	SMME establishments and sustainability rates against post-implementation data of the support strategy. Key metrics include: <ol style="list-style-type: none"> 1. Number of new SMMEs established. 2. Survival rate of supported SMMEs over a specified period. 3. Growth in revenue, market access, and job creation among supported SMMEs.
ASSUMPTIONS	SMMEs will receive adequate support, such as funding, training, and market access, through the strategy's implementation.
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	Townships, Rural, Urban
DESIRED PERFORMANCE	100% implementation of the comprehensive SMME support strategy, with all key support mechanisms (funding, training, mentorship) operational by 2029/30
INDICATOR RESPONSIBILITY	COO

Outcome 6: Growth focused skills development and entrepreneurship development support for emerging entrepreneurs, and small, medium and informal business enterprises to enhance their participation in the mainstream economy.

INDICATOR TITLE	Number of Transformation projects implemented in collaboration with industry partners by 2029/30.
DEFINITION	This indicator measures strategic partnerships between the SETA and industry focusing on the implementation of transformation projects that are aimed at sector transformation
SOURCE OF DATA	Signed MOUs with Industry partners
METHOD OF CALCULATION / ASSESSMENT	Count the number of Transformation Projects implemented in collaboration with Industry Partners by counting the number of partnership agreements signed to implement transformation projects
ASSUMPTIONS	Industry buy-in
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	5
INDICATOR RESPONSIBILITY	COO

Outcome 7: Capacitated Trade Unions within the W&R sector

INDICATOR TITLE	Number of Trade Union beneficiaries capacitated by 2029/30.
DEFINITION	This indicator measures the number of distinct interventions conducted by the SETA to capacitate trade union members in the W&R sector.
SOURCE OF DATA	Contracts/ MOUs with trade unions
METHOD OF CALCULATION / ASSESSMENT	Simple count of the number of interventions conducted to capacitate trade union members
ASSUMPTIONS	Trade unions participate in the interventions
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	6 900
INDICATOR RESPONSIBILITY	COO

Outcome 8: An appropriately skilled, agile and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.

INDICATOR TITLE	Number of Workers registered in programmes addressing sectoral priority skills (HTFV, SPOI, Emerging Skills Needs) as identified in the SSP by 2029/30
DEFINITION	This indicator refers to the number of learners registered in the programmes that address HTFVs as identified in the SSP of the W&RSETA with the main aim of reducing skills shortages in the W&R sector annually. Hard to fill vacancies are defined as those vacancies that take the employer a period longer than six months to find suitable candidates to fill the vacancy (with mainly skills-related reasons).
SOURCE OF DATA	Verified Annual Reports from 2025/26 to 2029/30; Signed learner agreements
METHOD OF CALCULATION / ASSESSMENT	Count each learner registered in W&RSETA programmes addressing Hard to Fill Vacancies as identified in the SSP
ASSUMPTIONS	Employers allow workers to participate in programmes Workers are willing to participate in programmes
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	Rural Urban
DESIRED PERFORMANCE	40 000
INDICATOR RESPONSIBILITY	COO

Outcome 8: An appropriately skilled, agile, and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.

INDICATOR TITLE	Effectiveness of Programmes in Addressing Skills Imbalance, as Measured by Number of Comprehensive Impact Evaluation Studies conducted to measure effectiveness of Programmes in Addressing Skills Imbalance by 2029/30.
DEFINITION	The indicator measures the reduction of the imbalance between skills supply and demand in order to bring a balance in the labour market in terms of the demand of skills and the supply of skills by effectively training individuals.
SOURCE OF DATA	WSP/ATR Report
METHOD OF CALCULATION / ASSESSMENT	Count each study by the number of reports produced at the end of the five-year period
ASSUMPTIONS	There will be a reduced imbalance between skills supply and demand for priority skills in the W&R sector
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	2 studies (Mid-term Impact Study), and (Final Impact study) to assess the effectiveness of programmes implemented towards addressing skills imbalance
INDICATOR RESPONSIBILITY	SPPE

Outcome 8: An appropriately skilled, agile and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.

INDICATOR TITLE	Number of young people supported with ICT skills to access digitisation job and entrepreneurship opportunities in the sector
DEFINITION	measures the extent to which individuals gain access to information and communication technology (ICT)-related learning programmes designed to improve their employability and entrepreneurial skills.
SOURCE OF DATA	Bursaries completion Reports from 2025/26 to 2029/30
METHOD OF CALCULATION / ASSESSMENT	Count the number of employed and unemployed persons who have obtained qualifications in programmes that address W&R sector current and emerging skills needs for increased sector responsiveness to 4IR and related technological advances
ASSUMPTIONS	Current and emerging skills needs for sector responsiveness to 4IR, and related technological advances are identified
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	3 500
INDICATOR RESPONSIBILITY	COO

Outcome 8: An appropriately skilled, agile and responsive workforce and skills pool able to meet the W&R sector current and emerging skills needs.

INDICATOR TITLE	Number of learners exiting W&RSETA programmes by 2029/30.
DEFINITION	The indicator measures the number of learners who participated in W&RSETA's programmes to completion.
SOURCE OF DATA	Completion certificates/ statement of results
METHOD OF CALCULATION / ASSESSMENT	Count the number of learners who have completed W&RSETA programmes in the financial years 2025/26 to 2029/30
ASSUMPTIONS	The number of registrations from 2025/26 to 2029/30 will not be reduced
DISAGGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	55 000
INDICATOR RESPONSIBILITY	COO

ANNEXURE A: MATERIALITY FRAMEWORK

In terms of Treasury Regulations, 28.3.1 for purposes of material [sections 50(1), 55(2) and 66(1) of the Act] and significant [section 54(2) of the Act], the accounting authority must develop and agree on a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors.

The Wholesale & Retail SETA has developed a materiality and significance framework which outlines materiality and significance as follows:

TREASURY REGULATION 28.1.5		
“For purposes of “material” [sections 50(1), 55(2) and 61(1) (c) of the Act] and “significant” [section 54(2) of the Act], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors.”		
		Materiality approach adopted
Section 50	<p>(1) The accounting authority for a public entity must -</p> <p>(a) Exercise the duty of utmost care to ensure reasonable protection of the assets and records of the public entity;</p> <p>(b) Act with fidelity, honesty, integrity and in the best interest of the public entity in managing the financial affairs of the public entity;</p>	<p>Appropriate systems of control and risk management are maintained as well as a corporate risk management policy which is reviewed annually for effectiveness and a high level of compliance.</p> <p>W&RSETA sets high standards for good governance and ethical behaviour. The best interest of the public entity is always relevant and reflected in the business plan as approved by the Board (accounting authority) and the implementation of the business plan is of the utmost importance.</p>

TREASURY REGULATION 28.1.5

“For purposes of “material” [sections 50(1), 55(2) and 61(1) (c) of the Act] and “significant” [section 54(2) of the Act], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors.”

		Materiality approach adopted
	<p>(c) On request, disclose to the executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in any way influence the decision or actions of the executive authority or that legislature; and</p> <p>(d) Seek, within the sphere of influence of that accounting authority, to prevent any prejudice against the financial interests of the state.</p>	<p>W&RSETA is committed to an open and transparent culture and in revealing any relevant information to its stakeholders. Materiality can only be determined if the nature of the information which will affect the decision of the stakeholder is known.</p> <p>W&RSETA employs risk management plans and reviews.</p> <p>Identified processes are aimed at preventing any prejudice to the financial interest of the state.</p>
Section 55 (2)	<p>(2) The annual report and financial statements referred to by PFMA Subsection 55 (1)(d) must –</p> <p>(a) Fairly present the state of affairs of the public entity, its business, its financial results, its performance against pre-determined objectives and its financial position as of the end of the financial year concerned;</p> <p>(b) include particulars of –</p> <p>(i) Any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;</p> <p>(ii) Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(iii) Any losses recovered or written off;</p> <p>(iv) Any financial assistance received from the state and commitments made by the state on its behalf; and</p> <p>(v) Any other matters that may be prescribed; and</p>	<p>W&RSETA makes use of independent assurance providers and is involved with disclosure forums for the presentation of annual financial statements to ensure that its affairs are fairly represented in the AFS.</p> <p>All losses are disclosed in the AFS.</p> <p>All activities are disclosed in the AFS.</p> <p>All losses are disclosed in the AFS.</p> <p>All financial assistance received or committed is disclosed.</p> <p>W&RSETA will apply any other matters that become prescriptive.</p>

TREASURY REGULATION 28.1.5

"For purposes of "material" [sections 50(1), 55(2) and 61(1) (c) of the Act] and "significant" [section 54(2) of the Act], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors."

		Materiality approach adopted
	(e) (c) Include the financial statements of any subsidiaries.	Not applicable.
Section 54 (2)	<p>(3) (1) Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction</p> <p>(a) Establishment or participation in the establishment of a company;</p> <p>(b) Participation in a significant partnership, trust, unincorporated joint venture, or similar arrangement</p> <p>(c) Acquisition or disposal of a significant shareholding in a company</p> <p>(d) Acquisition or disposal of a significant asset</p> <p>(e) Commencement or cessation of a significant business activity;</p> <p>A significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture, or similar arrangement.</p>	<p>Not applicable.</p> <p>Not applicable.</p> <p>Not applicable.</p> <p>Management attains the approval of the Accounting Authority. Not applicable.</p> <p>Not applicable.</p>
Section 61(1)(c)	<p>(a) The report of an auditor appointed in terms of section 58(1)(b) must be addressed to the executive authority responsible for the public entity concerned and must state separately in respect of each of the following matters whether in the auditor's opinion –</p> <p>(b) The transactions that had come to the auditor's attention during auditing were in all material respects per the mandatory functions of the public entity determined by law or otherwise.</p>	<p>The materiality of 0.5% of the total value of the sum of the revenue received for the year is applied.</p> <p>Budgeted Revenue 2024/25 = R 1, 821 billion (based on MTEF estimate)</p> <p>Materiality for 2024/25 = R 9,1 million</p>
Section 66 (1)	(1) An institution to which this Act applies may not borrow money or issue a guarantee, indemnity, or security, or enter into any other transaction that binds or may bind that institution or the Revenue Fund to any future financial	W&RSETA operates within the ambit as set by this clause and its related Act.

TREASURY REGULATION 28.1.5

“For purposes of “material” [sections 50(1), 55(2) and 61(1) (c) of the Act] and “significant” [section 54(2) of the Act], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors.”

		Materiality approach adopted
	<p>commitment, unless such borrowing, guarantee, indemnity, security, or other transaction</p> <p>–</p> <p>(2)</p> <p>(a) Is authorised by this Act; and</p> <p>(b) In the case of public entities, is also authorised by other legislation, not in conflict with this Act; and</p> <p>(c) In the case of loans by a province or a provincial government business enterprise under the ownership control of a provincial executive, is within the limits as set in terms of the Borrowing Powers of Provincial Governments Act, 1996 (Act No 48 of 1996).</p>	

Quantitative Aspects

Materiality level for consideration, the level of materiality for 2024/25 has been set as follows:

FINANCIAL STATEMENT BASE	BASE AMOUNT	MATERIALITY %	MATERIALITY VALUE FOR 2023/24
Total assets	R 2 605 279 000	1%	R 26 052 079
Total revenue	R 1 821 212 000	0.5%	R 9 106 060
Total Surplus	Not relevant as the W&RSETA is not budgeting for a surplus		

The total revenue amount is based on the MTEF Estimates for the 2024/25 financial year while the total assets value is based on the audited financial statements for the 2023/24 financial year.

Therefore, final materiality is set at R 9 106 060 for the 2024/25 financial year.

Qualitative aspects

Materiality is not merely related to the size of the entity and the elements of its financial statements. Misstatements that are large either individually or taken together may affect a "reasonable" user's judgement. However, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst others:

- New contracts that the SETA has entered into.
- Unusual transactions entered into that are not repetitive and are disclosable purely due to the nature thereof due to knowledge thereof affecting the decision making of the user of the financial statements.
- Transactions entered into that could result in a reputational risk to the SETA.
- Any fraudulent or dishonest behaviour of an officer or staff of the SETA.
- Any infringement of W&RSETA's agreed performance levels.
- Procedures/processes required by legislation or regulation (e.g., PFMA and the Treasury Regulations)

This Materiality Framework is re-assessed and adjusted on an annual basis with the Audit Committee, Internal and External Auditors and assessed and approved by the Accounting Authority.



CHIEF FINANCIAL OFFICER

ANNEXURE B: GLOSSARY OF TERMS

Artisan	the person who has been certified as competent to perform a listed trade in accordance with the skills development act, 1998 (Act of 97 Of 1998)
Certification	the formal recognition of a student who successfully completed all courses required to obtain a qualification or part qualification
Continuing Education Training	all learning and training Programmes leading to qualifications or part qualifications at Levels 1-4 of the NQF contemplated in the National Framework Act, 2008 (Act No. 67 of 2008)
Data source	a record, organisation, individual or database from which data is obtained
Higher Education Institution	any institution that provides higher education on full time, part time or distance basis and which is established deemed to be established or declared as a public higher education institution or registered or conditionally registered as a private higher education institution under the higher Education Act No 101 of 1997
Hard to Fill Vacancies (HTFVs)	hard to fill vacancies are defined as those vacancies that take the employer a period longer than six months to find suitable candidates to fill the vacancy (with mainly skills-related reasons)
Learnership	a learning Programme that leads to an occupational qualification or part qualification
Recognition of prior learning	the principles and processes, through which the prior knowledge and skills of a person are made visible, mediated and assessed for the purpose of alternative access and admission, recognition and certification, or further learning and development
Workplace based learning	an educational approach with a quality assured curriculum through which a person internalises knowledge, gain insights and acquire skills and competences through exposure to a workplace to achieve specific outcomes applicable to employability