



**Western Cape  
Government**

**ELSENBURG**

**AGRICULTURAL TRAINING INSTITUTE:  
EVALUATION ON THE EMPLOYABILITY  
OF GRADUATES**

**MANAGEMENT IMPROVEMENT PLAN**

**Author: Ms M Cornelissen**

**Date: October 2023**

**TITLE****MANAGEMENT IMPROVEMENT PLAN: ELSENBURG AGRICULTURAL TRAINING INSTITUTE (EATI)****1. MANAGEMENT RESPONSE ON RECOMMENDATIONS**

<b>Recommendation</b>	<b>Record of agreement or disagreement</b>	<b>Reasons for disagreement</b>
<p>1 EATI should explore the potential to offer an HET programme or liaise with other institutions (Stellenbosch University, in particular, that already delivers the B.Agric) about graduates articulating into postgraduate courses that lead to a qualification as an Agricultural Extension Officer who is employable after graduating.</p>	<p>Agreed</p>	<p>Not applicable</p>
<p>2 EATI should ensure that all programmes are reviewed on schedule and reviews should incorporate industry stakeholders and consider graduate feedback and employability.</p>	<p>Agreed</p>	<p>Not applicable</p>
<p>3 EATI should maximise and strengthen partner relationships to use them optimally for students to gain practical exposure, particularly where facilities are lacking at the college. Consider offering work experience and internships as part of all AET programmes; this can empower students to build their own relationships for</p>	<p>Disagreed</p>	<p>Workplace Integrated Learning (WIL) is already included in 2 of the 3 training programmes and to include WIL in the B.Agric degree will require re-accreditation.</p>

Recommendation	Record of agreement or disagreement	Reasons for disagreement
	future work experience and employment post studies.	
4	The college could consider reviewing the current protocol in regard to facilitating easier access for guest lecturers.	Disagreed  Reviewing of the current protocol will be addressed in the process that will be implemented for the next recommendation.
5	EATI could consider standardising its practice of engaging with industry so that this does not just rely on the initiative of individual lecturers (or not). This is particularly important in regard to current and future agricultural sector needs and trends to align EATI's programme offerings accordingly. A formal structure that operates at a senior level of management, including clear communication channels and regular engagement events is recommended.	Agreed
6	EATI could consider designing more short courses focused on important agricultural sector industry developments and trends – such as drone technology and climate change – in collaboration with industry.	Disagreed  This does not have to be an action in the MIP but can be increased per faculty – (each lecturer takes responsibility) More practical exposure opportunities will also flow naturally from a strong partnership with industry once

Recommendation	Record of agreement or disagreement	Reasons for disagreement
		established as one of the MIP actions
7	Disagreed	This is already in place in collaboration with the Western Cape Department of Agriculture (WCDoA) – We follow the lead of WCDoA and focus on targeting PDI individuals, youth, women and people with disabilities.
8	Disagreed	A research study is currently underway which will provide relevant information.
9	Agreed	
10	Disagreed	Health Care (mobile clinic) and Student Wellness Programme is already in place. Expansion of the latter services to be on campus can be explored depending on availability of budget.
11	Agreed	

	<b>Recommendation</b>	<b>Record of agreement or disagreement</b>	<b>Reasons for disagreement</b>
12	EATI should ensure that permission is sought from students, at the point of enrolling, to be contacted for research and evaluation purposes. In a similar vein, EATI should invest in a proper student record system that is accurately maintained and regularly updated.	Disagreed	Already in place

## 2. IMPROVEMENT OBJECTIVES

Recommendation 1:	EATI should explore the potential to offer an HET programme or liaise with other institutions (Stellenbosch University, in particular, that already delivers the B.Agric) about graduates articulating into postgraduate courses that lead to a qualification as an Agricultural Extension Officer who is employable after graduating.
<b>Improvement Objective 1:</b>	Active collaboration with earmarked tertiary institutions to be undertaken leading to the implementation of a postgraduate qualification to ensure employable Agricultural Extension Officer graduates.
Recommendation 2:	EATI should ensure that all programmes are reviewed on schedule and reviews should incorporate industry stakeholders and consider graduate feedback and employability.
<b>Improvement Objective 2:</b>	All role-players are to be actively involved in a formally structured review and evaluation plan for all training programmes.
Recommendation 3:	EATI could consider standardising its practice of engaging with industry so that this does not just rely on the initiative of individual lecturers (or not). This is particularly important in regard to current and future agricultural sector needs and trends to align EATI's programme offerings accordingly. A formal structure that operates at a senior level of management, including clear communication channels and regular engagement events, is recommended.
<b>Improvement Objective 3</b>	Constructive exchange of agricultural knowledge and experience is perused and information sharing is taking place in a formal, structured manner.
Recommendation 4:	It is recommended that EATI proactively develops a structured academic support programme.
<b>Improvement Objective 4</b>	A structured academic support programme is implemented.
Recommendation 5:	ATI could consider creating a formal alumni association that is coordinated with the assistance of alumni.
<b>Improvement Objective 5</b>	An active alumni association is established.

### 3. IMPROVEMENT PLAN

<b>Improvement Objective 1:</b>		Active collaboration with earmarked tertiary institutions leading to the implementation of a postgraduate qualification to ensure employable Agricultural Extension Officer graduates.						
<b>Output</b>	<b>Priority</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Person</b>	<b>Deadline</b>	<b>Budget available</b>	<b>Progress</b>	
1.1 Identify and start discussions and workshops with, e.g. Industry, Council on Higher Education, University of Free State.		1.1.1 Set up a meeting with internal academic staff to identify role players.	Event	M Cornelissen	31 March 2024	Operational		
		1.1.2 Set up a meeting with all role players.	Event	M Cornelissen	30 June 2024	Operational		
		1.1.3 Compile and implement an action plan	Signed action plan	M Cornelissen	31 August 2024	Operational		

<b>Improvement Objective 2:</b>		All role-players actively involved in a formally structured review and evaluation plan for all training programmes.					
<b>Output</b>	<b>Priority</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Person</b>	<b>Deadline</b>	<b>Budget available</b>	<b>Progress</b>
2.1 Establish a Quality Management Committee.		2.1.1 Develop TOR	Signed TOR	M Cornelissen	31 December 2023	Operational	
		2.1.2 Identify and appoint committee members	Appointment letters	Head of College	28 February 2024	Operational	
2.2 Accreditation as a Service provider and Assessment centres for all major commodities within the Western Cape.		Implement accreditation process for all decentralised centres as assessment centres	Accredited Assessment Centres	Director: ASD/Head of College	31 December 2024	Operational	
		2.2.1 Implement processes to have training material accredited for all major commodities.	Accredited training material	Director: ASD/Head of College	30 June 2025	Operational	
		2.2.2					



<b>Improvement Objective 3:</b> Constructive exchange of agricultural knowledge and experience is perused and information sharing is taking place in a formal, structured manner.							
<b>Output</b>	<b>Priority</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Person</b>	<b>Deadline</b>	<b>Budget available</b>	<b>Progress</b>
3.1 Facilitate and support academic governance structures such as subject and curriculum committees, and academic board.		3.1.1 Create awareness amongst industry role-players of the need for EATI to have the industry serve on governance structures.	Engagement with industry role-players.	M Cornelissen	31 March 2024	Operational	
		3.1.2 Revise academic governance structures.	Revised TOR	M Cornelissen	Bi-annually	Operational	
		3.1.3 Appoint industry role-players.	Appointment Letters	Head of Colege	Bi-annually	Operational	
3.2 Exchange of expertise at the College.		3.2.1 Guest Lecturing (virtual or contact classes).	Lectures scheduled on academic programme.	Head of College	Quarterly	Operational	
		3.2.2 Link exchange of expertise to the Africa Strategy.	Exchange opportunities scheduled on	Head of College	30 April 2024	Operational	

**Improvement Objective 3:** Constructive exchange of agricultural knowledge and experience is perused and information sharing is taking place in a formal, structured manner.

Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress
3.3 Host a workshop with industry players especially current host employers with regard to best practices and strengthening relationships.			academic programme.				
	3.3.1	Invite industry and host employers for a daylong workshop at the College.	Report	Head of College supported by N Chokoe	Annually	Operational	
3.4 Strengthen relationships with industry ( Serve on boards and/or develop MOUs with all major commodity organisations within the Western Cape.			Participation is captured in the calendars/year planner of lecturers.	Faculty Heads of College	Ongoing	Operational	
	3.4.1	Attend seminars and workshops facilitated by industry.					
		3.4.2	Include new information in the lesson material.	Faculty Heads of College	Ongoing	Operational	

<b>Improvement Objective 3:</b> Constructive exchange of agricultural knowledge and experience is perused and information sharing is taking place in a formal, structured manner.							
<b>Output</b>	<b>Priority</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Person</b>	<b>Deadline</b>	<b>Budget available</b>	<b>Progress</b>
3.5	Ensure students attend Farmer Days.	3.5.1	Students attend Farmer Days.	Faculty Heads of College	Ongoing	Operational	
3.6	Strengthen relationships with Agricultural schools.	3.6.1	Maximise resources through partnership with Agricultural Schools to ensure EATI students are exposed to the latest technology.	Faculty Heads of College	Ongoing	Operational	

<b>Improvement Objective 4:</b> A structured academic support programme is implemented.							
<b>Output</b>	<b>Priority</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Person</b>	<b>Deadline</b>	<b>Budget available</b>	<b>Progress</b>
4.1 An established academic support programme.	4.1.1	Meeting with Faculty Heads to identify the type of academic support i.e. online support (include centres as and where possible and needed).	Minutes of meeting	Head of College	28 February 2024	Operational	
	4.1.2	Develop an academic support roster integrated with the current academic year planner.	Amended academic year planner	Faculty Heads	30 April 2024	Operational	
	4.1.3	Identify experts/lecturers.	Database of lecturers/experts	Faculty Heads	30 June 2024	Operational	

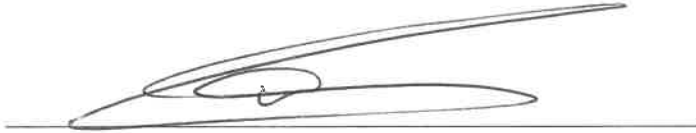
Improvement Objective 5: An active alumni association is established.									
Output	Priority	Activity	Deliverable	Person	Deadline	Budget available	Progress		
5.1 An active alumni association is established.		5.1.1	Identify and meet with the project manager to drive the process.	Minutes of meeting	Head of College	31 July 2023	Operational	Done	
		5.1.2	Develop alumni database.	Updated database	Ms Z Parker	31 December 2023	Operational		
		5.1.3	Establish communication channel; i.e. an e-mail group for all alumni on the database.	Updated e-mail group	Ms Z Parker	31 December 2023	Operational		
		5.1.4	Include a request for approval to share alumni information with the alumni association and appropriate research institutions in the registration documents.	Updated registration documents	Ms D Chinasamy-Dampies	31 December 2023	Operational		

#### 4. COMMUNICATION PLAN

Target audience	Message	Purpose	Media vehicle	Deadline	Person	Budget available	Progress
Decision makers	Co-operation strategy	Obtain approval.	Submission to the HOD	30 November 2023	Head of College	Operational	
Officials in the Department	Co-operation strategy	Information sharing with WCDoA officials.	Article in the Loerie /Agriprobe	30 November 2023	Z Parker	Operational	
Stakeholder clients	Content of the strategy	Information sharing	Workshops and meetings	31 March 2024	Head of College	Operational	
Other departments	Content of the strategy	Information sharing	Article in For You Magazine	31 March 2024	Head of College/WCDoA Communications Unit	Operational	
General public	Content of the Strategy	Information sharing	Radio Eisenburg	28 February 2024	Head of College	Operational	
Academic environment	Content of the Strategy	Information sharing	Academic Board Meeting College Council Meeting	31 March 2024	Head of College	Operational	
Other							

**5. SIGNOFF**

It is recommended that this Management Improvement Plan is approved for implementation.



**MR DW JACOBS**  
**Acting Chief Director**  
**Agricultural Education and Training**

15/11/2023

**DATE**

SUPPORTED / ~~NOT SUPPORTED~~



**MR DW JACOBS**  
**Deputy Director General: Agricultural Development and**  
**Support Services**

15/11/2023

**DATE**

APPROVED / ~~NOT APPROVED~~



**DR M SEBOPETSA**  
**Head of Department**

20/11/2023

**DATE**