

# 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

Pos	commendation	Record	of	agreement	or	Reasons for disagreement
Kec	Onlinendullon	disagreen	nent			Reasons for alsagreemen
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.	Agreed				Not applicable
2	EATI should ensure that all programmes are reviewed on schedule and reviews should incorporate industry stakeholders and consider graduate feedback and employability.	Agreed				Not applicable
3	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	Disagreed				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 reaccreditation.

Red	commendation	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

Red	commendation	Record of agreement or disagreement	Reasons for disagreement
			established as one of the MIP actions
7	EATI should implement structured initiatives targeted at individuals from previously disadvantaged and non-traditional agricultural backgrounds.	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	EATI could investigate the reasons why individuals from previously disadvantaged and non-traditional agricultural backgrounds turn down offers to study and use the findings to inform targeted interventions.	Disagreed	A research study is currently underway which will provide relevant information.
9	It is recommended that EATI proactively develops a structured academic support programme.	Agreed	
10	It would be ideal for psychosocial support to be available on campus, given that around one third of students and graduates indicated that they have need of (i.e. had accessed) psychosocial support.	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	ATI could consider creating a formal alumni association that is coordinated with the assistance of alumni	Agreed	

Recommendation	Record of agreement or disagreement	Reasons for disagreement
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

	EATI should explore the potential to offer an HET programme or liaise with
	other institutions (Stellenbosch University, in particular, that already delivers
Recommendation 1:	the B.Agric) about graduates articulating into postgraduate courses that
	lead to a qualification as an Agricultural Extension Officer who is
	employable after graduating.
	Active collaboration with earmarked tertiary institutions to be undertaken
Improvement Objective 1:	leading to the implementation of a postgraduate qualification to ensure
	employable Agricultural Extension Officer graduates.
	EATI should ensure that all programmes are reviewed on schedule and
Recommendation 2:	reviews should incorporate industry stakeholders and consider graduate
	feedback and employability.
Improvement Objective 2:	All role-players are to be actively involved in a formally structured review
improvement objective 2.	and evaluation plan for all training programmes.
	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
Recommendation 3:	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.
	Constructive exchange of agricultural knowledge and experience is
Improvement Objective 3	perused and information sharing is taking place in a formal, structured
	manner.
	It is recommended that EATI proactively develops a structured academic
Recommendation 4:	support programme.
Recommendation 4.	support programme.
Improvement Objective 4	A structured academic support programme is implemented.
Danis and P. 5	ATI could consider creating a formal alumni association that is coordinated
Recommendation 5:	with the assistance of alumni.
Improvement Objective 5	An active alumni association is established.

## 3. IMPROVEMENT PLAN

Impro	ovement Objective 1:	Active	collabor	ation with earmarkec	1 tertiary institutions l	eading to the imple	ementation of	a postgraduat	Improvement Objective 1: Active collaboration with earmarked tertiary institutions leading to the implementation of a postgraduate qualification to ensure
		employ	able Ag	employable Agricultural Extension Officer graduates.	officer graduates.				
Output	<b>†</b> 5	Priority Activity	Activit	^	Deliverable	Person	Deadline	Budget available	Progress
				Set up a meeting					
				with internal			01		
	Identify and start		1.1.1	academic staff to	Event	M Cornelissen	SI Malcri	Operational	
	discussions and			identify role			4707		
	workshops with, e.g.			players.					
_=	Industry, Council on			Set up a meeting					
	Higher Education,		1.1.2	with all role	Event	M Cornelissen	30 JULIE	Operational	
	University of Free			players.			4707		
	State.			Compile and			12112		
			1,1.3	1,1.3 implement an	signed action	M Cornelissen	ono4	Operational	
				action plan	2		4707		

Outport         Priority         Activity         Activity         Activity         Develop TOR         Signed TOR         M         Topochalism         Progrational programment         Programment process for all process	Impr	Improvement Objective 2:	All role-	olayers	All role-players actively involved in a	a formally structured review and evaluation plan for all training programmes.	eview and eval	uation plan for a	Il training programm	les.
Establish a Quality	Outp	to.	Priority	Activit	Α.	Deliverable	Person	Deadline	Budget available	Progress
Identify and appoint		Fetablish & Cuality		2.1.1	Develop TOR	Signed TOR	M Cornelissen	31 December 2023	Operational	
Accreditation as a dard feet of the Western Cape.         Limplement acceptation         Accreditation         Accredited         Accreditation         <	2.1	Management Committee.		2.1.2	Φ Φ	Appointment letters	<u>a</u>	4	Operational	
Accreditation as a Service provider and Assessment commodities within the Western Cape.  Accreditation as a Service provider contres for all major the Western Cape.  Accreditation as a Service provider contres and Assessment centres for all major the Western Cape.  Accreditation as a Service assessment centres and Assessment centres for all major the Western Cape.  Accredited for all major training material accredited for all major commodities.					members					
Accreditation as a Service provider and Assessment and Assessment for all major and Western Cape.         2.2.1 decentralised assessment and Assessment and Assessment and Assessment and Assessment and Assessment commodities within the Western Cape.         Accredited for all major and accredited for all major and accredited for all major.         Accredited for all major accredited for all major.         Assessment accordited for all major.         Accredited for all major.         Accredited for all major.         Assessment accordited for all major.         Accredited for all major.         Assessment accordited for all major.         Assessment accordited for all major.         Assessment accordited for all major.         Accredited for all major.         Assessment accordited for all major.         Asse					Implement					
Accreditation as a service provider         2.2.1 decentralised         Assessment control         Assessment and Assessment control         Assessment and Assessment control					accreditation					
Accreditation as and Assessment and Assessment and Assessment commodities within the Western Cape.         2.2.1 decentralised assessment and Assessment and Assessment and Assessment commodities within processes to have training accredited for all major commodities.         Centres assessment assessment assessment assessment assessment assessment assessment assessment assessment and assessment assessment and assessment assessment and assessment assessment assessment and assessment and assessment and assessment asse						Accredited	Director:	31 December		
Service provider au dissessment and Assessment commodities within the Western Cape.  2.2.2 material accredited for all major commodities.		\$ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\		2.2.1	decentralised	Assessment	ASD/Head	Son December	Operational	
and Assessment  centres for all major  commodities within the Western Cape.  the Western Cape.  2.2.2 material accredited for all major  commodities.		Accreditation as a				Centres	of College	2024		
the Western Cape.  the Western Cape.  2.2.2 material  accredited for all major  commodities.	C	D S			assessment centres					
processes to   have training   Accredited   Director:     Director:   Di	7:7	cernies for all major -			Implement					
2.2.2 material Accredited ASD/Head 30 June 2025 accredited for all major commodities.		the Western Cape								
material training material of College commodities.						7 ( ;; 7 ( ) 4	Director:			
dited for all naming material nodities.				2.2.2	material	Acciedated	ASD/Head	30 June 2025	Operational	
major commodities.					accredited for all		of College			
commodities.					major					
					commodities.					

Impre	Improvement Objective 3:	Construc	ctive ex	Constructive exchange of agricultural knowledge and experience is perused and information sharing is taking place in a formal.	I knowledge and expe	erience is peruse	d and informatic	on sharina is takina	place in a formal.
•		structured manner.	∍d man	ner.		_		)	
Output	int.	Priority	Activity		Deliverable	Person	Deadline	Budget available	Progress
۳. ت-	Facilitate and support academic governance structures such as subject and		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	
	committees, and academic board.		3.1.2	Revise academic governance structures. Appoint industry role-players.	Revised TOR Appointment Letters	M Cornelissen Head of Colege	Bi-annually	Operational	
3.2	Exchange of expertise at the		3.2.1	Guest Lecturing (virtual or contact classes).	Lectures scheduled on academic programme.	Head of	Quarterly	Operational	
	College.		3.2.2	Link exchange of expertise to the Africa Strategy.	Exchange opportunities scheduled on	Head of College	30 April 2024	Operational	

Impro	Improvement Objective 3:	Construc	ctive ex	change of agricultura	Constructive exchange of agricultural knowledge and experience is perused and information sharing is taking place in a formal.	erience is peruse	d and informatic	on sharing is taking	place in a formal.
		structure	structured manner.	ner.	,			)	
Output	<b>†</b> 5	Priority	Activity		Deliverable	Person	Deadline	Budget available	Progress
			-		academic programme.				
8. 8.	Host a workshop with industry players especially current host employers with regard to best practices and strengthening relationships.		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	
8. 4.	Strengthen relationships with industry ( Serve on boards and/or develop		3.4.1	Attend seminars and workshops facilitated by industry.	Participation is captured in the calendars/year planner of lecturers.	Faculty Heads of College	Ongoing	Operational	
	MOUs with all major commodity organisations within the Western Cape.		3.4.2	Include new information in the lesson material.	Updated lesson material.	Faculty Heads of College	Ongoing	Operational	

Impro	vement Objectiv	e 3: Cor	nstruc	tive exc	change of agricultura	Improvement Objective 3:   Constructive exchange of agricultural knowledge and experience is perused and information sharing is taking place in a formal,	erience is perus	ed and information	on sharing is taking	place in a formal,
		stru	cture	structured manner.	)er.					
Output	+	Prio	rifty	Priority Activity		Deliverable	Person	Deadline	Budget available	Progress
ر بر	Ensure students	udents		۲ د	Students attend	100	Faculty Heads of	Caico	Cocitoraci	
?		5		-	Farmer Days.	,	d)			
					Maximise					
					resources through					
	7+2				partnership with					
7 6		4:3		1 7 6	Agricultural	10 10 10 10 10 10 10 10 10 10 10 10 10 1	racolly Logol		;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;	
0.0		- L		0.0	Schools to ensure	Class rosidi		מונס מונס מונס		
	Agricolloidi scrioois.				EATI students are		D 0000			
					exposed to the					
					latest technology.					

Impre	Improvement Objective 4:   A structured academic support pr	A struct	ured ac	ademic support prog	ogramme is implemented.	7			
Output	,u‡	Priority	Priority Activity		Deliverable	Person	Deadline	Budget available	Progress
1.1	An established academic support		1.1.1	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 esta	: An acti	ive alun	nni association is estal	blished.				
Output	Priority	Priority Activity		Deliverable	Person	Deadline	Budget available	Progress
		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	Done
		5.1.2	Develop alumni database.	Updated database	Ms Z Parker	31 December 2023	Operational	
An active alumni 5.1 association is established.	ir is	5.1.3	Establish communication channel; i.e. an email 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 Elsenburg	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** 

SUPPORTED / NOT SUPPORTED

MR DW JACOBS

Deputy Director General: Agricultural Development and

**Support Services** 

APPROVED / NOT APPROVED

DR M SEBOPETSA

Head of Department

15/11/2023

DATE

DATE