



***FORT COX AGRICULTURAL &
FORESTRY TRAINING
INSTITUTE: STRATEGIC PLAN
2019-2023***

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VENUE: FORT COX AGRIC AND FORESTY TRAINING INSTITUTE

Report compiled

By

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INTRODUCTION

The Fort Cox Agriculture and Forestry Training Institute (FC-AFTI) leadership deemed it necessary to review their 2016/2017 – 2021/22 strategic plan and to come up with the 2019-2023 Strategic Plan. FC-AFTI is one of the largest agriculture training institutes in South Africa and it is important to position it well for effective vocational education and training. PDT Management Consulting Co was appointed by the Institute to facilitate the two day strategic review workshop that was hosted at the Institute and submit a report thereof.

This report covers two sections that were completed in the two days of the workshop. The first section covered the activities of the 2 day programme and the second section provides the recommendations.

The two sections in this report are as indicated below:

- (1) Diagnostic review: made up of the strategic sessions that were completed in the two days period
- (2) Recommendations:

ACKNOWLEDGEMENTS

PDT Management Consulting would like to thank our Almighty God for his Grace and Mercy for the two days of workshop. The following people made the workshop to be successful and effective:

- 1) Firstly the Principal of the Institute for all his tireless efforts that were coupled with his humility as a leader and allowing everyone who was in the workshop to feel free and participate with the eye of steering the Institute to the better future.
- 2) Mr Tshidzumba for setting the scene, unpacking the objectives and his appeal to the participants to commit themselves for these important two days of strategic planning for the Institute. He further made a plea in support of the principal by encouraging the entire room to remove the caps of their respective offices and view the workshop as everyone's responsibility to contribute to each and every aspect of the strategic planning.
- 3) Mr Matambo who represented the team that went to Germany for their report
- 4) All the Managers and HoDs that came to represent their various units for their tireless effort in making the workshop a success.
- 5) Interim Chair of Council for a summarised report on lessons learnt from Germany
- 6) FC-AFTI catering team for their hospitality work in providing the sessions with the necessary refreshments.

May All your efforts and the team spirit be blessed by, the Almighty God as you continue to serve this great institution with zeal and integrity. Continue to unite and support one another all the time. Make Fort Cox Institute the Institute of choice and the best in the world.

EXECUTIVE SUMMARY

The two-day workshop addressed the following main goals and used the two themes in responding to the goals:

1. Goals

- a) Building a competent and capable Institute of all seasons, which has the capacity to fulfil its mandate of vocational, educational and training.
- b) Creating a new organisational culture for service excellence and professionalism
- c) Developing a transformed leadership and management team that is committed to effective service delivery and good governance
- d) Creating a positive environment for high performing and motivated staff members, students and all stakeholders.

2. Themes

- a) Teaching, Learning and Student Affairs
- b) Finance, Governance and Institutional Development
- c) Infrastructure and Facilities Management
- d) Community Engagement, Research and Farming Services

The strategic session comprised of 23 participants, consisting of the FC-AFTI management, Labour Union representatives, and the PDT Management team. Prior to the discussion groups of day one, there was a presentation that was done to report back to all the participants on the exchange trip to Germany that some FC-AFTI staff members took. The German agriculture institute called DEULA initiated a visit by FC-AFTI. The brief presentation in the strategic workshop was meant to give all the participants some insights of how agriculture institutes from developed countries are operating and opening the platform for all participants to think big about the future of FC-AFTI. All the sections in the first session of the diagnostic review section were discussed in four groups. All the groups presented what they had discussed and this report represents the consensus reached by the plenary sessions. .

ACRONYMS

FC-AFTI	Fort Cox Agriculture & Forestry Training Institute
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SWOT	Strength Weakness Opportunities and Threats
MOU	Memorandum of Understanding
MOA	Memorandum of Agreement
CFO	Chief Finance Officer
TQA	Total Quality Assurance
CADE	Centre of Agriculture Development and Empowerment
IT	Information Technology
HR	Human Resources
EEA	Employment Equity Act
LRA	Labour Relations Act
OHSA	Occupational Health and Safety Act
PFMA	Public Finance Management Act
NQF	National Qualifications Framework
SAQA	South African Qualifications Act
SRC	Students Representative Council
HOA	Head of Academics
ICT	Information Communication Technology
HRM	Human Resources Management
CHE	Council of Higher Education
POPIA	Protection of Private Information Act
GAAP	Generally Accepted Accounting Principles
NEMA	National Environmental Management Act
NDP	National Development Plan-Vision 2030
PAJA	Promotion of Administrative Justice Act
PESTEL	Political, Economic, Social, Technology, Environment and Legal
DHET	Department of Higher Education and Training

SECTION 1: DIAGNOSTIC REVIEW

FIRST SESSION

1.1. VISION & MISSION

VISION

To be a leading Institute of education and training agriculture and forestry globally.

MISSION

To provide quality education and training through practical and vocational training, applied research, community engagement and building partnerships globally.

1.2. SWOT ANALYSIS of FC-AFTI

STRENGTH	WEAKNESS	OPPORTUNITY	THREATS
<ul style="list-style-type: none"> • Autonomy • Good partnership with industries and other learning institutions • Human Capital (highly qualified competent personnel) • Skills development plan in place • Availability of own resources (Land & animals, training capacity and machineries, production as 3rd stream income generation) • Diversified programs offered (good curriculum for the industry) • The institute has good infrastructure • The institute has a good reputation • Accredited by CHE 	<ul style="list-style-type: none"> • Poor ICT environment (infrastructure and human resources) • Lack of commitment by some staff and students (in fulfilling the core business of the institute) • Poor relationship with community • Underutilisation of land and infrastructure • Poor marketing of the institute and its products • No diversity in attracting students • Lack of screening processes to attract students seeking to pursue a career in agriculture • Lack of retention strategy (staff and governance structures) 	<ul style="list-style-type: none"> • High number of prospective student applications • High numbers of prospective students from diverse geographical areas • Demand for fresh produce • Autonomy • Producing employable graduates • Good history • Potential for Agro-tourism • Geographical location is favourable • Offer community and graduate farming incubators 	<ul style="list-style-type: none"> • Factionalism defeats team building • Under-developed community • Non-existent funding model • Poor relations with community • Low Fees that do not meet the demands of the economy • Lack of health facilities • Poor administration • Theft • Poor relations with community • Institution is not easily accessible because of poor connectivity (road).

STRENGTH	WEAKNESS	OPPORTUNITY	THREATS
<ul style="list-style-type: none"> • Rich history and heritage • Largest number of graduates amongst the ATI's • Rural location • A well -established brand • Ability to source grants from SETA • Approved operational policies. (finance, HR, academic,) • Effective learning culture 	<ul style="list-style-type: none"> • Limited financial resources • Lack of proper maintenance of internal connecting roads • Strong Accessibility of the institute being hampered by bad access road. • Inadequate financial resources for students • Ageing infrastructure (Fencing and residences) lacks periodic maintenance • Limited security • Poor administration • No electricity backup plan • Non-compliance with OHS legislation • In sufficient accommodation to increase student intake 	<ul style="list-style-type: none"> • Exchange student programme for international collaboration • Under developed community • Provisional CHE accreditation • Partnerships (Industry training institutions) • Offer degree courses • Innovation (incorporating new technological ideas and appropriate systems) 	<ul style="list-style-type: none"> • Low staff morale

STRENGTH	WEAKNESS	OPPORTUNITY	THREATS
	<ul style="list-style-type: none"> • Inadequate library resources • Limited ICT services • No external ICT back-up office 		

1.3. LEGISLATIVE MANDATE

The Institute is guided by the various policies, regulations Acts and National Development Plan-vision 2030 as indicated below.

P	Fort Cox Agriculture and Forestry Institute (FC-AFTI) Interim Provision Act, 2015, Employment Act, PFMA, Public Service Act & Basic Conditions of Employment, CHE, SAQA, Higher Education Act, Chapter 2 and 10 of the Constitution
E	PFMA, GAAP, Audit act, Treasury regulations Act, Framework for South Africa's response to the International Economic Crisis
S	Skills development Act, National Youth Development Act, National Gender Policy, Protection Of Private Information Act (POPIA), NDP, Chapter 2 and 10 of the Constitution

T	POPIA, State Information Technology Act, Regulation for interception of Communication's Act, Promotion of Access to Information Act, Electronic Communication and Transaction Act
E	Spatial Data Infrastructure Act, District Growth and development Summit resolutions, Biodiversity Act , NFA Act, NVFFA Act, NEMA, Occupational Health and Safety Act, Environmental Act
L	SAQA, Higher Education, FCAFTI Interim Act, Labour relations Act, CHE, Public Service Act & Regulations, Basic conditions of Employment Act, EEA

1.4. VALUES & PRINCIPLES

Values	Principles
<ul style="list-style-type: none"> • Open communication • Transparency • Accountability • Integrity, respect and discipline • Punctuality (time management) • Constitutional values 	<ul style="list-style-type: none"> • Batho-Pele principles • Good Governance and Humanity (Ubuntu) • Academic Excellence • Professionalism • Knowledge Generation

1.5. STRATEGIC INITIATIVES THAT WERE CONSIDERED BY GROUPS.

	KEY AREAS	RESPONSIBILITY
1.	Initiate collaborations with national and international institutions	Principal
2.	Students and lecturer exchange programmes	HOA
3.	Fundraising	Principal & CFO
4.	Ensure effective marketing to attract students of different races and nationality.	Marketing & Communications
5.	Strategic partnerships	Principal, HOA & CADE manager
7.	Ensure effective administration of MOUs and MOAs for partnerships	QTA

	KEY AREAS	RESPONSIBILITY
8.	Development programmes that will ensure effective community engagement and outreach.	CADE & HOA
9	Initiate technology enhanced curriculum and services	HOA & IT
10	Establish strong working relationship with different SETAs	Principal, TQA, HOA and CADE
11	Reorganising and re-engineering the organizational culture	HR & Principal
12	Consequence management	HR
13	Change management	HR & Principal
14	Upgrading of the Farm stall to provide wider product offerings needed by the wider community	CADE
15	The experiential training period for Agriculture to be increased to 1 year	Quality Assurance Unit

SECOND SESSION

1.6. TEACHING, LEARNING & RESEARCH and STUDENT AFFAIRS

TEACHING, LEARNING AND RESEARCH

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Ensure effective and efficient academic support	<ul style="list-style-type: none"> Revision of Fort Cox Admission and registration policies and procedures. Investigate the e-admission/application system Increase student enrolment Student manager(ITS) must be used throughout for academic records, examinations, admissions and registrations, financial statements Ensure credibility of assessments and examinations processes. Enhance student feedback on the effectiveness of teaching and learning 	Student bureau/affairs Academics TQA, HR, Facilities, HOA, Exams,	December 2019 On-going June 2020 Immediate Monthly, quarterly,	✓ HR ✓ Finance

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Promotion of quality assurance processes and implementation of mechanisms for effective and efficient Teaching & Learning	<ul style="list-style-type: none"> • Review of curriculum to align it to a more vocational approach and incorporation of driving lessons, chainsaw, first aid etc. as to enrich our curriculum. • Extension of Work-integrated learning to 1 year period for Agriculture program • Assessment and approval farms for WIL placement • Accreditation of new academic programs (NQF level 6 &7) • Students and lecturer exchange programs • Introduction of Vocational training (occupational training under Quality council Trades and occupations) 	Academic Board TQA,, Deputy Principal and, HODs, HRD,CADE	June 2019- June 2020 Immediately Quarterly	<ul style="list-style-type: none"> ✓ HR ✓ Finance ✓ Transport ✓ Machinery & implements

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
	<ul style="list-style-type: none"> • Strengthening of mechanization competencies through vocational training. • Alignment of teaching and learning to integrated farming approaches • All departments must hold meetings and discuss strategic plan and submit key decisions of such meetings • Enhancement of academic intervention strategies • Enhancement of students' academic clubs/associations functioning to ensure effective learning and exposure. • Development of teaching and learning improvement plan 			

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
	<ul style="list-style-type: none"> • Enhance implementation of curriculum through effective use of modern technology • Revamp and resource the training workshop for the effective teaching and learning. • Establishment GIS and remote sensing laboratory • Increase pass and throughput rate • Establish an effective graduate tracking system • Enhance and encourage applied research and publications for knowledge generation to ensure effective teaching and learning. • Enhance issuing of academic and research excellence awards as a motivation strategy 			

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Enhance establishment and sustain collaborations with relevant industries	<ul style="list-style-type: none"> • Create partnerships with industry and collaborations with other institutions of higher learning 	HOA, Academics, TQA	Immediate	✓ HR
Develop an applied research programme	<ul style="list-style-type: none"> • To provide solutions to problems experienced by farmers • To contribute to government needs on research findings on which they can base their planning and decision making. • Establishment of a research committee • Institute to set aside small amounts of money to kick start applied research • Co-development of project proposals with colleagues from universities, and agriculture research institutions to be encouraged to assess research funds 	Academic/ CADE/ Facilities/ Finance	2019-2020	<ul style="list-style-type: none"> ✓ Funding ✓ Human resource ✓ information

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
	<ul style="list-style-type: none"> Each department to be encouraged to at least be engaged in one research project, and financial support to be provided by the Institute 			

STUDENT AFFAIRS

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Creation of conducive and effective teaching and learning environment (library, lecture rooms ,ICT, science lab)	<ul style="list-style-type: none"> Lectures need to keep lecture times Lecture room equipment must be provided Establishment of the E-learning systems Updating of the library resources The science and computer labs must always be maintained to remain functional 	HOA Academics TQA Student affairs Facilities CADE	Immediate	HR Finance

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Establishment of student counselling unit for welfare service	<ul style="list-style-type: none"> • A fully fledged counselling and guidance unit must be established. • Psychologists must be appointed to guide, coach and counsel the students • Motivational sessions must be done • Students must be encouraged to participate in debates, Christian conferences and other psychological activities 	Student affairs SRC TQA Finance	Immediate	HR Finance Office
Create student-centred academic services (Admissions, teaching & learning, exams etc.)	<ul style="list-style-type: none"> • A Student Centre must be established where all students services are housed • The student centre must house canteen, book-shop, admissions, fees office, exams 	HOA Academics Students Affairs Student Bureau TQA	Immediate	HR

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Enhancement of recreational facilities	<ul style="list-style-type: none"> The recreational facilities must be maintained always All the sporting codes must be catered for Students must hold sporting competitions The social events like Miss and Mr Fort Cox must be held 	Students Affairs SRC TQA	Immediate	HR Finance
Ensure high healthy hygiene standards	<ul style="list-style-type: none"> A student clinic must be established with 24/7 nursing and health services available. A part-time Medical Dr must be appointed A temporary admission ward must be established to deal with emergency services 	Facilities Students TQA	Immediate	HR Finance
Enhancement of students' academic clubs/associations functioning to ensure	<ul style="list-style-type: none"> Students in various disciplines must be encouraged to form societies 	Students SRC Students Affairs	Immediate	HR Finance

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
effective learning and exposure.	<ul style="list-style-type: none"> • These societies must organise academic trips • The students societies must organise workshops with industries 	HOA Academics		
Holding of students awards in various categories : leadership, sports, community work and academic awards	<ul style="list-style-type: none"> • Plan business week for the Institute on yearly basis to network and recognise students who are top achievers 	Quality Unit and Executive Management	2020	Sponsorships
Establishment of effective and functional alumni and Convocation office	<ul style="list-style-type: none"> • Plan annual get together function • Establish an alumni committee for the convocation office management 	Students Affairs HODs Academics, TQA	Immediate	HR Finance

1.7. COMMUNITY ENGAGEMENT & FARMING

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Building of strong partnerships with local businesses and government bodies to attract investments. Active involvement with Business and technical agencies must take place all the time	<ul style="list-style-type: none"> To mobilise resources (financial and human) skills improvement/development of staff and students 	Principal/ TQA/ CADE	2019/2020	<ul style="list-style-type: none"> ✓ Internal and external funding ✓ Human resource
Organisation of community engagement events with key stakeholders. Thus, conducting	<ul style="list-style-type: none"> to equip them with agriculture knowledge and skills 	CADE	2019-2020	<ul style="list-style-type: none"> ✓ human resource

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
training workshops, seminars, demonstrations and Information days for farmers, youth and other stakeholders				✓ internal and external funds
Advancement of the farm stall	<ul style="list-style-type: none"> To offer high quality services and products to students, staff and the community To offer an avenue through which local farmers can sell their produce 	CADE/ Finance	2019-2021	<ul style="list-style-type: none"> ✓ Internal funding ✓ Human resource ✓ Machinery ✓ land
Integration of production systems for improved sustainability	<ul style="list-style-type: none"> To ensure efficient utilization of resources To develop innovative complementary farming systems 	CADE/ Academic/ Facilities	2019-2022	<ul style="list-style-type: none"> ✓ Internal and external funding ✓ Machinery ✓ Information ✓ Human resource

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Enhancement of revenue generation of the Fort Cox farm	<ul style="list-style-type: none"> To improve the quantity and quality of farm produce To increase the product range of farm produce 	CADE/ Academic	2019-2020	<ul style="list-style-type: none"> ✓ Land ✓ Machinery ✓ Human resource ✓ internal and external funding
Enhancing Vocational training at Fort cox	<ul style="list-style-type: none"> To acquire QCTO accreditation 	CADE/ TQA/ academic	2019-2020	<ul style="list-style-type: none"> ✓ Human resource ✓ Funding
Establish a centre for mechanization	<ul style="list-style-type: none"> To serve as a service centre for communities to improve farm land utilization To provide practical training for vocational and diploma programmes 	CADE/ Academic/ Facilities	2019-2021	<ul style="list-style-type: none"> ✓ External funding ✓ Machinery ✓ Human resource ✓ Building infrastructure

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
	<ul style="list-style-type: none"> • 			✓
Potential for Agro-tourism	<ul style="list-style-type: none"> • To attract public to visit the agriculture sites that are operating • Value the element of history that Fort Cox hold to attract agriculture investments • Provide recreation, education and training for income generation 	CADE/ Facilities	2019-2020	<ul style="list-style-type: none"> ✓ Funding ✓ Human resource
Combating theft	<ul style="list-style-type: none"> • To secure farm produce • To conduct community mobilisation 	CADE/ Facilities	2019-2020	<ul style="list-style-type: none"> ✓ Funding ✓ Human resource ✓ Fencing infrastructure

1.8. FINANCE, GOVERNANCE & INSTITUTIONAL DEVELOPMENT

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Accountability and Leadership excellence	<ul style="list-style-type: none"> Regular reporting to council Ensure governance charters are in place Ensure proper functioning of internal audits Oversee compliance with relevant regulatory bodies 	Principal	Quarterly Annually Quarterly Annually	✓ Human resource
Proper Institutional planning and credible reporting.	<ul style="list-style-type: none"> Timely review/development and submission of planning documents (strategic plan, APP, Operational plan) 	TQA	In-line with the performance	✓ Human resource

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
	<ul style="list-style-type: none"> • Timely submission report (Quarterly report, mid-term and annual) • Develop and update compliance procedure manual / register 		<p>information framework</p> <p>QR-Every quarter MT-October AR-September Quarterly</p>	
Self-sustainable institute, known footprint and good public relations	<ul style="list-style-type: none"> • Development of marketing strategy. • Resource mobilisation • Development of a portal • Producing newsletters • Convocation and Alumni • News letter • E marketing • Social, provincial and international event • Event management 	Marketing, ICT, TQA	2019-2021	<ul style="list-style-type: none"> ✓ Internal and external funding ✓ Human resource

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
<p>Improve and maintain proper financial administration processes.</p>	<ul style="list-style-type: none"> • Review of financial management policies • Ensure budget is aligned to objectives of the institution. • Maintenance of proper debtors and creditors' management system and budget monitoring. • Reconciliation of control accounts. • Credible financial reporting. • Provision of support to revenue generating enterprises. • Develop and implement cost containment strategy • Ensure finance section is resourced sufficiently and capacitated • Clean audit • Develop risk management strategy 	<p>CFO, Accountant, HR Manager</p>	<p>April March/April Monthly Quarterly, mid-term, annual Continuously Annually Quarter 1 2019/20 Annually (September) September 19</p>	<p>✓ Internal and external funding ✓ Human resource</p>

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Maintain fair, transparent, equitable, competitive and cost-effective procurement systems	<ul style="list-style-type: none"> • Review of SCM policy. • Resource the unit with suitable candidates. • Manage tender administration process • Review and implement asset management policy • Maintain compliant FAR • Ensure adequacy of insurance. • Ensure the functioning of procurement policies 	CFO, SC Manager, HRM	Quarter 1 Continuously Quarter 1 Quarterly Annually / changes informed by FAR Annually	✓ Human resource
Ensure good human-resource management and career development practices, to maximise human potential, must be cultivated.	<ul style="list-style-type: none"> • Review of HR policy and procedures. • Development of proper job descriptions 	HR Management	2019-2020	✓ Human resource
Re-engineering the organisational culture through HRD assessment	<ul style="list-style-type: none"> • Develop HRD strategy • Develop succession plan. 	HR Management	2019-2021	✓ Internal & External funding

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
and staff development in order to ensure the performance of employees.	<ul style="list-style-type: none"> • Conduct skills Audit & implementation of proper skills development programmes • Change management 			✓ Human resource
To ensure effective consequence management & administration of staff	<ul style="list-style-type: none"> • Advocate the development of individual performance contracts • Implementation of Performance Management policy • Review and Implement Code conduct • Enforce disciplinary procedures 	HRM/ all staff	2019-2020	<ul style="list-style-type: none"> ✓ Human resource ✓ information
Promotion of general welfare of the employees.	<ul style="list-style-type: none"> • Upscale employment wellness programmes and encourage employee participation 	HRM	Quarterly	✓ Human resource
Establishment of HR planning. And Organisational Development Unit	<ul style="list-style-type: none"> • Develop aligned organisational structure that talks to strategic objectives of the institute • Updating of Employee benefits administration 	HRM	Quarterly	✓ Human resource

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
	<ul style="list-style-type: none"> To maintain sound human resource administration. 			

1.9. INFRASTRUCTURE DEVELOPMENT AND FACILITIES MANAGEMENT

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Buildings	<ul style="list-style-type: none"> Ensure safe and habitable buildings To develop a refurbishment plan of the existing buildings Provide adequate staff housing Review the housing policy 	FMID manager	Cont.... June Jan 2021 June	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Fleet management	<ul style="list-style-type: none"> Revise the transport management policy Increase the number of vehicles to respond to the needs of the institute 	FMID manager	June Jan 2021	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources
Roads	<ul style="list-style-type: none"> Advocate for an upgrade and maintenance for access road Revamp and maintain the internal roads 	FMID manager	Continuous	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources
Electricity supply	<ul style="list-style-type: none"> Develop a maintenance plan Provide backup plan for electricity supply 	FMID manager	June Jan 2021	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources
Water & Sanitation supply systems	<ul style="list-style-type: none"> Develop a scheduled maintenance plan for water supply Maintain the water treatment plan to ensure safe water supply irrigation water system Upgrade water reticulation system Expansion and maintenance of irrigation systems 	FMID manager	June Cont.... Jan 2022 Jan 2022	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
ICT	<ul style="list-style-type: none"> Establish a functioning ICT unit, create and Fill in relevant ICT positions Develop ICT Policies Upgrade the physical network infrastructure Acquire ISP (Internet service provider) services that responds to tertiary learning environment Recreation of the institute website Establishment of online services (online application, registration, e-leave system, e-learning, online administration) 	ICT manager	Urgent June Jan 2021 Jan 2020 June Jan 2021	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources
Security and risk management	<ul style="list-style-type: none"> Develop a security and risk management policy Conduct risk assessment plan Develop a risk management plan Erect and maintain adequate fencing. Establishment of a health and safety committee. 	FMID manager	June September November Jan 2021 September	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources

KEY AREAS	OBJECTIVES	RESPONSIBILITY	TIME-LINE	RESOURCES
Equipment and machinery	<ul style="list-style-type: none"> • Develop an asset and life cycle maintenance plan • Establishment of a mechanization centre • Establishment of the workshop for training purposes (welding, machinery, carpentry etc.) 	FMID manager, HOA	December Jan 2022 Jan 2021	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources
Renewable energy	<ul style="list-style-type: none"> • Establishment of a biogas plant • Establishment of a solar power plant 	Farm manager	Jan 2021 Jan 2021	<ul style="list-style-type: none"> ✓ Finance ✓ Human resources
Waste management	<ul style="list-style-type: none"> • Develop and implement a waste management plan 	FMID manager	September	<ul style="list-style-type: none"> ✓ Human resources
Cleaning and Garden services	<ul style="list-style-type: none"> • Develop a cleaning and grounds maintenance program 	FMID manager	June	<ul style="list-style-type: none"> ✓ Human resources

SECTION 2: RECOMMENDATIONS

Having facilitated and observed the group presentations on the final day of the workshop, PDT managed to gain some insights from which the following recommendations are made :

1. Every management meeting must discuss the progress in the implementation of the strategic plan. The agenda items must include all key areas from the workshop.
2. The Institute must appoint the champions of the strategic plan to drive the implementation of all key strategic plan areas. Therefore, there is an urgent need to move from bureaucracy to revocracy with the aim of providing quality education to all the students. Every staff-member must put the students at the centre of the academic agenda and try all means to serve them with positive attitudes and excellence..
3. Records and archival management systems must always be updated. This is with regards to the issue of internal and external backup of the information for the entire institute. There is an urgent need to establish offsite backup servers as disaster recovery management plan.
4. FC-AFTI has a huge potential to reach new heights, therefore there is a need for aggressive marketing and publicity. The Fort Cox brand must be known all the world. If possible, the Institute must have its own community radio station focusing on Agricultural and Forestry development and promotion.
5. Every department must have an Advisory board, which must be made up of external representatives including universities and SETAS for curriculum review and its alignment with industry needs.
6. TQA committee is one example of committees that are needed at any institution to guide and support institutional development and good governance.
7. Projects Office must be established where the third income stream account must be kept. This office must assist with proposal writing for fundraising and bidding of various tenders.

8. All efforts must be made to retain key staff in scarce areas as well as council members for academic excellence, good governance and institutional memories..
9. The Budget must to be structured in a manner that allows all the cost centres managers/ HODS to have access and to manage their expenses. They need to receive all monthly reports about the expenses and income..
10. Research is one of the core pillars of education, therefore the institute must have a Research office that must come up with its operational plan. This office will be able to develop research policies and strategies on all research matters of the Institute. It will also liaise with national and international Research Institutes like NRF, CSIR, ARC, MRC etc.
11. ICT needs urgent attention. Efforts must be made to get some more staff or interns to assist the ICT administrator who is presently alone.
12. For academic excellence, students need to be motivated. A model that can be applied is the use of fee waiver on yearly basis for a student that has a minimum mark of 75% of any course. The method which is used by other universities can contribute to academic excellence by students and will contribute to good pass-rate.
13. Library is an entity that promotes research, reading in order enhance academic excellence of students and staff and therefore needs proper attention.
14. Teaching and Learning Centre for students and the academic staff need to be established to promote excellence in teaching and learning for both students and academic staff.
15. The connecting road to the institute must be a top priority to ensure that accessibility of the institution is smooth. An appeal should be made through the Chair of Council to the MEC for Roads and Transport to ensure that this is done asap..
16. The Balance Scorecard tool must be used by the Principal, HR, TQM and all HODs to evaluate and manage the implementation of the strategic plan.
17. The Executive Committee of the Institute must organise meetings with internal stakeholders and share with them the key-points of the plan.
18. Capacity building in Leadership development for all HODs, Managers, Top officials and the SRC will be needed to enhance the effective implementation of the plan.

CONCLUSION

Finally, I want to express my utmost appreciation to the institute for allowing me to facilitate the strategic planning workshop. From the huge experience of the extensive strategic planning works that I have been exposed to, I can say that every organisation has its own unique challenges and dynamics. I am grateful for the hospitality and cooperation by the senior management and other managers and HODs of the Institute. I would like to appeal to the management and staff of the FC-AFTI to implement this strategic plan effectively. The plan also calls on the Institute an opportunity to bring in a new organizational culture of embracing the values of professionalism, efficiency and effective, unity and solidarity.

Finally, remember that **“where the heart is willing, it will find thousand opportunities but where the heart is unwilling, it will find thousand excuses.”** **May the Almighty God richly bless the Fort Cox Agriculture & Forestry Training Institute in everything they do as they continue to serve this nation and the entire world. The new vision, mission and values must be publicized all over the Institute. Let’s protect the historical Brand of FC-AFTI.**

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